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Cuba PORTFOLIO OF OPPORTUNITIES FOR FOREIGN INVESTMENT 2020-2021







PORTFOLIO OF OPPORTUNITIES FOR FOREIGN INVESTMENT

2020-2021

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ION OF PROJECTS

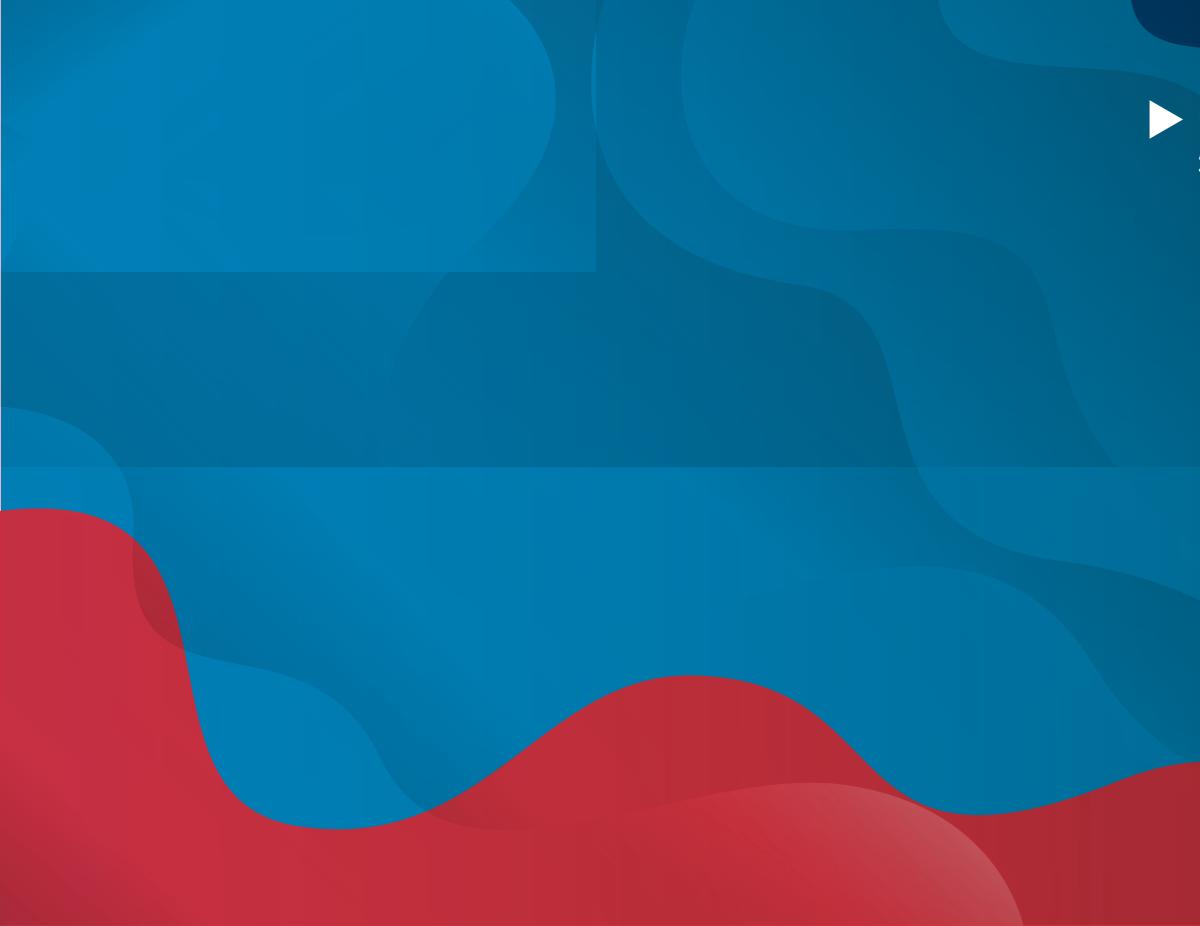
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CUBA: A PLACE TO INVEST

Advantages of Investing in Cuba

With the approval of Law No. 118 and its complementary norms, a favorable business environment has been created in Cuba. Tax incentives are not the only advantages inviting foreign investors to choose Cuba as a place to invest. Some of these other reasons are: La formulación de políticas sectoriales para la identificación de oportunidades de inversión con capital foráneo que permiten el acceso al mercado cubano y sus consumidores.

- Formulation of sectorial policies for identifying investment opportunities with foreign capital that permits access to the Cuban market and its consumers
- Secure and transparent legal framework
- Political, social and legal stability
- Geographical location in the center of an expanding market
- Climate of safety for foreign personnel
- High indicators for education, social security and health of the population
- Highly qualified workforce
- International agreements signed by Cuba with the Latin American Integration Association (ALADI), the Caribbean Community (CARICOM), the Bolivarian Alliance for the Peoples of Our America (ALBA), the Common Market of the South (MERCOSUR), the European Union (EU), the World Trade Organization (WTO)
- Governmental policy that prioritizes research and technological innovation
- Institutions at the service of investors, with highly qualified personnel, among which the Single Window for Foreign Investment (VUINEX).has been added in 2020.

Principal provisions in the Foreign Investment Legal Regime
Law no. 118/2014, "Law of Foreign investment".
Decree no. 325/2018, "Regulation of the Foreign Investment Law"
Resolution no. 14/2018 of the Ministry of Labor and Social Security, "Regulation on the Labor regime for Foreign in- vestment"
Resolution no. 207/2018 of the Ministry of Foreign Trade and Investment on the methodological bases for drawing up te- chnical/economic studies
Resolutions no. 46/2014 and no. 47/2014 of the Banco Cen- tral de Cuba, on contributions or foreign investor contribu- tions and the handling of their bank accounts in Cuba.
Decree no. 366/2019 Amendment to Decree no. 325 "Regu- lation of the Foreign Investment Law"
Agreement No. 8732/2019 of the Council of Ministers
Resolution no. 501/2019 MFP On the Minimum Value of Land for businesses with foreign capital
Resolution no. 21/2020 Regulation of the Commission to Evaluate Businesses with MINCEX Foreign Investment
Decree no. 15/2020 Regulation of the Single Window for Foreign Investment.
Decree Law No. 14/2020 "Of the pledge and the mortgage".
Decree Law No. 15/2020 "Of the guarantee trust".
Resolution no. 115/2020 General Bases for improving the Liquidity Allocation System

- Basic infrastructure throughout the country: communications networks; over 20 airports; ports admitting deep-draft vessels, more than 100 % of national territory with electrical power, rail and highway communications
- * See other legal provisions on the www.mincex.gob. cu. website

Foreign Investment in Cuba

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

- Joint Enterprises
- International Economic Partnership Agreements including, among others, contracts for hotel management, production or services, contracts to provide professional services, risk contracts to explore non-renewable natural resources, for construction and for agricultural production
- Enterprises with Totally Foreign Capital; foreign investors can set up on national territory as:
- a. Natural persons acting on their own behalf
- b. Legal persons constituting a Cuban affiliate of the foreign entity which they own
 - c. Legal persons setting up a branch of a foreign entity

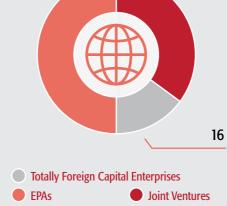
Foreign Investment in Figures

At the close of 2019 most foreign investment business was undertaken as international partnership agreements, (50 % of the total) and among these hotel management agreements outnumber the rest. Joint ventures follow at 34 %: 57 % of active businesses are concentrated in the sectors of tourism, energy and mines,



FOREIGN INVESTMENT BUSINESS MODALITIES 2019 50

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Source: Ministerio del Comercio Exterior y la Inversión Extranjera

In 2019, 38 new businesses were approved, of these 9 in ZED Mariel while 8 previously established businesses with new investments were renewed.

General Principles of Foreign Investment Policy

- To envisage foreign investment as a source for the economic development of the country in the short, medium and long term. Its main objectives are to have access to cutting edge technologies and managerial methods and skills; diversify and expand export markets; achieve import substitution; have access to foreign financing; create new job and obtain higher incomes from production linkages with the domestic economy.
- To get new managerial methods and skills that contribute to achieving better market position, increase productivity and profitability, efficiency in complex investment processes and their assimilation by the rest of the economy.
- 3. Foreign investment established in Cuba must guarantee their own sustainability in terms of foreign currency liquidity by generating external financial flows, income from exports, productive linkages with export activities and an effective import substitution.
- To give immediate priority to foreign investment aimed at replacing food imports.
- To encourage the development of comprehensive projects to generate production linkages in the search for collective efficiency. These projects may be negotiated with one or several investors.
- 6. In correspondence with the demographic dynamics of the country, foreign investment must allow access to the state-of-the-art technologies that increase productivity and contribute to the efficient use of the workforce.
- To contribute to changing the energy matrix of the country by leveraging renewable energy sources, using solar and wind power, agro-industrial waste such as sugar cane, fo-

restry and sickle bush (marabu) biomass, water and biogas power.

- Technologies that make good use of renewable energy sources should be incorporated, whenever possible, into foreign investment projects.
- 9. 9. To consider foreign capital participation to complement domestic scientific and technological projects, preserving intellectual property over the results obtained, especially brand names and patents created by the Cuban partner.
- To consider foreign investment in certain economic sectors and activities as an active and fundamental element for growth.
- 11. 11. To consider as priorities sectors such as agricultural and foods industry production; tourism, including health tourism; energy especially renewable energy, exploration and exploitation of hydrocarbons and mining resources; construction or improvement of industrial infrastructures.
- Small export- oriented businesses as well as projects contributing to local development will be promoted.
- 13. To guide most of foreign investment towards export sectors and towards removing bottlenecks in the production chain, encouraging modernization of infrastructure, and changing the technological model, as well as ensuring satisfaction of domestic needs to replace imports.
- 14. encourage foreign investment based on a broad and diverse Portfolio of Projects. To focus promotion by stages and potential sectors/ activities and bolster the participation of investors from different countries. To prioritize promotion for the Special Economic Development Zones starting with the Special Economic Development Zone of Mariel.

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- 15. 15. To consider as priorities those activities related to technology transfer, development of production chains in less economic developed areas or related to increasing the efficiency of the production chain.
- 16. 16. The Cuban partner will always hold the majority stake in businesses related to extraction of natural resources and providing public services.
- 17. 17. To establish as a requirement for the approval of foreign investment businesses, planning its expected impact on the balance of payments over time. This impact will be considered a determinant indicator for its approval.
- 18. 18. In foreign investment businesses, there is not free hiring of workforce other than the exceptions provided by law. The employer-entity is to be maintained as a business organization and its aim will be to supply and control workforce.
- 19. Wages will be conditioned on the work outcome, on efficiency and the added value generated by the enterprise. Payment for workforce services is negotiated between the employer-entity and the foreign capital enterprise based on what has been established by the Ministry of Labor and Social Security.
- 20. To eliminate wage scales and establish a minimum wage. Employees will earn salaries higher than the minimum wage established.
- 21. 19. Foreign investment may be directed selectively towards the development of non-state owned businesses with legal status, prioritizing the cooperative sector.
- 22. 20. State assets will not be transferred in property, save for exceptional cases in which the partial or total transfer of them is for the development of the country and their transfer does not adversely affect the

political, social and economic foundations of the State.

- 23. Exclusivity rights are not granted over the Cuban market; the foreign partner is on an equal footing with third parties and may be a supplier and client (customer) of the business.
- 24. In projects aimed at exporting goods or services, the foreign partner shall guarantee the market.
- 25. Domestic shortage in construction capacity cannot stop the development of the process of foreign capital investments. Alternatives to prevent this situation must be considered, even by hiring foreign labor force.
- 26. To bid on design and construction services by foreign and Cuban enterprises whenever the complexity of a project so requires, in accordance with Cuban current legislation regarding investment process.
- 27. To authorize the establishment of wholly-owned foreign capital companies for complex investment projects especially for the development of industrial infrastructure through special turnkey contracts such as: Engineering, Procurement and Construction Contracts (EPC); Engineering, Procurement and Construction Management Contracts (EPCM); Build-Own-Operate- Transfer Contracts (BOOT), Build-Operate-Transfer Contracts (BOT).
- 28. In principle, opening bank accounts abroad and accepting external guarantees that might compromise the retention of Cuban flows in banks abroad will not be authorized.
- 29. To make the economic information requested from foreign investment compatible with the international indicators used to measure investment outcome. To publish relevant statistics.

General Principles of Foreign Investment Policy

1. Land ownership will not be transferred to the Joint Venture under any circumstances. In an international economic partnership, the contribution of the Cuban party/partner will include the real right of usufruct or surface rights.

2. Partnership of the agricultural cooperatives in foreign investment may be direct or indirect.

Indirect partnership takes place as:

a) Contractual relationship between the agricultural cooperatives and the foreign investment modalities; or

b) Contractual relationship between the agricultural cooperatives and state entities, and of the latter with the foreign investment modalities.

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

Direct partnership takes place when the agricultural cooperatives have shares in the foreign investment modalities according to the following variants:

- a. Being part of an international economic partnership (international economic partnership agreement or Joint Venture) which in turn would be made up of agricultural cooperatives, a totally Cuban capital company and the foreign investor; or
- b. Previously creating a new wholly owned Cuban capital company between the agricultural cooperative and a state-owned enterprise that will then become partner with the foreign investor to establish the foreign investment modality.

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

Cuban state-owned enterprises producing goods, providing industrial or marketing services linked to the production to be carried out, may be shareholders of the Cuban companies established for these purposes.

The validity period for this company will be in correspondence with that of the international economic partnership in which it will be participating.

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

In the case of agricultural production cooperatives having land ownership:

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

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In the case of cooperative production basic 6. To establish that, once the foreign investment units, agricultural production cooperatives and loan and service cooperatives which have land in usufruct:

- a. If a partnership of the type described in Paragraph 1.2 section a) is set up, the right of usufruct on the land shall be extinguished, totally or partially, to the cooperative and the Council of Ministers shall authorize the right of usufruct so that it may be contributed to the International Economic Partnership.
- b. b) If a partnership of the type described in Paragraph 1.2 section a) is set up, the right of usufruct on the land of the cooperative shall be partially extinguished and the Council of Ministers shall authorize the transmission of this land right to the wholly owned Cuban capital company so that it may be their contribution to the business.

In order to engage in businesses with foreign investment, agricultural cooperatives must be operating in a stable manner and in positive economic and productive conditions. Nevertheless, depending upon the type of project and its geographical location in Cuban territory, the indirect participation of the entire productive base could be evaluated.

In International Economic Partnership Agreements, the approval to carry out foreign trade activities will be granted to the wholly owned Cuban capital company which is the Cuban business partner.

4. To consider as the national organization or entity sponsoring the business, the one that serves the wholly owned Cuban capital company that is the partner in the business.

5. As long as the dual currency and exchange rate situation remains, bank accounts in foreign currency will be authorized to the agricultural cooperatives that are partners in foreign investment business.

business has concluded, land ownership or usufruct right previously contributed to the business will be returned to the agricultural production cooperative, or to the agricultural production cooperative, or basic unit of cooperative production or loan and services cooperative.

Special Taxation Regime* for Foreign Investment*

TAXES	LAW NO. 118 FOREIGN INVESTMENT	ZED MARIEL	LAW 113 TAXATION SYS-TEM
ON PROFITS	0 % during 8 years and, as an exception, for a longer period. Subsequently 15%.	0 % durante 10 años y excepcionalmente por un período superior. Posteriormente 12 %. (Concesionarios y usuarios) Aplica Ley No. 118 para reinversión.	35 %. May increase to 50% for exploitation of natural resources.
ON USING LABOR FORCE	Exempted	0% during 10 years and, as an exception, for a longer period. Subsequently 12%. (concessionaries & users) Application of Lay No. 118 for reinvestment.	Reducción progresiva del 20 % (2012) al 5 % (2016)
CONTRIBUTIONS TO LOCAL DEVELOPMENT	0% during investment re-covery.	Exempted	Se establece gradualmente en la Ley Anual del Presupuesto.
ON SALES OR SER-VICES	0% during first year of oper-ations, subsequently 50% discount on wholesale sales and on services.	0% during first year of opera-tions, subsequently 1%	2% on wholesale sales and 10% on servicers. New tax-able items shall be gradual-ly incorporated.
ON PERSONAL IN-COMES TO PARTNERS OR PARTIES	Exempted	Aplica la Ley No. 118.	15 %
ON USING OR EX-PLOITING NATURAL RESOURCES AND PRESERVING THE ENVIRONMENT (5 TAXES)	50% discounts during in-vestment recovery	Law No. 118 applies	For the use of beaches, waste disposal into hydro-graphic basins and terrestri- al waters: defined in the annual Budget Law. Use of bays and forestry resources according to taxable items in Law 113
CUSTOMS	Exempted during the in-vestment process	Exemptions on means, equipment and goods in the investment process	Taxable items are estab-lished in the Customs Duties

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

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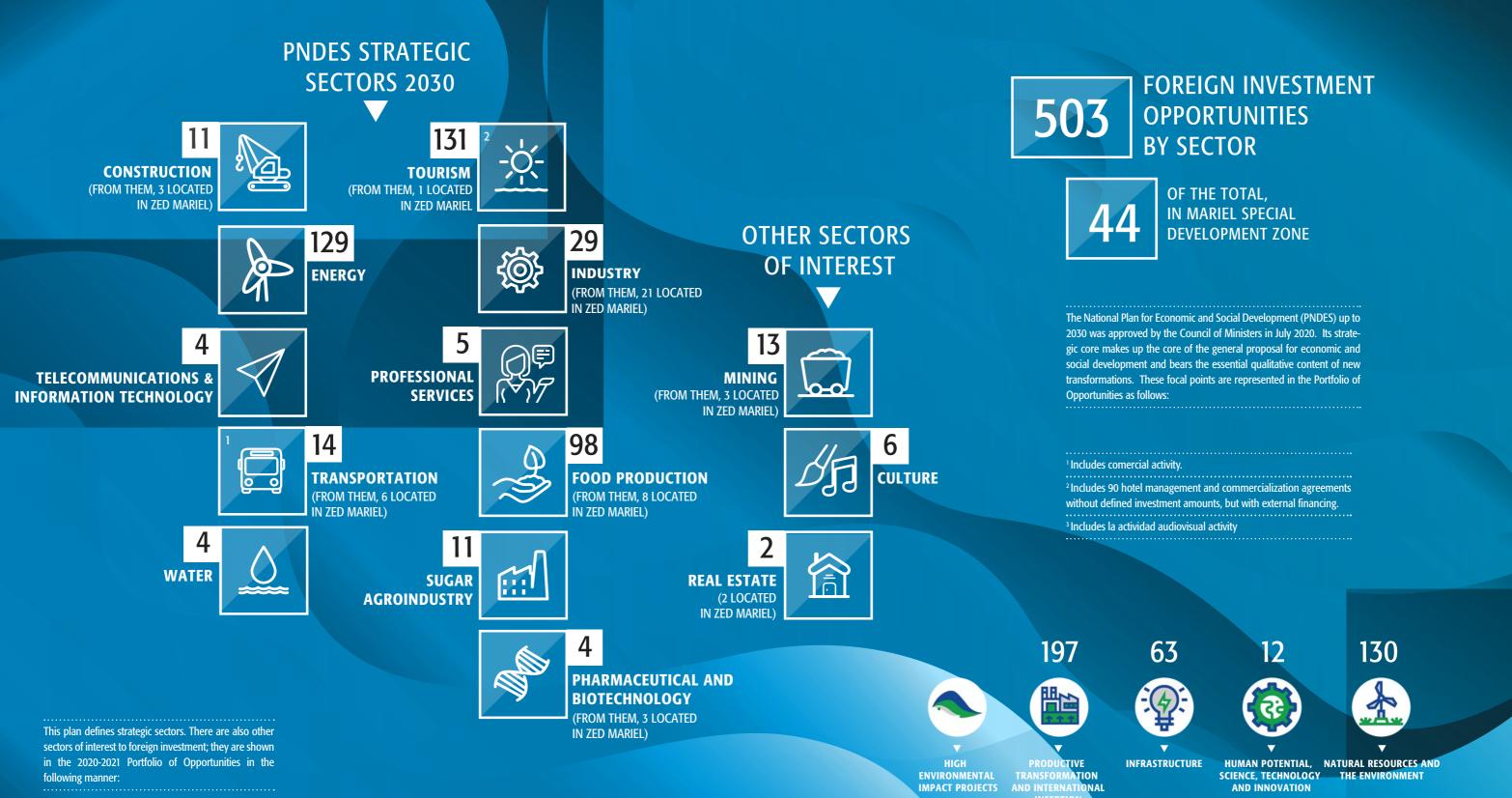
TAXES APPLICABLE TO ENTERPRISES WITH TOTALLY FOREIGN CAPITAL OUTSIDE ZED MARIEL

35% that may go up to 50% for exploitation of natural re-sources, or up to 50% of the 35% that is the tax type estab-lished.
It is gradually reduced to 5%
5% on wholesale sales, 10% on retail sales
10 %.
No tax is paid on sales, especially for products and on ser- vices for (1) goods constituting raw material for industrial production and for goods and (2) services destined for ex-portation
For the use or exploitation of beaches, for approved waste disposal in hydrographic basins, for the use and exploita-tion of bays, for the use and exploitation of forestry re-sources and wildlife and for the right to use terrestrial wa-ters: gradual application of these taxes and the majority of their taxable types shall be established in the Annual Budget Law
Gradually established in the Budget Law
To be set in the Customs Tariffs

Article 47 of Law 1128 also establishes: "The Ministry of Finances and Prices, having heard the opinion of the Ministry of Foreign Commerce and Investment, taking into account the benefits and the amount of the investment, capital recovery, indications provided by the Council of Ministers for prioritized sectors of the economy, as well as the benefits it may bring to the national economy, may grant total or partial exemptions, on a temporary or permanent basis, or grant other tax benefits according to what has been established in taxation legislation in force, for any of the types of foreign investment recognized in this Law".



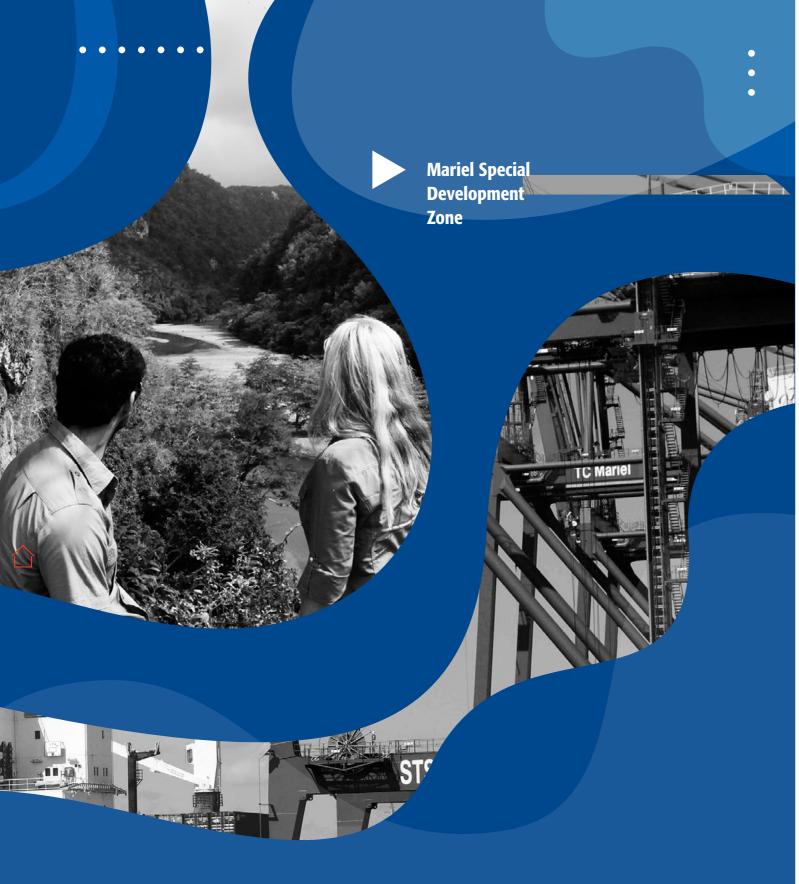








MARIEL SPECIAL DEVELOPMENT ZONE



The Special Economic Development Zone of Mariel (ZED Mariel in the Spanish acronym) is a visionary project, designed to contribute to the sustainable economic development of Cuba. It is located in the province of Artemisa, just 45 Km west of Ha-



REGULATORY FRAMEWORK

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

APPROVAL PROCESS

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

SINGLE WINDOW

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

DESARROLLO Y NEGOCIOS

The ZED Mariel Development and Business Plan, approved by the Council of Ministers via Agreement No. 8512, of 19 November 2018, constitutes the programme for its 465.4 square kilometres until 2042.

The Zone is divided into 9 sectors with defined economic activities. Development started in

vana, covering an area of 465.4 square kilometers.

The Zone's Development and Business plan is the programme for its development heading towards 2042 and 5-year strategies.

Sector A; its Master Plan incorporates the highest standards and environmental quality concepts and we move forward in implementing and approving other sectors.

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

PRIME REGIONAL LOCATION

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

INCENTIVES TO USE SOLAR ENERGY

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

BUSINESS OPPORTUNITIES IN ZED MARIEL

BIOTECHNOLOGY AND PHARMACEUTICAL INDUSTRY SECTOR



PRODUCCIÓN DE MEDICAMEN	NTOS GENÉRICOS EN FORMAS SÓ
DESCRIPTION:	Building and operating two pla production cycle and final prod 500 million hormonal and cont
	As a design premise, we for implementation, using renewa and containment in complian
	industry, the Food and Drugs standards, aimed at increasing
INVESTMENT TYPE:	Joint Venture
CUBAN PARTY:	Empresa Laboratorios Medsol
ESTIMATED INVESTMENT:	400 million USD
LOCATION:	Sector A. Zone A-3
CONTACTS:	Name: Luis Armando Alarcón (Position: Director General E-mail: alarcon@oc.medsol.cu Tel.: (53) 72140954 (53)528 Maité Diéguez Marín, Assistant E-mail: marin@oc.medsol.cu



PRODUCTION PLANT FOR RECOMBINANTS BASED ON MAMMAL CELLS

DESCRIPTION:	Building a new industrial biotect the treatment of cancer, the cent from the active pharmaceutical in kg/yr.Production will address the
INVESTMENT TYPE:	Joint Venture
CUBAN PARTY:	CIMAB S.A.
ESTIMATED INVESTMENT:	55 million USD.
LOCATION:	Sector A. Zona A-3.
CONTACTS:	Name: Elizabeth Arias Valdés
	Position: General Manager, CIM
	Email: elizabeth@cimab.cu
	Tel.: (53) 72152193, ext. 402 & 40
	Cell phone: (53) 52146027

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DLIDAS ORALES

ants for producing generic medicines in solid oral forms with whole duct storage. Annual capacity is estimated at 1300 million tablets and traceptive tablets per year respectively.

resee employing state of the art constructive systems with fast able energy and state of the art technologies with great automation ice with the Good Manufacturing Practices of the Pharmaceutical Administration (FDA) and the European Medicines Agency (EMA) g exports.

Camejo

ı 866754 t Director

chnological facility for the production of recombinant proteins for ntral nervous system and other non-transmissible chronic diseases, ingredient up to the final drug form, with the productive capacity of ne national market and exportation.

AAB S.A.

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INDUSTRIAL SECTOR



Concerning of the local distance of the loca

DESCRIPTION:	Building plants producing non-flexible plastic containers, in diverse formats, for domestic industry, the domestic market and export.
INVESTMENT TYPE:	Joint Venture or Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	over 15 million USD
LOCATION:	Sector A. Zone A-9
CONTACTS:	Name: Wendy Miranda
	Position: Coordination and Proceedings Director
	E-mail: ventanillaunica@zedmariel.co.cu

Position: Coordination and Proceedings Direct
E-mail: ventanillaunica@zedmariel.co.cu
Tel.: (53-47) 397360 to 62



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FLEXIBLE AND EXTRUDED POLYETHYLENE CONTAINERS

DESCRIPTION:

Building a plant for the production and sale of printed flexible material for containers on any thermosoluble base extruding polyethylene film or those of other flexible films and making up different format containers from such materials.

INVESTMENT TYPE:	Joint Venture	
CUBAN PARTY:	Industrias Nexus S.A.	
ESTIMATED INVESTMENT:	15 million USD.	INVESTMENT TYPE:
LOCATION:	Sector A. Zone A-9.	ESTIMATED INVESTMENT:
CONTACTS:	Name: Álvaro Suárez Mayans	LOCATION:
	Position: Director, Industrias Nexus S.A.	CONTACTS:
	Email: alvaro@nexus.co.cu / negocios@nexus.co.cu	
	Tel.: (53) 72045184 / 72045454	
	Cell phone: (53) 52159558	

PRODUCTION OF SMALL FORMAT TOILETRIES

DESCRIPTION:



DESCRIPTION:	Identify a potential partner ensuri produce small format toiletries fo
INVESTMENT TYPE:	Joint Venture or Totally Foreign Ca
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	15 million USD
LOCATION:	Sector A. Zone A-9.
CONTACTS:	Name: Wendy Miranda Position: Coordination and Procee E-mail: ventanillaunica@zedmarie Tel.: (53-47) 397360 to 62

injector sets.

8 millones de USD. Sector A. Zone A-3. Name: Wendy Miranda

Tel.: (53-47) 397360 to 62

Totally Foreign Capital Enterprise

BUSINESS OPPORTUNITIES

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ing financing and modern clean technology for building a plant to or national tourism and exportation..

Capital Enterprise

edings Director riel.co.cu



Producing and selling medical consumables. We ask that the foreign partner contributes technology transfer, financing, equipment and technical assistance to produce with the internationally

The annual domestic market is approximately 4.7 million USD amounting to around 87 million disposable syringes, eight million needles, six million serum sets and 800,000 units of blood

Position: Coordination and Proceedings Director E-mail: ventanillaunica@zedmariel.co.cu



PRODUCTIO GARDEN FUI

PRODUCTION OF PLASTIC GARDEN FURNITURE	
DESCRIPTION:	Building and operating a modern plant with clean technology to produce a varied assortment of plastic garden furniture for the domestic market and for export.
INVESTMENT TYPE:	Joint Venture or Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	15 million USD
LOCATION:	Sector A.
CONTACTS:	Name: Wendy Miranda Position: Coordination and Proceedings Director E-mail: ventanillaunica@zedmariel.co.cu

Tel.: (53-47) 397360 to 62



COMPREHENSIVE SOLID

WASTE MANAGEMENT

SYSTEM



DESCRIPTION:	Building and operating a r commercial footwear, amo
INVESTMENT TYPE:	Joint Venture or Totally For
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	20 million USD
LOCATION:	Sector A.
CONTACTS:	Name: Wendy Miranda
	Position: Coordination and
	E-mail: ventanillaunica@ze
	Tel.: (53-47) 397360 to 62



DESCRIPTION:	Comprehensive industrial and do to the towns in the Mariel Special Deve
	for processing and generating en
INVESTMENT TYPE:	Joint Venture.
CUBAN PARTY:	Grupo Empresarial del Reciclaje (
ESTIMATED INVESTMENT:	over 15 million USD
LOCATION:	Sector A. Zona A-9.
CONTACTS:	Nombre y apellidos: Estela Domír
	Cargo: Vicedirectora General de D
	Correo-e: estela@reciclaje.cu
	Tel.: (53) 78352332 / 78352333

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ng a modern plant with clean technology to produce a varied assortment of amounting to around 47 million pairs per year, for the domestic market. ly Foreign Capital Enterprise

and Proceedings Director a@zedmariel.co.cu

> lomestic solid waste management, generated by companies and elopment Zone and Artemisa province, including building a plant nergy.

(GER).

ínguez Ariosa Desarrollo y Negocios



PRODUCTION AND SALES OF LOW-COST AND DELUXE BATHROOM FIXTURES

DESCRIPTION:	Identifying a partner with the financial and technological capacity to set up a new plant to	
	manufacture low-cost and deluxe bathroom fixtures (two-way and one-way faucets), bathroom	
	valves and fittings in order to replace imports. The factory should have advanced low-pressure	
	gravity box-casting technology, cutting and finishing cast pieces, ultra-fast transfer machinery for	
	bathroom fixtures, with various heads, automated surface finishing and polishing, with nickel/	
	chrome surface finishes, with a wastewater treatment plant and processes for assembly and testing	
	of bathroom fixtures.	
	Production aims to meet the growing demands of hotel development and domestic real estate,	
	with projected growth of 100,000 rooms in the next 15 years, as well as for export.	
INVESTMENT TYPE:	Joint Venture	
ESTIMATED INVESTMENT:	15 millones de USD	
LOCATION:	Sector A. Zone A-10.	
CONTACTS:	Name: Wendy Miranda	
	Position: Coordination and Proceedings Director	
	E-mail: ventanillaunica@zedmariel.co.cu	



CENTRE FOR SERVICES, TRANSFORMATION AND DISTRIBUTION OF METALS

Tel.: (53-47) 397360 to 62

DESCRIPTION:	Building a modern industrial service centre permitting processing steel products in international standard formats, industrially transforming them and distributing them according to the technological needs and capacities of national industry, and satisfying customer demands, supplying complete assortment packages to cover 100 % of their needs, in the specialty of steel and its byproducts.	
	We want to have on site the necessary resources for industrial work, to have or process steel	
	byproducts in international formats to meet the standards of Cuban industry, to establish production	
	chains leading to attaining greater efficiency in all productive processes involving steel byproducts, via the reduction of waste, transportation services and getting closer to the final destination.	
INVESTMENT TYPE:	Joint venture	
CUBAN PARTY:	SIMEN AUT S.A.	
ESTIMATED INVESTMENT:	25 million USD.	
LOCATION:	Sector A. Zone A-4	
CONTACTS:	Name: Osmany González Blanco	
	Position: Director, SIMEN AUT S.A.	
	Email: ogonzalez@sime.cu	
	Tel.: (53) 76458961 / 76458962, ext. 129	
	Name: Raúl Díaz Cordeiro	
	Position: Business Director, GESIME	
	Email: cordeiro@sime.cu	
	Tel.: (53) 76458961 / 76458962, ext. 116	



DESCRIPTION:

DESCRIPTION:	Cuba depends on imports in order
	has a negative effect on the product
	building and operating a factory for
	based coatings for packing carbona
	The factory shall have initial produce
	demand) with possibilities of prod
	demand in the mid-term). The facto
	When conceiving this project, we sh
	generated by the production proces
	according to the projected production
INVESTMENT TYPE:	Joint Venture
CUBAN PARTY:	SIMEN AUT S.A.
ESTIMATED INVESTMENT:	103 million USD
LOCATION:	Sector A. Zone A-4
CONTACTS:	Name: Osmany González Blanco
	Position: Director, SIMEN AUT S.A.
	Email: ogonzalez@sime.cu
	Tel.: (53) 76458961 / 764-8962, ext.
	Name: Raúl Díaz Cordeiro
	Position: Business Director, GESIME

Position: Business Director, GESIME Email: cordeiro@sime.cu Tel.: (53) 76458961 / 76458962, ext. 116



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Cuba depends on imports in order to meet the total demand for aluminum cans for drinks. This ction cost of beer, soft drinks, malts, etc. The project is aimed at or 355 ml-lithographed aluminum cans, with paint and varnishated drinks and others.

> uction capacity of 800 million units per year (current domestic ducing up to 1200 million cans per year (projected domestic tory is estimated to cover an area of 12 hectares.

> shall consider as a source of income the aluminum scrap metal ess, which is estimated at between 1800 and 2000 tons per year tion levels.



PRODUCTION OF SCREWS AND OTHER FASTENERS



DESCRIPTION:	Building and operating a modern plant with clean technology to produce a varied assortment of screws and other fasteners for the domestic market and for export.	
INVESTMENT TYPE:	Totally Foreign Capital Enterprise	
ESTIMATED INVESTMENT:	15 million USD.	
LOCATION:	Sector A.	
CONTACTS:	Name: Wendy Miranda	
	Position: Coordination and Proceedings Director	
	E-mail: ventanillaunica@zedmariel.co.cu	

Tel.: (53-47) 397360 to 62





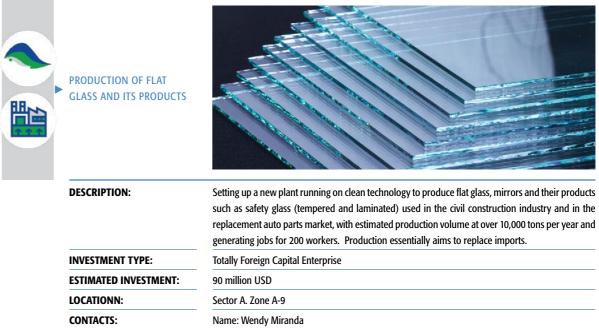
DESCRIPTION:	Building and operating a modern plant with clean technology to assemble different sizes of elevators, based on domestic and imported components, fundamentally for the domestic market.	
INVESTMENT TYPE:	Joint Venture or Totally Foreign Capital Enterprise	
CUBAN PARTY:	To be defined	
ESTIMATED INVESTMENT:	20 million USD	
LOCATION:	Sector A.	
CONTACTS:	Name: Wendy Miranda	
	Position: Coordination and Proceedings Director	
	E-mail: ventanillaunica@zedmariel.co.cu	
	Tel.: (53-47) 397360 to 62	



DESCRIPTION:

DESCRIPTION:	Building and setting up a new m bio-pharmaceutical industry, with
	capacity for casting over 120,000 t
	for amber glass)
INVESTMENT TYPE:	Joint Venture or Totally Foreign Ca
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	70 million USD
LOCATION:	Sector A. Zone A-9
CONTACTS:	Name: Wendy Miranda

Position: Coordination and Proceedings Director E-mail: ventanillaunica@zedmariel.co.cu Tel.: (53-47) 397360 to 62



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modern, clean technology plant to produce glass bottles for the h estimated annual production of over 100 million units and a tons/day in two furnaces (one for transparent glass and the other

apital Enterprise



PRODUCTION OF VARIOUS LINES OF GLASSWARE

	XIII	
DESCRIPTION:	Setting up a new plant with state of the art clean technology to produce different assortments of glass tableware, glasses, goblets, water jars, in order to replace imports, where the main client is	
	the hotel/tourism and out-of-hotel sectors.	
INVESTMENT TYPE:	Totally Foreign Capital Enterprise	
ESTIMATED INVESTMENT:	10 million USD	
LOCATION:	Sector A. Zone A-9.	
CONTACTS:	Name: Wendy Miranda	
	Position: Coordination and Proceedings Director	
	E-mail: ventanillaunica@zedmariel.co.cu	
	Tel.: (53-47) 397360 to 62	

PRODUCTION OF LED LIGHTING		
DESCRIPTION:	Building a plant with clean, state of the art technology to manufacture LED lighting components, including lithium batteries, for public, industrial and domestic lighting, for the domestic market and export, with an annual capacity of over 15 000 units.	
INVESTMENT TYPE:	Totally Foreign Capital Enterprise	
CUBAN PARTY:	To be defined	
ESTIMATED INVESTMENT:	10 million USD	
LOCATION:	Sector A. Zone A-9	
CONTACTS:	Name: Wendy Miranda	
	Position: Coordination and Proceedings Director	
	E-mail: ventanillaunica@zedmariel.co.cu	
	Tel.: (53-47) 397360 to 62	



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CONTACTS:

PRODUCTION AND SALE OF HIGH-TECH MEDICAL EQUIPMENT		
DESCRIPTION:	Creating an enterprise to manufacture and sell on the domestic and international markets of state of the art bio-medical technologies, with warranty and post-sale services, maintenance, studies and associated technological solutions, for the health, pharmacological and bio-medical sector, fundamentally within the area of sterilization, conservation of biological samples, bio-medical robotics, environmental controls and protection, biological security, laboratory technologies, high- tech control, analysis, monitoring and testing based on the concept of "total quality", efficient, clean and eco-sustainable solutions.	
INVESTMENT TYPE:	Joint Venture	
CUBAN PARTY:	Invertroni S.A.	
ESTIMATED INVESTMENT:	To be defined	
LOCATION:	Sector A. Zone A-3	
CONTACTS:	Name: Elgin D. Fontaine Ralló Position: GELECT Business Manager	
	E-mail: elgin@gec.cu	
	Tel.: (53) 72049054 / 72048208	

TRANSPORTATION AND LOGISTICS SECTOR

-

COMPREHENSIVE LOGISTICS OPERATOR	
DESCRIPTION:	Setting up logistical enterprises t and distribution services, port-t packing, palletizing, etc.
INVESTMENT TYPE:	Totally Foreign Capital Enterprise
ESTIMATED INVESTMENT:	20 million USD.
LOCATION:	Sector A. Zone A-5

etting up logistical enterprises that provide comprehensive merchandise storage, transportation and distribution services, port-to-port, and the processing of merchandise: labeling, bottling, backing, palletizing, etc.
otally Foreign Capital Enterprise
0 million USD.
ector A. Zone A-5
Jame: Wendy Miranda

Sector A. Lone A S
Name: Wendy Miranda
Position: Coordination and Proceedings Director
E-mail: ventanillaunica@zedmariel.co.cu
Tel.: (53-47) 397360 to 62

	LOCATION:	Sector A. Zone A-3	
CONTACTS:	CONTACTS:	Name: Angel Luis Chacón Padró Position: Director General Email: angel.chacon@oc.emcom Tel.: (53) 76487996 / 76491085	
	REGIONAL LOGISTICS CENTRE		
	DESCRIPTION:	The project entails the design, b advantage of its strategic locatic from different origins are concer added value so that they may su	
INVESTMENT TYPE:	INVESTMENT TYPE:	Joint venture	

	added value so that they may su
INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	GEOMAR S.A.
ESTIMATED INVESTMENT:	11 million USD.
LOCATION:	Sector A.
CONTACTS:	Name: Julio César Álvarez Baste
	Position: Business Director, Serv
	Email: juliocesar@intermail.ausa
	Tel.: (53) 47392091
	Cell phone: (53) 52868011



DESCRIPTION:

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BIOPHARMACEUTICAL LOGISTICAL OPERATOR

INVESTMENT TYPE:	Joint Venture	
CUBAN PARTY:	ENCOMED	
ESTIMATED INVESTMENT:	27 million USD	
LOCATION:	Sector A. Zone A-3	
CONTACTS:	Name: Angel Luis Chacón Padrón	



Build a logistical platform 3 PL for BioCubaFarma cluster, operated with good practices international standards In the distribution of pharmaceutical and biotechnological products. We foresee building refrigerated and dry cargo warehouses fulfilling the standards required by the drug industry.

med.cu



building and operating of a regional logistics centre where, taking tion and connections with the Mariel Containers Terminal, cargos entrated and all kinds of processing of goods is carried out, adding subsequently be re-exported to the region.

errechea vicios Logísticos Mariel S.A. sa.cu

REFURBISHING THE CABAÑAS BAY	
DESCRIPTION:	Refurbishing and equipping existing Empresa de Astilleros Roberto Nodars facilities in Cabañas in order to develop recreational shipbuilding, for ships up to 30 meters, and provide services for rebuilding, maintenance and repairs and conversion of small and mid-size ships on land and sea addressing the national market and the traffic of recreational ships in the Gulf of Mexico and th Caribbean areas.
INVESTMENT TYPE:	International economic partnership or joint venture
CUBAN PARTY:	Roberto Nodarse Empresa de Astilleros.
ESTIMATED INVESTMENT:	2.7 million USD.
LOCATION:	Sector C. Bahía de Cabañas.
CONTACTS:	Name: Luis Andrés Armas Álvarez
	Position: Director General
	Email: luis@astcab.transnet.cu
	Tel.: (53) 47308285 / 47308304

REPAIRS AND MAINTENANCE FOR BOATS AT ASTILLEROS ASTIMAR, IN MARIEL BAY

SCRIPTION:	Create an organizat
	Development Zone
	management, techno
	with a logistical syste
	and obtaining better
	diverse timely and ne
	railroads gradually b
	means to transport 42
VESTMENT TYPE:	Joint Venture
BAN PARTY:	Unión de Ferrocarrile
TIMATED INVESTMENT:	50 million USD.

es de Cuba Zone A-6. Sector A. ZED Mariel. Name: Fátima Palacios Garrido I Position: Directora General Email: fatima.palacios@ferronet Tel.: (53) 78810557 Cell phone: (53) 52867357

REAL ESTATE SECTOR

BUILDING AND MANAGING STANDARD INDUSTRIAL FACILITIES



DESCRIPTION:	Building and managing standard ir
	to the users of ZED Mariel and oth
INVESTMENT TYPE:	Totally Foreign Capital Enterprise
ESTIMATED INVESTMENT:	90 million USD
LOCATION:	Sector A. Zones A-3 y A-9.
CONTACTS:	Name: Wendy Miranda Borroto
	Position: Director for Coordination
	Email: ventanillaunica@zedmariel
	Tel.: (53) 47397360 to 62

INV CUE EST

LOCATION:

CONTACTS:

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BUSINESS OPPORTUNITIES

DESCRIPTION:

Create the production capacity with cutting-edge technology for small and medium size floating boat repair and maintenance using aground facilities, as well as identify and guarantee the potential market in our geographical area.

INVESTMENT TYPE: Joint Venture CUBAN PARTY: Unión de Industria Militar (UIM) ESTIMATED INVESTMENT: 18 million USD. LOCALIZACIÓN: Sector G. Avenida 71, Cayo Lenin, Mariel.			
		CONTACTS:	Name: Emilio Kinet Cárdenas
			Position: Director General
			E-mail: astimar@reduim.cu
Tel.: (53) 47392112			
Name: Radamés Salas Sabates			
Position: Business Group Director of UIM			
E-mail: radames@oc.reduim.cu			
	Cell phone: (53) 52102863		

RAILROAD DEVELOPMENT RELATED TO PASSENGER TRANSPORTATION TO ZED MARIEL (EE INFRASTRUCTURE).

tion allowing passenger transportation to and from the Mariel Special according to international standards (service quality, human resources ologies and infrastructure) with an adequate maintenance schedule together tem allowing the ideal performance and utilization of transportation means efficiency in business management. With this project, we expect to achieve ecessary financing for the resources demanded by this service, to achieve that become the main link for passenger transportation and to acquire multiple 12,000 passengers per day.

S.A.		
Espinosa		
.cu		

rd industrial facilities for industrial and warehouse use, to be leased l other companies that require dry and refrigerated storage space.

ation and Procedures ariel.co.cu



DESCRIPTION:	Building and management of a modern business centre renting offices and providing services to users and concessionaries in ZED Mariel, and to other companies needing offices and facilities.
INVESTMENT TYPE:	Totally Foreign Capital Enterprise
ESTIMATED INVESTMENT:	10 million USD.
LOCATION:	Sector A. Zones A-3 & A-9.
CONTACT:	Name: Wendy Miranda Borroto
	Position: Director for Coordination and Procedures
	Email: ventanillaunica@zedmariel.co.cu
	Tel.: (53) 47397360 to 62

FOOD PRODUCTION SECTOR



PRODUCTION OF DAIRY PRODUCTS AND BY-PRODUCTS

DESCRIPCIÓN:



Building and operating a modern factory for the production of yogurt and flavored milk products, various types and sizes of cheese (blue cheese, firm and semisoft cheeses, goat cheese, cream cheese, etc.) for the tourism industry, chains of stores and export.

MODALIDAD DE INVERSIÓN:	Totally Foreign Capital Enterprise	
MONTO DE INVERSIÓN ESTIMADO:	8-10 million USD.	
LOCALIZACIÓN:	Sector A. Zone A-8.	
CONTACTOS:	Name: Wendy Miranda Borroto	
	Position: Director for Coordination and Procedures	
	Email: ventanillaunica@zedmariel.co.cu	
	Tel.: (53) 47397360 to 62	

PRODUCTION OF PASTA	



DESCRIPTION:	Building and operating a factor cannelloni, for the tourism indus
INVESTMENT TYPE:	Joint venture or totally foreign ca
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	8 million USD.
LOCATION:	Sector A. Zone A-8
CONTACTS:	Name: Wendy Miranda Borroto Position: Director for Coordinatic Email: ventanillaunica@zedmari Tel.: (53) 47397360 to 62

PRODUCTION OF SAUSAGES AND COLD CUTS



DESCRIPTION:	Building and operating a factory
	chains of stores.
INVESTMENT TYPE:	Joint venture or totally foreign ca
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	10 million USD.
LOCATION:	Sector A. Zone A-8
CONTACTS:	Name: Wendy Miranda Borroto
	Position: Director for Coordination
	Email: ventanillaunica@zedmarie
	Tel.: (53) 47397360 to 62

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ory to produce different long and short pasta, for lasagna and ustry and store chains

capital Enterprise

tion and Procedures riel.co.cu

to produce sausages and cold cuts for the tourism industry and

apital Enterprise

on and Procedures iel.co.cu



Name: Wendy Miranda Borroto Position: Coordination and Proceedings Director E-mail: ventanillaunica@zedmariel.co.cu Tel.: (53) 47397360 to 62

Position: Coordination and Proceedings Director

E-mail: ventanillaunica@zedmariel.co.cu

Tel.: (53) 47397360 to 62



PRODUCTION OF SPICES. CONDIMENTS AND **DDITIVES FOR F** PROCESSING

CONTACTS:

ADDITIVES FOR FOOD PROCESSING	
DESCRIPTION:	Building and operating a plant having clean modern technology to produce spices, condiments and additives for food processing (meats, canned fish, vegetables and other) for the tourism industry, the national market and export.
INVESTMENT TYPE:	Joint venture or totally foreign capital enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	20 million USD.
LOCATION:	Sector A. Zone A-8
CONTACTS:	Name: Wendy Miranda Borroto





DESCRIPTION: **INVESTMENT TYPE:** Joint venture CUBAN PARTY: Corporación Alimentaria S.A. (Coralsa) ESTIMATED INVESTMENT: 120 million USD. LOCATION: Sector A. Zone A-8 CONTACTS: Name: Nelson Arias Moreno Position: President, Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 72021194 / 72022055



PRODUCTION AND SALES OF CHANNELED PORK



DESCRIPTION:	This project includes the closed cy packaged, according to client requ We estimate that the abattoir has packaged in an industrial plant for raw material for companies produ
INVESTMENT TYPE:	Joint venture or totally foreign cap
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	50 million USD
LOCATION:	Sector A. Zone A-8.
CONTACTS:	Name: Wendy Miranda Borroto
	Position: Coordination and Procee
	E-mail: ventanillaunica@zedmarie
	Tel.: (53) 47397360 to 62

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Setting up a wheat mill to process 300,000 tons of wheat per year to supply wheat consumption for the western part of the country and replace existing wheat mills in Havana and Matanzas...

cycle of raising, slaughtering and processing pork up to its being uirements.

s a capacity of slaughtering 400 swine/day, to be processed and r selling cuts of fresh meat, supplies to the HORECA sector and as ucing pork byproducts.

pital enterprise

edings Director el.co.cu



DUCTION AND SALES OF	
	A CONTRACTOR

DESCRIPTION:	This project includes the closed cycle of raising, slaughtering and processing chickens up to their packaging, according to client requirements. We calculate having a slaughter line for 24,000 chickens per day; they will be processed and
	packaged in an industrial plant for the sale of fresh meat cuts, supplying the HORECA sector, and as raw material for companies producing byproducts.
INVESTMENT TYPE:	Joint Venture or Totally Foreign Capital Enterprise
CUBAN PARTY:	To be defined
ESTIMATED INVESTMENT:	30 million USD.
LOCATION:	Sector A. Zona A-9
CONTACTS:	Name: Wendy Miranda Borroto
	Position: Coordination and Proceedings Director
	E-mail: ventanillaunica@zedmariel.co.cu
	Tel.: (53) 47397360 to 62

CONSTRUCTION SECTOR





PRODUCTION OF CERAMIC TILES FOR FLOORS AND WALLS	
DESCRIPTION:	Building and operating a plar and walls, for the hotel trade,
INVESTMENT TYPE:	Joint venture or totally foreig
CUBAN PARTY:	To be defined

To be defined	
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Tel.: (53) 47397360 to 62



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ant using modern clean technology to produce ceramic tiles for floors , chains of stores and for export

gn capital Enterprise

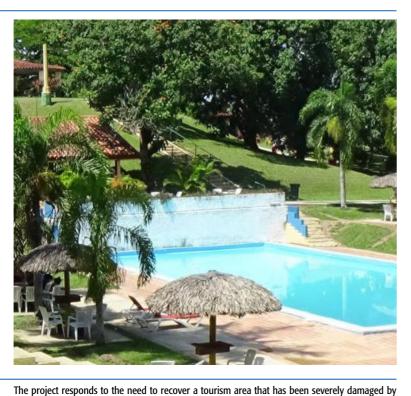
ceedings Director riel.co.cu

r producing doors, Windows and others (railings, fixed panels, etc.) services for PVC and metal framework.

presa Comercializadora y Aetálica y PVC (Gepalsi) el.: (53) 77940448 / 77940449 / Cell phoner: (53) 52631353 51

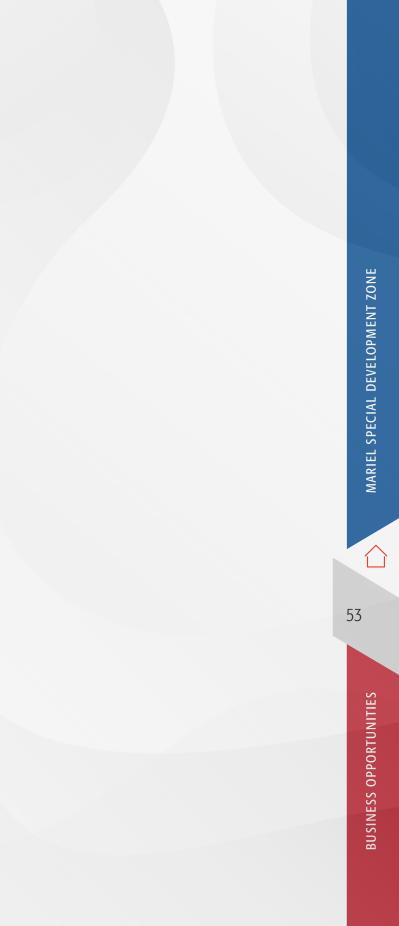
TOURISM SECTOR

MANAGEMENT AND SALES OF SERVICES WITH FINANCING AT CAMPGROUNDS. COCOMAR TOURISM ACOMMODATIONS



the environment, the former Villa Cocomar on El Salado beach, west of Havana, as a sustainable alternative to accommodate business people and others involved in ZED Mariel, with the building of 25 bungalows and a diversity of services for business clients, for recreational and beach purposes. The site has existing ruined buildings that may be salvaged, a restaurant/cafeteria and a pool for scuba instruction, non-tourism purposes, and a building that used to house lockers for day-guests, which may be modified for other uses. A substantial investment is needed, since the dunes and beach need to be recovered, and it must adapt to the scheduled development programme of El Salado Gulf nearby.

INVESTMENT TYPE: International economic partnership agreement for services management **CUBAN PARTY:** Grupo Empresarial Campismo Popular S.A. 10 million USD. ESTIMATED INVESTMENT: LOCATION: CONTACTS: Name: Déborah Henríquez Lorenzo Position: President, Grupo Empresarial Campismo Popular S.A. Email: presidentecampismo@mintur.gob.cu Tel.: (53) 78305536 to 38, ext. 207 / 78301308 Name: Gabriela Molina González Position: Vice president, Grupo Empresarial Campismo Popular S.A. Email: gabriela@campismopopular.cu Tel.: (53) 78305536 to 38, ext. 228 / 78301051





STRATEGIC SECTORS





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

International Construction Industry Fair (FECONS)

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

Legal Framework

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



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



SECTORIAL POLICY

To have access to new technologies in order to improve efficiency in construction, increase production of materials and spare parts, and recover and complete general repairs for plants. To promote infrastructure construction and industrial maintenance jobs, primarily in nickel, oil and cement industries; as well as designing and building of hotels and real estate compounds associated with golf courses. To promote projects aimed at generating exports of goods and services.

BUSINESS OPPORTUNITIES

REOPENING THE SERRANO GREEN MARBLE QUARRY IN VILLA CLARA



DESCRIPTION:	Reopening the quarry for extracting blocks and processing them, preferably in the central region of Cuba; a new production line for slabs in the marble industry should be installed for this purpose.
INVESTMENT TYPE:	International economic partnership agreement
CUBAN PARTY:	Empresa de Mármoles Cubanos Roca Real.
ESTIMATED INVESTMENT:	10 million dólares.
LOCATION:	Yacimiento Pelo Malo, 10 km from Santa Clara, Placetas municipality Villa Clara province.
MARKET POTENTIAL:	This is an ornamental rock, green with gold veins, differentiating it from other green marble on the world market. Serrano Green Marble has become the second exportable item among all the most commercialized marble types. When this quarry is reopened it will be able to supply the national and international markets.
ANTICIPATED RESULTS:	Green marble is one of the most prized in the world. This business opportunity could net around one million dollars of exports per year. The investment recovery period is forseen at between 7 and 10 years, always associated with the capacity of penetrating external markets.
CONTACTS:	Name: Ing. Jaime Hernández Herrera Position: Director General, Empresa Mármoles Cubanos Email: jaime@rocareal.cu Cell phone: (53) 52124600
	Name: Ernesto Juncosa Durán Position: Director for Development, Grupo Empresarial de Materiales de la Construcción, Geicon Email: juncosa@oc.geicon.cu Tel.: (53) 78838357

MANUFACTURE OF LIGHT CLAY ELEMENTS	
DESCRIPTION:	The aim of this project is to modern the plant building for red light clay ele products and improve quality standar
INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Sociedad Mercantil PRODIMAT.
ESTIMATED INVESTMENT:	15 million USD.
LOCATION:	Plant E: Clay area. Zone Industrial Si
MARKET POTENTIAL:	The project foresees selling the pro Cuba for the upcoming years, consid and quality in construction, shorten It is vital to us that the foreign partn the main identified markets are in La
ANTICIPATED RESULTS:	The main products for this investme tiles, waterproofing roof tiles to repla also this could signify a new export Exports of light red clay products co dollars. Investment recovery is estin
CONTACTS:	Name: Ing. Jesús Nilo Soca Muñiz Position: Director General, Empresa Email: juan@geiconpr.co.cu / direcc Tel.: (53) 48754353 / 48717138 / 487
	Name: Ernesto Juncosa Durán Position: Director for Development, Email: juncosa@oc.geicon.cu

Tel.: (53) 78838357

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nize technological and non-technological equipment and to repair elements. We would like to increase production capacities, diversify ards, making them highly competitive.

Siete Matas, Pinar de Río municipality, Pinar de Río province

roducts as part of a broad investment programme scheduled for idering the use of construction materials that increase productivity a execution time and contribute to efficient construction processes. oner stimulates the export of 60 % of production, considering that Latin America and the Caribbean.

nent will be: light blocks in various sizes, creole or curved roofing place the more expensive varieties, thereby replacing imports, but rtable item to be used in construction throughout the Caribbean. could generate annual revenues of up to an average of 73 million imated at one year.

a de Materiales de Construcción de Pinar del Río ccion@geiconpr.co.cu / jesus@geiconpr.co.cu i750054 / 48754222, ext. 2002 & 2033.

t, Grupo Empresarial de Materiales de la Construcción, Geicon

CREATION OF A JOINT VENTURE FOR PRODUCING AND SELLING SIGUANEY CEMENT

DESCRIPTION:

The Empresa de Cemento Siguaney produces grey, white and special cement types. It has sufficient reserves of materials for a number of years of grey cement procutionand significant reserves for competitive quality white cement. It is the only one of its kind in Cuba and the Caribbean for the production of white cement and one of the few in Latin America. We need to enlarge the capacity for Siguaney productions with technology that offers economy nd efficient energy and environmental aspects, using a hybrid oven of 600,000 tons per year; the two productions distribute the investment amount. Today its production capacity is at 150 000 tons of grey cement and 20 000 tons of white cement, and with few possibilities of growing. Siguaney also has a plant for the destruction of substances depleting the ozone layer (SAO) using claker ovens and storing CFC gases in Cuba.

	substances depicting the ozone rayer (SAO) using claker ovens and storing cric gases in cuba.		the ones being used today all over
INVESTMENT TYPE:	Joint venture		for construction, we would like to n
CUBAN PARTY:	GECEM Internacional S.A		technology, as well as repair and mo 115,000 m3 per year.
ESTIMATED INVESTMENT:	225.0 million USD.		This company still has many of its
LOCATION:	Taguasco municipality, Sancti Spíritus province.		limestone deposits, a cement factory railroad loading center
MARKET POTENTIAL:	This plant will have marked importance for the country's development plans and will be able to supply the domestic and export markets, especially for white and special cement.	INVESTMENT TYPE:	International economic partnersh
	The plant will be able to deliver the final procuct with better quality and in the way the customers	CUBAN PARTY:	Empresa de Materiales de Constru
	require (bulk, bags, Big-bags, packages) via rail or highway.	ESTIMATED INVESTMENT:	14.6 million USD.
ANTICIPATED RESULTS:	Stable produtions, with efficient energy, technique and economy, with sufficient quality and quan- tities, for grey, white and special cement, with envionmental compatibility, meeting the domestic	LOCATION:	Reparto Colón, Sancti Spíritus mu
	 market demands and inserting into the geographical area on the basis of posible exports of: Cement and white Clinker with competitive quality (greatly in demand internationally) special cement such as Types H or G for coating oil wells with high price and international demands, Type IV A cement for marine construction and hydrofuge cement for waterproofing roofs. Investment recovery period is 8 years, with dividends for each party of around 182 million dollars in the 20 year validity period. 	MARKET POTENTIAL:	The broad investment program the construction materials that increated bute to the efficiency of the constructs from this business opport mands for this product in the Cari Republic, Chile); 55 % will satisfy the construct of the construct of the construction of the
CONTACTS:	Name: Ing. Gonzalo Reina Aguilar		growing demand for construction
	Position: Director General, Empresa Cemento Siguaney Email: director@cementosig.co.cu Tel.: (53) 41861652 / (53) 41861342 Cell phone: (53) 52860362	ANTICIPATED RESULTS:	Salvaging national cement produ- repair buildings constructed in th a new material for export to the tons. We anticipate export revenu
	Name: Ernesto Juncosa Durán Position: Director for Development, Grupo Empresarial de Materiales de la Construcción, Geicon Email: juncosa@oc.geicon.cu Tel.: (53) 78838357	CONTACTS:	Name: Ernesto Juncosa Durán Position: Director for Developmer Email: juncosa@oc.geicon.cu Tel.: (53) 78838357

REPAIRING AND MODERNIZING THE CELLULAR CONCRETE PLANT IN SANCTI SPÍRITUS

DESCRIPTION:



The project consists in introducing new, more efficient, productive and better quality production lines, like the ones being used today all over the world. Therefore and taking into account the merits of this material for construction, we would like to make use of the existing civil facilities of an installed plant with HERBER technology, as well as repair and modernize this factory, bringing its production capacity up to 65000 m3 to

has many of its employees who master production technology; it is near sand and , a cement factory and magnificent roadways and it is less than 300 meters away from the

nomic partnership agreement	omic pa	rtnership	agreement
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riales de Construcción de Sancti Spíritus.

ancti Spíritus municipality, Sancti Spíritus province

ment program that is projected in Cuba for the coming years requires the use of erials that increase productivity in construction, shorten execution times and contrincy of the construction process.

s business opportunity will go towards: 45 % for exports, which could cover the deoduct in the Caribbean, Central and South America (Mexico, Colombia, Dominican 55 % will satisfy the internal market in the aim of replacing imports and covering the for construction of walls and tiles as replacement products.

Il cement production by using state of the art technology, and provide material to constructed in the 1980s, including refrigeration plants and others, and to provide or export to the Americas and the Caribbean, with a potential capacity of 456,548 te export revenues of over 48 million dollars. Investment recovery period is 7 years.

for Development, Grupo Empresarial de Materiales de la Construcción, Geicon



DESCRIPTION:	Install a new factory to manufacture a system of asbestos-free cement fiber panels for the basic aim of replacing the country's imports of cement agglomerate panels.
INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Sociedad Mercantil Prodimat S.A.
STIMATED INVESTMENT:	21.68 million USD.
OCATION:	Artemisa municipality, Artemisa province
MARKET POTENTIAL:	The wide-reaching capital investment program planned in Cuba for the coming years obliges us to use construction materials that increase construction productivity, shorten execution time and contri- bute to the efficiency of the construction process. Cuban industry finds itself forced to improve its productive capacities, modernize the technological equipment it has at present, and thereby meet domestic demands and decrease the number of imports carried out these days. Taking into account that the manufacturing of cement fiber panels signifies broad, versatile usage in construction, the basic market will concentrate on tourism works, health programs, building homes, jobs involved in the golf course program, etc., as well as exporting, basically in the Caribbean, and other areas.
ANTICIPATED RESULTS:	We insert this project into a global trend to manufacture intelligent, ecological, light, flexible and modular materials that can be used quickly with ease and for every kind of job. This business foresees 750 million dollar revenues throughout the 15 years of its validity, with an investment recovery period of 5 years. We estimate the foreign partner will accrue dividends of 72 million dollars.
CONTACTS:	Name: Selene Fanego Position: Investments Specialist, Empresa de Fibrocemento Perdurit Email: sfanego@perdurit.com.cu

Name: Ernesto Juncosa Durán Position: Director for Development, Grupo Empresarial de Materiales de la Construcción, Geicon Email: juncosa@oc.geicon.cu Tel.: (53) 78838357

Tel.: (53) 78357074, ext. 123 / 78365977 / 78838357



DESCRIPTION: The objective of this project is to build a lime plant near the present Artemisa cement factory. It will have an annual production capacity of 100,000 tons, producing 350 tons daily. The basic raw material is calcium carbonate coming from the Santa Teresa quarry. The investment for the line paint ensures exploitation and supplies of raw material, including the technological equipament for the shredding plant and all mining equipment, as scope of this project. The facility will also be ready to offer excellent quality gravel in 0-30 mm fractions, able to be used in the rpoduction of mortar or as dry material for construction. INVESTMENT TYPE: Joint venture CUBAN PARTY: Gecem Internacional S.A. ESTIMATED INVESTMENT: 599 million USD. LOCATION: Finca Santa Teresa, Las Cañas, Artemisa municipality, Artemisa province MARKET POTENTIAL: This plant will have strategic significance for Cuba's development plans (sugar, steel, agriculture, mining and construction); it will be able to supply the domestic market and provide products for possible exportation. The plant will generally be able to deliver a high quality product in the sizes required by clients (bulk, 18.5kg-bags, 0.5-1 ton Big-Bags, and packages) ANTICIPATED RESULTS: The lime plant investment is the first investment with state of the art technology for the production of lime in Cuba. It meets the demand for live and hydrated lime for the national market and possible exportation, ensuring the demands of our principle consumers in terms of quality and delivery. Among our main customers: the sugar industry (hydrated lime) and the steel industry (live lime). This project estimates exporting from the first year of operations, with 15% of the lime production, reaching up to 30%, for which the foreign partner will be supporting us by handling the external markets. Investment shall be recovering as of the 7th year after the company has been set up. CONTACTS: Name: Ing. Estrella Fernández Vigoa Position: Project Director, Planta de Cal Artemisa Email: estrella.fernandez@cemart.co.cu Tel.: (53) 47341156 Cell phone: (53) 52863827 Name: Ernesto Juncosa Durán Position: Director for Development, Grupo Empresarial de Materiales de la Construcción, Geicon Email: juncosa@oc.geicon.cu

Tel.: (53) 78838357

FIBER PANELS

62



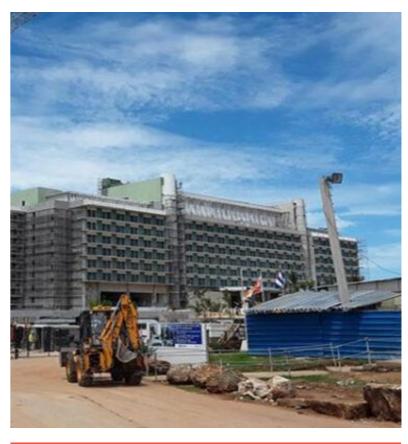


CONSTRUCTION OF A PLANT FOR THE **PRODUCTION OF** LIGHTWEIGHT AND **DESIGNER CONCRETE**

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DESCRIPTION: The project consists of the construction of a production plant for Lightweight Concrete (blocks and light panels) and Design Concrete (floor slabs and cladding panels) and other assortments. The plant must have a minimum production capacity of 72 000 m3 per year of Lightweight Concrete and 86 400 m2 per year of Design Concrete. INVESTMENT TYPE: International economic partnership agreement CUBAN PARTY: Empresa de Hormigón y Terrazo, Horter. ESTIMATED INVESTMENT: 105 million USD. LOCATION: Camino La María no. 72 e/ Carretera del Pitirre y Final, reparto Las Granjas, Consejo Popular Luyanó Moderno, San Miguel del Padrón municipality, La Habana province. MARKET POTENTIAL: This plant will bevery important for the market of tourism works, the restoration of old buildings of patrimonial interest, in housing, and in the recovery of elements in constructive systems both in the national market and in countries in the area. ANTICIPATED RESULTS: These new products shall go to the national market, basically to 2 customers: tourism and ZED Mariel. The project foresees benefits estimated at 54 million dollars during the 10-year validity, and a 3-year investment recovery period. We plan to export 33% of production as of the 3rd year to the main identified market of Latin America and the Caribbean CONTACTS: Nombre y apellidos: Ernesto Juncosa Duran Cargo: Director de Desarrollo, Grupo Empresarial de Materiales de la Construcción, Geicon Correo-e: juncosa@oc.geicon.cu Tel.: (53) 78838357 Nombre: Iris Benites Fuego Cargo: Directora de negocios, Empresa de Hormigón y Terrazo Horter Correo-e: direccion@horter.co.cu / iris@horter.co.cu Telf: (53) 52868833

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



DESCRIPTION:	To provide fast and efficient mainter and auxiliary power tools in order t power tools.
INVESTMENT TYPE:	International economic partnership
CUBAN PARTY:	Empresa de Construcción y Montaj
ESTIMATED INVESTMENT:	7.5 million USD.
LOCATION:	Subregión Matanzas-Varadero-Cár
MARKET POTENTIAL:	Execution of building hotels, civic Varadero.
ANTICIPATED RESULTS:	To develop building capacities, with ciently to the growth of tourism in V built by 2030, as well as the rest of restaurants, marinas, golf courses a
CONTACTS:	Name: Roverto Rovira Martinez Position: Director General Email : rrovira@gecot.co.cu / Tel.:
	Name: Reinol J Ulloa Ramón Position: Associate director Email: reiyol.ulloa@gecot.co.cu / 1

CONSTRUCTION SECTOR

enance services, after-sales service, rental, repair of construction tools to considerably reduce the amount of currency spent on importing

ip agreement

aje de Obras para el Turismo.

rdenas, provincia Matanzas.

buildings and infrastructures associated with growing tourism in

th notable increases, in such a manner that they will respond effi-Varadero where we foresee a total of 9,155 new hotel rooms being f the infrastructure necessary to provide quality services in terms of and associated works.

: (53) 45610598 / Cell phone: (53) 52853695

'Tel.: (53) 45662869 / Cell phone: (53) 52856986

SERVICES OF MAINTENANCE, POST-SALE, RENT, REPAIR OF **USEFUL AND AUXILIARY** ELECTRICAL TOOLS FOR CONSTRUCTION.



DESCRIPTION:	To provide fast and efficient maintenance services, after-sales service, rental, repair of construction tools and auxiliary power tools in order to considerably reduce the amount of currency spent on importing power tools.		
INVESTMENT TYPE:	International economic partnership agreement		
CUBAN PARTY:	Empresa de Construcción y Montaje Especializado (Ecme).		
ESTIMATED INVESTMENT:	3 million USD.		
LOCATION:	Plaza de la Revolución municipality, La Habana province.		
MARKET POTENTIAL:	The trend in the coming years is the growth of the demand for construction and therefore the need for tools for increasing work productivity and specialized attention of repair and / or rental, to ensure efficiency and timely delivery of works committed to the economic development of the country. The main markets are the programmes defined in the Country's Strategic Projection until 2030: Tourism, ZED Mariel, Mining, Energy, Hydraulic and others.		
ANTICIPATED RESULTS:	Timely replenishment of parts, parts and accessories as well as basic inputs for the demand for main- tenance, after-sales service, rental, repair of fixtures and electrical tools auxiliary to construction. To establish a service that allows us to extend the useful life of the country's electrical tools, making the established time of guarantee real and effective.		
CONTACTS:	Name: Ernesto Yamir Morales Diaz Position: Director General		
	Email: ernesto@somec.co.cu		
	Tel.: (53) 78325393		

SERVICE OF CONSTRUCTION, MAINTENANCE, REPAIR, ASSEMBLY AND RENTAL OF SCAFFOLDING AND FORMWORK



To offer an integral service of design a assembly, maintenance and repair and shoring formwork.
International economic partnership ag
Empresa de Producciones Metálicas d
4 million USD.
Playa municipality, La Habana provinc
Tourism development, growth of inve- industrial assembly highlighting the po
To position ourselves in the nationa of multidirectional scaffolding and sl way to assemble scaffolding. To redu each job.
Name: Ing. Miguel Sardiña Quintero Position: Director General Email: direccion@epromat.cu

gn and solutions from the necessities of the work of the client, rent, and of multidirectional scaffolding in its different applications and of

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cas de La Habana, Epromap.

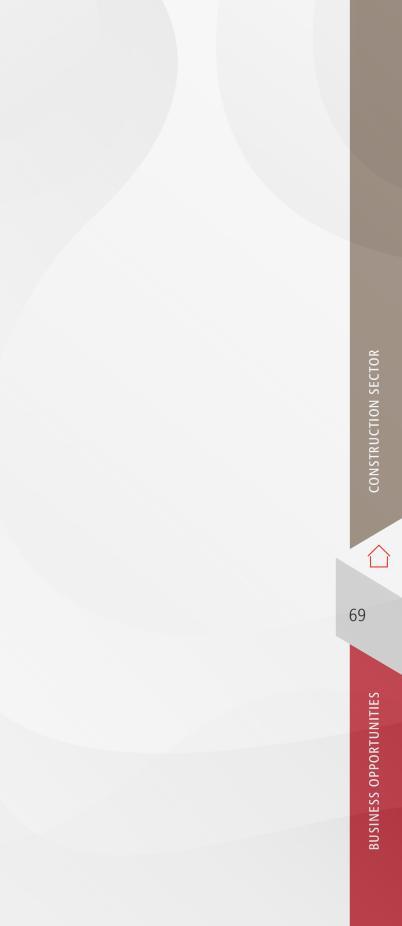
ovince.

investments in the country and increased maintenance works and e potential of the ZED Mariel.

ional and Caribbean market as the supplier of integral services nd shoring. Establish leasing in the country as the most feasible reduce the imports of both products that the country requires for



SERVICIO DE CONSTRUCCIÓN, REPARACIÓN Y PUESTA EN MARCHA DE OBRAS PARA EL TURISMO Y DE INFRAESTRUCTURA EN CAMAGÜEY	
DESCRIPTION:	Provide construction, repair and commissioning services in the various tourism-related jobs at hotels, civil works and infrastructures associated with developing tourism in Camagüey.
INVESTMENT TYPE:	International economic partnership agreement
CUBAN PARTY:	Empresa de Construcción y Montaje de Obras para el Turismo.
ESTIMATED INVESTMENT:	7.5 million USD.
LOCATION:	Camagüey province
MARKET POTENTIAL:	Building hotels, different civil buildings and infrastructures associated with the development of tou- rism.
ANTICIPATED RESULTS:	To develop construction capacities with notable increases so that they may efficiently meet the needs of tourism in an area that foresees a total of 9,155 new hotel rooms being built up to 2030, and all of the other infrastructure needed to provide quality services for restaurants, marinas, golf courses and other associated works.
CONTACTS:	Name: Eduardo Gil Días Position: Director General Email: eduardo.gil@conei.cu Tel.: (53) 32288694





Oil

In geological terms, the volcanic Caribbean arc is located south of Cuba and the southern rim of the North American platform is to the north. The greater part of oil production in Cuba is found in a sector between Havana and Matanzas provinces where the largest field possessing geological reserves of around 10,000 million barrels is located. Almost all of Cuban territory, some 100,000 km2, is a prospect for oil exploration as is the zone of shallow waters and its extension towards the deep-water zone.

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

CUBAN PARTY ASSOCIATED WITH FOREIGN CAPITAL BUSINESSES



Union Cuba- Petróleo (CUPET) is the Cuban government organization in charge of satisfying the supply of fuels and lubricants to the domestic market. It is a highly specialized entity made up of 41 enterprises of which 5 are Joint Ventures. It is authorized to undertake all UPSTREAM and DOWNSTREAM operations on its own behalf or in association with foreign enterprises. Cuba's Exclusive Economic Zone (EEZ) in the Gulf of Mexico shares the same scenarios, the same parent rock, reservoirs and seals of the prolific oil basin of the Gulf of Mexico where gigantic oilfields have been discovered and one of the greatest world-level industries has been developed.

There are a number of mapped prospects in Cuba's EEZ in the Gulf of Mexico. It is estimated that they contain over 10,000 million barrels of good quality (20 API).extractable oil

CONTACTS

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

Name: Juan A Barrizonte Ballestero MSc Position: Director General, COMERCIAL CUPET S.A Email: barrizonte@cupetsa.co.cu Tel.: (53) 2049051, 68, 69. Ext. 65007

SECTORIAL POLICY:

To create, expand and modernize production facilities that contribute to the development of renewable energy sources and the increase in efficiency in the generation and use of electricity. The development of energy forests will be promoted to ensure the sustainability of the necessary biomass production for bioelectric plants. To promote projects for the exploration and production of hydrocarbons

FICHAS DE OPORTUNIDADES DE INVERSIÓN EXTRANJERA



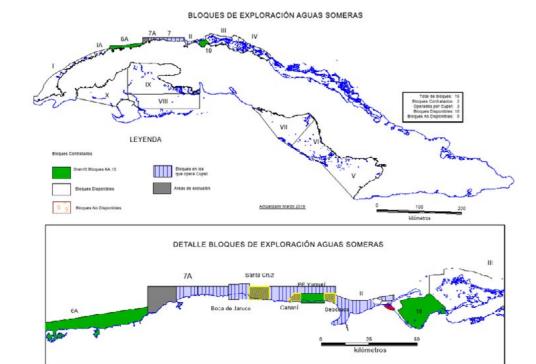
RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS IN COASTAL WATER BLOCKS IN NATIONAL TERRITORY (10 BLOCKS

DESCRIPTION:	To define the potential for gas and oil in determinate areas of coastal waters and if positive, to exploit those energy resources.
INVESTMENT TYPE:	International Economic Partnership Agreement in its Risk Exploration and Shared Production Contract variant
CUBAN PARTY:	Comercial Cupet S.A.
MICROLOCATION:	The 10 available blocks are in northern Pinar del Río, Matanzas, Villa Clara provinces as well as southern Pinar del Río, Artemisa, Mayabeque, Matanzas, Ciego de Ávila, Sancti Spíritus, Camagüey, Las Tunas and Granma.

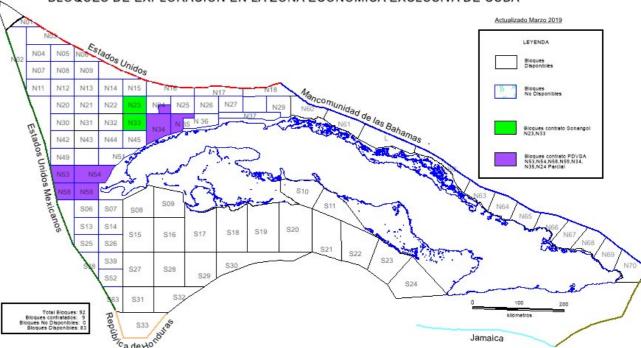


RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS IN BLOCKS OF THE EXCLUSIVE ECONOMIC ZONE OF CUBA IN THE GULF OF MEXICO (EEZ) (83 BLOCKS).

DESCRIPTION:	Define the oil and gas potential in
INVESTMENT TYPE:	International Economic Partners Contract variant.
CUBAN PARTY:	Comercial Cupet S.A.
MICROLOCATION:	The EEZ takes in an area of 284 0 available for negotiation



MARKET:	First, for the domestic market and, should there be surplus, for export.
RESULTS:	For one block having a 30-year contract length and using the average price of 60.0 USD/Bbl and 12% updating rate, we estimate VAN for 165.8 million USD, TIR for 21.1 % and a 3.5 year recovery period.
CONTACTS:	General Division, Comercial Cupet Email: business@cupetsa.co.cu Tel.: (53) 72049069



MARKET:	First, for the domestic market and,
RESULTS:	For one block having a 30-year con 12% updating rate, we estimate VAN period.
CONTACTS:	General Division, Comercial Cupet Email: business@cupetsa.co.cu Tel.: (53) 72049069

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in the EEZ and if positive, exploit these energy resources.

ship Agreement in its Risk Exploration and Shared Production

000 square kilometers in deep waters, where there are ${\tt 83}$ blocks

BLOQUES DE EXPLORACIÓN EN LA ZONA ECONÓMICA EXCLUSIVA DE CUBA

, should there be surplus, for export.

ontract length and using the average price of 50.0 USD/Bbl and N for 1 045.8 million USD, TIR for 19.5 % and a 7.5 year recovery

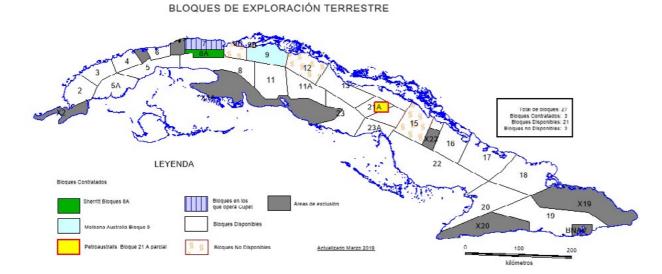
ENERGY SECTOR

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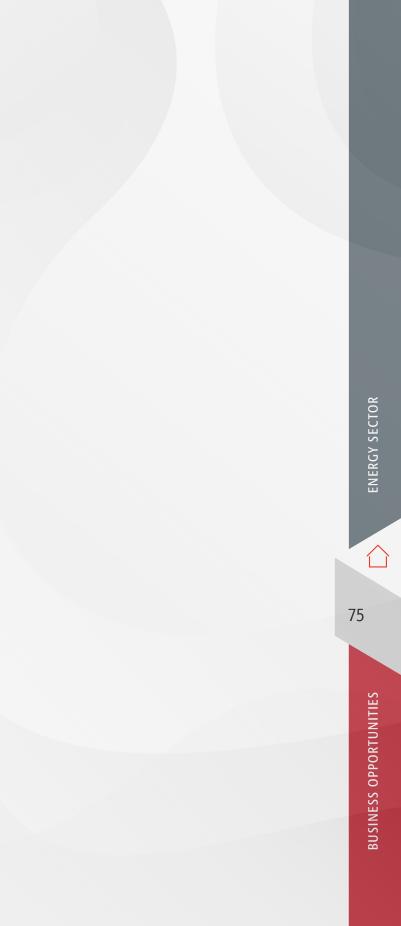


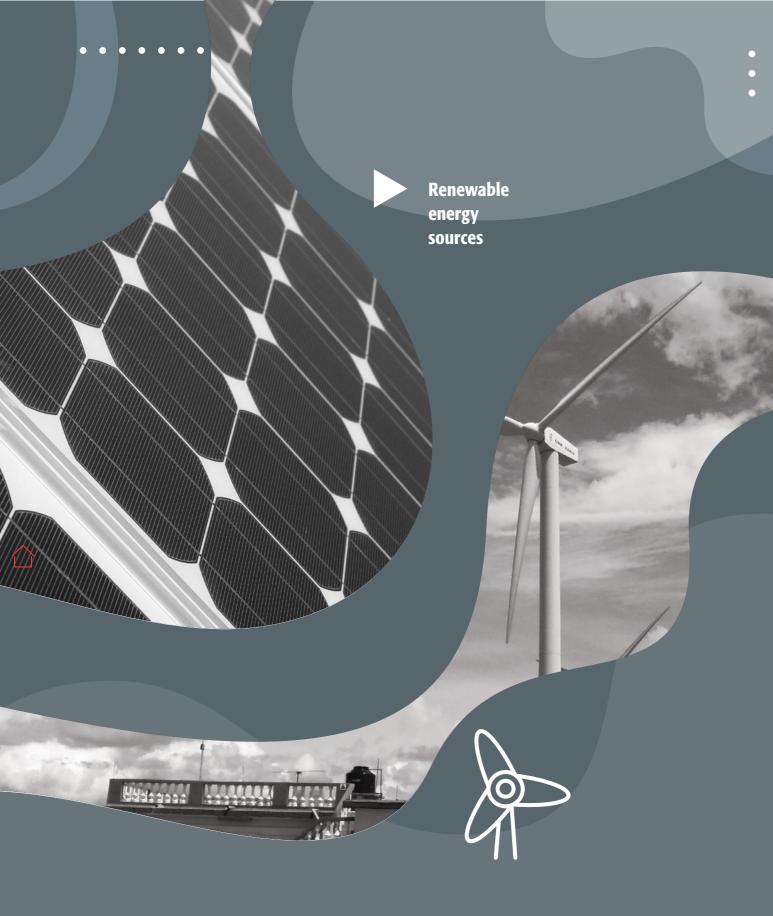
RISK OIL EXPLORATION AND SHARED PRODUCTION CONTRACTS IN ON-LAND BLOCKS IN CUBA. (21 BLOCKS)

DESCRIPTION:	Define the oil and gas potential in the EEZ and if positive, exploit these energy resources.	
INVESTMENT TYPE:	International Economic Partnership Agreement in its Risk Exploration and Shared Production	
	Contract variant.	
CUBAN PARTY:	Comercial Cupet S.A.	
MICROLOCATION:	21 blocks are available, throughout national territory, excepting urban áreas and some excluded areas in protected areas or those reserved for the country's other prioritized interests.	



MARKET:	First, the domestic market and, should there be any surplus, for export.	
RESULTS:	For a block with a contract length of 25 years and usingthe average price of 50.0 USD/ an updating rate of 12 %, the VAN is estimated at 163.38 million USD, TIR for 28 % and a recovery period.	
CONTACTS:	General Division, Comercial Cupet Email: business@cupetsa.co.cu Tel.: (53) 72049069	





Renewable energy sources

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

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

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

Lower the high cost of energy delivered to consumers



Modify the energy matrix of generation





Reduce dependence on fossil fuels

Contribute to environmental sustainability

Use of renewable energy sources

and consumption

Increase competitiveness of the economy as a whole

Decrease electrical system inefficiency

ENERGY SECTOR

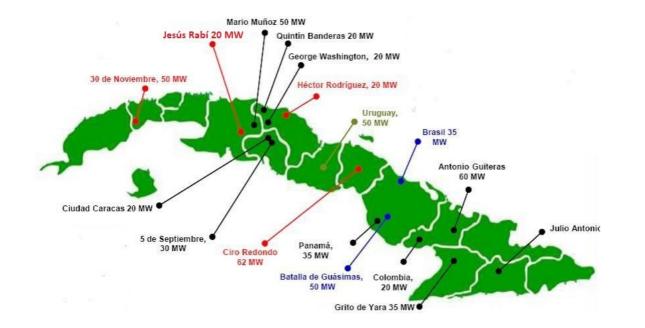
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BIOMASS:

The participation of this renewable resource is top priority for the country in changing its energy matrix. With the objective of increasing sales of electricity to the Sistema Electroenergetico Nacional, we have studied and planned to install 755 MW at 19 bioelectric plants at sugar mills with the best parameters for pressure and temperature in order to operate for more than 200 days per year with sugarcane biomass and forestry biomass, essentially marabú scrub, available in areas close to these facilities. A large number of these will be done with foreign capital.

We foresee that the 17 bioelectric plants will produce over 1 700 GWh/yr and they will stop issuing approximately 1 500 000 tons of CO2 into the atmosphere. These projects have had studies done in the opportunity stage to indicate their feasibility.

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



facture ventilators, over-heaters and other components. The Grupo Empresarial de la Industria Sideromecanica factories will be able to supply structures, pumps and other components. These link-ups will permit us to reduce installation costs for the bioelectric plants at the sugar mills and will provide an opportunity to set up production alliances with foreign partners in order to provide supplies for this important program.

WIND POWER RESOURCE:

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

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



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

78

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

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

partnerships with foreign partners to provide these components for the Wind Farm Program.

ENERGY SECTOR

PHOTOVOLTAIC ENERGY :

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

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

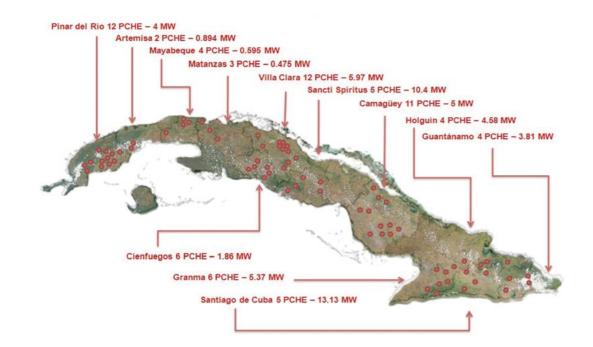
The country has one solar panel manufacturing plant to produce 150 and 240 Wp photovoltaic panels; it is in Pinar del Rio and has an annual production capacity of 14 MWp, providing the opportunity to set up production partnerships with foreign partners in order to increase these productions. National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

HYDRO-ENERGY:

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

the planned power, the program will produce 274 GWh of generated power per year, thereby halting the harmful emissions of 230,000 tons of CO2 into the atmosphere.

In order to produce small hydroelectric turbines there are capacities in one plant with the experience of manufacturing hydraulic turbines up to 325 kW and other components and parts for the-



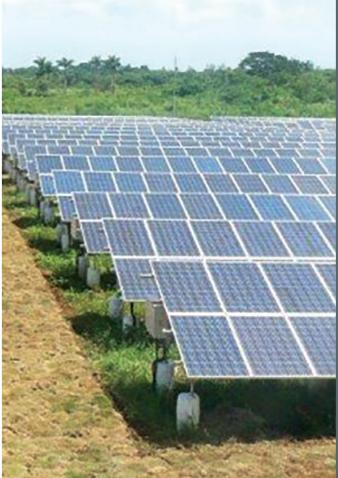
se facilities. We foresee modernizing this plant for that purpose and setting up production partnerships with foreign partners in order to decrease investment costs.

BIOGAS:

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

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







CONTACT INFORMATION

Renewable Energy Department, Ministry of Energy and Mines Email : rosell@oc.minem.cu Tel.: (53) 78775081

BUSINESS OPPORTUNITIES

BIOELECTRICAL PLANT ADJOINING A SUGAR MILL (REPRODUCABLE IN 8 PROJECTS)

DESCRIPTION:



	mills, in the aim of increasing generation of power with renewable energy, based on sugarcane and		
	forestry biomass, leading towards resilience and sustainable economic development.		
INVESTMENT TYPE:	Joint venture		
CUBAN PARTTY:	Sociedad Mercantil Cubana Zerus S.A.		
INVESTMENT:	120 million USD. Estimated cost of \$2500 per KW of installed power.		
MARKET POTENTIAL:	Ciudad Caracas mill, <mark>Cienfuegos</mark> .		
	Panamá & Brasil mills, Camagüey.		
	Colombia y Antonio Guiteras mills, Las Tunas.		
	Julio Antonio Mella mill, <mark>Santiago de Cuba</mark> .		
	George Washington & Quintín Banderas mills, Villa Clara.		
MARKET POTENTIAL:	All the power (KWh) produced is bought by the Unión Eléctrica, therefore its use on the national market replaces importing fossil fuel to generate power in Unión Eléctrica plants.		
ANTICIPATED RESULTS:	These projects have an impact on reanimating our national industry, on the agro-forestry industry via productive linkups, as well as protecting and looking after the environment by replacing fossil fuels and avoiding CO2 emissions into the atmosphere. We foresee generating power with biomass: from20 MWh to 60 MWh, depending upon the plant installed. We estimate profits of 12 million dollars per year and an 8 to 10-year investment recovery		
	period.		
CONTACTS:	Department for International Relations, Foreign Business and Investment, Azcuba		
	Email: lourdes.castellanos@azcuba.cu		

Tel.: (53) 78325087



PHOTOVOLTAIC SOLAR FARMS (7 PROJECTS)

INVESTMENT TYPE:

MARKET POTENTIAL:

MARKET POTENTIAL:

CONTACTS:

INVESTMENT:



DESCRIPTION:

 Basic excavation & prefab concrete for photovoltaic equipment, transformers and inverters · Civil construction of the main substation buildings, installing photovoltaic and electrical equipment, installing cables and fibre optics, installation and adjustment of monitoring equipment, installing technological containers and installing support structures (table and buried piles) Provided technological equipment includes: photovoltaic modules

- inverters
- power transformer
- middle tensión cells
- auxiliary services transformer
- automatic associated control booth environmental station
- calibrated reference equivalent cell
- strings box
- support structures
- construction & transportatin equipment
- generated electrical power.
- Totally foreign capital enterprise Approx. 1.5 million USD per each installed 1 MW a) 15 MW: municipalities in Mayabeque & Matanzas provinces b) 15 MW: municipalities in Pinar del Río province c) 30 MW: municipaliities in Ciego de Ávila & Camagüey provinces d) 30 MW: municipalities in Cienfuegos & Villa Clara provinces e) 30 MW: municipalities in Guantánamo province f) 30 MW: municipalities in Santiago de Cuba province g) 40 MW: municipalities in Las Tunas & Holguín provinces by solar farms. **ANTICIPATED RESULTS:**

Name: Pedro Urbano Barbachán Bagés Position: Business Director, Unión Eléctrica Email: pedrob@oc.une.cu Tel.: (53) 7879026



Constructing photovoltaic solar farms includes:

• Power supply for the interconnection of solar farms to the national power grid

Sites for the solar farms belong to the la Unión Eléctrica and cannot be farmed. Foreign investors shall be authorized surface rights to said sites for the validity period in the sales agreement for

Each of the separate 7 projects specified below will be negotiated separately:

Power generated shall go totally to the national Electrical System, for the purpose of decreasing power generation with fossil fuels. The Unión Eléctrica ensures all purchases of power delivered

Generating power with photovoltaic solar energy, connected to the power grid, to eliminate great amounts of imported fossil fuel that is currently being used for conventional generation, and also the attain the environmental goal of reducing emissions of greenhouse effect gases.



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

In Cuba, rapid transformation of Information and Communication Technologies (ICTs) has an impact on all areas of the economic and social life in Cuba. These transformations translate into the process of creating an information technology society.

Information Technologies Convention and Fair

Every two years, the ICT sector holds its Information Technologies Convention and Fair, an international event aiming to show scientific advances, new technologies and other new features in the sector through the participation of delegates, lecturers and exhibiters from all around the world.

Grupo Empresarial de la Informática y las **Comunicaciones (GEIC)** [Information Technologies and Communications Business Group]

Grupo Empresarial Correos de Cuba (GECC) [Postal System of Cuba Business Group]

Created in 2015, its fundamental activity deals with information technology, communications and the development of ICT products and services. GEIC aims to encourage the development of ICT products and services that are directed towards giving society access to information and knowledge as a universal right, meeting internal consumption and increasing exports.

territory.

SECTORIAL POLICY

To promote the development of software, informatics applications and their related services to increase of exports and to boost innovation and efficiency for the development of the country. Business may be created in the following areas: scientific-technological malls, support and technical assistant modalities on-line (contact centers), centers for the international certification of services, technologies and human capital, R & D centers for software. Foreign participation in the operation and marketing of telecommunications services is excluded.

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

Foreign participation in telecommunications operation and marketing services is excluded. The modality of wholly owned foreign capital enterprise is not promoted nor foreseen within this sector, except in businesses aimed at the development of Information and Communication Technologies (ICT) that are located in science and technology parks.

In May of 2013 the Grupo Empresarial Correos de Cuba is born, becoming the sole operator ensuring universal postal services and other added value services throughout national

Parque Científico-Tecnológico de La Habana (3CE) [Havana Scientific-Technological Compound]

The Parque Científico-Tecnológico de La Habana (3CE), located in the University for the Information Sciences (UCI in its Spanish-language abbreviation)), was created to provide a site for innovation and the development of projects in the ICT area which, based on the proportion of benefits and incentives, will facilitate obtaining results having an impact on a variety of economic and social sectors.

At the heart of the Compound's functional model is the innovation and development project which, starting from ideas, the need to innovate and to attain added value, presented by legal or natural persons, both Cubans and foreigners, generates new products or services or any functional component of an existing service or product, for the national market or export, and for giving rise to a new technology-based entity (EBT) based on successful innovative projects and having commercially compatible results.

The Compound will provide the following incentives and benefits:

1. Human resources: access to the highly specialized human talent from UCI and other universities and research centres

2. Infrastructure: providing an infrastructure of buildings and advanced technology, connectivity, basic services and technology

3. Physical and Customs treatment for projects and entities based in the Compound, as established within the approved legal framework

4. Added value services: high quality project handling, the creation of new companies, promotion, advertising and generally handling all the legal, accounting and financial activities of projects and fledgling companies

5. Markets: seeking out markets and trade representation in order to export services











BUSINESS OPPORTUNITIES



DESCRIPTION:



Establish a call centre for exporting services as part of the value chain of the global services industry covered by Information and Communication Technologies (ICT). With the capacity to provide inbound, outbound, digital conversations (chat), audiovisual (social media), and other services to meet the needs of the international market.

The foreign investor must be a company with experience in advice, assembly and implementation, operation and services for the call center business industry, in addition to having an international market and a network of companies that allow exports to grow.

In the initial stage of the investment, the 200 positions are planned to reach 500. The Cuban party will provide the qualified human resources and, within the initial contributions, the foreign side will provide the necessary ICT technology.

INVESTMENT TYPE:	Joint Venture
CUBAN PARTY:	Sociedad Cubana para las Telecomunicaciones CUBATEL S.A.
INVESTMENT:	5 million USD
LOCATION:	Playa municipality, Havana province
MARKET POTENTIAL:	 Cuba is a very attractive and competitive country to develop this type of project. The educational level, skilled labor, bilingualism, and the presence of the Mariel Development Zone, summarize the attractive conditions for this type of foreign investment. The call centers market in Latin America has had remarkable and favorable growth in the region for the past 5 years, with a projected growth of 7.4% per year. The main markets would be countries in Latin America, Canada, Spain and other European countries where social costs have considerably increased, affecting the levels of competition.
ANTICIPATED RESULTS:	Obtain modern control methods that ensure effective traceability and high reliability of services offered. Execute the improvement program of the Integral System of Technical Assistance to the Client. Subcontract the development of national computer applications for the management of the call center service itself. We foresee an approximate 4-year investment recovery period, and after 5 years, around 35 million dollars in export sales.
CONTACTS:	Business Division, Grupo Empresarial de la Informática y las Comunicaciones (Geic) Email: presidencia@geic.cu Tel.: (53) 78352219 / 78352231 Sociedad Cubana para las Telecomunicaciones, Cubatel S.A. Email: comercial@cubatel.cu Tel.: (53) 72671593, ext. 305

INFORMATION TECHNOLOGY SERVICES CENTER



DESCRIPTION:

CONTACTS:

Creation of an information technology services center to provide development, management and application support services, information technologies and business processes. The foreign party must provide the market that allows the international projects to be carried out.

Alterative and incremental development models would be used with emphasis on agile methodologies on open source platforms. If proprietary platforms are required, the foreign partner must provide the licenses for their use and guarantee work team training, as well as ensure access to the platforms for help, consultation and technical support.

	In addition, complementary servi
	be offered. Also included in the p
	level supports.
INVESTMENT TYPE:	Joint Venture
CUBAN PARTY:	Empresa de Aplicaciones Informá
INVESTMENT:	2 million USD
LOCATION:	Plaza de la Revolución municipali
MARKET POTENTIAL:	The outsourcing of IT services in t
	being in a stage of strong develop
	the continued growth of compani
	the use of an external service pro
	Access to specialized support // In
	technological costs // Access to m
	In general, the tendency is for
	husinoss (stratogic lovorage of th

companies, with the ultimate goal of maximizing performance and minimizing costs in order to generate greater profits. The markets of Mexico, Chile and other Latin America countries are markets with experience in the outsourcing of IT services and they are aware of the professionalism of Cuban specialists. Main target markets are: European Union, Canada, India, Mexico and large companies based in Latin America.

ANTICIPATED RESULTS: Developing IT services based on the externalization of services as off-shore. We foresee a 3-yr investment recovery period and estimate revenues of more than 51 million dollars in export sales. Business Division, Grupo Empresarial de la Informática y las Comunicaciones (Geic) Email: presidencia@geic.cu Tel.: (53) 78352219 / 78352231 Sociedad Cubana para las Telecomunicaciones, Cubatel S.A. Email: comercial@cubatel.cu Tel.: (53) 72671593, ext. 305

In addition, complementary services such as Consulting, Testing, Mining and Data Processing may planned scope are after-sales services and first, second and third

áticas, Desoft.

lity, Havana province

the international market has been characterized in recent years by opment and expansion; it has become a fundamental element for nies. The main benefits that these markets seek to obtain through vider are:

mproved IT service levels // reeing up IT staff templates // Reduced nore feasible IT systems // Faster system implementation.

companies to devote their efforts and resources to their core business (strategic leverage of the company) and extend the rest of their activities to specialist

MODERNIZING THE POSTAL GRAPHIC ARTS		EE	BUILDING THE INFRASTRUCTURE FOR TELECOMMUNICATIONS NETWORKS	
	COFFREOS 1988		DESCRIPTION:	Project aiming to build the infrastruc band connectivity in Cuba, as a suppo Cuban Society's insertion into the rea With this foreign investment proposal ETECSA's access grid and that of othe the country such as tourism, health, i
	50 00 00 00 00 00 00 00 00 00 00 00 00 0		INVESTMENT TYPE:	International economic partnership a
	RICANS RID 2000		CUBAN PARTY:	Sociedad Cubana para las Telecomu
	A CONTRACTOR OF THE CONTRACTOR		LOCATION:	Plaza de la Revolución municipality.
ESCRIPTION:	Acquisition of the necessary technology to modernize the technological process of the postal graphic arts that include printing stamps, creating whole postcards and allegorical postcards for specific campaigns, different types of calendars and other philatelic products for export, as well as bring in the international market for the commercialization of these products. The investment will increase the quality levels of the philatelic products making them competitive in the international market.		MARKET POTENTIAL:	The potential national market support Cuba and includes not only the popu investment both in terms of technolog of these networks, to extend the nec- demands for these services.
NVESTMENT TYPE:	market. International Economic Partnership Agreement		ANTICIPATED RESULTS:	This project intends to attain the tele connectivity that is required by Cuba
IBAN PARTY:	Empresa de Aseguramiento General (EAG).			- Strengthening connectivity infrastrue
VESTMENT:	3 million USD.			networks to support the country's br - Increasing broad band density and
OCATION:	Plaza de la Revolución municipality, Havana province			growing demand for services
RKET POTENTIAL:	Latin American, Caribbean and African countries are identified as potential markets. Cuba's proximity to Latin American countries could reduce transportation costs, which favors the export of these products to these countries. In the case of African countries, they have shown interest in acquiring Cuban philatelic products.			 Increasing investment levels, includi companies to ensure extending the to - Eliminating the level of technologic exploitation and ensuring its function - Enlarging the infrastructure to ensu
NTICIPATED RESULTS:	To increase the productive capacity of the Cuban postal industry by promoting the export of philatelic products, making them competitive in the international market. We foresee an approximate 2-yr investment recovery period and, after the 3rd year, estimated export sales would		CONTACTS:	To take advantage of the benefits intr and efficacy of the processes in socie Business Division, Grupo Empresaria
CONTACTS:	be around 9 million dollars. Name: Pedro David Aguilar Pérez Email: pdavid@eag.ecc.cu Name: Reinaldo Rodríguez Lavado Email: reinaldo@ecc.cu / Tel.: (53) 76464235			Email: presidencia@geic.cu Tel.: (53) 78352219 / 78352231 Sociedad Cubana para las Telecomu Email: comercial@cubatel.cu Tel.: (53) 72671593, ext. 305

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structure of telecommunications networks for developing broad apport for implementing the "Comprehensive Policy for improving e realm of information technologies"

osal, we would attain development, broadening and modernizing other entities which decisively participate in the development of th, industry, banking, railroads and universities, etc.

nip agreement

municaciones Cubatel S.A.

ity. Havana province

upporting the services for this project is distributed throughout opulation but the business sector which requires high volumes of nological equipment and constructive capacities and management necessary infrastructure of access networks in order to meet the

telecommunications infrastructure needed to ensure broad band uba for the next 10 years and which contributes to:

structure in access (last mile) and the territorial telecommunications 's broad band demands

and capacity in the connectivity of the radio bases to support the

luding construction capacity and the execution of Cuban executor he telecommunications infrastructure in Cuba

ogical obsolescence in the network layers, permitting its growth, tioning

ensure research and development in the ICT sector

s introduced by the use of the broad band in improving efficiency society, especially their impact on the growth of the GDP

arial de la Informática y las Comunicaciones, Geic

municaciones, Cubatel S.A.







Transport

Cuba has a broad transportation infrastructure taking in branches of automotive, rail, maritime-port and air transportation. Inserting foreign investment into the sector is important to accelerate attaining these goals and thereby achieving the necessary competitiveness in both cargo and passenger transportation demanded by the various productive and service areas of the Cuban economy; all of the foregoing supported by existing strengths, as described below:

 Vast roadway network of over 70 000 kilometers for automobile transportation and over 8,000 kilometers of rail lines interconnected by loading and unloading centers that exist throughout the country; even though they require technical improvement they also interconnect the main economic and population centers with a network of ports and national and international airports that, in turn, possess all the port and airport services according to world standards.

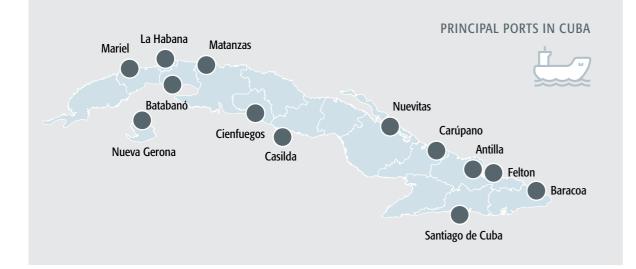
Principal Regulatory Provisions
1. Decree-Law no. 168 on Transport Operations Permits, 26 November 1996
2. Decree-Law no. 230 on Ports, 13 September 2002
3. Decree no. 278 on the Aeronautical and Maritime Search and Rescue System, 30 December 2006
4. Decree-Law no. 255 on Civil Aviation, 5 October 2007
5. Law no. 109 on the Roadway Safety Code, 17 September 2010
6. Law no. 115 on River and Lake Navigation, 2 October 2013
7. Decree-Law no. 348/2017 on Railroads, 5 September 2017



SECTORIAL POLICY

To develop port infrastructure, building and repairing of vessels in shipyards, purchase and/or management of vessels, technical assurance activity and exploitation of automotive transport, manufacture and repairing of spare parts and accessories, management of repair shops and other rail system activities as well as business in commercial and agricultural aviation. To attract businesses to promote exports, mainly in maritime and aviation activities.

* We are covering commercial activity within this sector.



- The installed capacity for ship repairs made up of over 40 shipyards and drydocks located all over Cuba which, even though they need to be modernized, are an important starting point to take advantage of the opportunities existing for this service in the Caribbean. This is complemented by the existence of the International Quality Classifying Company, the Registro Cubano de Buques, with over thirty years of experience in the sector.
- Strategic location for developing transportation services and products to Latin America and the Caribbean region
- Growing domestic market for passenger and cargo transportation as well as for their auxiliary and connected services



OBJECTIVES ATTAINED WITH FOREIGN INVESTMENT

- 1Management of shipyards for the development of the ship industry both to look after the national and the shipping fleet as auxiliary, and to increase exports of products and services for this activity
- Management of the wholesale commercialization of spare parts and accessories in the different branches of transportation including the development of local manufacturing and/or repair of the components with the most rotation in the domestic market, and their possible exportation.



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- **3**. Efficient management of specialized cargo and passenger transportation services, both in Cuba and internationally, including exploitation and technical assurances.
- Efficient management of services associated with commercial aviation and agriculture for both the domestic and international markets.
- Management of transportation products and services, including training, research, planning and management activities in Cuba and in third countries.

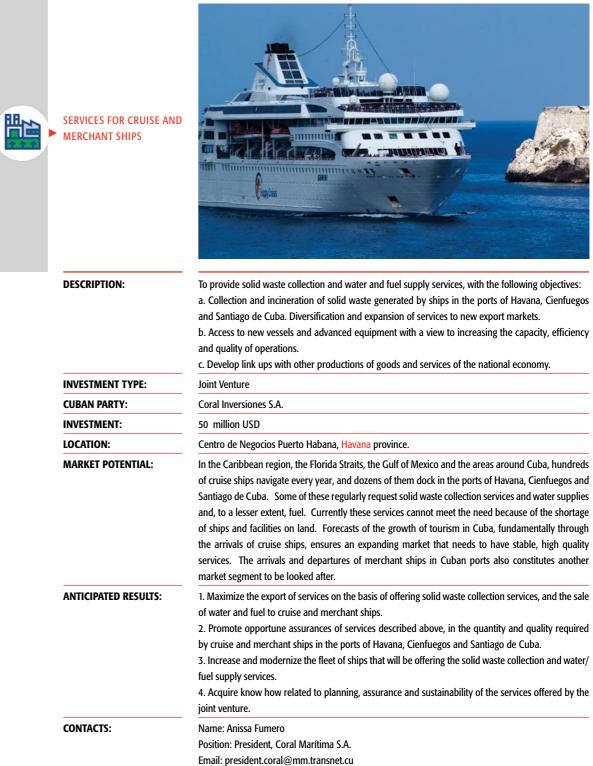
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BUSINESS OPPORTUNITIES



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OPERATION AND MANAGEMENT OF CASABLANCA SHIPYARDS			
DESCRIPTION:	 Providing drydock and ship repair services for up to medium-sized ships, with the following objectives: a) Diversifying and enlarging the services to new export markets b) Gaining access to new advanced technology and equipment, ensuring increased capacities, efficiency and quality of operations undertaken in the shipyards c) Developing linkage with other productions of goods and services in the domestic economy 		
INVESTMENT TYPE:	Joint Venture		
CUBAN PARTY:	Coral Inversiones S.A.		
INVESTMENT:	25 million USD		
LOCATION:	Regla municipality, Havana province.		
MARKET POTENTIAL:	The strategic geographical location of Cuba determines that a large number of ships navigate near its shores in their trips to and from the coasts of the Gulf of Mexico, Central America, the Caribbean and South America. In the domestic market, we identify potential markets in the industrial and hotel sectors which mainly request the building and repairing of fuel tanks, as well as repairs and/or renovations for all sorts of pipe systems, including electrical, etc.		
ANTICIPATED RESULTS:	Maximizing the exploitation of the ship repairs market in the area of the Caribbean and the diversifi- cation and enlarging of services to new export markets Improve the timely assurance of repair services for foreign ships and the national auxiliary fleet. Technologically update the shipyard and improve the existing use of facilities.		
CONTACTS:	Name: Anissa Fumero Position: President, Coral Marítima S.A. Email: president.coral@mm.transnet.cu Cell phone: (53) 52860434		



Cell phone: (53) 52860434

DEVELOP NETWORK OF WORKSHOPS TO **REPAIR AND MAINTAIN** COMMERCIAL AND TOURISM MOTOR VEHICLES. REPAIRS TO AND CHECKING OF FUEL INJECTION SYSTEMS IN INTERNAL COMBUSTION ENGINES



DESCRIPTION:	Provide repair and checking services for fuel injection systems of all types, in both stationary systems and motor vehicles, modernizing and acquiring the state of the art technological equipment, technical assistance, transfer of technology and/or know how, guarantee and post-sale services that ensure the adequate functioning and efficiency of their vehicles through the saving of fuel to achieve the adequate combustion of their engines.	
INVESTMENT TYPE:	International economic partnership agreement	
CUBAN PARTY:	Empresa de Servicios Automotores Especializados Motor Centro.	
INVESTMENT:	2.85 MMUSD.	
LOCATION:	-	
MARKET POTENTIAL:	Cuba has a number of passenger and cargo transportation companies that have fleets of vehicles needing repairs. Furthermore, we foresee that the foreign partner would promote the search for external markets to effectuate these services for the aim of carrying out exports.	
ANTICIPATED RESULTS:	Maximize the checking and repairs of fuel injection systems that ensure proper fuel saving on the basis of the efficiency of their vehicles combustion systems.	

Name: José Agustín Suárez Caner Position: President, Transime S.A.

Cell phone: (53) 52166620

Tel.: (53) 76406526 Cell phone: (53) 52862850

Email: transime.mo@movil.transnet.cu

Name: José Eusebio Calderón Méndez Position: Director, Motor Centro

Email: calderon@mcmotorcentro.cu

Generate revenues in foreign currencies for checking and repairing injection systems. Increase the professional training for personnel working in the international economic partnership and the other entities in the productive chain, via technical and practical training both in Cuba and in the foreign partner countries, in order to attain better results throughout the chain.

CONTACTS:

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REPAIRS AND MAINTENANCE WORKSHOP FOR COMMERCIAL AND TOURISM HYUNDAI MOTOR VEHICLES	
DESCRIPTION:	Provide services to repair engines motor vehicles.
INVESTMENT TYPE:	International economic partnershi
CUBAN PARTY:	Empresa de Servicios Automotore
INVESTMENT:	2.85 MMUSD.
LOCATION:	Cerro municipality, Havana provir
MARKET POTENTIAL:	Cuba has a number of passenger vehicles needing repairs. Furthe search for external markets to effe
ANTICIPATED RESULTS:	Achieve a stable and effective ma tourism, to provide leasing service Provide the facilities repairing acc quality and quantity in a sustainal Increase the professional training and the other entities in the produ- the foreign partner countries, in o
CONTACTS:	Name: José Agustín Suárez Caner Position: Presidente, Transime S.A Email: transime.mo@movil.transr Cell phone: (53) 52166620 Name: José Eusebio Calderón Mé Position: Director, Motor Centro Email: calderon@mcmotorcentro Tel.: (53) 76406526 Cell phone: (53) 52862850

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es and assessories, warranty and maintenance services for Hyundai

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res Especializados Motor Centro.

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er and cargo transportation companies that have fleets of Hyundai nermore, we foresee that the foreign partner would promote the fectuate these services for the aim of carrying out exports.

aintenance system for acquired vehicles in different sectors such as ces.

ccessories with state of the art technology that would improve the able manner, aiming to safeguard the environment.

g for personnel working in the international economic partnership uctive chain, via technical and practical training both in Cuba and in order to attain better results throughout the chain.

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SMALL BOAT REPAIRS (REPEATABLE IN 4 PROJECTS)

DECODIDITION



DESCRIPTION:	Increase repair and maintenance services for small fishing boats, boats belonging to other bodies small foreign boats arriving in Cuba and to export services to countries in the region.	
INVESTMENT TYPE:	International economic partnership agreement	
CUBAN PARTY:	Empresa de Proyectos, Construcciones y Servicios Navales, Ceprona.	
INVESTMENT:	2.7 million USD.	
LOCATION:	UEB Astigal, La Coloma 249, Casablanca, Regla municipality, La Habana province	
	UEB Chullima, calle 13 s/n esq. a 28, Plaza de la Revolución municipality, La Habana province	
	UEB Astisur, Ave. 46 y calle 45, Cienfuegos municipality Cienfuegos province	
	UEB Astigolf, Carretera Ciudad Pesquera s/n, Manzanillo municipality, Granma province	
MARKET POTENTIAL:	Provide services for all the existing fishing boats and for small boats arriving in Cuba.	
ANTICIPATED RESULTS:	Maximize exploitation of naval repairs market in the Caribbean and the diversification and increase in services for new export markets. Promote the opportune assurance of repair services for the national fishing boat fleet. Update shipyard technology, improving the existing facilities.	
	We foresee revenues of 21 million dollars in the 10-year validity period of the agreement; we estimate that 2 million will be coming from the export market.	
CONTACTS:	Name: Daillana Matech	
	Position: Business Director, Grupo Empresarial de la Industria Alimentaria	
	Email: presidencia@geia.cu / daiana.matech@geia.cu / eduardo.hernandez@geia.cu/	
	Tel.: (53) 78611676 / 78698257	



ENLARGING AND **REFURBISHING THE** MARLIN BOAT WORKSHOP

DESCRIPTION:

CUBAN PARTY:

INVESTMENT:

LOCATION:

CONTACTS:





Repair and/or reconstruction of existing facilities including technical networks. Assembly of the equipment and technology necessary to increase operations for the repair and construction of small and medium size vessels, including a travel lift and dredging the hangar.

Vedado, on the shores of the Almendrares River, and Residencial Marina Hemingway, Playa

With this project we foresee accessing the market of boats that tansit or are permanently in the Caribbean and neighbouring countries. We would be able to provide a good price-quality ratio that

Maximize exploitation of the boat repair market in the Caribbean and the diversification and increase in services for new export markets. Promote opportune assurance for repair services for the national fishing boat fleet. Update shipyard technology, improving the existing facilities.

We foresee revenues starting at 1.4 million dollars and reaching 8 million dollars

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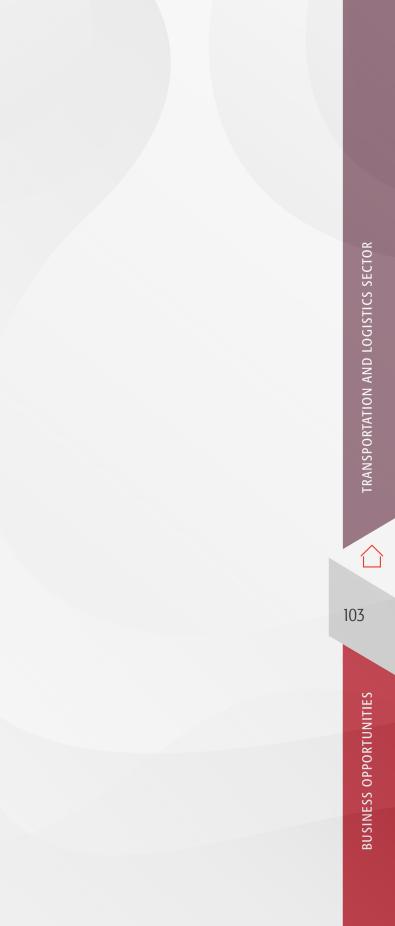
REPAIR AND MAINTENANCE SERVICES FOR SHIPS



DESCRIPTION:	Increase repair and maintenance services for ships via increased technological development in shipyards, and exporting services to countries in the region.	
INVESTMENT TYPE:	International economic partnership agreement	
CUBAN PARTY:	Protec S.A.	
ESTIMATED INVESTMENT:	T: 23 million USD.	
LOCATION:	Cienfuegos municipality, Cienfuegos province	
CONTACTS:	Email: radames@oc.reduim.cu / yanelis@oc.reduim.ci Tel.: (53) 78836389 / 78837212	

PROVIDING ASSEMBLY, MAINTENANCE, REPAIR AND SALES SERVICES FOR HEAVY AND SEMI MULTI-USE TRUCKS, FOR THE TRANSPORTATION OF CARGO IN THE AGRICULTURAL, TOBACCO AND FORESTRY SECTORS.

DESCRIPTION:	Assembly of heavy and semi multi-use trucks with tractors and semis, to be sold on the domestic
	market, in a manner that ensures sustainability, replacing imports and meeting the demands for
	carrying cargo in the agriculture, tobacco and forestry sectors.
INVESTMENT TYPE:	International economic partnership agreement
CUBAN PARTY:	Empresa de Talleres Agropecuarios.
LOCATION:	Jovellanos municipality, Matanzas province
MARKET POTENTIAL:	With this project we would like to recover and modernize facilities, workshops, plants, etc., increase technological and non-technological equipment, improve the infrastructure and ensure for agricultural entities the consumables and technical services as rapidly as possible. We would also like to place these specialized services in a segment of the identified market in Latin America and the Caribbean, where equipment has been sold that does not ensure sustainability and updating technology or that does not possess the qualified technical personnel.
ANTICIPATED RESULTS:	Ensure technical services for specialized cargo transportation in the agricultural, forestry and tobacco sectors, and others. To recover the sustainability of an average of 1,000 units of cargo transportation equipment each year. Increase exports. Productive link-ups with non-government economic partnerships based in the territory and neighbouring provinces, permitting the best use for all productions.
CONTACTS:	Empresa de Talleres Agropecuarios Name: Ing. Bernardo González Chávez Position: Director Email: informatica@eta.minag.cu / Cell phone: (53) 52796867 Grupo Empresarial de Logística Development and Investments Division Email: dirinversiones@gelma.minag.cu / Tel.: (53) 76452089





Commerce

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

As part of the assurance for the activity we have a large network of warehouses (including refrigerated warehouses) throughout the country, which constitute part of the resources participating in the supply chains existing in domestic commerce

To handle the sector business, we have the Sociedad Mercantil ALBUS S.A., in charge of drawing up projects addressing wholesale distribution of widely-used products and families of the most in demand national and imported products, as well as developing supply markets selling at wholesale prices and providing services to the State sector, and to non-State managed units.

SECTORIAL POLICY

To develop wholesale trade and, exceptionally, retail trade, to attract financial resources, advanced management methods and skills, technology and marketing techniques. Joint ventures and international economic partnership contracts will be negotiated for this purpose.

To establish logistics operators that participate in the processes of distribution, storage and preservation of food and industrial products, integrating the supply chains from import and domestic production to the final customer; as well as making it possible to increase efficiency in commercial management.



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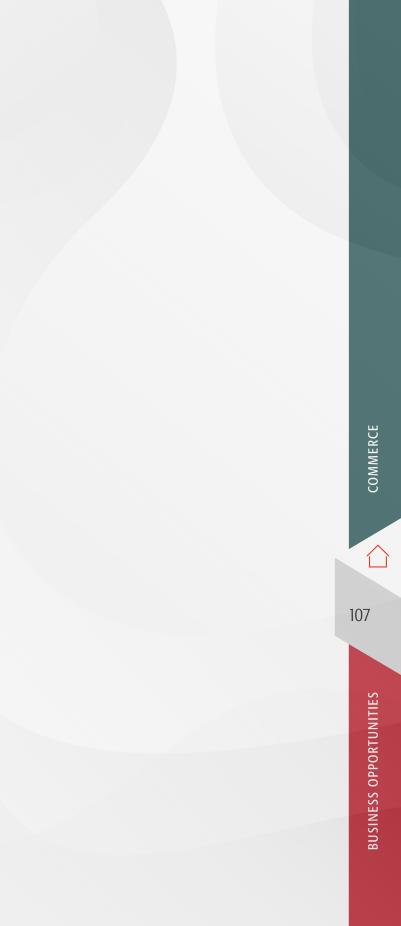
CONTACT INFORMATION:

Vice Minister's Office for Domestic Commerce Email: mariapk@mincin.cu / logistica3@ mincin.cu Tel.: (53) 78670066

BUSINESS OPPORTUNITIES

3PL LOG FOR THE OF SUPP REFRIGE PROJECT

3PL LOGISTICAL OPERATOR FOR THE MANAGEMENT OF SUPPLY CHAINS FOR REFRIGERATED FOODS (3 PROJECTS)	
DESCRIPTION:	Creating a category 3PL logistical operator for wholesale sales of frozen foods, permitting us to meet the demand of national and foreign markets, on the basis of recovery and expansion of warehousing capacities and refrigerated distribution. This operator's logistical activities shall provide mixing, warehousing, transportation and sales activities in accordance with each product's characteristics within the supply chain, from national producers and/or foreign suppliers right up to the final destination as determined by the customers.
INVESTMENT TYPE:	Joint Venture
CUBAN PARTY:	Sociedad Mercantil ALBUS S.A.
ESTIMATED INVESTMENT:	26.6 million USD.
LOCATION:	Frigorífico Berroa, Habana del Este municipality, <mark>La Habana</mark> province Frigorífico Habana del Este, Habana del Este municipality, La Habana province Frigorífico de Playa, Playa municipality, provincia La Habana province
MARKET POTENTIAL:	The sale of refrigerated foods involves a growing demand for efficient conservation and distribution of fresh and frozen foods in the national market and for exports faced with reduced competition in logistical service suppliers in Cuba. The consolidation of in and out-of-hotel tourism and the sustained development of ZED Mariel, of the productive sectors and non-State management forms, and other sectors of interest on the basis of the positioning of the foreign partner in the international market constitute a selling point for setting up this business.
ANTICIPATED RESULTS:	We hope to be able to position a trusted logistical operator in national territory to ensure excellent service to national and foreign users, where the maximum use of installed capacities is made; investment recovery is foreseen in the 5th year of operations.
CONTACTS:	President's Office, Grupo de Empresas Mayoristas de Productos Alimenticios y otros Bienes de Consumo Email: luis.sisto@unal.cu / francis.herrera@unal.cu Tel.: (53) 76942294 / 76941981





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

The system also has workshops to repair pumping equipment and welding machinery, factories to manufacture pipes, tubes, accessories and electrical panels that add to its sustainability.

egal Framework:	
aw no. 124/2017 on Terrestrial Waters	
ecree no. 337/2017, Terrestrial Waters Regulations	



International Relations Department, Instituto Nacional de Recursos Hidráulicos Email fermin.sarduy@hidro.cu / mgonzalez@ hidro.cu Tel.: (53) 78361283

Development and Business Group, Instituto Nacional de Recursos Hidráulicos Email: arashi@enpc.geilh.hidro.cu / ainady@ enpc.geilh.hidro.cu Tel.: (53) 78632542 Cell phone: (53) 52134898

Cubagua

Como evento especializado del sector, constituye una ventana al mundo del quehacer hidráulico en Cuba. Cada edición (bianual) se convierte en el marco ideal para reuniones e intercambios entre especialistas y expositores nacionales y extranjeros, y la promoción de productos y servicios del ramo.

SECTORIAL POLICY

To develop investments for the production of high-density polyethylene (HDPE) pipes and their accessories, equipment for measuring water flow and pumping equipment, as well as the provision of well drilling services and the construction of underground works.

Projects must contribute to diversify and expand export markets, replace imports and increase renewable energy sources in the energy matrix of water management and its related services in Cuba.

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BUSINESS OPPORTUNITIES

MODERNIZING THE **PRODUCTION OF SPARE** PARTS, ACCESSORIES AND OTHER PLASTIC-BY-► INJECTION ELEMENTS AND THOSE FOR THE **PRODUCTION OF** POLYPROPYLENE PIPES. (PP)



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 agreement
CUBAN PARTY:	Empresa Ciegoplast.
ESTIMATED INVESTMENT:	19.6 million USD.
LOCATION:	Ciego de Ávila municipality, Ciego de Ávila province
MARKET POTENTIAL:	The national installation, repairs and maintenance program for hydraulic networks requires an an- nual supply of spare parts, accessories and other plastic-by-injection elements for an estimated an- nual value of 15 million dollars. Exploitation of capacities for its domestic production is insufficient today; it has a limited assortment of products made by molds, thereby slowing down the National Hydraulic Program plan.
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:	Empresa Ciegoplast Email: sergio@ca.geilh.hidro.cu Tel.: (53) 33213269 Name: Obdulio Casanova Reyes Position: Director for Communications and Business, Grupo Empresarial de las Aguas Terrestres

Email: casanova@geipi.hidro.cu

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



DESCRIPTION:

INVESTMENT TYPE:

ESTIMATED INVESTMENT:

MARKET POTENTIAL:

ANTICIPATED RESULTS:

CUBAN PARTY:

LOCATION:

CONTACTS:

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broken equipment or equipment needing maintenance arriving at the workshop. We calculate an-

Interchanging technical knowledge and experience and the availability of consumables, equipment,



Name: Obdulio Casanova Reyes Position: Director for Communications and Business, , Aguas Terrestres Email: casanova@geipi.hidro.cu

DEEP WELL DRILLING SERVICES **DESCRIPTION:** hydrogeological research studies, etc. INVESTMENT TYPE: International Economic Partnership Agreement CUBAN PARTY: ESTIMATED INVESTMENT: 11 million USD LOCATION: La Lisa municipality, Havana province MARKET POTENTIAL:

ANTICIPATED RESULTS:

CONTACTS:



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

Empresa Nacional de Perforación y Construcciones

Email: alexa@enpc.hgeilh.hidro.cu

Name: Obdulio Casanova Reyes

Email: casanova@geipi.hidro.cu

Tel.: (53) 78647259

Investment processes associated with building aqueduct and sewage networks, underground work and technical networks, hydro-technical jobs, and other infrastructures requiring excavation.

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.

Empresa Nacional de Perforación y Construcciones

Position: Director for Communication and Business, Grupo Empresarial de las Aguas Terrestres

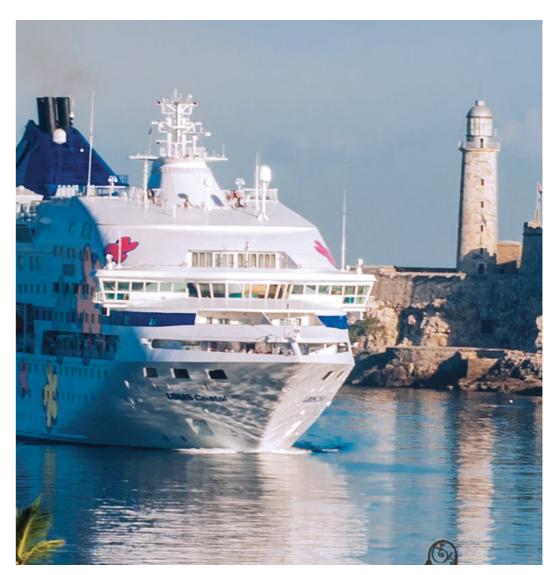
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Cuba is a unique destination in the Caribbean as it has a tourism product that is characterized by the hospitality of its people, its exceptional natural attractions, local historic heritage, rich artistic and cultural life, the unique healthcare situation, political stability and safety for tourists. the close of December 2019, hotel capacity was at 75,145 rooms. Canada remains the principal market sending tourists to the Island.

The Cuban Tourism Website www.cubatravel.cu provides precise details about the attractions, products, varieties, accommodations, etc. of Cuban tourism.

In 2019, 4,275,561 international visitors arrived in Cuba; this was 436,352 less than in 2018. Our revenues from tourism reached 2,616.0 MMCUC. At



Cuba is member of:

Organización Mundial de Turismo (OMT) Organización de Turismo del Caribe (CTO) Confederación Panamericana de Escuelas de Hotelería y Turismo (CONPEHT)

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SECTORIAL POLICY

To promote as modalities of foreign investment the joint venture and the international economic partnership contracts, such as hotel marketing and administration contracts as well as services administration contracts. Linked to these modalities, it will be possible to develop business models used internationally in this sector, such as franchise contracts for internationally well- known brands and rental contracts for tourist facilities.

To develop the hotel business through the construction or restoration of existing accommodation facilities or other buildings that are suitable for this purpose. Projects may include the development of complementary infrastructures.

To promote real estate development associated with tourism (totally Cuban-owned golf courses and marinas) and the construction of theme parks that incorporate the use of high technology.

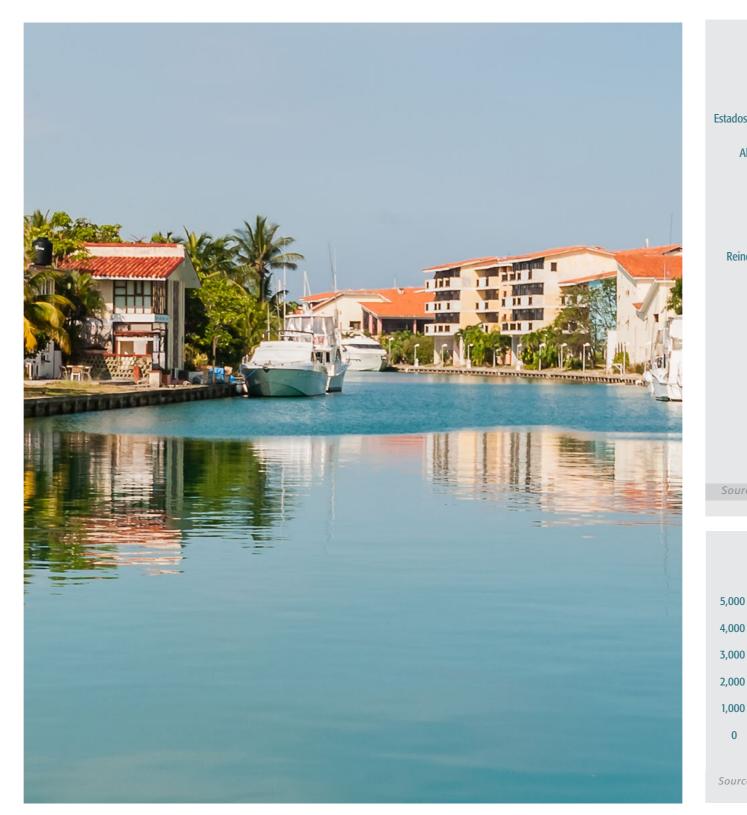
Service administration contracts with financing for the gastronomy activity may be exceptionally evaluated, as well as marina leasing and concession contracts. To diversify administration and marketing of tourist facilities by well-known foreign chains.

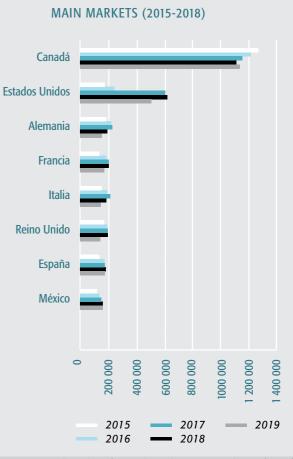
To increase the development of wellness, health and life quality products.

To develop projects related to nature products, including high standard campsites.

To prioritize touristic development in Cienfuegos Province, Playa Santa Lucía, at the North of Camagüey Province; Covarrubias, at the North of Las Tunas Province; and Guardalavaca, at the North of Holguín Province.

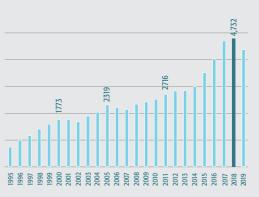
To exclude the establishment of joint ventures in Varadero, the Historic Center of Havana and Cuban keys, as well as foreign investment in activities related to dolphins.





Source: Dirección de Inmigración y Extranjería de Cuba

Visitor Arrivals (1995-2019) Millions



Source: Dirección de Inmigración y Extranjería de Cuba

Los principales grupos empresariales que desarrollan actividades vinculadas al sector turístico son:



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 13 186 y and a diversified tourism prod-uct 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. There are around 53 hotels and com-plexes, 31 of them fall between the 4 and 5-star categories, 26 hotels and complexes are self-managed and 27 hotels and complexes are under foreign management and sales agree-ments with a number of prestigious international hotel chains such as Meliá, Iberostar, NH Hotels, Barceló Hotels & Resorts, ROC Hotels, MGM Muthu Hotels, Elite Club Vacanze, Blue Di-amond, Be Live, Accor y Marriot.



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 109 hotels with a total of 16 633 rooms. Us-ing its tourist agents in every issuing market, Cubanacán sells a wide variety of tourism products such as Sun-and-Beach, na-ture, 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. Cubanacán also has 15 joint ventures and continues to promote its partnership with for-eign investors to incorporate new enterprises for the construc-tion and exploitation of new hotels. Currently, over 7, 000 rooms are being run by companies such as Meliá, Blau, Iberostar, Blue Diamond, Be Live, ECV and Kempinski.



The Grupo de Turismo Gaviota S.A was created in 1988 with the opening of a hotel with 164 rooms and since then it has maintained an accelerated rate of growth to reach 31907 rooms in 2018. 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. Gaviota is presented as a group of companies with transportation services, marinas, travel agency, and hotel supplies. Its commercial partners portfolio holds 16 international hotel chains with which the group has set up business through management and sales agreements, by which it operates 86% of its rooms.

Sitio web: www.gaviota-grupo.com Contact information: Name: Lic. Raniel Levva Medina Position: Vice President for Business Email: vp.negocios@gaviota.cu Tel.: (53) 78695811

Business Division Email: director.negocios@gaviota.cu / jefe.secretaria@gaviota.cu Tel.: (53) 78660811 / 78695798 / 78695800 Web: www.gaviota-grupo.com



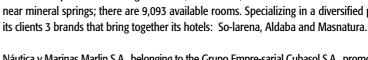
Cubagolf S.A. belongs to the Grupo Empresarial Extrahotelero Cubasol S.A. It attends to the development of the program pro-moting Cuba as a golfing destination. Currently we are prepar-ing new tourism development projects; in the second phase, we will be setting up Joint Ventures to build, exploit and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



TAN . utica v Marinas



CAMPISMO



Náutica v Marinas Marlin S.A., belonging to the Grupo Empre-sarial Cubasol S.A., promotes business with marinas and boat-ing in general and it runs these types of facilities. Marlin cur-rently has 5 international marinas. eight boating bases, 20 dive centers and two boat workshops.

The Grupo Empresarial Extrahotelero Cubasol is made up of the Palmares, Marlin, Caracol, Transtur, 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 sus-tainable development. Foreign investment is basically promot-ed by the Marlin and Palmares companies.

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 fran-chises 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 in-vestment policy, covering the following: accessing advanced technology, recruiting managerial methods, replacing imports, accessing external financing, creating new sources for em-ployment and productive linkups with the domestic economy, encouraging modernization, infrastructure and changes to the technological pattern.



Business Division, Ministry of Tourism Email: suyen@mintur.gob.cu Tel.: (53) 78401208 / 78327535 ext. 208

TOURISM SECTOR

The Grupo Empresarial Hotelero Islazul S.A.'s assets include 110 hotels between 2 and 4-Star categories, houses and apart-ments throughout Cuba, on beaches, in cities and in the moun-tains, some of which are near mineral springs; there are 9,093 available rooms. Specializing in a diversified product, Islazul offers

The Grupo Empresarial Campismo Popular S.A. was inaugu-rated on 16 May 1981, with the mission of providing quality tour-ism services, distinguished by educational, recreational and lei-sure activities in direct contact with nature. Today, Campismo Popular has 97 accommodations facilities throughout the coun-try; of these, there are four 2 and 3-Star Tourism Villas and 93 campgrounds. In total it has 4 486 cabins, of which 2 995 are available for national tourism, and 227 rooms, d of which 203 are available for international tourism. The Business Group di-rects its development towards projects that consolidate tourist offers in terms of relevant natural and own attractions, such as rivers, forests, caves, local history, fauna, geo-sites and other tourist resources, in order to create tourist alternatives to sun and beach or

> Business Division, Ministry of Tourism Email: suyen@mintur.gob.cu Tel.: (53) 78401208 / 78327535 ext. 208

► HOTEL CONSTRUCTION AND SALES OF CAPACITIES **BUSINESS OPPORTUNITIES**

DESCRIPTION:	Havana is Cuba's most important city in its position as the Capital. It is an eminent City Destination, covering heritage values, culture, technical/scientific development and education. The city possesses the greatest infrastructure for events and in hotels. Havana has earned the title of Wonder City of the Modern World. It is one of the most cosmopolitan centers in the Caribbean and is famous for its preserved heritage values. As the most important city in Cuba, Havana hosts frequent international events.			
INVESTMENT TYPE:	Joint venture			
CUBAN PARTIES:	Grupo Hotelero Gran Caribe S.A. (projects 1 to 4). Corporación de Turismo y Comercio Internacional Cubanacán S.A. (projects 5 to 8).			
MARKET POTENTIAL:	Specific objectives are the consolidation of existing markets and recover markets with decreasin numbers or low growth, and to continue attracting new markets such as Russia and China.			
CONTACTS:	GRUPO HOTELERO GRAN CARIBE S.A. WEBSITE : WWW.GRANCARIBE.CU Name: Ing. Delfín Giovanni Alpilzar Santana Position: Vicepresident for Business Email: alpilzar@grancaribe.gca.tur.cu Tel.: (53) 72040575 to 82 ext. 214	GRUPO HOTELERO CUBANACÁN S.A. SITIO WEB: WWW.CUBANACAN.CU Vicepresident's Office for Business Email: vicemixtas@cubanacan.tur.cu Tel.: (53) 78334090 ext. 118		
	Name: Lic. Mishmell Machado Miranda Position: Director de Negocios Email: mishmell@grancaribe.gca.tur.cu Tel.: (53) 72040575 to 82 ext. 240	Business Division Email: dirmixtas@cubanacan.tur.cu Tel.: (53) 78334090 ext. 600		
	Name: Lic. Carmen Julia Suárez Lara Position: Business Specialist Email: carmen.julia@grancaribe.gca.tur.cu			

	HOTEL LOT 3.RA 80 Y 84
ESTIMATED INVESTMENT (M USD)	\$ 50 000*
ROOMS	250
AREA (HA)	1,0
ESTIMATED ANNUAL RESULTS	
ROOMS EXISTING DAYS (UNO)	91 250
OCCUPANCY RATE (%)	80
ROOMS DAYS OCCUPIED (UNO)	73 000
OCCUPANCY DENSITY	2,0

ESTIMATED ANNUAL RESULTS **ROOMS EXISTING DAYS (UNO)** OCCUPANCY RATE (%) ROOMS DAYS OCCUPIED (UNO **OCCUPANCY DENSITY** TOURIST DAYS (UNO) AVERAGE REVENUES PER TOUL TOURISM REVENUES (USD)



TOURIST DAYS (UNO)

AVERAGE REVENUES PER TOURIST (USD)

TOURISM REVENUES (USD)

146 000

\$ 80

\$ 11 680 000

*Calculation based on cost per room, 200 MUSD.

	HOTEL NEPTUNO TRITÓN
ESTIMATED INVESTMENT (M USD)	\$ 120 000*
ROOMS	532
5 STAR CONSTRUCTED HOTEL	
ESTIMATED ANNUAL RESULTS	
ROOMS EXISTING DAYS (UNO)	194180
OCCUPANCY RATE (%)	75
ROOMS DAYS OCCUPIED (UNO)	145 635
OCCUPANCY DENSITY	2,0
TOURIST DAYS (UNO)	291 270
AVERAGE REVENUES PER TOURIST (USD)	\$ 110
TOURISM REVENUES (USD)	\$ 32 039 700

*Calculation based on cost per room, 225.56 MUSD.

TOURISM SECTOR

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LOTS IN MALECÓN SECTOR. GRAN CARIBE.

	HOTEL LOT LÍNEA ESQ. A PASEO
ESTIMATED INVESTMENT (M USD)	\$ 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
OCCUPANCY DENSITY	2,0
TOURIST DAYS (UNO)	116 800
AVERAGE REVENUES PER TOURIST (USD)	\$ 90
TOURISM REVENUES (USD)	\$ 10 512 000

*Calculation based on cost per room, a 200 MUSD.

LOTS IN LA RAMPA SECTOR. GRAN CARIBE.

	HOTEL LOT 23 Y E
ESTIMATED INVESTMENT (M USD)	\$ 37 500*
ROOMS	150
AREA (HA)	0,5
ESTIMATED ANNUAL RESULTS	
ROOMS EXISTING DAYS (UNO)	54 750
OCCUPANCY RATE (%)	80
ROOMS DAYS OCCUPIED (UNO)	43 800
OCCUPANCY DENSITY	2,0
TOURIST DAYS (UNO)	87 600
AVERAGE REVENUES PER TOURIST (USD)	\$ 90
TOURISM REVENUES (USD)	\$ 7 884 000

*Calculation based on cost per room, a 250 MUSD.

	HOTEL AVE. MALECÓN Y CALLE 7.MA
ESTIMATED INVESTMENT (M USD)	\$ 90 000.0
ROOMS	300
AREA (HA)	1.0 ha = 10000 mz.
RESULTADOS ANUALES ESTIMADOS	

OCCUPANCY RATE (%)	80
ROOMS DAYS OCCUPIED (UNO)	87 600
OCCUPANCY DENSITY	2,0
TOURIST DAYS (UNO)	175 000
AVERAGE REVENUES PER TOURIST (USD)	\$ 80
TOURISM REVENUES (USD)	\$ 14 016 000
	HOTEL AEROPUE
ESTIMATED INVESTMENT (M USD)	\$ 100 000.0
ROOMS	400
AREA (HA)	5.9 ha = 59 000 m
RESULTADOS ANUALES ESTIMADOS	
ROOMS EXISTING DAYS (UNO)	146 000
KOOMIS EXISTING DATS (ONO)	70
OCCUPANCY RATE (%)	
	102 200
OCCUPANCY RATE (%)	102 200 1,5
OCCUPANCY RATE (%) ROOMS DAYS OCCUPIED (UNO)	
OCCUPANCY RATE (%) ROOMS DAYS OCCUPIED (UNO) OCCUPANCY DENSITY	1,5

	HOTEL VENECIANA LOT 1	BUNGALOW LOT 2	VILLA TURÍSTICA VENECIANA LOT 3
ESTIMATED INVESTMENT (M USD)	\$ 48 000*	\$ 41 600*	\$ 48 000*
ROOMS	240	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
OCCUPANCY DENSITY	1.5	1.5	1.5
TOURIST 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

*Calculation based on cost per room, 200 MUSD.

BUILDING AND COMMERCIALIZING TOP-QUALITY HOTELS AND VILLAS IN THE CIENFUEGOS RESORT AREA (2 PROJECTS) S)

DESCRIPTION:	Cienfuegos, known as the Pearl of the South, has attractive destinations for cultural tourism (City), boating, nature and "Sun and Beach" tourism.
	The historical center of town, declared World Heritage Center in 2005, impresses visitors for its historical, cultural and architectural importance. It provides an excellent site for events with its
	facilities for congresses, business and working meetings complemented by a generous network of road and airport infrastructures.
INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Grupo Hotelero Gran Caribe S.A.
MARKET POTENTIAL:	The traditional markets attracted to this resort area are Canada, France, Germany, the UK, Holland and Italy. We aim to increase numbers from these same countries and increase numbers for the Caribbean region. Developing markets are Argentina, the US, Belgium, Luxemburg and Denmark. Potential markets are Russia, Venezuela, Chile, Brazil and China.
CONTACTS:	Grupo Hotelero Gran Caribe S.A.
	website: www.grancaribe.cu
	Name: Ing. Delfín Giovanni Alpilzar Santana
	Position: Vicepresidente de Negocios
	Email: alpilzar@grancaribe.gca.tur.cu
	Tel.: (53) 72040575 al 82 ext. 214
	Name: Lic. Mishmell Machado Miranda
	Position: Director de Negocios
	Email: mishmell@grancaribe.gca.tur.cu
	Tel.: (53) 72040575 to 82 ext. 240
	Name: Lic. Carmen Julia Suárez Lara
	Position: Especialista de Negocios
	Email: carmen.julia@grancaribe.gca.tur.cu
	Tel.: (53) 72040575 to 82 ext. 252

LOTS IN ZONA SUR SECTOR

	HOTEL PUESTA DE SOL
ESTIMATED INVESTMENT (MUSD)	\$ 38 000*
ROOMS	200
AREA (HA)	0,75
ROOMS EXISTING DAYS (UNO)	73 000
OCCUPANCY RATE (%)	75
ROOMS DAYS OCCUPIED (UNO)	54 750
OCCUPATIONAL DENSITY	1.9
TOURISTS DAYS (UNO)	104 025



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RIST (USD)
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\$ 90

\$ 9 362 250

*Calculation based on cost per room, 200 MUSD.

	HOTEL MARILOPE
ESTIMATED INVESTMENT (MUSD)	\$ 40 000*
ROOMS	200
AREA (HA)	0,9
ROOMS EXISTING DAYS (UNO)	73 000
OCCUPANCY RATE (%)	75
ROOMS DAYS OCCUPIED (UNO)	54 750
OCCUPATIONAL DENSITY	1.9
TOURISTS DAYS (UNO)	104 025
AVERAGE REVENUES PER TOURIST (USD)	\$ 90
TOURISM REVENUES (USD)	\$\$9 362 250

*Calculation based on cost per room, 200 MUSD.

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BUILDING AND COMMERCIALIZING TOP-QUALITY HOTELS AND VILLAS IN THE SANTA LUCIA RESORT AREA, CAMAGÜEY (3 PROJECTS)



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 Venture Grupo Hotelero Gran Caribe S.A. 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	
CUBAN PARTY:		
MARKET POTENTIAL:		
	this destination.	
CONTACTS	Grupo Hotelero Gran Caribe S.A.	Name: Lic. Carmen Julia Suárez Lara
	website: www.grancaribe.cu	Position: Business Specialist
	Name: Ing. Delfín Giovanni Alpilzar Santana	Email: carmen.julia@grancaribe.gca.tur.cu
	Position: Vice president for Business	Tel.: (53) 72040575 to 82 ext. 252
	Email: alpilzar@grancaribe.gca.tur.cu	
	Tel.: (53) 72040575 to 82 ext. 214	
	Name: Lic. Mishmell Machado Miranda	
	Position: Director for Business	

La Boca

LOT IN LA BOCA SECTOR

	HOTEL LOT 19	
ESTIMATED INVESTMENT (MUSD)	\$ 162 525*	ESTIMATED INV
ROOMS	985	ROOMS
AREA (HA)	29,5	AREA (HA)
ROOMS EXISTING DAYS (UNO)	359 525	ROOMS EXISTIN
OCCUPANCY RATE (%)	75	OCCUPANCY RA
ROOMS DAYS OCCUPIED (UNO)	269 643	ROOMS DAYS O
OCCUPANCY DENSITY	1.9	OCCUPANCY DE
TOURIST DAYS (UNO)	512 323	TOURIST DAYS
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	AVERAGE REVE
TOURISM REVENUES (USD)	\$ 40 985 850	TOURISM REVE
*Calculation based on cost per room		*Calculation b

*Calculation based on cost per room, 165 MUSD.





LOT IN RESIDENCIAL NUEVAS GRANDES 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
OCCUPANCY DENSITY	1.9
TOURIST DAYS (UNO)	80 600
AVERAGE REVENUES PER TOURIST (USD)	\$ 80
TOURISM REVENUES (USD)	\$ 6 449 550

*Calculation based on cost per room, 165 MUSD.

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LOT IN RESIDENCIAL AMIGOS DEL MAR SECTOR

	HOTEL LOT 83
ED INVESTMENT (MUSD)	\$ 81 675 *
	495
A)	13,7
EXISTING DAYS (UNO)	180 675
NCY RATE (%)	80
DAYS OCCUPIED (UNO)	135 135
NCY DENSITY	1.9
T DAYS (UNO)	257 400
E REVENUES PER TOURIST (USD)	\$ 80
M REVENUES (USD)	\$ 21 970 080
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*Calculation based on cost per room, 165 MUSD.



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BUILDING AND COMMERCIALIZING TOP-QUALITY HOTELS AND VILLAS IN THE COVARRUBIAS TOURISM AREA, LAS TUNAS (BRISAS COVARRUBIAS) (5 PROJECTS)

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DESCRIPTION:

Located in the eastern region of Cuba, Las Tunas is one of the newest tourist sectors, but it also offers beaches, nature, history and culture.

It offers tourism its beautiful beaches and nature tourism based on the richness of its medicinal waters. In addition, it offers an adequate space for speleological research. In this territory is the most important steel industry in the country.

On the northern coast, 40 km from Puerto Padre and 70 km from the provincial capital, is the most beautiful beach destination: Covarrubias, with a comfortable hotel infrastructure, protected by virgin vegetation and sand strips 8 m wide on average and also benefited by a coral reef about 6 km long.

	Joint venture Cubanacán S.A. A high dependence on the Canadian market is evident in this destination, which has not allowed us to achieve a greater commercialization of hotel facilities, so we propose searching for other markets that diversify our mix.	
INVESTMENT TYPE:		
CUBAN PARTY:		
MARKET POTENTIAL:		
CONTACTS:	Grupo Hotelero Cubanacán S.A. website: www.cubanacan.cu	
	Vice President's Office for Business	
	Email: vicemixtas@cubanacan.tur.cu	
	Tel.: (53) 78334090 ext. 118	
	Business Division	
	Email: dirmixtas@cubanacan.tur.cu	
	Tel.: (53) 78334090 ext. 600	

LOTS IN COVARRUBIAS SECTOR

ESTIM	ATED INVESTMENT (MU
ROOM	S
AREA	(HA)
ESTIM	ATED ANNUAL RESULT
ROOM	S EXISTING DAYS (UNC
OCCUF	PANCY RATE (%)
ROOM	S DAYS OCCUPIED (UN
OCCUF	PANCY DENSITY
TOURI	ST DAYS (UNO)
AVERA	GE REVENUES PER TOU
TOURI	SM REVENUES (USD)

STIMATED INVESTMENT (MUSD)	
OOMS	
REA (HA)	
STIMATED ANNUAL RESULTS	
OOMS EXISTING DAYS (UNO)	
OCCUPANCY RATE (%)	
OOMS DAYS OCCUPIED (UNO)	
CCUPANCY DENSITY	
OURIST DAYS (UNO)	-
VERAGE REVENUES PER TOURIST (USD)	
OURISM REVENUES (USD)	



128

546 13,1 199 290 75		
546 13,1 199 290 75 149 468 1.9		LOT 2-A
13,1 199 290 75 149 468 1.9	SD)	\$ 92 820*
199 290 75 149 468 1.9		546
75 75 149 468 1.9		13,1
75 75 149 468 1.9	5	
149 468 1.9)	199 290
1.9		75
	0)	149 468
283 989		1.9
		283 989
RIST (USD) \$ 80	RIST (USD)	\$ 80
\$ 22 719 120		\$ 22 719 120

*Calculation based on cost per room, 170 MUSD.

LOT 3-A	LOT 2-B	
LUT 3-A	LUI 2-B	
\$ 90 950*	\$ 80 750*	
535	475	
12,85	11,4	
195 275	173 375	
75	75	
146 456	130 031	
1.9	1.9	
278 266	247 059	
\$ 80	\$ 80	
\$ 22 261 280	\$ 19 764 720	

*Calculation based on cost per room, 170 MUSD.

LOT 3-B	LOT 4-B	
\$ 113 900*	\$ 170 000*	
670	1000	
16,12	13,19	
244 550	365 000	
75	75	
183 413	273 750	
1.9	1.9	
348 485	520 125	
\$ 80	\$ 80	
\$ 27 878 800	\$ 41 610 000	
	\$ 113 900* 670 16,12 244 550 75 183 413 1.9 348 485 \$ 80	\$ 113 900* \$ 170 000* 670 1000 16,12 13,19 244 550 365 000 75 75 183 413 273 750 1.9 1.9 348 485 520 125 \$ 80 \$ 80

*Calculation based on cost per room, 170 MUSD.



BUILDING AND COMMERCIALIZING TOP-QUALITY HOTELS AND VILLAS AT THE GUARDALAVACA RESORT AREA, HOLGUIN 98 PROJECTS)

DESCRIPTION:

INVESTMENT TYPE:

MARKET POTENTIAL:

CUBAN PARTY:

CONTACTS:



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. Joint Venture Cubanacán S.A. We are looking to consolidate already existing markets showing growth such as Canada, the UK,

Holland and Italy, of recovering market having air connections with this destim new potential markets such as Spain, Grupo Hotelero Cubanacán S.A. website: www.cubanacan.cu Vice President's Office for Business Email: vicemixtas@cubanacan.tur.cu Tel.: (53) 78334090 ext. 118 Business Division Email: dirmixtas@cubanacan.tur.cu

Email: dirmixtas@cubanacan.ti Tel.: (53) 78334090 ext. 600



TOURISM SECTOR

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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.

LOTS IN CENTRO GUARDALAVACA SECTOR

	HOTEL LOT 8	VILLA BUNGALOWS, HOTEL PARCELA 8-A
ESTIMATED INVESTMENT (M USD)	\$ 230 750*	\$ 37 500*
ROOMS	923	150
AREA (HA)	17,84	2,68
ROOMS EXISTING DAYS (UNO)	336 895	54 750
OCCUPANCY RATE (%)	80	80
ROOMS DAYS OCCUPIED (UNO)	269 516	43 800
OCCUPANCY DENSITY	2.0	2.0
TOURIST DAYS (UNO)	539 032	87 600
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80
INGRESOS TURÍSTICOS (USD)	\$ 43 122 560	\$ 7 008 000

*Calculation based on cost per room, 250 MUSD.

LOTS IN CABO DE LUCRECIA PREFERRED TOURISM USE TERRITORY, BAHÍA DE BANES

	HOTEL LOT 5, SECTOR PUERTO RICO	HOTEL LOT 6, SECTOR PUERTO RICO
ESTIMATED INVESTMENT (M USD)	\$ 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
OCCUPANCY DENSITY	2.0	2.0
TOURIST DAYS (UNO)	438 000	408 800
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80
INGRESOS TURÍSTICOS (USD)	\$ 35 040 000	\$ 32 704 000

*Calculation based on cost per room, 250 MUSD.



LOTS IN PLAYA MORALES SECTOR, NORTHEAST BANES, HOLGUÍN RESORT

	HOTEL SEMICOMPACT 1, SECTOR PUERTO RICO	HOTEL SEMICOMPACT 2, SECTOR PUERTO RICO
ESTIMATED INVESTMENT (M USD)	\$ 100 000*	\$ 125 000*
ROOMS	400	750
AREA (HA)	11	11
ROOMS EXISTING DAYS (UNO)	146 000	182 500
OCCUPANCY RATE (%)	80	80
ROOMS DAYS OCCUPIED (UNO)	116 800	146 000
OCCUPANCY DENSITY	2,0	2,0
TOURIST DAYS (UNO)	233 600	292 000
AVERAGE REVENUES PER TOURIST (USD)	\$ 80	\$ 80
INGRESOS TURÍSTICOS (USD)	\$ 18 688 000	\$ 23 360 000

LOTS IN PUNTA DE MULAS SECTOR, NE BANES, HOLGUÍN RESORT AREA

	HOTEL LOT 16,
	SECTOR PUERTO RICO
ESTIMATED INVESTMENT (M USD)	\$ 187 500*
ROOMS	750
AREA (HA)	9,79
ROOMS EXISTING DAYS (UNO)	273 750
OCCUPANCY RATE (%)	80
ROOMS DAYS OCCUPIED (UNO)	219 000
OCCUPANCY DENSITY	2,0
TOURIST DAYS (UNO)	438 000
AVERAGE REVENUES PER TOURIST (USD)	\$ 80
INGRESOS TURÍSTICOS (USD)	\$ 35 040 000



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*Calculation based on cost per room, 250 MUSD.

HOTEL LOT 17, SECTOR PUERTO RICO
\$ 200 000*
800
13,24
292 000
80
233 600
2,0
467 200
\$ 80
\$ 37 376 000

*Calculation based on cost per room, 250 MUSD.

RECREATIONAL CENTRES ASSOCIATED WITH TOURISM **BUSINESS OPPORTUNITIES**

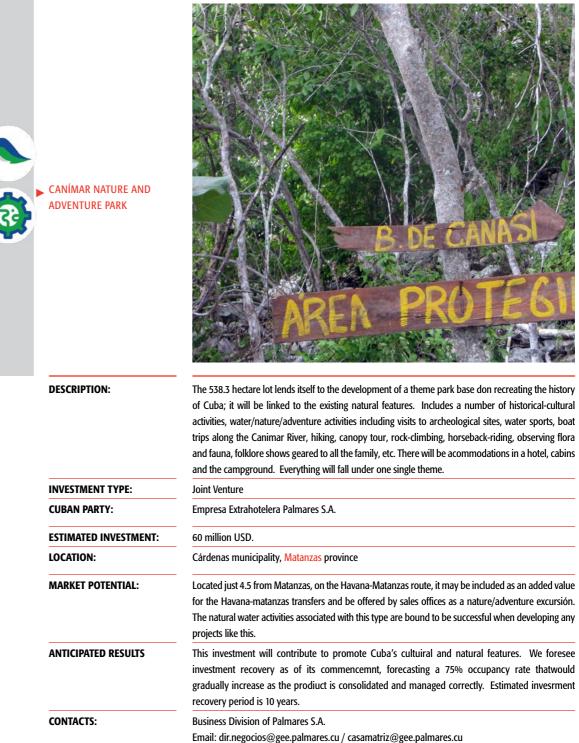




DESCRIPTION:

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:	Joint venture
CUBAN PARTY:	Empresa Extrahotelera Palmares S.A.
ESTIMATED INVESTMENT:	25 million USD.
LOCATION:	Northern coast, Playa municipality, La Habana province
MARKET POTENTIAL:	La Habana es el principal territorio de preferente uso turístico. La ciudad no cuenta con un producto recreativo de este tipo dirigido tanto al mercado nacional como internacional.
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:	Business Division of Palmares S.A. Email: dir.negocios@gee.palmares.cu / casamatriz@gee.palmares.cu Tel.: (53) 78362117 / 78360101 ext. 1014, 1091, 1092 Website: www.palmarescuba.com



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Tel.: (53) 78362117 / 78360101 ext. 1014, 1091, 1092 Website: www.palmarescuba.com

VARADERO WATER PARK	A 10 ha water park to accommodate a maximum of 6,600 persons. This project has theme	BAHÍA DE NARANJO ADVENTURE AND NATURE PARK	
	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,	DESCRIPTION:	We would like to develop a first stag adrenalin and water areas. There wo of 1500 visitors per day, directed to th
	giant waves for surfing and competitions, meandering river, lakes, creeks, waterfalls, pools,		each other so that we have one single
	hydrotherapy for people seeking relaxation, all revolving around the theme of Varadero Jungle.	INVESTMENT TYPE:	Joint venture
INVESTMENT TYPE:	Joint Venture	CUBAN PARTY:	Empresa Extrahotelera Palmares S.A.
CUBAN PARTY:	Empresa Extrahotelera Palmares S.A.	ESTIMATED INVESTMENT:	40 million USD.
ESTIMATED INVESTMENT:	49 million USD.	LOCATION:	Holguín-Guardalavaca Highway, May
LOCATION:	South of the Varadero Highway, Cárdenas municipality, Matanzas province	MARKET POTENTIAL:	Holguín is one of the most preferred
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		with a potential capacity in 2020 of 11 and provide the perfect complement region's nature and culture.
	complement for tourism in Varadero, both for domestic and international visitors.	ANTICIPATED RESULTS	We foresee a 70% occupancy rate
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.		through the right marketing campaig foresee 2 stages of development and demands. Estimated investment reco
CONTACTS:	Business Division of Palmares S.A. Email: dir.negocios@gee.palmares.cu / casamatriz@gee.palmares.cu Tel.: (53) 78362117 / 78360101 ext. 1014, 1091, 1092 Website: www.palmarescuba.com	CONTACTS:	Business Division of Palmares S.A. Email: dir.negocios@gee.palmares.cu Tel.: (53) 78362117 / 78360101 ext. 101 Website: www.palmarescuba.com

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e would like to develop a first stage of 37 ha distributed in 12 recreational areas: adventure, Irenalin and water areas. There would be a total of 10 attractions to accommodate a maximum 1500 visitors per day, directed to the family market. Areas should have themes and connect to ach other so that we have one single concept and an encounter among cultures.

npresa Extrahotelera Palmares S.A.

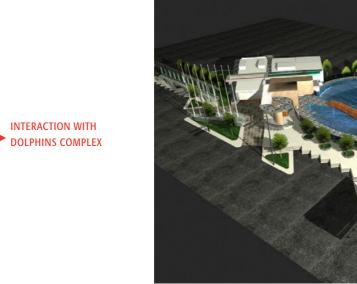
olguín-Guardalavaca Highway, Mayarí municipality, Holguín province.

olguín is one of the most preferred tourism sites in Cuba, with a capacity of 5,440 rooms and ith a potential capacity in 2020 of 11,189 rooms. This product would be the first of its kind in Cuba nd provide the perfect complement for the province's attractions, connecting this park with the

le foresee a 70% occupancy rate gradually increasing as the product becomes consolidated rough the right marketing campaign. We point out that based on the benefits obtained we resee 2 stages of development and expansion for the park, justified and backed by increased emands. Estimated investment recovery period is 5 years.

nail: dir.negocios@gee.palmares.cu / casamatriz@gee.palmares.cu el.: (53) 78362117 / 78360101 ext. 1014, 1091, 1092 Website: www.palmarescuba.com

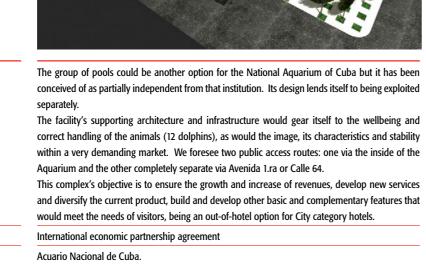
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DESCRIPTION:

INVESTMENT TYPE::

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CUBAN PARTY: ESTIMATED INVESTMENT: 8.0 million USD. LOCATION: Playa municipality, La Habana province MARKET POTENTIAL: Havana's tourism infrastructure is well-developed, with constant growth of its hotel capacities tht eprmit a greater assimilation of tourists. At the present time the city possesses a large number of physical rooms. By building an interactive dolphin complex, Haana would become one of the few world capitals to boast of such an attraction. The area's hotel infrastructure helps toensure the success of this venture, tking into account the demand at similar facilities in the country's cays, for example in the Santa María, Largo, Blanco and Guillermo Cays, and on Bahía de Naranjo, and others. The demand for similar venuessuch in other countries in the region as Punta Cana in the Dominican Republic, Cancún in México, on Jamaica and in the Bahamas, etc. justifies this project. CONTACTS: Acuario Nacional de Cuba Email: direccion@acuarionacional.cu Tel.: (53) 72051772 / 7204511

OF TOURISM PARKS PROJECTS

DESCRIPTION:

INVESTMENT TYPE::

ESTIMATED INVESTMENT:

CUBAN PARTY:

LOCATION:

CREATION OF A NETWORK IN NATURAL AREAS (5



Cuba's rich biodiversity and its lovely landscapes invite the creation of a new and interesting sevice of nature tourism in the áreas belonging to the Grupo Empresarial Flora y Fauna. We propose developing nature parks for tourism that provide themes relating to agricultura, adventure and fun in nature in our áreas, following a philosophy of sustainability, keeping in mind clean technology in the use of renewable energy, and in using water and the treatment of waste. The architectural design of these facilities will follow the themes (hiking, bird-watching, horsebackriding, agro-tourism, permaculture, rural tourism, historic and adventure tourism) which will harmoniously fit into every ecosystem and landscape. All parks will have a strong environmental education component following the idea of : Have Fun and Learn! International economic partnership agreement Grupo Empresarial Flora y Fauna. Empresa Nacional para la Protección de la Flora y la Fauna 4.0 million USD. Pinar del Río, Matanzas, Sancti Spíritus, Ciego de Ávila & Granma.

MARKET POTENTIAL:	The steady increase in numbers of hotel torurist services and the optio estimate a more than 5 % increase to select nature tourism and this co
ANTICIPATED RESULTS:	Revenues in foreign currencies we revenues could be directed toward
CONTACTS:	Dirección de Negocios del Grupo E Correo-e: dir.neg@osde.ffauna.cu Tel.: (53) 72031433 al 36 ext. 109 y

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of tourists arriving in Cuba calls for the diversification of out-ofion of nature tourism is becoming more and more in demand. We in tourists. Larger cities have created interest in their inhabitants could be a very successful option fior the domestic market.

vould increase and the toruism product would diversify: these rds the maintenance and sustainability of our protected areas.

Empresarial Flora y Fauna ı / vicepresidenta3@osde.ffauna.cu / 134

► HOTEL MANAGEMENT AND COMMERCIALIZATION AGREEMENTS

Avenida,

sector histórico Sun & Beach 4*

240

84.0

Varadero

PROVINCE	TOURISM AREA	FACILITY / LOT	PRODUCT	CATEGORY	ROOMS	ESTIMATED INVESTMENT	PROPOSED TYPE
GRAN CARIBE							
				Operating I	hotels		
La Habana	La Habana	Villa Trópico	Sun & Beach	4*	154	5.0	CACH c/ financing
	La Habana	Deauville	City	4*	144	15.0	CACH c/ financing
		Nueva York		4*	60	17.0	CACH c/ financing
				Hotels for con	struction		
	La Habana	Isla de Cuba	City	4*	80	28.0	CACH c/ financing
	La Habana	Nueva Isla	City	4*	80	28.0	CACH c/ financing
				Operating	hotels		
Isla de la Juventud	Cayo Largo del Sur	Hotel Pelícano, Complejo Isla del Sur, Lindarena Playa Blanca	Sun & Beach	4*	1348		CACH
	Isla de la Juventud	Colony	Sun & Beach	3*	80		CACH
				Operating I	hotels		
Cienfuegos		Complejo Hotelero Rancho Luna- Faro Luna	Sun & Beach	3*	268		CACH
Matanzas	Varadero	Kawama	Sun & Beach	3*	336		CACH c/ financing
	Varadero	Hotel Parcela 66, sector histórico	Sun & Beach	4*	400	140.0	CACH
		Hotel 3.ra					

CACH

	Varadero	Hotel Donaire, sector	Sol y playa	5*	90	31.5	CACH
CUBANACÁN							
Pinar del Río	Viñales	Horizontes Los Jazmines	Sun & Beach	3*	70		САСН
	Viñales	Horizontes La Ermita	Nature	3*	62		CACH
	Viñales	Rancho San Vicente	Nature	3*	53		CACH
	Viñales	Valle Ancón	Nature	4*	200		CACH
La Habana	La Habana	Comodoro	City	4*	424		CACH
Artemisa	Soroa	Villa Soroa casas Castillo de las Nubes	Nature	3*	78		CACH
Ciego de Ávila	Сауо Сосо	Colonial	Sun & Beach	4*	458		CACH
Sancti Spíritus	Trinidad	Villa Horizontes María Dolores	Nature	3*	65		CACH
Las Tunas	Covarrubias	Brisas Covarrubias	Sun & Beach	4*	180		CACH
Las Tunas	Pilón	Club Amigo Marea del Portillo	Sol y Playa	3*	283		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		САСН
	Santiago de Cuba	Brisas Sierra Mar Los Galeones	Sun & Beach	4*	34		CACH
	Santiago de Cuba	Horizontes Segundo Frente	Nature	4*	49		CACH

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TOURISM SECTOR

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SLA AZUL										Complejo					
inar del Río	Complejo Pinar del Río Ciudad	Complejo Pinar del Río Ciudad (Hotel Vueltabajo -	City	3*	39		САСН	Matanzas	Varadero	hotelero (Dos Mares - Pullman - Ledo)	Sun & Beach	3*	69		CACH
	Playas del Este	Hotel Pinar del Río) Complejo							Varadero	Complejo hotelero Acuazul -	Sun & Beach	3*	191	8,8	CACH c/ financing
	ridyas dei Este	Panamericano (Aparthotel Brisas - Hotel Panamericano	City	2*-2*-3*	886		CACH		Varadero	Verazul Complejo hotelero Delfines - Club Tropical	Sun & Beach	3*- 2*	413		САСН
		- Aparthotel Costazul)						Villa Clara		Complejo					
	La Habana La Habana	Hotel Colina Hotel	City	2*	80		CACH CACH c/		Villa Clara	hotelero Floreal - Santa Clara Libre	City	4*-3*	186	9,3	CACH c/ financing
		Bellahabana	City	3*	88		financing		Villa Clara	Hanabanilla	Nature	2*	126	4,5	
	La Habana	Complejo Lido- Caribbean (Hotel	City	3*	239		САСН	Sancti Spíritus	Sancti Spíritus	Complejo hotelero Rijo - San Florencio - Plaza	City	4*-4*-3*	55		CACH c/ financing
		Lido - Hotel Caribbean - Hotel Lincoln)							Sancti Spíritus	Hotel San José del Lago	City	2*	74		CACH c/
	Playas del Este	Complejo Hotel Boca Ciega - Alturas de Boca Ciega	Sun & Beach	s/c	150	5,3	CACH c/ financing	Camagüey	Camagüey	Complejo hotelero Plaza - Isla de Cuba - Puerto Príncipe	City	2*-3*-3*	188	7,5	CACH c/ financing
	La Habana	Complejo Portales de Paseo - Vedado Azul - Paseo Habana	City	4*	74		САСН	Granma	Granma	Complejo hotelero Villa Santo Domingo - Hotel Balcón	Nature	2*	101	4,1	CACH c/ financing
	Playas del Este	Complejo hotelero Playas del Este (Terraza - Atlántico)	Sun & Beach	2*	246	11,1	CACH c/ financing	Santiago de Cuba	Granma	de la Sierra Complejo Hotel Las					
	Playas del Este	Casa de Playas del Este (Brisas - Veneciana)	Sun & Beach	2*	131	3,3	CACH c/ financing			Américas - Villa San Juan - Hotel Deportivo	City	3*-3*-4*	286	9,3	САСН

TOURISM SECTOR

TOURISM SECTOR

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GAVIOTA

GAVIOTA						
La Habana	Parcela 2 (L) e/ 70 y 76 y 3.ra y 5.ta	City	5*	300	2023	CACH
	Parcela 4 (L) Calzada e/ 2 y Paseo	City	5*	400	2024	CACH
	Parcela 5 1.ra y B	City	5*	520	2023	САСН
	Parcela 7 (L) Malecón e/ Calzada y J	City	5*	592	2023	CACH
	Parcela 11 Calle K y 23	City	5*	565	2023	CACH
	Parcela 10 Calle 23 esq. a M - Rampa	City	5*	300	2024	CACH
	Parcela 9 Calle 23 e/ N y O -Rampa	City	5*	400	2025	CACH
	Parcela 8 Malecón e/ 25 y Humboldt (Hola Ola)	City	5*	400	2025	CACH
	Corona Taba- calera	City	5*	147	2022	CACH
	Hotel Aguiar 307	City	5*	100	2024	CACH
	Hotel Aguiar 360	City	5*	120	2025	CACH
	Monte Barreto	City	5*	400	2023	CACH
	Hotel Metró- polis	City	5*	219	2022	CACH
	Hotel Aduana	City	5*	77	2023	CACH
	Real Hacienda (Obispo y Cuba)	City	5*	137	2023	CACH
Matanzas	Chapelin Tainas (Las Olas)	Sun & Beach	5*	600	2024	CACH
	Hotel de Golf	City	5*	77	2023	CACH

Villa Clara	Cayo Las Brujas	La Salina Suroeste	Sun & Beach	5*	621	2021	CACH
Ciego de Ávila	Сауо Сосо	Uva Caleta 1	Sun & Beach	5*	595	2025	CACH
-	Cayo Paredón Grande	Roca Norte 1	Sun & Beach	5*	638	2021	CACH
	Cayo Paredón Grande	Hotel Roca Norte 2	Sun & Beach	5*	656	2023	CACH
	Cayo Paredón Grande	Roca Centro	Sun & Beach	5*	600	2024	CACH
	Cayo Paredón Grande	Roca Este 1	Sun & Beach	5*	635	2021	CACH
Camagüey	Cayo Cruz	Hotel Quebrada Parcela 21B	Sun & Beach	5*	528		CACH
	Cayo Cruz	Hotel Quebra- da Parcela 24	Sun & Beach	5*	694	2023	CACH
	Cayo Cruz	Hotel Que- brada Parcela 25A	Sun & Beach	5*	100	2024	CACH
	Cayo Cruz	Hotel Punta Quebrada Parcela 25	Sun & Beach	5*	600	2024	CACH
	Cayo Cruz	Hotel Quebra- da Parcela	Sun & Beach	5*	300	2024	CACH
Holguín	Holguín	Ampliación Yuraguanal (Yura- guanal 2)	Sun & Beach	5*	482	2021	CACH
	Holguín	Baracutey (61A)	Sun & Beach	5*	640	2022	CACH
	Ramón de Antilla	Baracutey (61)	Sun & Beach	5*	640	2023	CACH
	Ramón de Antilla	Hotel Baracu- tey 4	Sun & Beach	5*	700	2025	CACH
	Ramón de Antilla	Hotel Baracu- tey 5	Sun & Beach	5*	700	2025	CACH
	Ramón de Antilla	Hotel Caimán 1	Sun & Beach	5*	700	2024	CACH
	Ramón de Antilla	Hotel Caimán 2	Sun & Beach	5*	700	2025	CACH
	Ramón de Antilla	Hotel Punta Manglarito 3	Sun & Beach	5*	200	2025	CACH

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SERVICE MANAGEMENT AND SALES AGREEMENTS WITH FINANCING **BUISNESS OPPORTUNITIES**

IN MARINAS:

SERVICE MANAGEMENT

FUNDING TO ENLARGE

THE VARADERO MARINA

AGREEMENTS WITH

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, Cárdenas municipality, Matanzas province	
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 / espnegocios@marlin.tur.cu Tel.: (53) 72082718	

IN ACCOMMODATIONS FACILITIES:



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NARIGÓN INTERNATIONAL CAMPING ADVENTURE PARK		ESCALERAS DE JARUCO CAMPING DESCRIPTION:
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:
INVESTMENT TYPE:	accommodations for tourists. The project responds to the need of salvaging what used to be the Narigón	INVESTMENT TYPE: CUBAN PARTY:
INVESTMENT TYPE: CUBAN PARTY:	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.	
	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. Service Management Agreement with financing	CUBAN PARTY:
CUBAN PARTY:	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. Service Management Agreement with financing Grupo Empresarial Campismo Popular S.A.	CUBAN PARTY: ESTIMATED INVESTMENT:
CUBAN PARTY: ESTIMATED INVESTMENT:	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. Service Management Agreement with financing Grupo Empresarial Campismo Popular S.A. 30 million USD Santa Cruz del Norte municipality, Mayabeque province El Narigón International Camping Park will fit the bill for fans of nature tourism and could be connected to the trip between the Havana and Varadero destinations. We will focus on the market segment associated with families and ecological tourists, mainly from	CUBAN PARTY: ESTIMATED INVESTMENT: LOCATION: MARKET POTENTIAL:
CUBAN PARTY: ESTIMATED INVESTMENT: LOCATION: MARKET POTENTIAL:	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. Service Management Agreement with financing Grupo Empresarial Campismo Popular S.A. 30 million USD Santa Cruz del Norte municipality, Mayabeque province El Narigón International Camping Park will fit the bill for fans of nature tourism and could be connected to the trip between the Havana and Varadero destinations. We will focus on the market segment associated with families and ecological tourists, mainly from European countries and North America.	CUBAN PARTY: ESTIMATED INVESTMENT: LOCATION:
CUBAN PARTY: ESTIMATED INVESTMENT: LOCATION:	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. Service Management Agreement with financing Grupo Empresarial Campismo Popular S.A. 30 million USD Santa Cruz del Norte municipality, Mayabeque province El Narigón International Camping Park will fit the bill for fans of nature tourism and could be connected to the trip between the Havana and Varadero destinations. We will focus on the market segment associated with families and ecological tourists, mainly from	CUBAN PARTY: ESTIMATED INVESTMENT: LOCATION: MARKET POTENTIAL:

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Involving the infrastructure of a hotel facility (72 cabins) and needing investment for remodeling and for improving the level of services, as well as incorporating recreational options so that it constitutes another attraction of the park, with an adjoining campground with or without accommodations.

It may be assessed as a potential adventure park in tourist options with or without accommodations. In the foreseen development for the location, we plan to reactivate the components of the Escaleras de Jaruco park where there is a ruined motel, the El Árabe restaurant and other natural attractions with excellent views, miradors and a wealth of varied flora and fauna. There is an equestrian center that could become part of a horseback riding or equestrian sports center. Other agro-tourism

Service Management Agreement with financing	
Grupo Empresarial Campismo Popular S.A.	
5 million USD	

Jaruco municipality, Mayabeque province

activities could also be developed.

countries and from North America.

Position: President, Campismo

Name: Gabriela Molina González Position: Business Director

demands.

Camping Escaleras de Jaruco will appeal to fans of nature tourism as a complementary component for optional nature-based activities within the city tourism category.

Focused on the segment associated with families and cruise ship passengers, mainly from European

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

Name: Lic. Déborah Henríquez Lorenzo

Email: presidentecampismo@mintur.gob.cu / Tel.: (53) 78305536 to 38 ext. 207 / 78301308

Email: gabriela@campismopopular.cu / Tel.: (53) 78305536 to 38 ext. 228 / 78301051

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FARO DE MAYA ECOLOGICAL TOURIST ACCOMMODATIONS	
DESCRIPTION:	Includes the infrastructure of a hotel facility (25 cabins) and it needs investment in order to be refurbished and to have the levels of its services improved, and to incorporate recreational options; therefore it constitutes an additional component to all the other park attactions, with its adjacent campgrouind and group services.
	Itmay be assessed as a potential adventure park for optional tourism, with or without accommodations. Ecological products could be incoporated for visitors who are on their way to Varadero.
INVESTMENT TYPE:	Service Management Agreement with financing
CUBAN PARTY:	Grupo Empresarial Campismo Popular S.A.
ESTIMATED INVESTMENT:	7 million USD.
LOCATION:	Cárdenas municipality, Matanzas province.
MARKET POTENTIAL:	Perfect for nature tourism fans, mainly the senior citizen sector of the market, as a nature tourism option complementing City category tourism.
CONTACTS:	Name: Lic. Déborah Henríquez Lorenzo Position: President, Campismo Email: presidentecampismo@mintur.gob.cu Tel.: (53) 78305536 to 38 ext. 207 / 78301308 Name: Gabriela Molina González Position: Business Director Email: gabriela@campismopopular.cu

Tel.: (53) 78305536 to 38 ext. 228 / 78301051

GUAJIMICO INTERNATIONAL DIVING CENTRE दि

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DESCRIPTION:	This center has international support variety of marine fauna, unaffected Cienfuegos Bay
INVESTMENT TYPE:	Service Management Agreement wit
CUBAN PARTY:	Grupo Empresarial Campismo Popu
ESTIMATED INVESTMENT:	8 million USD.
LOCATION:	Cienfuegos-Trinidad Road, Cienfuego
MARKET POTENTIAL:	The Guajimico International Diving (cruise line tourism and tours, the cus with families and cruise line passeng
ANTICIPATED RESULTS:	Salvaging and improving the quality Villa Guajimico facility services.
CONTACTS:	Name: Lic. Déborah Henríquez Lore Position: President, Campismo Email: presidentecampismo@mintu Tel.: (53) 78305536 to 38 ext. 207 / 7 Name: Gabriela Molina González Position: Business Director Email: gabriela@campismopopular. Tel.: (53) 78305536 to 38 ext. 228 / 7

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rt, over 20 diving sites with excellent water quality and with a great by north wind action and with a growing cruise line market in

ith financing

ular S.A.

gos province

g Center will be geared to diving tourism as well as to the growing ustomary clients of the center. Focusing on the segment associated ngers, mainly from Europe and North America.

ty level and classification of the existing Diving Center and in the

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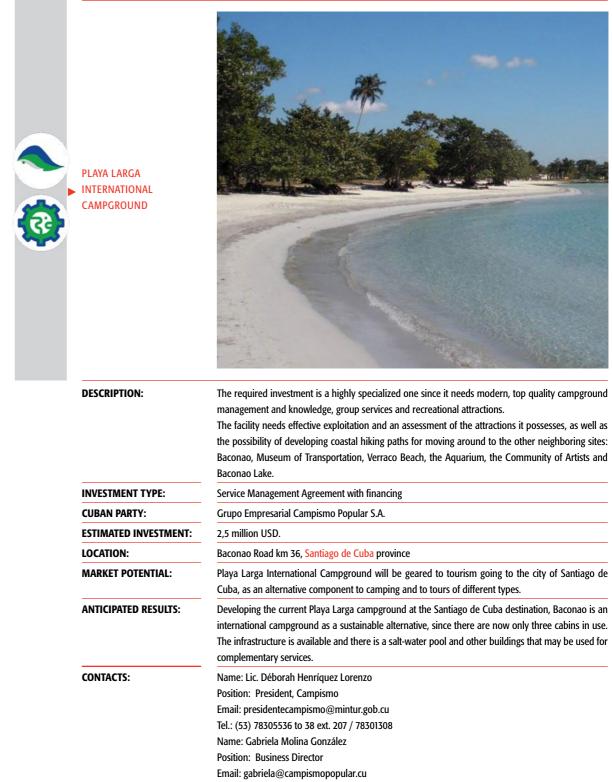
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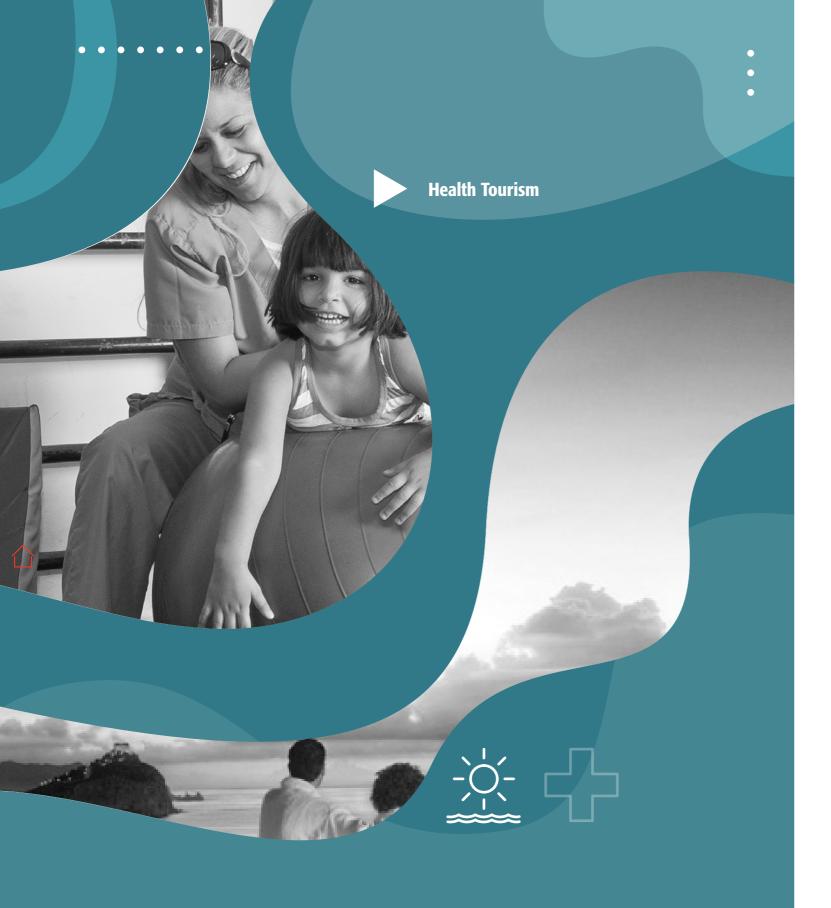


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Tel.: (53) 78305536 to 38 ext. 228 / 78301051



Health Tourism

Cuba's medical tradition goes back 285 years quality and specialization with growing develomaking it one of the nations having the best health indicators in the world. Its strengths are



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, , responsible for marketing medical, health and academic services in the national territory and abroad, with a broader spectrum than health tourism.

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
- 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.
- 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.

POLÍTICA SECTORIAL:

To promote projects that export medical and academic services, as well as projects contributing to the sustainability of the health system.

To promote different business modalities that allow the improvement of infrastructure and marketing of services devoted to medical, health and quality life quality tourism, residential and nature tourism, as well as to provide security and novel treatments.



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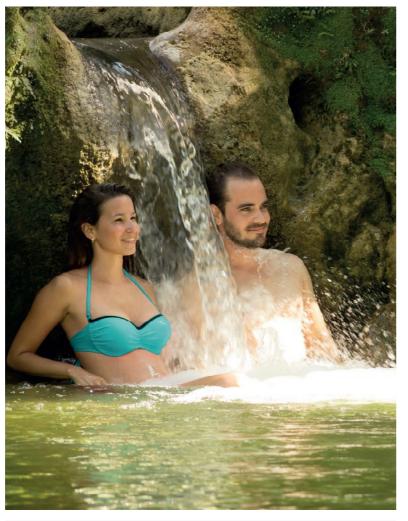
CONTACTS

Email: ie@smcsalud.cu / smc@smcsalud.cu Website: www.smcsalud.cu

BUSINESS OPPORTUNITIES



QUALITY OF LIFE SERVICE(2 PROJECTS)



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

ELGUEA SPA DEVELOPMENT	
DESCRIPTION:	Build a 148-room 5-Star hotel; 106 r area of 9426.87 sq. m.
INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Grupo Hotelero Islazul S.A.
ESTIMATED INVESTMENT:	19.14 mimillionUSD.
LOCATION:	Balneario Elguea [Spa], Carretera Ci
MARKET POTENTIAL:	Health tourism market from Europe
ANTICIPATED RESULTS:	We estimate that the hotel will have Existing Rooms (UNO) Days(UNO) Rooms (UNO)
	148 54020 43216
CONTACTS:	Grupo Hotelero Islazul S.A Name: Lic. Rasiel Toval Rodríguez. Position: President Email: rasiel.tovar@islazul.tur.cu / 1 Name: Ing. Rolando A. Lugo Cruz Position: Especialista de Negocios y E-mail: rolando.lugo@islazul.tur.cu Name: Lic. Ailyn Mateu Lorenzo, Position: Business and Development Email: ailyn.mateu@islazul.tur.cu /

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rooms located in a building block and 42 cabins in a construction

Circuito Norte. Corralillo municipality. Villa Clara province

e, Russia, USA and Latin America.

e the following annual indicators:

))	Tourist Deys Rooms (UNO)	Average revenue per tourist (CUC)	Tourist revenues (UNO)	Occupancy level (%)	Occupancy density
	86432	80	6914560	80	2.0

/ Tel.: (+53) 7 842 7595.

y Desarrollo ı / Tel.: (+53) 7 842 7500, ext. 418.

nt Specialist / Tel.: (+53) 7 842 7500, ext. 417.

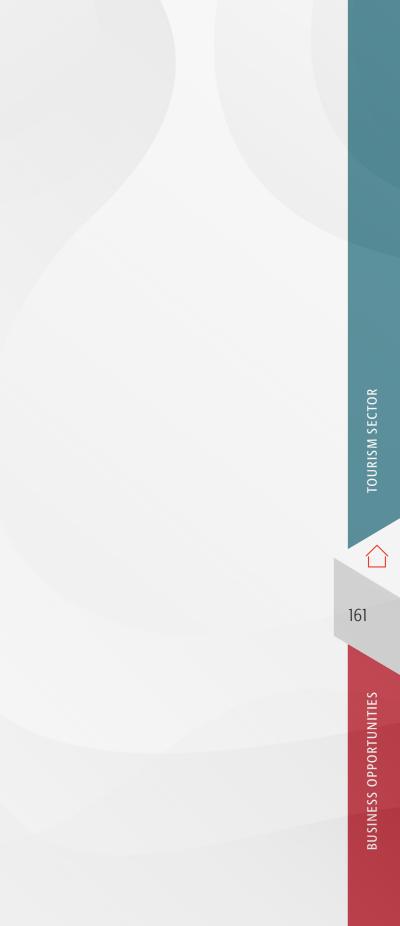


CENTRE FOR AESTHETIC AND WELLBEING MEDICINE



DESCRIPCIÓN:	Build, equip and commercialize a centre offering treatments designed to prevent and treat facial and body imperfections related to the aging process, using the techniques of Aesthetic Medicine (EM) and supported by treatments aiding the maintenance of healthy living styles (revitalization).
MODALIDAD DE INVERSIÓN:	International economic management agreement with common fund
PARTE CUBANA:	Comercializadora de Servicios Médicos Cubanos S.A.
MONTO DE INVERSIÓN ESTIMADO:	5 millones de USD.
LOCALIZACIÓN:	Playa municipality, La Habana province
POTENCIALIDADES DEL The main benefitted market would be domestic (National Health System). El principation de será el nacional (Sistema Nacional de Salud). At the same time, exporting or products to countries in the region or elsewhere in the world, and take part in sales	
RESULTADOS ESPERADOS ESTIMADOS:	More than 125 000 Cuban and foreign patients have had operations performed in Cuba, showing that around 140 000 annually require some method of orthopedic treatment with osteosynthesis.
CONTACTOS:	Comercializadora de Servicios Médicos Cubanos S.A. Email: smc@smcsalud.cu Tel.: (53) 72031590 / 72065380 / 72090977

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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)

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





Availability of agricultural land with uncultivated areas permitting expansion of the current productive limits within a short time. The country has 6,3 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.

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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.

Honev 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.

- Citrus and Los cítricos frescos (naranja y toronja), Fruits jugos concentrados y simples, aceites esenciales son productos con experiencia y mercados consolidados, además de las potencialidades en las pulpas, fundamentalmente en el mango y los jugos de piña.
 - 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.
 - Cocoa This product has great export potential; currently it is being exported to European countries such as Switzerland and Belgium.

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

CONTACT INFORMATION:

Division for International Affairs of the Ministry of Agriculture E-mail: 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 99 companied integrated into the Grupo Empresarial de la Industria Alimentaria (Geia), Corporación de Cuba Ron (Cuba Ron) and the Corporación Alimentaria S.A. (Coralsa). In addition, there are 11 Joint Ventures in the sector.

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 Foods **Production Division** aims to transform:

- 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
- ► Cocoa: cocoa butter, 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.





Spirits and alcohols into varying grades of quality rum, wine (including dry wine), vinegar, etc.

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The Agro-Foods Production Division aims to transform:	 Dairy milk and soybeansinto pasteurized 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.
La División Productiva Pesquera	The Fisheries Production Division includes the capture, industrialization and commercialization of plat- form 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



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



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



POLÍTICA SECTORIAL:

To promote comprehensive agro-industrial projects and small projects with high impact on local development and food production, efficiency and financing needs of the entire chain. These projects are also aimed at increasing quality and competitiveness of different forms of management and ownership in this sector, as well as replacing food imports, increasing and diversifying exports.

Foreign investment shall be mainly directed towards the production of fruit, vegetables, various crops, honey from bees, grains and cereals, confectionery and pasta, livestock, beef, pork, poultry, animal food and milk, as well as integral products including intensive management of commercial forestry products. Foreign investment is excluded for activities such as lobster capture and industrial processing, tobacco agricultural production and the Premium cigar industry.

Land ownership will not be transferred to any business. In joint ventures, the contribution of the Cuban partner may include the real usufruct right over the land



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PORK PRODUCTION FOR THE COMMERCIALIZATION OF FINISHED PORK PRODUCTS (11 PROJECTS)

DESCRIPTION:	The objective is to increase pork production based on exploiting all the installed facilities. We foresee	AND ITS CHANNELED COMMERCIALIZATION
	attaining 3,000 breeders in the aim of producing 7,200 metric tons of hoof weight hogs. Slaughtered	PROJECTS)
	hogs will have hoof weights of 100-120 Kg, transforming into channeled hogs in an abattoir to be	PROJECTS)
	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	DESCRIPTION:
	the chain with agricultural cooperatives for the production of 4,000 metric tons of pork on the hoof.	
INVESTMENT TYPE:	Joint Venture	
CUBAN PARTY:	Ganadería S.A at locations throughout the rest of the country.	
ESTIMATED INVESTMENT:	58.3 million USD at locations throughout the rest of the country	
LOCATION:	Pinar del Río & Consolación del Sur municipalities, Pinar del Río province	
	Jovellanos & Cárdenas municipalities, Matanzas province.	
	Santa Clara & Corralillo municipalities, Villa Clara province.	
	La Sierpe municipality, Sancti Spíritus province.	INVESTMENT TYPE:
	Ciego de Ávila municipality, Ciego de Ávila province.	CUBAN PARTY:
	Minas & Vertientes municipalities, Camagüey province.	ESTIMATED INVESTME
	Puerto Padre municipality, Las Tunas province.	
	Manzanillo & Bayamo municipalities, Granma province.	LOCATION:
	Cueto municipality, Holguín province.	
	Santiago de Cuba & Mella municipalities, Santiago de Cuba province.	
	Guantánamo & Baracoa municipalities, Guantánamo province.	
MARKET POTENTIAL:	The project replaces imports of pork products, guaranteeing the demands by the local market and	
	tourism.	
ANTICIPATED RESULTS:	350 000 metric tons of finished products and pork byproducts including sausages, shaped and	
	smoked pork products	
CONTACTS:	Ganaderías S.A.	
	Email: mdolores.oc@geg.cu / jblanco.oc@geg.cu / lorainefg@geg.cu	
	Tel.: (53) 78847266	MARKET POTENTIAL:
	Grupo Empresarial Ganadero	
	Pork Technology Division	ANTICIPATED RESULTS
	Email: reglamf.oc1@geg.cu / djimenez.oc1@geg.cu // Tel.: (53) 78847402	CONTACTS:
	Development and Business Division	
	Email: agari.oc@geg.cu // Tel.: (53) 78847259	

POULTRY PRODUCTION

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 nd strengthen the productive chain with participation of agricultural cooperatives

	and strengthen the productive chai
	Joint Venture
	Unión Agropecuaria Militar (UAM)
IENT:	35.5 million USD
	Santo Domingo, Placetas & Jovellar
	Cienfuegos, Cumanayagua & Abréu
	Jatibonico, La Sierpe, Trinidad, & Ya
	Ciego de Ávila & Baraguá municipa
	Camagüey, Florida, Guáimaro & Mi
	Las Tunas & Majibacoa municipaliti
	Bayamo, Jiguaní & Manzanillo mun
	Holguín, Cacocum & Calixto García
	Santiago de Cuba. Contramaestre

Santiago de Cuba, Contramaestre,
Santiago de Cuba province
Guantánamo & Imías municipalities,
The project replaces imports and ens
200 000 metric tons of channeled ch
UAM Economics Division
E-mail: wrodriguez@agromil.co.cu
Tel.: (53) 72078017

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anos municipalities, Villa Clara province éus municipalities, Cienfuegos province Yaguajay municipalities, Sancti Spíritus province oalities, Ciego de Ávila province Minas municipalities, Camagüey province ities, Las Tunas province inicipalities, Granma province municipalities, Holguín province Segundo Frente, San Luis & Songo la Maya municipalities,

Guantánamo province

nsures channeled chicken for the local and tourism market.

hicken

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PRODUCTION OF CHICKE
AND ITS CHANNELED
SALES

MARKET POTENTIAL:

ANTICIPATED RESULTS:

LOCATION:

CONTACTS:

PRODUCTION OF CHICKEN AND ITS CHANNELED SALES DESCRIPTION:	<image/> <text></text>
	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:	
	and strengthen the productive chain with participation of agricultural cooperatives. Joint Venture
INVESTMENT TYPE: CUBAN PARTY:	and strengthen the productive chain with participation of agricultural cooperatives.
	and strengthen the productive chain with participation of agricultural cooperatives. Joint Venture

On lands and in poultry facilities and others owned by UAM in San Cristóbal, Candelaria, Guanajay

For over 10 years, Cuba 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

and Caimito municipalities, Artemisa province.

150.000 metric tons of channelled chicken

Gaviota S.A. tourism needs.

UAM Economics Division

Tel.: (53) 72078017

E-mail: wrodriguez@agromil.co.cu

Location dispersion answers the need to fulfill health requirements.

DEVELOPMENT OF INDUSTRIAL BEEF PRODUCTION, ITS INDUSTRIAL PROCESSING AND SALES OF SPECIAL CUTS (13 PROJECTS)



DESCRIPTION::

To increase production of animals and their fattening. To enlarge and modernize productive capacities in meat production processing, special cuts, sausagetype 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.

International Economic Partnership Empresas Ganaderas del Grupo Empresarial Ganadero

36.6 million USD each

The principal objectives:

LOCATION:

ANTICIPATED RESULTS:

CONTACTS:

ESTIMATED INVESTMENT:

INVESTMENT TYPE:

CUBAN PARTY:

Empresas Pecuarias // Genética Camilo Cienfuegos. Municipality: Consolación del Sur, Province: Pinar del Río / Genética Los Naranjos. Municipality: Caimito, Province: Artemisa / Valle del Perú. Municipality: San José, Province: Mayabeque / Genética Matanzas. Municipality: Limonar, Province: Matanzas / Macún. Municipality: Sagua, Province: Villa Clara / Empresa Integral Cienfuegos. Municipality: Aguada de Pasajeros, Province: Cienfuegos / Managuaco. Municipality: Sancti Spíritus, Province: Sancti Spíritus / Obdulio Morales. Municipality: Sancti Spíritus, Province: Sancti Spíritus / Ruta Invasora. Municipio: Majagua, Province: Ciego de Ávila / Empresa Ganadera Camagüey. Municipality: Camagüey, Province: Camagüey. Empresa de Genética y Cría Manuel Fajardo. Municipio: Jiguaní, Province: Granma / Empresa Integral Agropecuaria Santiago de Cuba, municipio Palma Soriano, Province: Santiago de Cuba. We estimate reaching 21,600 tons of beef

Grupo Empresarial Ganadero División Tecnológica Ganadera Email: jechemendia.oc4@geg.cu amargarita.oc4@geg.cu / Tel.: (53) 78847622 Dirección de Desarrollo y Negocios Email: agari.oc@geg.cu / Tel.: (53) 78847259

Agreement	

PRODU LIVER, BREAS DRUM

PRODUCTION OF FATTY LIVER, PÂTÉ, DUCK BREASTS (MAGRET) AND DRUMSTICKS	
DESCRIPTION:	Project Objectives:
	To increase fatty liver production and that of other products from force-fed duck for the domestic market in foreign currency.
	To increase production of fed duck and other products for the domestic market
	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.
	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.
INVESTMENT TYPE:	Internacional Economic Partnership Agreement
CUBAN PARTY:	Empresa Productora y Comercializadora Avícola UEB Rolando Pérez Gollanes
ESTIMATED INVESTMENT:	1.64 MMUSD.
LOCATION:	Punta Brava, La Lisa municipality, La Habana province
ANTICIPATED RESULTS:	Of a total 115,200 ducks slaughtered, we estimate reaching 9 tons of fatty liver, 27.4 tons of duck breast (magret), and 39.7 tons of legs.
CONTACTS:	Empresa Productora y Comercializadora Avícola Dirección de Desarrollo y Negocios
	Email: osmany@oroca.com.cu Email: agari.oc@geg.cu / Tel.: (53) 78847259
	Tel.: (53) 72720986
	Grupo Empresarial Ganadero
	División Tecnológica Avícola
	Email: trodriguez.oc3@geg.cu / Tel.: (53)
	78847394 / 78847615 / Celular: (53) 52631956

PRODUCTION AND ▶ COMMERCIALIZATION OF CHANELLED RABBIT

DESCRIPTION:

INVESTMENT TYPE

MARKET POTENTIAL:

CUBAN PARTY:

LOCATION:

CONTACTS:



Produce 130 tons per year of channeled rabbit meat, its byproducts and subproducts for the domestic market, onsidering external financing thatwould contribute to technological modernization. ith this international economic partnership we foresee increasing rabbit meat production with greater quality, allowing us to meet domestic market needs, on the basis of new managerial methods, incoporating production and commercialization techniques, quality management and promotion and advertising, stable opportune access in terms of quality and prices of the raw maerials and distribution of finisihed products, thereby fulfilling the delivery schedules of customers. Provide incentives for growth of production of rabbit emat, using adequate agricultural and industrial techniques, taking into account Cuba's climate and soil conditions, applying systems of fertilization and phytosanitary controls best suited to these productions, and improving the entire business infrastructure. International economic partnership agreement Empresa de Ganado Menor ESTIMATED INVESTMENT: 1.05 million USD. Unidades Empresariales de Base (UEB) belonging to the Empresa de Ganado Menor (Egame), La Lisa municipality, La Habana province Productions going to domestic market in foreign currencies, mainly to tourism. ANTICIPATED RESULTS: 130 tones of chaneled rabbit per year Empresa de Ganado Menor Email: dirdesarrollo@egame.geg.cu Cell phone: (53) 52137869 Grupo Empresarial Ganadero División Tecnológica Ganadera

> Email: jechemendia.oc4@geg.cu / amargarita.oc4@geg.cu Tel.: (53) 78847622 Dirección de Desarrollo y Negocios

Email: agari.oc@geg.cu Tel.: 78847259

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PRODUCTION AND SALE OF BALANCED FEED FROM NATIONAL CORN PRODUCTION



DESCRIPTION:	Produce 120,000 tons of balanced feed for export and domestic sales, with high international
	standards, in industries with efficient process technologies in terms of minimum risk control and
	under controled environmental conditions.
	Build a balanced feed plant with state of the art technology, for a capacity of 120,000 tons of feed per
	year, to generate an exportable product with quantity and quality that meets customer requirements
	and generates financial resources in freely convertible currency

INVESTMENT TYPE	Joint venture
CUBAN PARTY:	Ganaderías S.A.
ESTIMATED INVESTMENT:	41.54 million USD.
LOCATION:	Empresa Productora Piensos Centro, Cienfuegos province
MARKET POTENTIAL:	Productions will go to the external market, to be assured by the foreign partner, and to the domestic market in foreign currencies.
ANTICIPATED RESULTS:	120 000 tons of balanced feed
CONTACTS:	Ganaderías S.A. Email: mdolores.oc@geg.cu / jblanco.oc@geg.cu / cgutierrez.oc@geg.cu
	Tel.: (53) 78360769
	Grupo Empresarial Ganadero - Technological Division for Feed and Silos Email: kmorales.oc2@geg.cu
	Tel.: (53) 78847181 / Cell phone: (53) 52805330

Development and Byusiness Division Email: agari.oc@geg.cu / Tel.: (53) 78847259

PRODUCTION AND SALE OF CUBAN FEED FROM NATIONAL PRODUCTION OF PROTEIC PLANTS

DESCRIPTION:

INVESTMENT TYPE

ESTIMATED INVESTMENT:

MARKET POTENTIAL:

ANTICIPATED RESULTS:

CUBAN PARTY:

LOCATION:

CONTACTS:

contributes to production and pr
possible to insert productions into t
We see growing morera, moringa a
regular harvesting to wnsure high p
Processing includes diagnosis and
obtain raw materials for the feed in
and polygastric species, for ptocus
 cycle: agricultura, processing, indus
International economic partnership
 Empresa Productora de Piensos Ori
42 million USD.
Empresa Productora de Piensos Ori
5 000 tons of Cuban feed from prot
120 000 tons of balanced feed

Ganaderías S.A. Email: mdolores.oc@geg.cu / jblanco.oc@geg.cu / cgutierrez.oc@geg.cu Tel.: (53) 78360769

Grupo Empresarial Ganadero - Technological Division for Feed and Silos Email: kmorales.oc2@geg.cu Tel.: (53) 78847181 / Cell phone: (53) 52805330

Development and Byusiness Division Email: agari.oc@geg.cu / Tel.: (53) 78847259

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Produce tons of feed annually for export and domestic sales, considering external financing that rocessing proteic plants, introcuction of technology, making it the international market.

> and tithonia as plants for feed at high planting densities and with productions of top quality protein.

> drying of the feed, milling, pelletization and storage in order to industry, permitting formulation of animal feed, bothe for mono sing meat, eggs and milk. We forsee this to be done on a short strializing, use and internal and external commercialization.

agreement

riente y Cenpalab.

riente, Santiago de Cuba province, reproducable all over Cuba

oteic plants

BUFFALO
PRODUCTION FOR THE
INDUSTRIALIZATION AN
COMMERCIALIZATION
OF BUFFALO MILK AND
ITS BYPRODUCTS(3
PROJECTS).

BUFFALO PRODUCTION FOR THE INDUSTRIALIZATION AND COMMERCIALIZATION OF BUFFALO MILK AND ITS BYPRODUCTS(3 PROJECTS).	<image/>
DESCRIPTION:	Increase production of buffalo milk by exploiting 100 % of installed facilities. To do this we shall have to activate 20 dairies in order to produce 4.7 million litres of buffalo milk per year. The milk would be industrialized in a joint venture plant in order to produce mozzarella and othe products derived from the milk, incorporating added value to the product, improving quality and its presentation in a number of formats. We hope to devlop buffalo production, recover agricultural areas for the production of raw materials going towards the production of animal feedand strengthening the productive chain with the
	participation of agricultural coopertives. International economic partnership agreement or joint venture
CUBAN PARTY:	To be defined.
ESTIMATED INVESTMENT:	13.9 million USD.
LOCATION:	Empresa Pecuaria Genética Bufalina El Cangre, Mayabeque province Empresa Ganadera Camagüey, Camagüey province Empresa Agropecuaria Obdulio Morales, Sancti Spíritus province
MARKET POTENTIAL:	Replace imports of milk, mozzarella, yogurt and butter, for tourism and local markets
ANTICIPATED RESULTS:	70.5 million litres of buffalo milk
CONTACTS:	Ganaderías S.A.

Correo-e: mdolores.oc@geg.cu / jblanco.oc@geg.cu / cgutierrez.oc@geg.cu / Tel.: (53) 78360769

Correo-e: kmorales.oc2@geg.cu / Tel.: (53) 78847181 / Celular: (53) 52805330

Grupo Empresarial Ganadero

División Tecnológica de Alimentos y Silos

Correo-e: agari.oc@geg.cu / Tel.: (53) 78847259

Dirección de Desarrollo y Negocios

DESCRIPTION: INVESTMENT TYPE CUBAN PARTY: ESTIMATED INVESTMENT: LOCATION:

and post-harvest systems. Internacional Economic Partnership Empresas del Grupo Empresarial Ag 10 million USD. Empresas del Grupo Empresarial Ag Rice production to replace imports 10,000 metric tons of rice per year Grupo Empresarial Agrícola Dirección de Asuntos Internacionales Email: dir.internacionales@gag.cu Tel.: (53) 76452057 / 76452089

► GRAIN PRODUCTION

MARKET POTENTIAL:

ANTICIPATED RESULTS:

CONTACTS:

► RICE PRODUCTION

DECODIDEION	Developments and both models
DESCRIPTION:	Develop grain production with the
	to replace imports. We hope to obt
	nutritional needs of the plant with
	former sugar mills where the infra
	crops can be exploited.
INVESTMENT TYPE	International Economic Partnership
CUBAN PARTY:	Empresa Agropecuaria Vladimir I. L
ESTIMATED INVESTMENT:	15 000.00 MCUC.
LOCATION:	Jovellanos municipality, Matanzas p
MARKET POTENTIAL:	This business will develop to meet
	made by Cuba today
ANTICIPATED RESULTS:	10,000 metric tons per year
CONTACTS:	Empresa Agropecuaria Vladimir I. L
	Email: osiel2.martinez@nauta.cu
	Tel.: (53) 45821509
	Grupo Empresarial Agrícola
	Dirección de Asuntos Internacionale
	Email: dir.internacionales@gag.cu
	Tel.: (53) 76452057 / 76452089



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

Agreement		
grícola.		
grícola.		

participation of agricultural cooperatives and individual farmers, btain yields of between 2.5 and 3 t/hectare, based on meeting the the correct seeds. We foresee using the agricultural areas of the rastructure and agricultural background is present so that these

Lenin

province

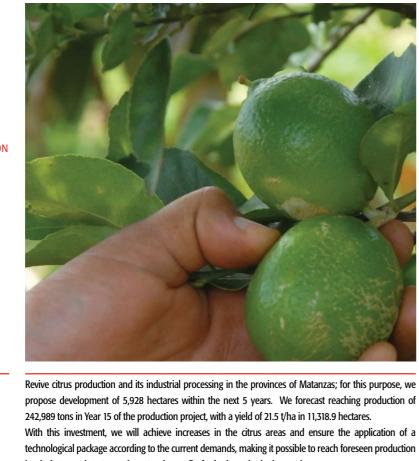
the needs of the itnernal market in order to replace the imports

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les

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

DESCRIPTION:



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 Internacional Economic Partnership Agreement **CUBAN PARTY:** Empresa Agroindustrial de Cítricos Victoria de Girón. ESTIMATED INVESTMENT: Total financing amounts to 151.6 milion Cuban convertible pesos; of this amount, we require a foreign party contribution of 54,523.3 million Cuban convertible pesos LOCATION: Finca San José, Consejo Popular de Torriente, Jagüey Grande municipality, Matanzas province; and **Cienfuegos 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. ANTICIPATED RESULTS: This project addresses ensuring production and export levels of fresh and industrialized citrus products; we foresee reaching around 26,449 tons of fresh citrus products and 26,938 tons of industrialized citrus products with revenues calculated for 1,071.2 million CUC in the 15 years of the project's duration. CONTACTS: Director, Empresa Agroindustrial de Cítricos Victoria de Girón Email: director@citrovg.cu / Tel.: (53) 45986315 Grupo Empresarial Agrícola Dirección de Asuntos Internacionales

Email: dir.internacionales@gag.cu / Tel.: (53) 76452057 / 76452089

DEVELOPMENT AND PRODUCTION OF FRESH VEGETABLES IN PROTECTED CROPS 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 Cuban tourism in the tourist centers of the country. The project foresees setting up new fa state-of-the-art technology attaining performances superior to those being obtained in today. We foresee introducing and modernizing managerial methods to attain efficiency and eff production, processing and handling of vegetables in growing sheds.
INVESTMENT TYPE	Production Management Agreement
CUBAN PARTY:	Empresa Agroindustrial Victoria de Girón (30 ha) Empresa Agroindustrial Ceballos (25 ha) Empresa Agropecuaria Cubaquivir (10 ha) Empresa Agropecuaria Cítricos Sola (10 ha) Empresa Agropecuaria Wilfredo Peña (10 ha) Empresa Cítricos Arimao (10 ha) Empresa Cítricos Ceiba (10 ha)
ESTIMATED INVESTMENT:	15 million USD for each 25 and 30 ha project 4 million USD for each 10 ha project
LOCATION:	Pinar del Río, Artemisa, Matanzas, Cienfuegos, Ciego de Ávila, Camagüey and Holguín
MARKET POTENTIAL:	There is a real possibility of exporting significant volumes of fresh products to Canada, Eu Caribbean countries. We foresee that with the growth of tourism the demand for fresh in the country will grow.
ANTICIPATED RESULTS:	Attain a program of production increase and diversification to satisfy tourism demands in Increase the efficiency in production by having modern technology for the processing produce (tomatoes, peppers, cucumbers, melons, etc.) Increase production levels, exports, and the replacement of imports for the country that 6,000 tons of fresh produce.
CONTACTS:	Grupo Empresarial Agrícola.División de Cultivos Protegidos Email: dircultivos@gag.cu / Tel.: (53) 76438227 Grupo Empresarial Agrícola, Dirección de Asuntos Internacionales Email: dir.internacionales@gag.cu

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g demand of facilities with the country

efficacy in the

European and sh vegetables

n the country. ng of garden

at will reach

PRODUCTION AND SALES **ESSENTIAL OILS, BASED** ON AGRICULTURAL DEVELOPMENT IN THE

DESCRIPTION:



OF CONCENTRATED AND SIMPLE JUICE, PULP AND WESTERN AREA.

The objective of the Project is the creation of an agroindustrial Joint Venture 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 Venture
CUBAN PARTY:	Sociedad Mercantil Cítricos S.A.
ESTIMATED INVESTMENT:	19.4 million USD
LOCATION:	Siete Matas industrial zone, Pinar del Río province
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 country, 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.
ANTICIPATED 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:	Sociedad Mercantil Cítricos Caribe S.A. General Department Email: dirgeneral@ccaribe.co.cu Cell phone: (53) 52098006

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

DESCRIPTION:

DESCRIPTION:	The project is designed for the ac and vegetables, promoting the pro- agricultural production. The proposed joint venture shall i as suppliers of raw materials, there production in order to insure the technical assistance.
INVESTMENT TYPE	Joint venture
CUBAN PARTY:	Sociedad Mercantil Cítricos Caribe
ESTIMATED INVESTMENT:	7.3 million USD.
LOCATION:	Empresa Cítricos Ceiba, Caimito m
MARKET POTENTIAL:	Products will go to the domestic toruism, Mariel ZED, cruise ships, p
ANTICIPATED RESULTS:	Increase exports. Productive linku neighbouring provinces, permittin comprehensive fruit farms.
CONTACTS:	Empresa Agropecuaria Metropolita General Division Email: proyecto@eam.minag.cu / s Tel.: (53) 76700056/ 76700054 / Ce
	Grupo Empresarial Agrícola International Affairs Division Email: dir.internacionales@gag.cu

Tel.: (53) 76452057 / 76452089

FOOD PRODUCTION SECTOR

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cquisition and installation of an industrial plant to process fruits odcutive development of the company and the industrialization of

indisrectly be associated with non-State economic organizations ereby ensuring productive linkups, and at the same time financing e acquisition of high quality seedlings, consumables, services and

e S.A.

nunicipality, Artemisa province

market and for export. The domestic market basically inclues planes and ships.

sups with non-State economic partnerships in the territory and ing us to make best use of all productions being developed in

tana,

secretaria@eam.minag.cu Cell phone: (53) 52630250

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

PROPULSTION OF

DESCRIPTION:

CUBAN PARTY:

all producers.

Tel.: (53) 76700056 / 76700054 Cell phone: (53) 52630250

Dirección General, Empresa Agropecuaria Metropolitana Email: proyecto@eam.minag.cu / secretaria@eam.minag.cu

Grupo Empresarial Agrícola, Dirección de Asuntos Internacionales Email: dir.internacionales@gag.cu / Tel.: (53) 76452057 / 76452089

LOCATION:

CONTACTS:



in the territory, permitting us to take advantage of all promotional and developing productions from

DESCRIPTION:	The project is designed to improve order to ensure the proper handlir growing technology, guaranteeing modernize managerial methods to a
INVESTMENT TYPE	International economic partnership
CUBAN PARTY:	Empresa Agroindustrial Ceballos.
ESTIMATED INVESTMENT:	10.5 million USD.
LOCATION:	Venezuela municipality, Ciego de Áv
MARKET POTENTIAL:	Pineapple is a fruit that originated countries it is considered an exotic an international level and the dema this product is ensured for exports t domestic market to the tourist areas of the Island, Varadero and Havana.
ANTICIPATED RESULTS:	In the approximate period of 7 years year, with production volumes of ar Reaching fresh pineapple export vo develop new areas and delivering so may become generalized throughou
CONTACTS:	Empresa Agroindustrial Ceballos. Email: dgeneral@dceballos.co.cu Tel.: (53) 33237112 / Cell phone: (53 Grupo Empresarial Agrícola División Cítricos y Frutales Email: dfrutales@gag.cu Tel.: (53) 76438227

PRODUCTION.

PROCESSING AND SALES OF 2000 HECTARES OF MD2 PINEAPPLE

íì



the infrastructure and organization of the production chain in ing, conservation and processing of pineapple, as well as cropgreater volumes of top quality fruit and to introduce and achieve efficiency and efficacy in the production process.

agreement

vila province

in the Americas. It has a long tradition in Cuba and in many c fruit. In recent years, pineapple production has increased on and for this product is growing at a faster pace. The market for to markets such as Spain, Italy, France and Germany and for the as of Santiago de Cuba, Holguín, the Northern Cays in the center

rs, we will have 2000 hectares of MD2 pineapple harvested every round 180,000 tons of pineapple.

olumes of around 170,000 tons, generating seedlings in order to small plants to other territories in the country so that this variety ut Cuba.

3) 52869339

	-		~					1	PRODUCTION AND COMM OF FINE AROMA COCOA	ERCIALIZATION
PRODUCTION OF WOODEN BOARDS									DESCRIPTION:	To increase levels of cocoa collect 500 tons of high quality fine coco international economic partnership - Introduce new technologies to a managing plantations, collecting, pi - Renew the technological infrastru- handling, conservation and process - Raise the leels of high quality cac - Raise and stabilize exports to ove Obtain financing sources permiting - Support the recovery of plantati resources - Update cacao processing technolo - Renew productive cahin infrastrue the processing site - Ensure adequate conservation, ha - Train cacao growers and all eprs expertise in the production of cacao
DESCRIPTION:	The objecti	ive of this	proposal is th	ne building a	and start-up	of a plant w	vith an annu	al production	INVESTMENT TYPE:	International economic partnership
			ubic meters of						CUBAN PARTY:	Empresa Agroforestal y Coco de Ba
	-		ntations, smal order to meet						ESTIMATED INVESTMENT	5.4 million USD.
INVESTMENT TYPE:	Joint Ventu	-						ile sui pius.	LOCATION:	Empresa Agroforestal y Coco de Ba
CUBAN PARTY:			l Pinar del Río						MARKET POTENTIAL:	The main objective of this proposal
	33.8 millior	-								quality fine cocoa for export and/o
LOCATION:			l Dinar dol Dío	Wo plan to	build the MD)E board plar	at on the cite	of the former		The increases in this quality of caca
LOCATION.	-	-	l Pinar del Río. th of the city of							as it is sold at competitive market p
MARKET POTENTIAL:	The installe reduction in In Cuba too we import a	ed capacit n sugar m day the co almost all o	y used in the ills, the use of I nsumption of I of it, spending a the demand fo	country is lo bagasse as fu board (includ around 10 mi	w due to po Iel in the mill ling plywood llion USD: thi	oor bagasse j Is to replace I) is some 26 is is very far fi	production b oil, and other ,000 m ³ per y rom satisfying	reasons. year; of these, g the demand.	MARKET POTENTIAL:	The project permits us to increase the recovery of plantations with materi quality, renewing the infrastructure the collection points to the process the personnel involved in these pr of cocoa.
	Producto	UM	Actual	2015	2020	2025	2030	2035	CONTACTS:	Grupo Empresarial Agroforestal
	Tableros	Mm3	23,0	27,0	50,0	70,0	98,0	137,0		
MARKET POTENTIAL:	The plant's	projected ill use 50°	oducts or servio l capacity is 50 %, the second vic meters).	,000 cubic n	neters per ye	ear of MDF b	oards. The	first year this		Agroforestal S.A Name: Aldo Gómez García, Position: President, Sociedad Agrofo Tel.: 7 204 4557, cell phone: 5 286.8 E-mail: corecidente@ca.gaf minag.g
CONTACTS:	Empresa Ag	le Negocio arrollo1@; groforesta	-		847457					E-mail: spresidente@sa.gaf.minag.c Name: Elexis Legrá Calderín, Position: Director de Café, Cacao y Tel: 7 884 73 55, 5 279 63 43,

Email: efipr@enet.cu / Tel.: (53) 48448231

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oa collection and its quality. To increase and stabilize an annual level of fine cocoa for export and/or the domestic confectionary industry as an artnership agreement, where the following objectives are set:

logies to achieve efficiency and efficacy in the process of promoting and llecting, processing and handling cacao.

al infrastructure and orgnization of the poductive chain to ensure adequate nd processing of cacao.

quality cacao production (fine aroma cacao).

orts to over 500 tons per year of high quality cacao.

permiting us to:

of plantations and the development of new growing áreas with material

g technology, raising yeild rates and quality

infrastructure, going from the transport of cacao from receiving points to

rvation, handling and processing of cacao

nd all eprsonnel involved in its processing, generally raising their elvels of on of cacao

artnership agreement

coco de Baracoa, Sociedad Agroforestal S.A.

coco de Baracoa, Guantánamo.

s proposal is to increase and stabilize the levels of 500 tons per year of high port and/or the domestic confectionary industry.

ity of cacao geenrated as the result of the rpoject may be exported, as long e market prices and covers the demands of domestic industry.

increase the levels of fine aroma cocoa collection, providing support for the ith material resources, up-dating cocoa processing technology, improving astructure of the production chain, designing the moving of the cocoa from the processor, its proper conservation, handling and processing, training n these processes and in general improving knowledge in the production

dad Agroforestal S. A. ne: 5 286.84 37; gaf.minag.cu;

é, Cacao y Coco.

E-mail: dcafe@gaf.minag.cu

185

PLANTS FOR THE PROCESSING. CLASSIFICATION. PACKAGING AND **EXPORTATION OF WOOD** CHARCOAL



E-mail: spresidente@sa.gaf.minag.cu;

DESCRIPTION::

CUBAN PARTY:

LOCATION:

TECHNOLOGICAL COMPLETION AND THE OPERATION OF A BEEKEEPING COMPLEX IN THE WESTERN PART OF CUBA, FOR THE RPODUCTION AND SALE OF HONEY AND OTHER RELATED PRODUCTS, WITH A VIEW TO MEETING NATIONAL MARKET DEMANDS AND TO PROMOTE EXPORTS

market. INVESTMENT TYPE: Joint venture Sociedad Mercantil Cubana Agroforestal S.A. ESTIMATED INVESTMENT: 9.17 million USD. Caimito municipality in northeastern Artemisa province MARKET POTENTIAL: world, with Germany as the main country.

ANTICIPATED RESULTS:

CONTACTS:

products such as propoleum, pollen, royal jelly and wax. Today we have average revenues of 17 million euros, and in a period of less than 5 years we plan to increase this to 25 million euros. Likewise, in the Cuban market, by broadening the portfolio of products and customers, the results of the joint venture sould become the exclusive supplier on the internal market: today the product is being sold in the hotel network, Caracol, TRD, Habaguanex, Palco Group, Cimex stores, Cubacatering and others, at an average of 98 tons of honey on the internal market, equivalent to revenues of 296,500 CUC, a figure that would significantly increase to over one million CUC for the sales of 300 tons of honey and other honey-related products being sold to commercializing companies; another 400 tons are sold to Farmacuba and Labiofam, thereby replacing their imports of raw materials for the production of medicines. Grupo Empresarial Agroforestal

Agroforestal S.A Name: Aldo Gómez García, Position: President, Sociedad Agroforestal S. A. Telf.: 7 204 4557, cell phone: 5 286.84 37; Email: spresidente@sa.gaf.minag.cu; APICUBA Name: Lázaro Bruno Garcia Castro. Tel.: 7204 48 97; Email: directorgeneral@apicuba.cu Name: Martha Casanova Cámara Tel.: 72619014; Email: comercial@uebcano.apicuba.co.cu

The project consists of stabilizing and increasing exports of organichoney, specific and of origin, in bulk or bottled, honey-based nutritional complements, pollen, propoleum and other products from the beehives including queen bees and bee packets via the completion of technology of a beekeepong complex which already exists in the western region of Cuba, as part of doversifying production to meet increased demands for these products, increasing areas certified as organic and of origin. Ensure differentiated collection of organic honey so that it may be inserted into the correct

Europe is the main customer for Cuban honey and Germany is the country that consumes 1.1 kg/ person/yr and so our honey production would let us meet only 22.5 % of consumption. The 470,000 beekeepers in the European Union (EU) produce approximately 353,139 tons of honey that only allows for 48% of self-supply. This means that the EU as a whole would be the main buyer for honey in the

On the basis of the creation of the joint venture, Cuban honey would be placed on the market under the APISUN brand name and we could enter into new market niches on the basis of the "origin Cuba" prestige; this could be equally effective for other hiney-based products. The sustained performance of honey prices on the market provides Cuba beekeeping the capacity of payment to ensure amortization of the loans necessary for planned investments.

The domestic market fundamentally addresses the pharmaceutical and biotechnological industry, the network of stores in foreign currencies and tourism, all foreseen to grow proportionally.

The installation of technologies would allow for added value not just for honey but for other beehive



PROPOSAL TO ENSURE PLANTING, AGRO-TECHNOGY AND HARVESTING ENERGY FORESTS AND MARABÚ

			installed capacity of 60 TM in artificial p
		INVESTMENT TYPE:	International Economic Partnership Agr
DESCRIPTION::	This project foresees ensuring the forestry biomass necessary for the functioning ands sustainability of	CUBAN PARTY:	Empresa Genix
	the production of energy in bioelectrical plants, on the basis of the execution of investments ensuring the	ESTIMATED INVESTMENT:	4.9 million USD
	raw materials necessary for their functioning in out of sugar cane harvest periods. The main objectives	LOCATION:	Mayabeque province
	are to promote energy plantations to ensure stable supplies of forestry biomass to invest in 4 planned bioelectrical plants; to lay the basis for economic sustainability on the basis of external funding, proposed	MARKET POTENTIAL:	For the foreign and domestic markets
	investments and operating costs in freely convertible currency (MLC); to produce biomass from marabú and the waste generated from forest management and the forestry industry to produce electrical energy, and to save on imports of fossil fuel and free up unused land for agricultural and livestock purposes that has been invaded by marabu, land subsequently going to the production of food.	ANTICIPATED RESULTS:	The project allows us to obtain the follo • Spirulina powder in 10 Kg bags. • 100% natural spirulina nutritional sup • Nutritional supplement tablets mixed
INVESTMENT TYPE:	Joint venture		Various cosmetic products to nourish
CUBAN PARTY:	Sociedad Agroforestal S.A.		 Nutritional supplements for all kinds Natural leaf and root fertilizers for all
ESTIMATED INVESTMENT:	40.7 million USD.		
LOCATION:	The project is located throughout the productive structure of the forestry companies associated with the Ciro Redondo (Ciego de Ávila), Héctor Rodríguez (Villa Clara), Jesús Rabí (Matanzas) y 30 de Noviembre (Artemisa) bioelectrical plants.	CONTACTS:	Business Division, Labiofam S.A. Email: dir.negocios@labnet.com.cu Tel.: (53) 78307093
MARKET POTENTIAL:	To ensure the fulfilment of objectives proposed, we need to create the structures and organization necessary for encouraging, planting and agrotechniques in energy forests, in terms of building and developing plant nurseries, increasing the work force numbers, accommodations facilities and mechanized units to provide the necessary services. This entire process requires the immediate acquisition of the equipment necesary to deal with this work.		
ANTICIPATED RESULTS:	This project's fundamental impact is in ensuring the generation of electrical energy from forestry biomass and saving on imported diesel fuel. From the financial point of view, the programme contributes by generating some 152 MW per year, which absolutely depends on the availability of forestry biomass and is equivalent to some 10.6 MUSD, representing 50 % of revenues related to the production of biomass in 150 days every year, thereby permitting sustainability with biomass to half of the capacity generated. From the environmental point of view, it reduces diesel fuel consumption in absolute terms and	PRODUCTION OF GLUCOSE	° 0 °
	contributes to permanent reforestration in the areas involved in the project and the reduction of CO2 emissions into the atmosphere.	DESCRIPTION::	Modernize the plant producing glucose productions at lower cost and with hig
	From the social point of view, besides contributing to providing power to the popuation associated with the bioelectrical plants, it generates jobs for some 976 workers in every professional category.	INVESTMENT TYPE:	Joint Venture
CONTACTS:	Grupo Empresarial Agroforestal Agroforestal S.A	CUBAN PARTY:	Labiofam S.A.
CONTACTS.	Nombre: Aldo Gómez García,	ESTIMATED INVESTMENT:	21.4 million USD.
	Cargo: Presidente Sociedad Agroforestal S. A.	LOCATION:	In Empresa de Glucosa areas of Cienfu
	Telf.: 7 204 4557, móvil: 5 286.84 37; Correo-e: spresidente@sa.gaf.minag.cu;	MARKET POTENTIAL:	Replacing imports and exports
	Nombre: Wilfredo Arregui Valdés, Gazas: Director Forestal y Fibras Naturales	ESTIMATED ANTICIPATED RESULTS:	12,500 tons per year of glucose and sta
	Cargo: Director Forestal y Fibras Naturales. Teléfono.: 7 884 73 61,	CONTACTS:	Labiofam S.A. Business Division
	móvil: 5 286 83 04, Correo-e: dforestal@gaf.minag.cu		E-mail: dir.negocios@labnet.com.cu Tel.: (53) 78307093

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Remodel and enlarge the production capacity of two plants producing spirulina in Cuba. There is an installed capacity of 60 TM in artificial pools.

Agreement

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▶ PRODUCTION OF SPIRULINA

DESCRIPTION::

ollowing products:

- supplement tablets
- ed with spirulina and other natural products.
- ish and care for the skin, hair and the body in general.
- ds of animals.
- all kinds of crops.



ose, the only one of its kind in Cuba. It will permit us to increase nigher levels of satisfaction.

nfuegos province

starches



PRODUCTION OF PARAÍSO-BRAND YOGHURT

CUBAN PARTY: Empresa Productora y Comercializadora de Productos Biofarmacé	uticos in Matanza
ESTIMATED INVESTMENT: 5.2 million USD	
LOCATION: Matanzas province	
MARKET POTENTIAL: Tourism and domestic market in foreign currency	
ANTICIPATED RESULTS: 2.3 millions of liters/year	
CONTACTS: Labiofam S.A. Business Division	
E-mail: dir.negocios@labnet.com.cu	
Tel.: (53) 78307093	

▶ PRODUCTION OF PARAÍSO-BRAND YOGHURT

DESCRIPTION::	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
INVESTMENT TYPE:	International Economic Partnership Agreement
CUBAN PARTY:	Empresa Labiofam, Villa Clara
ESTIMATED INVESTMENT:	7.8 million USD
LOCATION:	Villa Clara province
MARKET POTENTIAL:	Tourism market and domestic market in foreign currency
ANTICIPATED RESULTS:	3.2 million liters of yoghurt per year
CONTACTS:	Labiofam S.A. Business Division
	E-mail: dir.negocios@labnet.com.cu
	Tel.: (53) 78307093

ALOE VERA GEL ▶ PRODUCTION IN MAYABEQUE PROVINCE



DESCRIPTION::	This project addresses obtaining H province for planting, growing and its subsequent processing; destinat domestic market
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa Agropecuaria Miguel Sone
ESTIMATED INVESTMENT:	3 478.10 MCUC.
LOCATION:	Mayabeque province, Güines muni
MARKET POTENTIAL:	Aloe vera is widely acknowledge immunomodulatory, scar healing, vera gel may be used as a raw mate The world market for products cont the upcoming years.
ANTICIPATED RESULTS:	In two years, 200 ha de aloe vera v and during the following 10 years be transformed into at least 6,500 producers in order to strengthen an
CONTACTS:	Grupo Empresarial Agropecuario y President's Office Email: hector@geaf.may.minag.cu Tel.: (53) 47531100 / Cell phone: (53
	Business and Development Division Email: natacha@geaf.may.minag.cu Tel.: (53) 47531851 ext. 133 Cell phone: (53) 52797710 / 599983

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high quality aloe vera gel, using unused lands in Mayabeque nd harvesting plantations of aloe vera (Barbadensis miller) and ations include the export of goods and replacing imports of the

Agreement

eira Ríos.

icipality

ed for its beneficial properties for human health due to its gastro-protector, anti-microbial and antioxidant functions. Aloe terial in a number of pharmaceutical, cosmetic and food products. taining aloe vera is growing and we foresee even more growth in

will be ready to be harvested and processed. From that moment s, 16,000 tons of aloe vera leaves will be obtained per year to 00 tons of aloe vera gel. Gradually motivate incorporating new ind expand activity to the rest of the province.

/ Forestal Mayabeque

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on cu / dpliriano@geaf.may.minag.cu \bigcirc

REPLACING MULTIPROCE OF THE UEB DE LA EMPR AGROPECUA ABRIL.

REPLACING THE MULTIPROCESSING LINE OF THE UEB INDUSTRIA DE LA EMPRESA AGROPECUARIA 19 DE ABRIL.	<image/>
DESCRIPTION::	This project consists of completely replacing the UEB Industria processing line with a new multiprocessing line (tomatoes, mangos, guavas and papayas), having a greater capacity of assimilation and processing of raw maerials (inputs of 5 tons per hour), making it possible to obtain more highly concentrated and better quality pulp as the result of more advanced technology and asceptic bottling in the various formats and sizes.
INVESTMENT TYPE:	International economic partnership agreement
CUBAN PARTY:	Empresa Agropecuaria 19 de Abril.
STIMATED INVESTMENT:	4.7 million USD.
OCATION:	Quivicán municipality, Mayabeque province.
MARKET POTENTIAL:	Cuban fruit has wonderful flavour due to the geographical location and climate. Concentrated Cuban tropical fruit juices are naturally well-suited to the world market. Productions are mainly going to meet the demands of ZED Mariel (making use of the natural advantage of being close to the UEB Industry).
ANTICIPATED RESULTS:	The new multiprocessing line can produce concentrated tomato, mango, guava and papaya pulp with the physical-chemical and organoleptic characteristics that meet international quality standards. More than 30,000 tons of natural material can be processed annually, to obtain around 9,100 tons of concentrated fruit per year. We hope to completely meet demands for these products at the ZED Mariel.
CONTACTS:	Grupo Empresarial Agropecuario y Forestal Mayabeque President's Office Email: hector@geaf.may.minag.cu Tel.: (53) 47531100 / Cell phone: (53) 52791030
	Business and Development Division

> **Business and Development Division** Email: natacha@geaf.may.minag.cu / dpliriano@geaf.may.minag.cu Tel.: (53) 47531851 ext. 133 Cell phone: (53) 52797710 / 59998329

AGROINDUSTRIAL DEVELOPMENT FOR THE PRODUCTION OF AVOCADOS (PERSEA AMERICANA) IN ARTEMISA PROVINCE, FOR THE DOMESTIC AND INTERNATIONAL MARKETS.



DESCRIPTION::	Avocados have an excellent future f demands for the Hass variety in the the strategy for export growth would Artemisa's main crops and they occu the planting areas and commercializ
INVESTMENT TYPE:	International economic partnership a
CUBAN PARTY:	Empresa Agropecuaria Artemisa.
ESTIMATED INVESTMENT:	1.13 million USD.
LOCATION:	Artemisa municipality, Artemisa provir
MARKET POTENTIAL:	Avocado exports on the international m increase in volumes exported was 35% that period. Market studies done in Eur
ANTICIPATED RESULTS:	Avocado consumption has increase the world have increased. Informatio growth in the past decades. The frui
CONTACTS:	Grupo Empresarial Agropecuario y F President's Office Email: hector@geaf.may.minag.cu Tel.: (53) 47531100 / Cell phone: (53)
	Business and Development Division Email: natacha@geaf.may.minag.cu Tel.: (53) 47531851 ext. 133 Cell phone: (53) 52797710 / 5999832

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for growth on the international market because of great unmet EU. Increased planting would meet international demands and Id help to level the balance deficit of Cuba. Avocados are one of supy the fourth place as important fruits in the world, according to ization volumes.

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market in 2017-2019 rose both in volume and value. The average rate of % and export values rose 52 %; this means significant increases during urope show high possibilities in Spain and Canada.

sed in the world, and areas planted with avocados throughout tion on the evolution of avocado consumption indicates constant uit is in high demand both nationally and internationally.

Forestal Mayabeque

3) 52791030

u / dpliriano@geaf.may.minag.cu

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AGROINDUSTRIAL MANAGEMENT OF POTATOES FOR THE PRODUCTION OF C DIFFERENT FORMAT **ARTEMISA PROVINO**

E CHIPS IN ATS IN VCE.	<image/>
	We plan putting up and installing a production line having modern technology to handle potatoes in order to produce chips and other potato-based snacks, including the processes of storage, washing, classifying, cutting, cooking and packaging.
E:	International economic partnership agreement
	Empresa Agropecuaria Alquízar.
TMENT:	1.15 million USD.
	Alquízar municipality, Artemisa province
AL:	World demand for this product is growing. Some of the current tendencies in the potato chip market include different flavours, producing healthy varieties, and environment-friendly production and packaging processes. In Cuba, domestic demands for this product are not being met.
IIITS:	Making the most of Artemisa's productive potential sustained increased potato production to meet

DESCRIPTION:: **INVESTMENT TYPE:** CUBAN PARTY: ESTIMATED INVEST LOCATION: MARKET POTENTIAL ANTICIPATED RESULTS: Making the most of Artemisa's productive potential, sustained increased potato production to meet the growing demands in different destinations, including industry, incorporating 200 hectares of unused land that is currently being conditioned for potato-growing, introducing state of the art technology from planting to harvesting, including the industrial process, production capacity for the line: 56 kg/h of finished product, integration with ZED Mariel services: container terminal, Almacenes Universales S.A. and transportation of personnel, etc., linkups with other industires, replacing imports of potato chips. CONTACTS: Grupo Empresarial Agropecuário y Forestal Artemisa General Division Email: dgeneral@geaf.art.minag.cu Tel.: (53) 47364026 / Cell phone: (53) 52796780

> Development and International Affairs Division Email: ciencia@geaf.art.minag.cu Tel.: (53) 47362744 / Cell phone: (53) 52793533

PRODUCTION AND COMMERCIALIZATION ► OF TROPICAL FLOWERS (HELICONIA AND ANTURIO) FOR EXPORT

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		「日本の人」「日本の
		「たちとく」「日本人」を見

DESCRIPTION::	The objective of this business is to pro anturio variety, among others, highly a colors, qualities appreciated in the late
INVESTMENT TYPE:	International economic partnership ag
CUBAN PARTY:	Empresa Agropecuaria San Antonio de
ESTIMATED INVESTMENT:	631,977 CUC.
LOCATION:	San Antonio de los Baños municipality
MARKET POTENTIAL:	After studying the profile for this pro- to Canada is excellent. Sales would p economic benefits. Therefore the poss- in demand by the international marke and, strategically, to the US which is the in the revenues to purchase the consu- needed on the domestic scene.
ANTICIPATED RESULTS:	Reach productive levels for quality cut f for up to 500,000 USD per year. Unde commercialization of cut flowers. Pro supplies in the productive cycle of tro competitive tropical flowers for export
CONTACTS:	Grupo Empresarial Agropecuário y Fo General Division Email: dgeneral@geaf.art.minag.cu Tel.: (53) 47364026 / Cell phone: (53) Development and International Affairs Email: ciencia@geaf.art.minag.cu

FOOD PRODUCTION SECTOR



roduce and commercialize tropical flowers of the heliconia and appreciated on the world market because of their strength and test decorating trends particularly in Europe.

agreement

de los Baños.

ity, Artemisa province

roduct, we see that the opportunity for business in exporting permit Cuba to export a nontraditional product and reap the ssibility of producing those species of tropical flowers, so highly et, would diversify exports to areas in the Caribbean, to Canada the greatest importer of tropical flowers in the world and bring sumables needed to produce the root vegetables and grains so

t flowers that would meet national demands and replace imports lertake a training programme specializing in the production and roduction system of seeds and/or seedlings that would ensure ropical flowers in the province. Promote these productions of nt.

orestal Artemisa

52796780

rs Division

Tel.: (53) 47362744 / Cell phone: (53) 52793533

DEVELOPMENT OF AGROINDUSTRIAL ► PRODUCTION OF FRUIT AND VEGETABLES IN **ARTEMISA PROVINCE**

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V DE			10 V	130 L	
				ny's exportation stra opical fruit and veg	

DESCRIPTION:: already being obtained; and commercialization of productions transformed into juice, nectar, pulp, pickles and preserves to meet consumption demands from all sectors of the Cuban population, and to place Cuba's products on the world market. We would like to develop an industrial line to process fruit, with the capacity to fill and automatically seal 0.5, 1.5 and 3.2 kg metal containers (cans) and asceptic bags. **INVESTMENT TYPE:** International economic partnership agreement CUBAN PARTY: Empresa Agropecuaria Güira de Melena. ESTIMATED INVESTMENT: 16.60 million USD. LOCATION: Güira de Melena municipality, Artemisa province We foresee commercializing fresh fruit, and their industrialized byproducts such as nectar, fruit in MARKET POTENTIAL: syrup, cream and jam in the small sizes used in tourism, basically making use of the resort areas in La Habana and Pinar del Río provinces; we are experiencing sustained growth in the network of tourist hotels, the future users of ZED Mariel and the leisure industry plans for the next 3 years in the province. ANTICIPATED RESULTS: Increase exports. Promote productive linkups with non-State economic partnerships in the territory and neighbouring provinces, permitting us to take full advantage of all productions being developed at the comprehensive fruit farms. CONTACTS: Grupo Empresarial Agropecuário y Forestal Artemisa General Division Email: dgeneral@geaf.art.minag.cu Tel.: (53) 47364026 / Cell phone: (53) 52796780 Development and International Affairs Division Email: ciencia@geaf.art.minag.cu Tel.: (53) 47362744 / Cell phone: (53) 52793533

INCREASED PRODUCTION POTENTIAL FOR SHRIMP FARMING (3 PROJECTS)



DESCRIPTION::	To increase shrimp production by in and reduce costs during this phase, the ponds.
INVESTMENT TYPE:	Productive Management Agreemen
CUBAN PARTY:	Empresa de Cultivo del Camarón
ESTIMATED INVESTMENT:	6-8 million USD.
LOCATION:	Sancti Spíritus, Camagüey & Las Tu
MARKET POTENTIAL:	Export market, mainly Asia
ANTICIPATED RESULTS:	Obtaining technology ensuring impr other state-of-the-art technologies t International market quality dem implemented to improve disease co friendly.
CONTACTS:	Business Division, Grupo Empresari Email: presidencia@geia.cu / daian Tel.: (53) 78614187 ext. 8151

, and to introduce probiotics and other technologies in managing

nas provinces

roved efficiency in order to improve growing hectare rotation and to handle the ponds.

ands are satisfied and at the same time, solutions will be ontrol and achieve sustainable development that is environment-

ial de la Industria Alimentaria

a.matech@geia.cu/ eduardo.hernandez@geia.cu

INCREASED AQUACULTURE ▶ PRODUCTION AND ITS INDUSTRIALIZATION



DESCRIPTION::	Increase the capacities of industrial processing considering the current production and the production we envisage occurring in the development program.
INVESTMENT TYPE:	Joint Venture
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 is targeted for tourism and chains of stores in the eastern provinces. Currently, only 62% of demand is covered.
ANTICIPATED RESULTS:	With increased production of fish shaped and sausage products to over 8000 tons per year, some imports being made today are replaced; and with the industrialization, we attain increased aggregate value for the catches in the fish farms.
CONTACTS:	Corporación Alimentaria S.A. (Coralsa).
	E-mail: negocios@coralsa.com.cu
	Tel.: (53) 72021194 / 72022055

DEVELOPING PRODUCTION OF CONFECTIONARY PRODUCTS: CANDIES, SHERBETS, BISCUITS AND CRACKERS (FINE, SWEET, SODA AND CREAM) AND CEREALS (2 PROJECTS).

DESCRIPTION::	Developing production of confectionary products: candies, sherbets, biscuits and crackers (fine, sweet, soda and cream) and cereals (2 projects).	
INVESTMENT TYPE:	Joint venture	
CUBAN PARTY:	Corporación Alimentaria S.A. (Coralsa).	
ESTIMATED INVESTMENT:	18 million USD.	
LOCATION:	La Habana & Santiago de Cuba provinces	
MARKET POTENTIAL:	Replace imports in the tourism sector and in chains of stores	
ANTICIPATED RESULTS:	Current demand, with a view to replace imports, reaches an annual value of approximately 18 to 20 million USD.	
CONTACTS:	Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu	
	Tel.: (53) 72021194 / 72022055	



CREATION OF A BUSINESS FOR THE INTERNATIONAL AND NATIONAL COMMERCIALIZATION OF CUBAN RUM



Creation of a joint venture for con and national distribution of their o We would attain the capital requi promotion and advertising needed
in increased exports.
Joint venture
Corporación Cuba Ron S.A.
2.1 million USD.
Playa municipality, La Habana pro
The business is fundamentally gea spirits is needed in order to make in foreign currencies and the touris
Reaching a level of development a revenues that would facilitate meet
Corporación Cuba Ron S.A. Email: cubaron@cubaron.co.cu Tel.: (53) 72049378 ext. 1002 website: www.cubaron.com

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nstituing and developing a value chain including the international own and licenced brands, owned by Corporación Cuba Ron.

ired for modernizing the industry and the financial resources for ed for the international distribution of Cuban rum, thereby resulting

ovince

eared to exportation and so a strong partner in the distribution of e use of their distribution chain; also geared to the internal market rism sector.

and growth for the brands sold by the joint venture, as well as the eting obligations, estimated at more than 10 million dollars per year.

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DEVELOP AND DIVERSIFY

DAIRY PRODUCTS AND THEIR BYPRODUCTS

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DESCRIPTION::	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, these demands are met by importing these products and their replacements.
INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Corporación Alimentaria S.A. (Coralsa).
ESTIMATED INVESTMENT:	41 million USD.
LOCATION:	Sancti Spíritus municipality and province
MARKET POTENTIAL:	Current production in the western part of Cuba only meets 22% of the domestic market demands totaling over 19,000 tons per year.
ANTICIPATED RESULTS:	Produce 15.0 M tons per year for the national market
CONTACTS:	Corporación Alimentaria S.A. (Coralsa)
	Email: negocios@coralsa.com.cu
	Tel.: (53) 72021194 / 72022055



DEVELOPMENT AND **DIVERSIFICATION OF** DAIRY PRODUCTS AND THEIR BYPRODUCTS

DESCRIPTION::	Increase availability of products derive cheeses, ice cream and butter via settin milk, milk in mid-range duration contai province, for the production and distrib
INVESTMENT TYPE:	Encourage livestock development on created, the Empresa Genética de Mat comprehensive agro-industial project.
CUBAN PARTY:	Corporación Alimentaria S.A. (Coralsa).
ESTIMATED INVESTMENT:	49.7 MMUSD.
LOCATION:	UEB Lácteos Matanzas. Matanzas provi
MARKET POTENTIAL:	On the basis of development of produ customer segments, we hope to meet g and to promote tourism and catering de The project aims to make best use of th the future business and to make best us
ANTICIPATED RESULTS:	Meet the demands of the national mark
CONTACTS:	Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 72021194 / 72022055



ed from dairy milk such as milk, yogurt, soft and semi-hard ing up new state of the art production lines for reception of ainers, yoghurt, butter and packaged ice cream, in Matanzas oution of more than 42,000 tons per year..

the basis of financing from the new Joint Venture to be atanzas, to triple dairy milk production, converting it into a

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uction and increasing the penetration of products into other growing demands on the internal market in foreign currencies lemands.

he quality of products as one of the fundamental strengths of use of opportunities offered by the external market.

ket in quantity and variety, replacing existing imports.



DEVELOPMENT AND DIVERSIFICATION OF THE PRODUCTION OF INDUSTRIALIZED FRUIT, VEGETABLE AND GARDEN VEGETABLE PRODUCTS

DESCRIPTION::	Increasing and deversifying the production and bottling/canning of fruits and vegetables Joint venture Corporación Alimentaria S.A. (Coralsa).	
INVESTMENT TYPE:		
CUBAN PARTY:		
ESTIMATED INVESTMENT:	26.6 million USD.	
LOCATION:	Pinar del Río municipality and province	
MARKET POTENTIAL:	Annual bottled/canned production of 3,000 tons does not meet national demands. The increase to 15,523 tons per year goes towards reducing bulk production and imports.	
ANTICIPATED RESULTS:	Increse offers of these products on the national market and replace imports.	
CONTACTS:	Corporación Alimentaria S.A. (Coralsa)	
	Email: negocios@coralsa.com.cu	
	Tel.: (53) 72021194 / 72022055	



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	and

Build a spawning centre and install a farm of floating cages to attain production of 400 tons of sea

	fish with high comercial value, for the purpose of partially meeting the tourism sector demands and to replace imports, and to export to the Caribbean.	
INVESTMENT TYPE:	International economic partnership agreement	
CUBAN PARTY:	Empresa Pesquera Industrial de Cienfuegos.	
ESTIMATED INVESTMENT:	4 million USD.	
LOCATION:	Cienfuegos municipality, Cienfuegos province	
MARKET POTENTIAL:	There is a large demand for fish in the different tourist resorts in Cuba. This could be partially met by the results of this project, offering an assortment of products, fresh fish to replace similar frozen fish being imported and exported to the Caribbean.	
ANTICIPATED RESULTS:	We hope to annually obtain 283 tons of fresh fish (cobia and red tilapia) during the 10 year period of validity of the business, going to the national market and exports to the Caribbean. We foresee revenues of more than 28 million dollars in 9 years, which would permit an investment recovery period of 4 years.	
CONTACTOS:	Business Division, Grupo Empresarial de la Industria Alimentaria Email: presidencia@geia.cu / daiana.matech@geia.cu / eduardo.hernandez@geia.cu Tel.: (53) 78611676/ 78698257 / 72021194 / 72022055	



DESCRIPTION::



DESCRIPTION::	the management of fish processing processing of some 6,500 tons of fi and for export.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa Lanchera Flota del Golfo, F
ESTIMATED INVESTMENT:	10.3 million USD.
LOCATION:	UEB San Cristóbal, San Cristóbal mu
MARKET POTENTIAL:	Opportunely sell fish in different for export market.
ANTICIPATED RESULTS:	We estimate that this will cover par annually obtain 6,500 tons of fish o national market and exports to the C years, which would allow for an inve
CONTACTS:	Business Division, Grupo Empresaria Email: presidencia@geia.cu / daiana Tel.: (53) 78611676/ 78698257 / 7202



RAISING MOLLUSKS AND FISH IN THE SEA

DESCRIPTION::	Develop productive activities of aqu
DESCRIPTION.	
	fishing of species having top commo
	needs of the Cuban market, the tour
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa Lanchera Flota del Golfo, F
ESTIMATED INVESTMENT:	3.5 million USD
LOCATION:	Bahía Honda municipality, Artemisa
MARKET POTENTIAL:	Selling products derived from the pr
	this would contribute to replacing i
	incorporation of top commercial val
ANTICIPATED RESULTS:	Increased offers to the tourism sector
CONTACTS:	Business Division, Grupo Empresaria
	Email: presidencia@geia.cu / daiana
	Tel.: (53) 78611676/ 78698257 / 720

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Modernize the industry with means, technological equipment and advanced techniques for g. This industry would be designed to assimilate the industrial fish per year going to the internal market in foreign currencies

Flogolfo

nunicipality, Artemisa province.

ormats meeting the domestic market demand, tourism and the

art of the current tourism sector's demands for fish. We hope to during the 10 year validity epriod of the business, going to the Caribbean. We foresee revenues of over 305 million dollars in 10 vestment recovery period of 6 years.

rial de la Industria Alimentaria na.matech@geia.cu / eduardo.hernandez@geia.cu 021194 / 72022055

uaculture, raising mollusks, multitrophic farming and sustainable nercial value so, that we may subsequently sell them to meet the urism sector and export.

Agreement

Flogolfo.

province.

roduction activities, fresh and in-the-shell, for the tourism sector; imports as well as for export, increasing current values with the alue species and greater volumes.

tor and for export

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a.matech@geia.cu / eduardo.hernandez@geia.cu

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PRODUCTION OF WATER AND SOFT DRINKS



DESCRIPTION::	Increase the production of water and soft drinks for the domestic market, chains of stores and tourism.	
INVESTMENT TYPE:	Joint Venture	
CUBAN PARTY:	Corporación Alimentaria S.A (Coralsa)	
ESTIMATED INVESTMENT:	31 million USD.	
LOCATION:	Yaguajay municipality, Sancti Spíritus province	
MARKET POTENTIAL:	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 a project is being developed in the eastern area of the country. We foresee entering the export market.	
ANTICIPATED RESULTS:	LTS: Increased offers of these products on the domestic market, replacing imports. We hope to annu obtain 100 million litres of wate and soft drinks during the 20 year validity period of the busir going to the national market and exports to the Caribbean. We foresee revenues of over 679 mi dollaea in 17 years, which would allow for an investment recovery period of 9 years.	
CONTACTS:	Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Teléfonos: (53) 7 021194 / 72022055	

PRODUCTION OF VINEGAR तर (2 PROJECTS)



PRODUCTION OF WHEAT FLOUR (4 PROJECTS)

DESCRIPTION:	Increase the efficiency of wheat flour production and its quality, in accordance with international standards, saving foreign currency as imports are replaced	
INVESTMENT TYPE:	International economic partnership agreement.	
CUBAN PARTY:	Empresa Cubana de Molinería.	
ESTIMATED INVESTMENT:	8.4 million USD.	
LOCATION:	UEB Cereales Turcios Limas, Regla municipality, La Habana province	
	UEB Cereales José Antonio Echevarría (JAE), Regla municipality, La Habana province	
	UEB Cereales Cienfuegos, Cienfuegos municipality, Cienfuegos province	
	UEB Cereales Santiago de Cuba, Santiago de Cuba municipality, Santiago de Cuba province	
MARKET POTENTIAL:	Meeting the national production needs for wheat flour and its byproducts.	
ANTICIPATED RESULTS:	Increse the offers of this product on the domestic market. We hope to annually obtain 153 million tons of white flour and 4,000 tons of subproducts for animal feed during the 10 year validity period of the business going towards the national market.	
CONTACTS:	Business Division, Grupo Empresarial de la Industria Alimentaria	
	Email: presidencia@geia.cu / daiana.matech@geia.cu / eduardo.hernandez@geia.cu	
	Tel.: (53) 78611676/ 78698257 / 72021194 / 72022055	

DESCRIPTION::

product diversification and increasir replacing imports and entering the e
Contrato de asociación económica i
EMBER Ciego de Ávila y EMBER Can
3-4 millones de USD.
Fábrica de Vinagre La Espirituana, Sa Fábrica de Vinagre y Vino Seco Elite,
Replace bulk distribution by bottlin unsatisfied demand on the domestic
Increase the offers of these products Ily obain 8 million litres of vinegar d market and exporting to the Caribbe see an investment recovery period o
Business Division, Grupo Empresaria Email: presidencia@geia.cu / daiana Tel.: (53) 78611676/ 78698257 / 7203

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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, thus permitting ingly meeting the demands of the domestic market, allowing for export market.

internacional para la administración productiva.

amagüey.

Sancti Spíritus municipality, Sancti Spíritus province e, Camagüey municipality, Camagüey province

ing all of the increased production in order to meet part of the tic market and enter the external market.

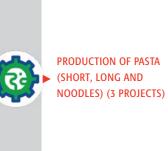
ts on the domestic market, replacing imports. We hope to annuaduring the 10 years of the business validity, going to the domestic bean. We foresee revenues of over 69 million dollars which would of 2 years.

rial de la Industria Alimentaria

na.matech@geia.cu / eduardo.hernandez@geia.cu 021194 / 72022055



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DESCRIPTION:	Restore and increase the capacities for producing pasta. Increasing varieties for the domestic market replacing their imports and entering the export market.	
INVESTMENT TYPE:	International economic partnership agreement	
CUBAN PARTY:	Empresa de Confitería y Derivados de la Harina.	
ESTIMATED INVESTMENT:	9-10 million USD.	
LOCATION:	Unidad de Producción Martha Abreu, Cruces municipality, Cienfuegos province Unidad de Producción Pastas Largas Noel Fernández, Minas municipality, Camagüey province. Unidad de Producción Pastas y Caramelos, Santiago de Cuba municipality, Santiago de Cuba province.	
MARKET POTENTIAL:	There is great demand for pasta from the various tourist resorts in Cuba and from the chains of stores, and this could be partially met with the results of this project, offering an assortment of products that would replace imports and enter the export market	
ANTICIPATED RESULTS:	Increasing offers of these products on the anaional market, replacing imports. We hope to annually obtain 13,000 tons of pasta during the 10 year validity period of the peoject going to the national market and exportation. We foresee revenues of more than 157 million dollars in 10 years which would permit an investment recovery period of 2 years.	
CONTACTS:	Corporación Alimentaria S.A. (Coralsa) Email: negocios@coralsa.com.cu Tel.: (53) 7021194 / 72022055	



PRODUCTION OF PASTA (SHORT, LONG AND NOODLES)

DESCRIPTION:

DESCRIPTION:	Restore and increase the capacities replacing their imports and entering
INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Corporación Alimentaria S.A. (Cora
ESTIMATED INVESTMENT:	20 million USD.
LOCATION:	UEB Pastas Alimenticias Vita Nuova
MARKET POTENTIAL:	There is great demand for pasta fr stores, and this could be partially products that would replace import
ANTICIPATED RESULTS:	Increase the offers of these rpoduct
CONTACTS:	Corporación Alimentaria S.A. (Cora
	Email: negocios@coralsa.com.cu
	Tel.: (53) 7021194 / 72022055



for producing pasta. Increasing varieties for the domestic market, ng the export market.

alsa).

a, San José municipality, Mayabeque province

from the various tourist resorts in Cuba and from the chains of met with the results of this project, offering an assortment of orts and enter the export market

cts on the antional market, replacing imports.

alsa)

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

We also offer products based on natural and traditional medicine, agricultural research and technologically advanced medical equipment in nanotechnology, the neurosciences and neurotechnology. The high scientific level of human resources in the Cuban biopharmaceutical industry ensures the quality and competitiveness of their projects.

SECTORIAL POLICY

To promote foreign investment projects to build new facilities to manufacture generic drugs, develop and manufacture biotechnological, novel and biosimilar products, primarily for export.



Vice President's Office, BioCubaFarma Email: mayda.mauri@oc.biocubafarma.cu Tel.: (53) 76438513

Business Policy, Business and International Relations Division of BioCubaFarma Email: norkis@oc.biocubafarma.cu Tel.: (53) 72745113 Likewise, it promotes direct foreign investment in Cuba, fundamentally in the Mariel Special Development Zone which is making significant contributions to the growth of this sector via its regulatory framework which favours companies wishing to invest in high added value research-production facilities.



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► OPORTUNIDADES DE NEGOCIO

SETTING UP FACILITIES Ŷ FOR CYTOSTATIC PRODUCT PRODUCTION

DESCRIPTION:	To create a facility that operates through Manufacturing products. This facility has to be able to provide Cuban a packaging services that comply with the international regul Drug Administration and the European Medicines Agency, ir of the products of national and international clients worldw of cytostatic products in liquid and lyophylized vials with a a line for cytostatic products in oral doses of a capacity of capacidad de 70 Millones de unidades al año'
INVESTMENT TYPE:	International Economic Partnership

INVESTMENT **CUBAN PARTY:** ESTIMATED INVESTMENT: LOCATION: CONTACTS:

<image/>
To create a facility that operates through Manufacturing Agreements to manufacture cytostatic products. This facility has to be able to provide Cuban and foreign entities with final filling and
packaging services that comply with the international regulations of agencies such as the Food and Drug Administration and the European Medicines Agency, in order to facilitate the commercialization
of the products of national and international clients worldwide. The facility has a manufacturing line
of cytostatic products in liquid and lyophylized vials with a capacity of 10 million units per year and
a line for cytostatic products in oral doses of a capacity of 70 million units per year. Dosis orales de capacidad de 70 Millones de unidades al año'
International Economic Partnership
Laboratorios AICA+
30 million USD
La Lisa municipality, Havana province.
Name: Antonio Emilio Vallín García
Position: Director General, Laboratorios Aica
Email: vallin@aica.cu
Tel.: (53) 72712576l
Cell phone: (53) 52808532

		MEL
:	PLANT FOR THE PRODUCTION AND COMMERCIALIZATION OF PRODUCTS DERIVED FROM HUMAN PLACENTA	
	DESCRIPTION:	Building a plant to produce and sell good practices standards, for the pro and alopecia areata, as well as the pr and hair, as well as nutritional suppl
	INVESTMENT TYPE:	Joint Venture
	CUBAN PARTY:	Centro de Histoterapia Placentaria (I
	ESTIMATED INVESTMENT:	56 million USD.
	LOCATION:	La Lisa municipality, Havana provinc
	CONTACTS:	Name: Silvia Vera Sheltón Position: Director General Email: silvia@miyares-cea.cu
÷	PRODUCTION AND COMMERCIALIZATION OF SEMI-SOLID MEDICINES	
	DESCRIPTION:	Building a plant for the pharmace capacity for 65 million physical units
	INVESTMENT TYPE:	International economic partnership
	CUBAN PARTY:	Empresa Laboratorio Farmacéutico I
	ESTIMATED INVESTMENT:	16 million USD.
	LOCATION:	El Cano, La lisa municipality, Havana
	CONTACTS:	Director General's Office

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ell products derived from human placenta, fulfilling manufacturing production of medicines to treat diseases such as vitiligo, psoriasis e production of cosmetics with therapeutic action, for the face, body pplements, fundamentally for export

(Hisplacen).		
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aceutical production of semi-solid products, with the productive nits to meet national demand and for export

co Roberto Escudero

ana province.

Email: miguel@re.biocubafarma.cu

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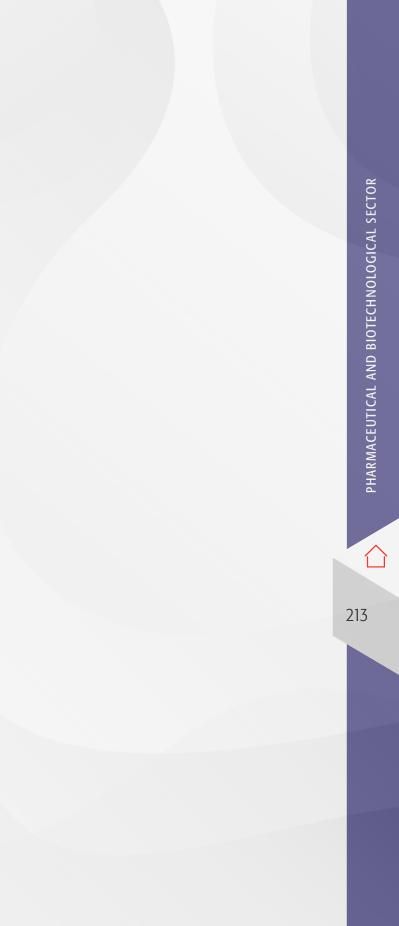
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DESCRIPTION:

Building and setting up a plant for the fermentation and formulation of the finished product, permitting production of the vaccine in Good Manufacturing Practices conditions in order to increase productive capacities and to improve facility standards. International economic partnership agreement

INVESTMENT TYPE:	International economic partnership agreement
CUBAN PARTY:	Centro de Ingeniería Genética y Biotecnología (CIGB).
ESTIMATED INVESTMENT:	7 million USD.
LOCATION:	Camagüey municipality, Camagüey province.
CONTACTS:	Name: Dr. Eulogio Pimentel Vazquez
	Position: Director General's Office, CIGB
	Email: eulogio.pimentel@cigb.edu.cu
	Tel.: (53) 72716013



Agro-industry sector for sugar 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.



SECTORIAL POLICY

To promote projects directed towards modernizing and increasing the use of installed capacities, promoting efficiency and high yield, sugar quality, growth and diversification of exports, byproduct availability and the growth of the production derivatives with a focus on energy.

Businesses to recapitalize existing sugar mills and build new agro-industrial sugar factories will be considered, including in both cases financing of sugarcane production.



International Relations, Business and Foreign Investment Division, Azcuba Correo-e: lourdes.castellanos@azcuba.cu Tel.: (53) 78325087

TOP PRODUCTS AND SERVICES

Raw Sugar:	tradition and recognized quality of this Cuban product .
Refined Sugar:	acknowledged quality, it is mainly used in the domestic market
Ecologicial Products (Organic):	there is a growing export market for its byproducts with organically-grown fruit, honey and its byproducts, alcohol and rum
Alcohol, ron, aguardientes y licores:	prestigious, quality products that are exported and could become leaders in some countries
Sorbitol-FOS:	a quality product whose exportation could grow. Knowledge and know-how acquired in the management of its production using glucose from different origins could beco- me an exportable service
Phytomas:	both the product and the knowledge and skill used to make it may be exported or it could be manufactured abroad

THE CUBAN PARTY PARTNERED WITH FOREIGN INVESTMENT BUSINESS:

ZERUS S.A	Shareholder Zerus S.A., shareholder, is a limited company of Azcuba in charge of pro-
	moting foreign investment in the different
	types associated with the afroindustrial su-
	gar sector in Cuba and abroad. It was born
	on 23 September 1997 as Quiminaz, and in
	2005 changed its name to the name it has
	today.
	It would like to ensure for the sector the
	search for new business and the growth of
	existing businesses in order to complement
	its management with financing market and

responsibility.

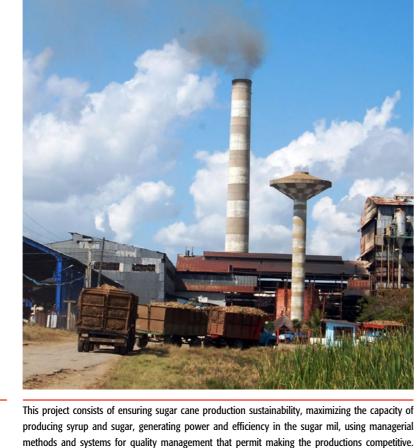
technology taking into account the establi-

shed norms of social and environmental

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BUSINESS OPPORTUNITIES





DESCRIPTION:

	methods and systems for quality management that permit making the productions competitive.
	Generation of power is ensured with modernizing the energy area of the sugar mill.
INVESTMENT TYPE:	International economic partnership agreement for productive administration
PCUBAN PARTY:	Zerus S.A.
ESTIMATED INVESTMENT:	120-150 million USD.
LOCATION:	Central Mario Muñoz, Los Arabos municipality, Matanzas province
	Central Grito de Yara, Río Cauto municipality, Granma province
MARKET POTENTIAL:	Sugar is a product in demand all over the world, traditionally traded on the stock markets. Increasing
	its quality we can access new markets. Syrup from sugar generates revenues and other sugar cane
	byproducts permit us to raise the added value of productions. All energy produced will be bought by
	the Unión Eléctrica Nacional, to be used in the domestic market.
ANTICIPATED RESULTS:	Management will be paid and there are incentive payments, both associated with fullfilling the sugar
	plan. All produced energy is bought by the Unión Eléctrica Nacional to be used in the domestic
	market, thereby replacing imports. We estimate average annual profits of 5 million dollars.
CONTACTOS:	International Relations, Business and Foreign investment Division, Azcuba
	Email: lourdes.castellanos@azcuba.cu
	Tel.: (53) 78325087

PRODUCTION OF FOS (FRUCTO OLIGO SACCHARIDES) & SORBITOL DESCRIPTION: value. INVESTMENT TYPE: Joint venture PCUBAN PARTY: Zerus S.A. **ESTIMATED INVESTMENT:** 19 million USD. LOCATION: province. MARKET POTENTIAL: promote it abroad. **ANTICIPATED RESULTS:** price is higher than that of sugar. US, Japan and Brazil are the main producers. an investment recovery period of 5-7 years.

CONTACTS:

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Recover the capacity and efficiency of the existing sorbitol factory. We foresee the production of oxygen and via new technology to install, produce a derivate (FOS) of greater added

Sorbitol Factory adjoining the Ignacio Agramonte sugar mill, Florida municipality, Camagüey

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

Sorbitol is used in the manufacture of toothpaste, cosmetics, food and medicinal products advanageously replacing glycerin and in the production of Vitamin C. On the domestic market it is liked with Suchel, and the food and pharmaceutical industries.

The syrup which is rich in fructose is used as a sweetener, replacing traditional sugar; its

FOS is used as a food additive exercising a probiotic function, aiding its digestibility, improving intestinal flora and strengthening reserves in prolonged periods of illness. The

Annual prediction of 2,000 tons of FOS and 5 000 tons of sorbitol, with both products being exported. We estimate average annual profits of over 2 million dollars, thereby permitting

International Relations, Business and Foreign Investment Division, Azcuba

► ENLARGEMENT AND MODERNIZATION OF A RUM FACTORY (4 PROJECTS)

DESCRIPTION:	This project envisions the production, commercialization and distribution of rum on the international market, mainly in Europe and on the domestic market in foreign currency. Rums are recognized for their quality but they need to have access to new markets. They also need access to financing to enlarge and modernize the rum factories and improve them to handle the export market.
INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Zerus S.A.
ESTIMATED INVESTMENT:	6-10 million USD.
LOCATION:	Rum Factory adjoining the Central Heriberto Duquesne, Remedios municipality, Villa Clara province
	Rum Factory adjoining the Central Antonio Sánchez, Aguada de Pasajero municipality,
	Cienfuegos province.
	Rum Factory adjoining the Central Melanio Hernández, Taguasco municipality, Sancti Spíritus province.
	Rum Factory adjoining the Central Amancio Rodríguez, Amancio Rodríguez municipality, Las Tunas province.
MARKET POTENTIAL:	This project fundamentally addresses the exportation of Cuban rum, as well as its sales on the domestic market in chains of stores, hotels and in out-of-hotel food services. Export would be fundamentally directed to wherever the partner operates.
ANTICIPATED RESULTS:	We estimate annual rum production of 500 000 to 1 million boxes, representing average annual profits of 4 million dollars, providing an investment recovery period of 3 to 4 years.
CONTACTS:	International Relations, Business and Foreign Investment Division, Azcuba Email: lourdes.castellanos@azcuba.cu Tel.: (53) 78325087

► MODERNIZING BOILER FACTORY

DESCRIPTION:	This project is based on being able to recapitalize the existing factory to design and build steam boilers, in particular for sugar cane biomass, pressure recipients, their parts and components, and to provide technical assistance services, design, setting up and maintenance. Introduce technology and brands that permit producing internationally acknowledged high pressure, efficient boilers.
INVESTMENT TYPE:	Joint venture.
CUBAN PARTY:	Zerus S.A.
ESTIMATED INVESTMENT:	15 million USD.
LOCATION:	Sagua la Grande municipality, Villa Clara province.
MARKET POTENTIAL:	New boilers and their components may be used in the programme of bioelectrical plants and the modernization of boilers in sugar mills, besides spare parts and components for existing boilers. The investment would permit designing exportable products.
ANTICIPATED RESULTS:	Export of boilers, promoting linkups with national industry.
CONTACTS:	International Relations, Business and Foreign Investment Division, Azcuba
	Email lourdes.castellanos@azcuba.cu Tel.: (53) 78325087



DIVERSIFIED PRODUCTION OF ORGANIC PRODUCTS

DESCRIPTION:	This project consists of promoting su Azucarero Carlos Baliño, involving in up a mini-distillery for the objective rum, covering expectations on the in add added value to the production o
INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Zerus S.A.
ESTIMATED INVESTMENT:	20 million USD.
LOCATION:	Central Azucarero Carlos Baliño, Sar
MARKET POTENTIAL:	Organic products are beneficial to demand is greater in Europe and commercialized tax-free, going to na
ANTICIPATED RESULTS:	Export of raw sugar in various format
CONTACTS:	International Relations, Business and Email: lourdes.castellanos@azcuba. Tel.: (53) 78325087



CONSTRUCTION AND SETTING UP OF A SUGAR MILL OF UP TO 20,000 TCD WITH ANNEXED REFINERY AND DISTILLERY

DESCRIPTION:	This project consists of building a di world sugar industry, with high star
INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Zerus S.A.
ESTIMATED INVESTMENT:	580 million USD.
LOCATION:	Selected from among 3 zones in Cu
MARKET POTENTIAL:	Sugar is a product in demand all ov its quality we can access new mark byproducts permit us to raise the add Unión Eléctrica Nacional, to be used i
ANTICIPATED RESULTS:	Production of up to 240,000 tons generating of up to 212 GWh of ele to 20 million dollars permitting an i
CONTACTS:	International Relations, Business an Email lourdes.castellanos@azcuba. Tel.: (53) 78325087

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ugar and organic syrup production to the maximum at the Central increased production of organic sugar cane. We foresee setting ve of encouraging the production of alcohol, spirits and organic international market, closing the productive cycle and seeking to of sugar.

anto Domingo municipality, Villa Clara province

health and more and more people are choosing them. Their the US but their use is worldwide. These products may be national and international tourism

ats, syrup, alcohol, rum and powdered panela, all organic

nd Foreign Investment Division, Azcuba a.cu

liversified sugar mill, fitting in with state of the art conditions in the andards for efficiency in productive and energy processes

uba

ver the world, traditionally traded on the stock markets. Increasing kets. Syrup from sugar generates revenues and other sugar cane Ided value of productions. All energy produced will be bought by the in the domestic market.

s of sugar, production of syrup, alcohol, other byproducts and ectrical power. We foresee obtaining average annual profits of up investment recovery period of 8-10 years.

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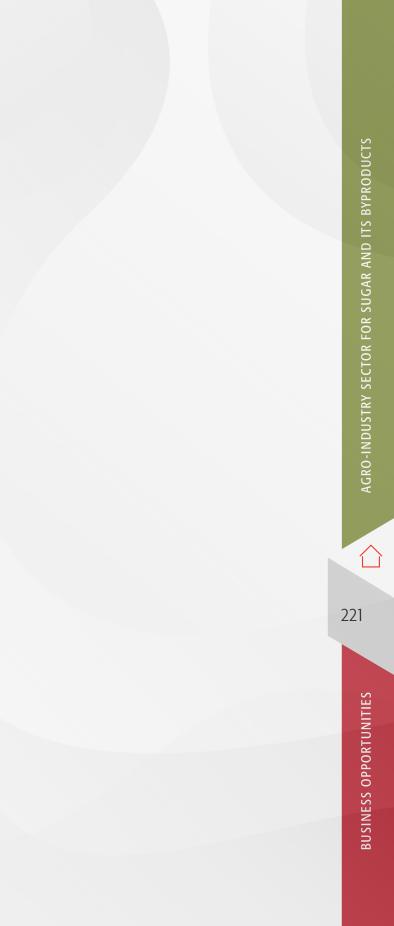
This project consists of ensuring sugar cane production sustainability, maximizing the capacity of

DESCRIPTION:

MODERNIZING BOILER FACTORY AT EXISTING SUGAR MILLS

This project consists of ensuring sugar cane production sustainability, maximizing the capacity of producing syrup and sugar, generating power and efficiency in the sugar mill, using managerial methods and systems for quality management that permit making the productions competitive. Generation of power is ensured with modernizing the energy area of the sugar mill.

INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Zerus S.A.
ESTIMATED INVESTMENT:	100-120 millones de USD.
LOCATION:	Central Azucarero Héctor Molina, San Nicolás de Bari municipality, Mayabeque province
MARKET POTENTIAL:	Sugar is a product in demand all over the world, traditionally traded on the stock markets. Increasing its quality we can access new markets. Syrup from sugar generates revenues and other sugar cane byproducts permit us to raise the added value of productions. All energy produced will be bought by the Unión Eléctrica Nacional, to be used in the domestic market.
ANTICIPATED RESULTS:	Export of sugar, alcohol, generation of power
CONTACTS:	International Relations, Business and Foreign Investment Division, Azcuba Email: lourdes.castellanos@azcuba.cu Tel.: (53) 78325087





The Ministry of Industries promotes projects permitting the modernization and enlarging of productive capacities in order to meet internal demands, replacing imports, from linkups with strategic sectors and principal programmes, and at the same time generating exportables.

Execution of these projects will allow us to materialize productive activity for economic growth at the same time as ustaining industrial development in the use of transfers of advanced technology and productive know-how and sources of renewable energy.

In this manner the sector projects increased production of packaging and packing, manufacturing electronic equipment and appliances, chemical products and their byproducts, medicla equipment, textiles, footwear and manufacturing associated with the steel-mechanical and recycling industries.

Some production priorities: cans, paper, flexible, carboard containers for tobacco, increasing capacities for the design and production of metal structures, tires and rubber articles, electrical wiring, consumer goods for the population and those including increased industrial recycling and the use of renewable energy sources, with the premise that projects are validated by market studies and economic viability calculations.

The sector has a total of 124 producer and service companies scattered throughout Cuba.



CUBAINDUSTRIA

Evey 2 years the convention and international exposition called Cubaindustria is held: it is an opportunity for sceintific, academic and profesional excahnges among Cuban and foreign specialists in this sector.

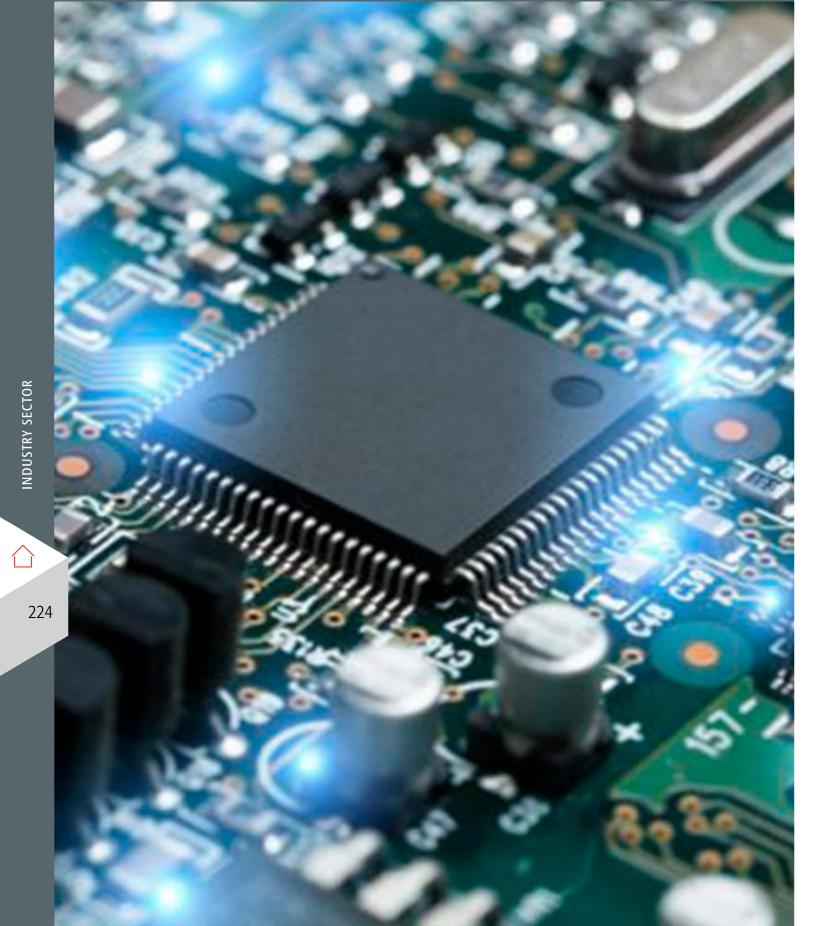
Cubaindustria is the ideal opportunity to view products, machinery, new technology, spare parts and components, and to formalize trade agreements, strategic alliances, development agreements, partnerships and agreements for new supply alternatives.

SECTORIAL POLICY

To promote projects in order to transform, modernize and create new industrial capacities prioritizing those products with significant impact in strategic sectors, combining innovative development, import substitution and export orientation, based on increased competitiveness and enhancing industrial automation and computerization of production processes.



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Electronics industry

The Electronics Group promotes foreign investment productive linkups with other sectors in the country projects to modernize and/or create new capaciand alliances with foreign companies that allow us ties, for the objective of meeting national demands, to insert our products into the world markets. replace imports and generate exports as the result of upating technology, creating new product and This sector is very dynamic, developing flexible inservices lines, and attaining productivity and comdustries and its highly qualified personnel are able petitiveness levels for productions that meet interto quickly convert processes and give added value national standards, within the concept of setting up to products.

THE FOLLOWING BUSINESS LINES HAVE BEEN IDENTIFIED AS STRATEGIC:

Energetic Efficiency	linked to the production and d sumption (efficient products). hold appliances, induction coc lighting, domestic water heater and refrigeration systems, amo
Renewable Energy Sustainable Development	production of electricity general storage systems and water trea
Automation	application in the industrial, resi control and specialized electrica
Fire and security systems	access control, firefighting syste
Electronics in general	refers to the production of wide ment.
Electronic measurement systems and instruments	Development, design and proc nents of communications with o
Sistemas e instrumentos de electrónicos de medición	design and production of elect range of application in the publ
Medical equipment	Associated with the design, proc facilities and their infrastructure

development of products with a low level of energy con-This production will have a wide range including houseooking systems, LED interior lighting systems, LED street ers, industrial steam generation systems, air conditioning, ong others.

ration systems through photovoltaic solar panels, energy atment systems (desalination and waste processing)

sidential and public sectors: protected crop systems, access cal systems, among others.

tems, security, active and passive surveillance.

ely used electronic equipment, accessories, parts and equip-

oduction of computer solutions, equipments and compocomputer application of national provenance.

ctronic measurement systems and instruments for a wide olic, industrial and commercial sector.

oduction and enhancement of medical equipment, hospital re, as well as food service furniture.



CONTACT INFORMATION:

Business Division, Grupo Empresarial de la Industria Electrónica Email: dirnegocios@gelect.cu Tel.: (53) 72048208 / 72049054

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BUSINESS OPPORTUNITIES

PRODUCTION, MARKETING AND SUSTAINABILITY OF ELECTRONIC FUNDS TRANSFER SYSTEMS.



DESCRIPTION:

To create design, production, commercialization and service rendering capacities in the national territory with the potential to export a range of equipment, instruments and electronic fund transfer systems that constitute an integral solution that combines the intelligent financial solution, the communication solution and the information security solution.

In this sense, this project allows us to reach the objective of completing efforts and results that directly impact the elevation of the technological infrastructures, which includes, among other actions, the following ones:

- ▶ To continue updating the technological infrastructure, in order to enable the total electronic interconnection of Banks and the introduction, on a larger scale, of electronic means of payment;
- ► To consolidate the use of electronic means of payment (ATM, electronic cards, POS and others);
- ▶ To achieve staggered growth in the connection of customers with their bank for payment transactions; and
- To contribute to the improvement of the system of collections and payments of Cuban companies.

INVESTMENT TYPE:	Joint Venture.	CUBAN PARTY:
CUBAN PARTY:	INVERTRONIC, S.A.	LOCATION:
ESTIMATED INVESTMENT:	5.7 million USD	MARKET POTENTIAL:
LOCATION:	Playa municipality, Havana province	
MARKET POTENTIAL:	National market demands, supported by flexible technology and organization allowing us to adapt to their characteristics. We foresee a wide assortment of products and services including the production and commercialization of ATMs, POS, cash registers, intelligent cards and all their support systems, as well as their maintenance and sutainability services. By 2020 we estimate a demand for 675 ATMs, 89,452 cash registers, 14,438 POS, 2,004 PC/POS and more than 10 million cards. We also foresee exporting these products	
CONTACTS:	Business Division, Grupo Empresarial de la Industria Electrónica	CONTACTS:
	Email: dirnegocios@gelect.cu	

To create capacities for the design, production, marketing and sale of plastic disposable medical supplies The project foresees:

- means of transportation, handling and loads lifting.
- To increase the staff technical and professional training.
- of the installed capacities.

 Joint Venture.
INVERTRONIC, S.A.
Playa municipality, Havana province
We have identified that about 20 a
eliminating their imports, which com
of these assortments includes, among
Urine collection bags, Balloon trached
cannula, Guder cannula, Bronchial tu
Ul Pipettes, Blue Tips for 200-1000 U

DESIGN, PRODUCTION

AND MARKETING OF

PLASTIC DISPOSABLE

DESCRIPTION:

INVESTMENT TYPE:

MEDICAL SUPPLIES

Business Division, Grupo Empresarial de la Industria Electrónica Email: dirnegocios@gelect.cu Tel.: (53) 72048208 / 72049054

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> The acquisition of technological equipment as well as the necessary tooling for the design and manufacture of plastic disposable medical supplies, as well as the purchase of equipment and

▶ To be able to operate with minimum inventory levels, and at the same time to achieve a high use

assortments can be produced nationally in a first stage by nprise a volume of more than 13 million units annually. The list g others: Culture vials with screw caps, Oxygen masks (3 sizes), eostomy cannula, Balloonless tracheostomy cannula, Nasal fork tubes, left and right, Endotracheal tubes, Yellow Tips for 0-200 Ul Pipettes, Nasal fork cannula for administering oxygen, CU-75 Multiload Intrauterine Devices, Cytology Kit No. 2 Small, Medium, and Large sizes, among others, all for an approximate annual amount of 30.0 million USD.



DESIGN, PRODUCTION AND SUSTAINABILITY OF **VEIGHING EQUIPMENT** AND SYSTEMS.

DESCRIPTION:	

	instruments and weighing systems on the domestic and foreign markets, as well as associated warranty and post-sale services.
INVESTMENT TYPE:	Empresa mixta
CUBAN PARTY:	INVERTRONIC, S.A
LOCATION	Municipio Playa, La Habana province
MARKET POTENTIAL:	It will cover a wide range of applications in equipment and weighing systems, in a wide sector of the national economy from industry, commerce, logistics and retail.
	The introduction of new products with an electronic base in its portfolio expands the scope of these and their associated services towards the main chains of stores and logistic centers of the country, which are linked to all sectors of the population and thereby guaranteeing better protection to the consumer and assurance for the correct and wide implementation of legal metrological bases.
	The demand for weighing system equipment and services is estimated at over 19 million USD for the first year and at 35 million MUSD in the 5th year when maximum capacity production will be achieved, with an annual 20% growth trend.
CONTACTS:	Business Division, Grupo Empresarial de la Industria Electrónica Email: dirnegocios@gelect.cu Tel.: (53) 72048208 / 72049054

Create capacities for design, manufacture, commercialization, distribution and sales of equipment,

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To provide a modern and efficient management system to develop the management capabilities of the PANELEC Workshop for the Manufacture and Repair of Electrical Panels and for the provision of specialized services for the maintenance of pump panels, which requires the knowledge and technical experience of manufacturers, the timely supply of inputs, tools and specialized equipment.

Empresa de Mantenimiento y Reparación de Obras Hidráulicas (EMROH)

The construction of Electrical Panels, Lighting Slate, Power Slate and General Distribution Panels will be fundamentally aimed at the Cuban domestic market and its export.

The pumping installations of INRH, Aqueducts, GEARH, the electrical installations of hotel chains of MINTUR, MINEM, MINFAR; MININT; AZCUBA; MINAGRI, MINSAP and electrical installations of the corporations CIMEX, TRD and ALMEST, among others, would be the final recipients of these

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



Light industry

The Grupo Empresarial de la Industria Ligera [Light Industry Business Group], GEMPIL, promotes its companies to partner up with foreign capital businesses. Products generated fundamentally go towards the domestic market and exportation.

Principal productions:

- Sacks
- Fósforos y velas.
- leather
- Footwear
- fabrics
- textile confections
- paint
- cleaning products
- feminine sanitary pads
- furniture
- sporting equipment
- mattresses for dometic consumption and exportation

GEMPIL's development strategy prioritized foreign investment projects encouragingprodutive linkups, replacing imports and increasing export markets. Likewise, we address recruiting advanced technology that allows us to increase energy efficiency, added value and productivity and obtaining external financing.



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CONTACT INFORMATION:

Business Division, Grupo Empresarial de la Industria Ligera Email: solangel@minil.cu Tel.: (53) 72633638

BUSINESS OPPORTUNITIES



DESCRIPTION: Develop curently installed prodcutive capacities by acquiring raw materials for the manufacture of pencils, allowing us to reach production volumes required to export to Latin America and to meet domestic needs. Annual productive capacity is 60 million and we need to export 30 million to make sure that the partner ensures their fees and raw material expenses. INVESTMENT TYPE: International economic partnership agreement for productive administration CUBAN PARTY: Empresa de Producción de Medios de Enseñanza (Emeg). ESTIMATED INVESTMENT: 1.5 million USD. LOCATION: UEB Lápiz, Manzanillo municipality, Granma province. MARKET POTENTIAL: Approximately 570 million pencils have been exported from China to the South American market (2013-207). That figure does not include sales coming from countries other than China; therefore, South America has a very high demand for pencil purchase. In addition, it is expected to meet the domestic demand. ANTICIPATED RESULTS We estimate export sales for approximately 2 milliondollars per year CONTACTS: Name: Rolando Zurbano Iglesias Position: Director General, Emeg Email: rolando.zurbano@eme.rimed.cu Tel.: (53) 23577283 Cell phone: (53) 52797161 Name: Eddy Fonseca Cabrales Position: Technical and Quality Director, Emeg Email: eddy.fonseca@eme.rimed.cu Tel.: (53) 23577283

Cell phone: (53) 52241182

PRODUCTION OF EDUCATIONAL TOYS AND OTHER COMMONLY USED ITEMS

DESCRIPTION:

acquiring plastic resins that would ena to meet domestic demands and pro wording, student-teacher drawing ins
International Economic Partnership A
Empresa Productora de Materiales Va
5 million USD
Marianao municipality, Havana provi
Meet all educational demands on a where there is interest in buying such by requests made by education repre
Access to specialized technological e productions, and the raw materials the process and obtaining specialized investment in freely convertible curr estimate profits of more than 88 milli
Comercial Empromave Email: loly@empromave.rimed.cu Tel.: (53) 78788781

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ctive capacities installed at present through the acquisition of the plastic injection machinery, injection molds and funding for hable us to attain volumes of production with the required quality mote exports. Articles produced: educational toys, devices for nstruments, etc.

Agreement

/arios para la Enseñanza (Empromave)

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domestic scale and export to Latin America and the Caribbean h products as revealed by participants at international events and esentatives from some of these countries.

equipment, molds needed to make these types of educational required. We foresee the development and modernization of ed industrial productions. The foreign party would recover their rency through the market for the export of such products. We lion dollars in the 15-year validity of the project.

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MANUFACTURING FLOOR- CLEANING CLOTHS	
DESCRIPTION:	Rehabilitation and technical modernization of the floor-cleaning cloth factory called UEB Inejiro Asanuma de la Empresa Textil. We would like to manufacture quality cotton and similar material floor-cleaning cloths that would replace imports, with increased productivity of 6 million after introducing modern technology
INVESTMENT TYPE:	International Economic Partnership Agreement for productive administration
PARTE CUBANA:	Empresa Textil Ducal.
MONTO DE INVERSIÓN ESTIMADO:	6.5 million USD.
LOCATION:	UEB Inejiro Asanuma, Gibara municipality, Holguín province
MARKET POTENTIAL:	We estimate 16 million floor-cleaning cloths per year, for the domestic market and to replace current imports
CONTACTS:	Name: Álvaro Suárez Mayans Position: Director, Industrias Nexus Email: alvaro@nexus.co.cu / negocios@nexus.co.cu Tel.: (53) 72045184 / 72045454 / Cell phone: (53) 52159558 Business Division Email: negocios@negocios.co.cu Tel.: (53) 72045454 / Email: katiuska@unitex.com.cu

▶ MANUFACTURE AND SALES OF SPORTS CONFECTIONS AND IMPLEMENTS

DESCRIPTION:	Manufacture textile confections and sporting implements for top-ranking sports and other disciplines in national programmes, with the required quality and at competitive prices	
INVESTMENT TYPE:	International Economic Partnership Agreement for productive administration.	
PARTE CUBANA:	Empresa Deportiva Batos.	
MONTO DE INVERSIÓN ESTIMADO:	2 million USD.	
LOCATION:	UEB Batos, Cerro municipality, La Habana province.	
MARKET POTENTIAL:	We estimate 867,000 units of textile manufactured goods and sporting implements. Going toward the domestic market and to replace current imports, and for export	
CONTACTS:	Name: Álvaro Suárez Mayans Position: Director, Industrias Nexus Email: alvaro@nexus.co.cu / negocios@nexus.co.cu Tel.: (53) 72045184 / 72045454 Cell phone: (53) 52159558 Email: andresav@inder.cu	
	Tel.: (53) 76203150	

MANUFACTURE AND SALES OF POLYETHYLENE FLEXIBLE AND EXTRUSION PACKAGING MATERIALS



DESCRIPTION:	Enlarging, modernizing and opera packaging on any heat-application manufacture bags in different sizes.
INVESTMENT TYPE:	Joint venture
PARTE CUBANA:	Industrias Nexus S.A.
MONTO DE INVERSIÓN ESTIMADO:	4.5 million USD.
LOCATION:	UEB Empaques Flexibles, Boyeros n
MARKET POTENTIAL:	Current market of around 8,000 Tr Mariel and developing investments
CONTACTS:	Name: Álvaro Suárez Mayans Position: Director, Industrias Nexus Email: alvaro@nexus.co.cu / negoci Tel.: (53) 72045184 / 72045454 Cell phone: (53) 52159558

► MANUFACTURING AND COMMERCIALIZING POLYPROPYLENE SACKS

DESCRIPTION:	Restablish production capacity of will be increased so that in a shor variety of competitive assortments, fundamentally to Central America a
INVESTMENT TYPE:	Joint venture
PARTE CUBANA:	Industrias Nexus S.A.
MONTO DE INVERSIÓN ESTIMADO:	24.3 million USD.
LOCATION:	Luis Augusto Turcios Lima factory,
MARKET POTENTIAL:	Current market of around 88,000, Mariel and developing investments
CONTACTS:	Name: Álvaro Suárez Mayans Position: Director, Industrias Nexus Email: alvaro@nexus.co.cu / negoo Tel.: (53) 72045184 / 72045454 Cell phone: (53) 52159558

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ating a plant to produce and sell printed flexible materials for support, estrude polyethylene sheets, or other flexible sheets, to

municipality, La Habana province

Tm of packaging material, also increased investments in the ZED s in the foods and agricultural industries throughout the country.

cios@nexus.co.cu

f 60 million conventional sacks per year. Subsequently this figure ort, middle and long term we will be able to efficiently produce a s, until we meet the country's demand. Export manufactured sacks, a and the Caribbean. Introduce and assimilate new technologies.

, Santa Clara municipality, Villa Clara province

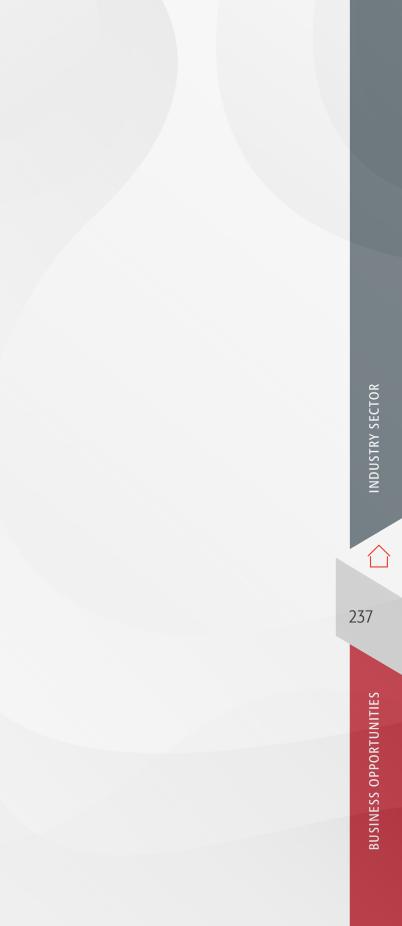
0,000 polypropylene sacks and increased investments in the ZED ts in the foods and agricultural industries throughout the country.

cios@nexus.co.cu

PRODUCTION AND COMMERCIALIZATION 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:	International Economic Partnership Agreement for productive adminiastration
PARTE CUBANA:	Industrias Nexus S.A.
MONTO DE INVERSIÓN ESTIMADO:	15.7 million USD.
LOCATION:	Habana del Este municipality, La Habana province
MARKET POTENTIAL:	Annual production capacity is foreseen at the start to be 2,530,000 pairs of shoes until we reach the figure of 6,800,000 for the domestic market and for exportation.
CONTACTS:	Name: Álvaro Suárez Mayans
	Position: Director, Industrias Nexus
	Email: alvaro@nexus.co.cu / negocios@nexus.co.cu
	Tel.: (53) 72045184 / 72045454
	Cell phone: (53) 52159558

► ART FOR THE HOME

DESCRIPTION:	This is a line of utilitarian and decorative articles which apply visual art works on each product. We have been growing since 2003, constantly coming up with new ideas for new ítems. Over 100 contemporary Cuban visual artists are working with us and we use artworks from the collections in the Museo Nacional de Bellas Artes. The "Arte en Casa" line is especially attractive for this reason and the ítems have been popular as gifts for special occasions; they are the perfect combination of beauty and utility.	
INVESTMENT TYPE:	International Economic Partnership Agreement	
PARTE CUBANA:	Artex S.A.	
MONTO DE INVERSIÓN ESTIMADO:	10.0 million USD.	
LOCATION:	La Habana province.	
MARKET POTENTIAL:	Domestic market: annual estimated revenues of 10.0 MMCUC. International market: 2.0 MMUSD.	
CONTACTS:	Name: Ángel Luis Hernández Aragonés Position: Vicepresidente Comercial, Artex S.A. Tel.: (53) 72042424 Name Seides García Hevia Position: Gerente de Comercio Internacional, Artex S.A. Email: gerente-ci@cm.artex.cu Tel.: (53) 72042424	





Chemical industry

The Chemical Group promotes projects to modernize and create new production capacities for the objective of meeting domestic demands, replace imports and generate exports, including the following activities: Rubber, Industrial and Medical Gas, Chlorine and Caustic Soda, and their byproducts; Paper and Cardboard and their Conversion, Glass, Fertilizers, Sulfuric Acid and Pesticides.

CHEMICAL INDUSTRY ACTIVITIES:

to produce, commercialize and national economy, and to pub 80 years of experience, repres
to produce nitrogenous and n
with over 50 years of experie adequate distribution network
production of liquid chlorine, so gen, aluminum sulfate and silic products such as chlorine blead ners, degreasers and other pro domestic cleaning and hygenic
fundamentally produces new ducing rubber technical article
production of tableware (glass centre-pieces, ashtrays, artisti cutting, bevelling, engraving, ducing glassware for laborato

nd distribute industrial and medical gas to all branches of blic health and the country's defense system. With over esented in every province of Cuba.

nixed fertilizers and pesticides

ence, there are 9 plants throughout the country and an

odium hypochloride, caustic soda, chlorhydric acid, hydrocates of liquid sodium. Manufactures other light chemical ches, descalers, dishwashing liquids, detergents, air fresheoducts to treat swimming pool water and institutional and products.

tires with diagonal technology, retreading tires and proes (ATG).

ses, goblets, jars, candy jars); ornamental objects (vases, tic figures). Also manufacturing flat glass and mirrors, stained glass and combinations thereof, as well as proories, consumables for health and for decorative items.

CONTACTS

Business and Foreign Commerce Division, Grupo Empresarial de la Industria Química Email: negocios@geiq.cu Tel.: (53) 72041142 \bigcirc

BUSINESS OPPORTUNITIES

PRODUCTION AND SALES ► OF RETREAD TIRES IN EASTERN CUBA

DESCRIPTION:

Creating a productive capacity of 150.0 MU per year of retreadtires, 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 Venture	
CUBAN PARTY:	Quimi S.A.	
ESTIMATED INVESTMENT:	25 million USD	
LOCATION:	Holguín province	
MARKET POTENTIAL:	Studied retread 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 remaining15 % 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:	Name: Maribel Ledesma Álvarez Position: Businrss Director, Dirección de Negocios y Comercio Exterior, Grupo Empresarial de la Industria Química Email: maribel.ledesma@geiq.cu Tel.: (53) 72041142	
	General Division, Quimi S.A. Email: aristides.hernandez@quimisa.cu Tel.: (53) 78307699	



PRODUCTION OF AMMONIAC, UREA AND OTHER PRODUCTS

DESCRIPTION:	Designing and building an industria
	planned by the Ministry of Agricultu
	that allow us to meet the reasonable
	year of ammoniac principally going t
	agriculture. Likewise, we took full a
	argon and ammonium sulfate.
INVESTMENT TYPE:	Joint Venture
CUBAN PARTY:	Quimi S.A.
ESTIMATED INVESTMENT:	820 million USD.
LOCATION:	Matanzas municipality, Matanzas pr
MARKET POTENTIAL:	The ammonic plant capacity is calcu
	Urea demands for 2030 are foreseer
CONTACTS:	Name Maribel Ledesma Álvarez
	Position: Business Director, Direccio
	Industria Química
	Email: maribel.ledesma@geiq.cu / T
	General Division, Quimi S.A.
	Email: aristides.hernandez@quimisa

PLANT FOR THE PRODUCTION AND COMMERCIALIZATION • OF MULTI-LAYER SACKS, BAGS AND CASES

DESCRIPTION:	Modernizing and diversifying the industrial scale of paper cases and i markets.
INVESTMENT TYPE:	Joint Venture
CUBAN PARTY:	Quimi S.A.
ESTIMATED INVESTMENT:	15 millones de USD
LOCATION:	Boyeros municipality, La Habana pr
MARKET POTENTIAL:	Currently we meet less than 60 % o units, a figure that in both standal upcoming years. We are not produ population of 11million.
CONTACTS:	Name Maribel Ledesma Álvarez Position: Business Director, Direccio Industria Química Email: maribel.ledesma@geiq.cu / 1 General Division, Quimi S.A. Email: aristides.hernandez@quimisa

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rial complex to meet national demand for ammoniac and urea ture up to 2030, and counting on ammoniac production reserves e increased demand for it. We foresee production of 500.0 Mt per g to the production of urea and 500.0 Mt per year of urea going to advantage of subproducts in the manufacture of carbon dioxide,

rovince

culated to cover all the country's needs. en at 500,000 t/yr. plant capacity is estimated to grow 5.6 %.

ción de Negocios y Comercio Exterior, Grupo Empresarial de la

Tel.: (53) 72041142

sa.cu / Tel.: (53) 78307699

production of multi-layer sacks, recovering production on an introducing bags with paper handles for the domestic and export

rovince

of the domestic demand for multi-layer sacks, totaling 30 million ard physical units and new formats shows sinificant growth in ducing cases and bags that allow us to meet the demands of a

ción de Negocios y Comercio Exterior, Grupo Empresarial de la

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PRODUCTION AND COMMERCIALIZATION OF RETREAD TIRES AND MAKING FULL USE OF OLD TIRES

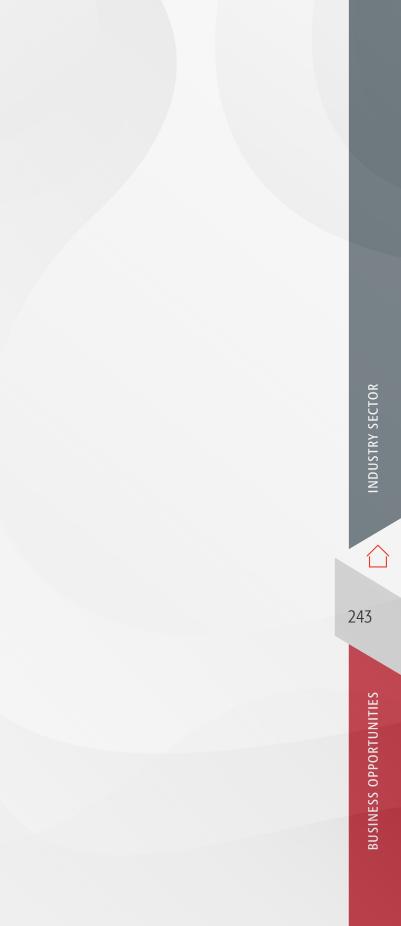
DESCRIPTION:	Recapitalizing and increasing productive capacities with the objective of renewing and commerciali- zing 135,480 tires per year, of which 19.2 % would be for transportation and agriculture, and 80.8 % for light automobiles. To achieve this we foresee that as of the first year of operations we reach the production of 99,375 units and in successive years we would see 4%. growth Introducing technologies for treatment of old tires (NFU) and commercializing new prodcuts and technical rubber articles derived from them.	
INVESTMENT TYPE:	Joint venture	
CUBAN PARTY:	Quimi S.A.	
ESTIMATED INVESTMENT:	24.6 million USD.	
LOCATION:	San José municipality, Mayabeque province	
MARKET POTENTIAL: Studied retread potential is at 511.0 MU, of which 49 % is in the central-eastern area that looked after by 4 retreading facilities in Villa Clara, Camagüey, Holguín and Santiago de Cu On average, of all of Cuba's imports each year, 85 % is for light and transport tires; the rer % is for agricultural, construction and mining tires in physical units. In values, this represent and 20 %, respectively. Average imports range around 800.0 MU per year		
CONTACTS:	Name Maribel Ledesma Álvarez Position: Business Director, Dirección de Negocios y Comercio Exterior, Grupo Empresarial de la Industria Química Email: maribel.ledesma@geiq.cu / Tel.: (53) 72041142 General Division, Quimi S.A. Email: aristides.hernandez@quimisa.cu / Tel.: (53) 78307699	



JOINT VENTURE FOR THE PRODUCTION AND COMMERCIALIZATION OF MIXED FERTILIZERS (BULK BLENDING

DESCRIPTION:	Modernizing and diversifying industry capacities with the objective of producing 450 tons per day of mixed fertilizers to meet the demands of the agricultural sector in Cuba, as well as volumes going towards exportation to countries in the area. We need to improve existing technology in the plant, woking capital and export markets.	
INVESTMENT TYPE:	Joint venture	
CUBAN PARTY:	Quimi S.A.	
LOCATION:	Physical Mixes Plant of the Empresa Rayonitro, Matanzas municipality, Matanzas province	
MARKET POTENTIAL:	Currently we are meeting less than 60 % of domestic demands for mixed fertilizers totalling more than 150,000 tons per year. We also foresee exporting these products.	
CONTACTS:	Name Maribel Ledesma Álvarez Position: Business Director, Dirección de Negocios y Comercio Exterior, Grupo Empresarial de la Industria Química Email: maribel.ledesma@geiq.cu / Tel.: (53) 72041142	
	General Division, Quimi S.A.	
	Email: aristides.hernandez@quimisa.cu / Tel.: (53) 78307699	

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Steel-mechanical sector

The Steel-mechanical Group orgainizes its comof metal structures, metallurgical productions, panies and partnerships into 2 fundamental secconstruction systems, metal containers, productors: steel and mechanics. Strategic alliances are tions and services associated with transportaplanned to develop these two sectors, prioriti- tion. zing investments associated with the production

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 carpentry, bathroom fittings, high





pressure recipients, parts and spare parts for elevators.

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.

BUSINESS OPPORTUNITIES

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PRODUCTION AND SALES OF THERMAL COPPER WIRE ELECTRICAL CONDUCTORS.

DESCRIPTION:

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

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

INVESTMENT TYPE:	Joint venture		
CUBAN PARTY: Simen Aut S.A. ESTIMATED INVESTMENT: 70.8 million USD LOCATION: San José de Las Lajas municipality, Mayabeque province			
		MARKET POTENTIAL:	The domestic market will be the main one since there is an unsatisfied demand for bare copper and aluminum cables, enameled wire, cables up to 1 Kv and telephone cables. Based on a preliminary assessment of the foreign market we foresee exports to Latin America and the Caribbean.
		CONTACTS:	Correos-e: director@eleka.co.cu / negocios.gesime@sime.cu Tel.: (53) 47863812 / 76450405



PRODUCTION AND SALES OF RIGID TUBES FOR **CIGARS (EE PRODUCTIVE** TRANSFORMATION & INTERNATIONAL **INSERTION**)



To create a modern factory for aluminum containers (rigid tubes for cigars) with modern technology that responds to the demand of the Cuban market with quality and low production costs, allowing us to replace imports. There is willingness to upgrade the industry with updated technology, which responds in competitiveness and quality to the demand of the Cuban market of 20 million units per year; expand the production of rigid tubes for cigars up to 30 million units per year; and among other objectives, to make future exports of around 10 million UF per year. . .

INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Simen Aut, S.A.
ESTIMATED INVESTMENT:	6.6 million USD.
LOCATION:	Fábrica Novalum, Regla municipalit
MARKET POTENTIAL:	Proposed production is fundamenta million units per year of rigid tubes the tradition and prestige of the Cu different assortments grouped unde
CONTACTS:	Email: nelly.toirac@eem.com.cu / o Tel.: (53) 76938321 / 76450405

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ity, La Habana province

tally for the national market, the Tabacuba customer requiring 20 s for cigars for export; this is the most secure market because of uban brands of cigars in the world. Current demands require 32 er 9 brands.

ogonzalez@sime.cu / negocios.gesime@sime.cu

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DESCRIPTION:

PRODUCTION AND

BATTERIES

COMMERCIALIZATION OF

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Increase productive capacities for automobile batteries to at least 400,000 units per year by modernizing the existing facility with increased capacity of producing maintenance free batteries, and diversifying by introducing new products (UPS computer batteries, electric bicycle and motorbike batteries), promoting the replacement of imports and lessening current negative effects on the environment.

INVESTMENT TYPE:	Joint venture Simen Aut S.A. 14.9 million USD.	
CUBAN PARTY:		
ESTIMATED INVESTMENT:		
LOCATION:	Manzanillo municipality, Granma province	
MARKET POTENTIAL: The domestic market, especially for motor vehicles, is estimated at over 315,000 batteries venture would be the sole producer in Cuba and this should ensure 100% of domestic de exports throughout Latin America and the Caribbean.		
CONTACTS:	Email: jhernandez@acunet.co.cu / ogonzalez@sime.cu / negocios.gesime@sime.cu Tel.: (53) 23531113 ext.113 / 76450405 / 76458961-62 ext.139	

DESIGN, PRODUCTION AND MARKETING ► OF POLYURETHANE SANDWICH PANELS

DESCRIPTION:	Guarantee 500,000 m2 of polyure programme, investments in tourism are aimed at modernizing and revi worldwide.
INVESTMENT TYPE:	International Economic Partnership
CUBAN PARTY:	Empresa de Producciones Metálicas,
ESTIMATED INVESTMENT:	7.5 million USD.
LOCATION:	Boyeros municipality, Havana provin
MARKET POTENTIAL:	Productions will go mainly to meet this product are MINSAP, GAE (DIP N export to Latin America and the Carib levels of 25%
CONTACTS:	Email: arismel@cometal.co.cu / jr@ negocios.gesime@sime.cu Tel.: (53) 76942469 / 76450405 / 76



rethane sandwich panels for the development of the housing and programmes associated with the construction sector, which viving public and social works with state of the art technology

Agreement

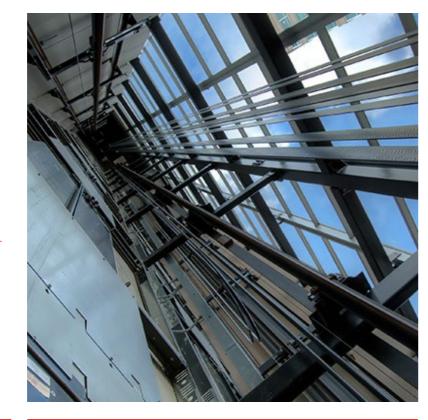
, COMETAL.

nce

t the national demand at 95.6 % for shift of work. Most needing Mariel, ALMEST, AUSA), MICONS, MINCIN, MINAL. We expect to ibbean from the second year of operation, to reach total production

@ste.cometal.cu / ogonzalez@sime.cu /

648961-62 ext.139



MANUFACTURING PARTS, SPARE PARTS ► AND COMPONENTS FOR **ELEVATORS, SETTING-UP** AND POST-SALE SERVICE.

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 competitivity, 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 agreement	
CUBAN PARTY:	Empresa de Producciones Metálicas, Cometal.	
ESTIMATED INVESTMENT:	10.4 million USD.	
LOCATION:	Arroyo Naranjo municipality, La Habana province.	
MARKET POTENTIAL:	Cometal is one of the 2 entities in Cuba dedicated to the setting up and post-sale service for elevators.	
	Currently, 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 / jr@ste.cometal.cu / ogonzalez@sime.cu /	
	negocios.gesime@sime.cu	
	Tel.: (53) 76942469 / 76450405	

PRODUCTION AND COMMERCIALIZATION OF 10 KG LIQUID GAS FOR OIL CYLINDERS (GLP).

DESCRIPTION:



DESCRIPTION:	increase productive capacities for i
	in Cuba, allowing us to reach the
	for 300 000 UF per year, with for
	000 UF.
INVESTMENT TYPE:	International economic partnership
CUBAN PARTY:	Empresa de Envases y Recipientes
ESTIMATED INVESTMENT:	11 million USD.
LOCATION:	Noel Fernández factory, Matanzas
MARKET POTENTIAL:	The principal market is the domesti
	be exported to countries in Latin Ar
CONTACTS:	Email: pedrollerena@ecomat.co.co
	Tel.: (53) 76938321 / 76450405, 76

PRODUCTION AND ► COMMERCIALIZATION OF TIN CANS



DESCRIPTION:	The objective is to create an tin can i ty and low cost demands in the dom exports in the area. Eliminate produ consultancy for the productive pro paint, preserves, meat and vegetabl
INVESTMENT TYPE:	Joint venture
CUBAN PARTY:	Simen Aut S.A.
ESTIMATED INVESTMENT:	5.4 million USD.
LOCATION:	Guanabacoa municipality, <mark>La Haba</mark> r
MARKET POTENTIAL:	The main customer is the domestic ma foresee meeting orders from agriculture well as those in the non-State small-pro
CONTACTS:	Email: nelly.toirac@eem.com.cu / o Tel.: (53) 76938321 / 76450405

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Increase productive capacities for liquid gas from oil cylinders (GLP) of up to 10 kg in the only factory production volumen and quality to meet the identified demand reseen increases according to assimilation of customers up to 500

ip agreement

s Metálicos, Envametal.

s municipality, Matanzas province

tic market, with only one customer, Cupet; the rest of production will merica and the Caribbean

cu /ogonzalez@sime.cu / negocios.gesime@sime.cu 6458961-62 ext.139

industry with up-to-date technology meeting competitivity, qualinestic market for 20.5 million containers per year and to promote ucing containers using lead-tin welding methods. Ensure technical cess to facilitate efficacy and to replace the imports of cans for les.

na province

arket, with an identified demand of 3,368 MM containers per year. We e, Cubalub and the chemical industry and to promote paint industries as oducer sector.

ogonzalez@sime.cu / negocios.gesime@sime.cu

ASSEMBLY, MAINTENANCE, REPAIR AND COMMERCIALIZATION SERVICES FOR AGRICULTURAL AND FORESTRY EQUIPMENT AND IMPLEMENTS, AND MANUFACTURING AND RECOVERING THEIR PARTS AND SPARE PARTS TO ENSURE PRODUCTIVE INCREASES IN THE AGRO-FOODS SECTOR

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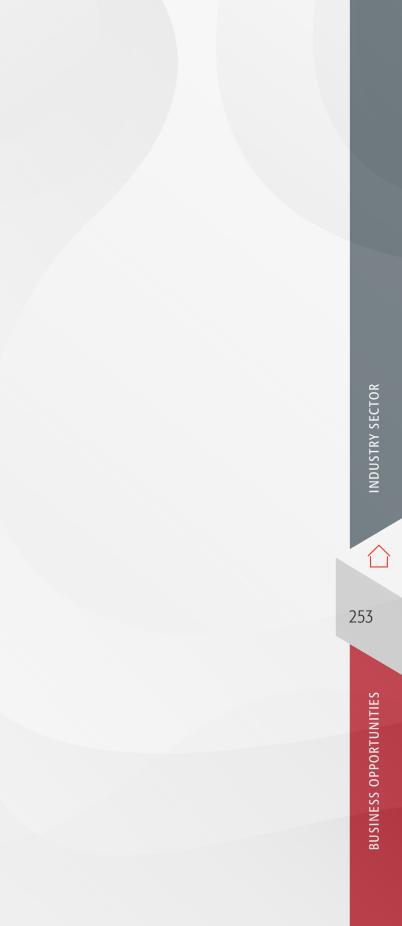


The objective is to create an industry permitting us to assemble multiple use agricultural and forestry equipment and implements, for their sustainable commercialization on the domestic and internatio-

DESCRIPTION:

	nal markets, with stable and opportune supplies of parts, spare parts and accessories, to meet growing demand for this technology in Cuba's agro-foods sector	
INVESTMENT TYPE:	International economic partnership agreement	
CUBAN PARTY:	Empresa de Talleres Agropecuarios.	
ESTIMATED INVESTMENT:	12 million USD.	
LOCATION:	Pinar del Río municipality, Pinar del Río province.	
MARKET POTENTIAL:	The fleet of tractors and agricultural implements currently in use in Cuba is insufficient and inefficient and unsustainable. There is high demand for tractors, agricultural implements, agricultural and forestry services and motors at the productive base and development programmes (livestock, rice, citrus, miscellaneous crops, tobacco, forestry, etc.) in the country.	
	We have identified a segment of the market in Latin America and the Caribbean where equipment and implements that do not ensure sustainability and updated technology are being sold, and these do not have trained technical personnel to carry it out.	
ANTICIPATED RESULTS:	Within around 5 years to attain sustainability for 20,000 units of agricultural equipment and implem Ensure basic specialized technical services for agricultural and forestry activities and tie them into tho the producers.	
CONTACTS:	Empresa de Talleres Agropecuarios Email: informática@eta.minag.cu Cell phone: (53) 52796867	
	Grupo Empresarial de Logística, Engineering Division Email: diringeniería@gelma.minag.cu Tel.: (53) 76441431 ext. 143 / Cell phone: (53) 52098384	
	Business Group Email: asunt-inter@gelma.minag.cu Tel.: (53) 76441431 ext. 129-130 / Cell phone: (53) 59966479.	

INDUSTRY SECTOR



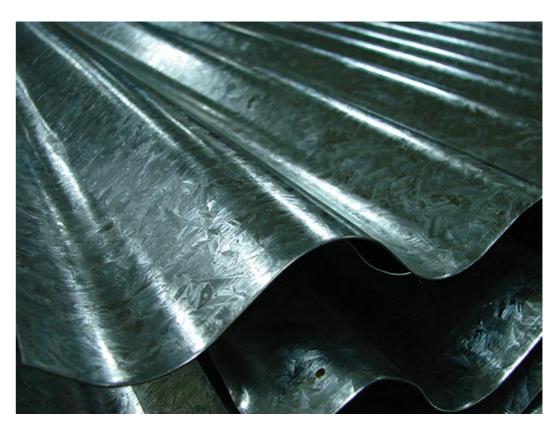


Recycling industry

Grupo Empresarial de Reciclaje [Recycling Business Group] is responsable for recycling in Cuba. Its main development lines are:

• Promoting the introduction of technologies to recover reciclable products that permit their classification from the time they are generated

· Modernizing technologies, via investments, for the products tht are being recycled today, increasing volumes of recovery achieved and increasing added value, fullfilling the specifica-



tions required by national industry and exportation.

• Studying the incorporation of new technologies for products not being recycled today, prioritizing those having the greatest economic and environmental impact, such as: processing electronic scrap and other types of batteries and liquid waste.

CONTACT INFORMATION:

Development Division, Grupo Empresarial de Reciclaje Email: estela@reciclaje.cu Tel.: (53) 78352332 / 78352333

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BUSINESS OPPORTUNITIES

WASTE MANAGEMENT

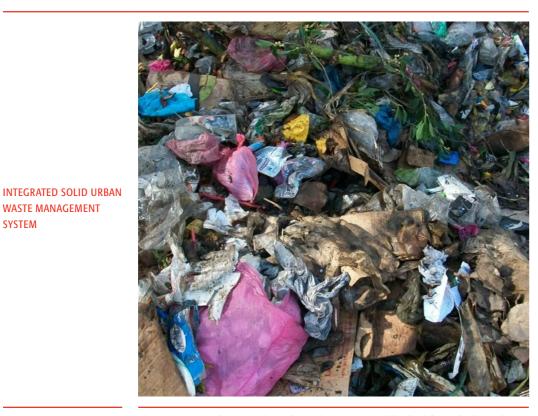
SYSTEM

DESCRIPTION:



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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.

INVESTMENT TYPE Joint venture		
CUBAN PARTY:	Grupo Empresarial de Reciclaje.	
ESTIMATED INVESTMENT:	300 million USD. (the first phase includes a comprehensive processing plant for solid urban waste that takes in several lines and the improvement of the collecting and dumping system at a cost of 115 million USD). La Habana province	
LOCATION:		
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@uermp.cu / estela@reciclaje.cu Tel.: (53) 72051042	



DISMANTLING OUT-OF-SERVICE BOATS TO MEET THE GROWING DEMAND OF CUBAN STEEL PLANTS

DESCRIPTION:	The project's principal objective is the permitting a stable supply for the that are obtained in the process an dismantling process, for the domess For that purpose, we are going to he Modernizing all the technological demands for competitiveness, qualities in attain some 100,000 tons in later primport levels of this product. • Once the domestic market has be the foreign partner.	
INVESTMENT TYPE	Joint venture	
CUBAN PARTY:	Grupo Empresarial de Reciclaje.	
ESTIMATED INVESTMENT:	30 million USD.	
LOCATION:	Bahía Honda municipality, Artemisa	
MARKET POTENTIAL:	The market for the resulting product - iron scrap: supplying Cuban steel p - non-ferrous scrap: export. - parts, spare parts, equipment: expo	
CONTACTS:	Email: jorgeluis@uermp.cu / estela Tel.: (53) 72051042	



SMELTING AND REFINING LEAD

DESCRIPTION:	Incorporating into the country the p lead and lead paste obtained at the F their imports in national industry, spe the surplus production to the interna
INVESTMENT TYPE	Joint venture
CUBAN PARTY:	Grupo Empresarial de Reciclaje.
ESTIMATED INVESTMENT:	11.3 million USD.
LOCATION:	San Miguel del Padrón municipality,
MARKET POTENTIAL:	The market for resulting products is e lead and for export
CONTACTS:	Email: jorgeluis@uermp.cu / estela@ Tel.: (53) 72051042

s the production of iron scrap from the wrecking of boats, thereby 2 steel plants in Cuba, and for exporting non-ferrous products nd the sales of parts, spare parts and equipment coming from the estic and export markets.

have to attain specific objectives such as:

equipment of the company in order to respond to Cuban market ality and low production costs.

s in Bahía Honda to attain, in the first phase, 40,000 tons and to phases, increasing the availability of ferrous scrap and reducing

been covered, encouraging exports which should be ensured for

sa province

cts is ensured as follows: plants.

oort and/or domestic market.

la@reciclaje.cu / negocios.gesime@sime.cu

productive technology and capacities for transforming shredded Funalco recycling plant, in refined and alloy lead ingots, to replace pecifically in the XX Aniversario accumulator factory, and exporting ational market

, La Habana province

ensured and will be going to the national industry for transforming

@reciclaje.cu / negocios.gesime@sime.cu



MEDICAL INDUSTRY BUSINESS OPPORTUNITIES

REPAIR AND RE-ENGINEERING OF THE MEDICAL DEVICE FACTORY ORTOP OF THE FRANK PAÍS HOSPITAL

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DESCRIPTION:	Improvement of the infrastructure a Orthopaedic Hospital, for the produ in the treatment of orthopaedic path and loss of fragments.
INVESTMENT TYPE	International Economic Partnership A
CUBAN PARTY:	Comercializadora de Servicios Médic
ESTIMATED INVESTMENT:	15 million USD
LOCATION:	ORTOP devices and implements fac province.
MARKET POTENTIAL:	80% of the surgical interventions of procedures. Its use is frequent in t injuries, oncological tumors and pseu In addition, the global trend and in L Costa Rica, Argentina, Uruguay, Chil demand for orthopedic treatments services in this specialty.
RESULTADOS ESPERADOS:	More than 125,000 Cuban and forei which shows that about 140,000 pati osteosynthesis.
CONTACTS:	Comercializadora de Servicios Médic Email: smc@smcsalud.cu Tel.: (53) 72031590 / 72065380 / 720



and technology of the ORTOP-RALC industry of the Frank Pais luction of orthopaedic devices and osteosynthesis material used thologies: fractures, open fractures, vascular and nervous lesions

Agreement of Production Management with Financing icos Cubanos S.A.

actory of the Frank País Hospital, La Lisa municipality, Havana

of the Orthopaedic Specialty use osteosynthesis material in their the treatment of morbidity causes as significant as accidental seudoarthritis all over the world.

Latin American countries such as Canada, United States, Mexico, hile, to increase their levels of population aging predict a greater ts and correspondence, opportunity to export Cuban medical

reign patients have been operated on in the country's hospitals, atients annually need some method of orthopedic treatment with

licos Cubanos S.A.

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OTHER SECTORS AND ACTIVITIES



SECTORIAL POLICY



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BUSINESS OPPORTUNITIES



DEVELOPMENT CENTRE SPECIALIZED IN MEDICAL TECHNOLOGY



Create a development centre specialized in medical technology that highlights activities addressing the development of science and technology, applied to resolving flaws and breakdowns, and recovering medical equipment, minimum access and rigid optics intruments, thereby promoting benefits for the National Health System, and exporting services and products to countries in the region or to other parts of the world.

INVESTMENT TYPE	International economic partnership agreement with common fund	
CUBAN PARTY:	Comercializadora de Servicios Médicos Cubanos S.A. 2.11 million USD. Havana province	
RESULTADOS ESPERADOS:	This development centre will allow us to replace and diversify imports being made by the National Health System for its sustainability, saving foreign currencies, accessing fianancing for investments and transfer of management methods and new technologies for the development of these services. We foresee exporting services and products to countries in the region or to other parts of the world.	
CONTACTS:	Comercializadora de Servicios Médicos Cubanos S.A. Email: smc@smcsalud.cu Tel.: (53) 72031590 / 72065380 / 72090977	

SCIENCE AND TECHNOLOGY CAMPUS

DESCRIPTION:	Building the required infrastructure ted to R&D and innovation, high tec
	The scope of the investment includ processes of project incubation, ac recruiting of risk financing to finan and start up stage
	We require institutions with the ex capable of attracting:
	Incubation and start-up of internat Recruiting risk financial resources coming from international governm
INVESTMENT TYPE	Joint Venture
CUBAN PARTY:	GANMA S.A
ESTIMATED INVESTMENT:	18.3 million USD
LOCATION:	La Lisa municipality, <mark>Havana</mark> provin
CONTACTS:	Email: hugo.ge@cea.cu Cell phone: (53) 52883901



e and operating a science and technology campus in Cuba dedicaech Cuban and international projects.

udes infrastructure for offices and specialized locales to develop accommodations and other social facilities for personnel and the ance short, medium and long-term projects, up to the innovation

xperience required for operating a science and technology park

ational projects and businesses, based on knowledge for project incubation, with short, medium and long-term results nental, public and private NGOs, etc.

nce

265



Cellphone: (53) 52883901

DESCRIPTION: Developing the construction and technological infrastructure needed and the acquisition and installation of equipment required for the development of nonomanufacturing 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 nanomanufacturing processes, with the contribution of risk financial resources for innovation, with short, medium and long-term results. INVESTMENT TYPE: Joint venture CUBAN PARTY: Gamma S.A. ESTIMATED INVESTMENT:: 40.6 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 Venture 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

PUBLISHING AND ► COPUBLISHING EDUCATIONAL LITERATURE



DESCRIPTION:	This project seeks	
	ture in Ltin Ameri	
INVESTMENT TYPE:	International econ	

ESTIMATED INVESTMENT:: LOCATION: MARKET POTENTIAL:

ANTICIPATED RESULTS:

CONTACTS:

DESCRIPTION:

CUBAN PARTY:

nomic partnership agreement Empresa Editorial Pueblo y Educación. 0.5 million USD. Playa municipality, Havana province

In the latest edition of the Espacio iberoamericano del libro in 2019, it was announced that the tendency to raise recorded titles is being maintained. In 2018 there was a 2.3% growth in recorded works and Cuba manifests positive evolution in the period with 8.97 %, thereby placing it in tenth position. Industry performance in the period shows that in the publishers having highest sales 60% of recorded revenues come from professional and academic editions, while educational publications represent a

little over one fifth. Saint Lucia, Bolivia, Mexico, Paraguay, Haiti and Colombia. and Equatorial Guinea. Services have even been exported to Australia. taking joint projects with Chinese publishers.

Increased publishing potential, ach
the needs of each market segment.
Introduction of advanced technolog
commercialization of educational li
and China.
We foresee revenues of more than
Editorial Pueblo y Educación
Email: olguita@epe.rimed.cu
Tel.: 72094061 / 72021090

PROFESSIONAL SERVICES SECTOR

to revitalize how publishing is done, for the commercializing of educational literaica and the Caribbean, Africa and Asia.

The main international markets for Editorial Pueblo y Educación are present, principally in Latin America and the Caribbean since it has experience working in Venezuela, Nicaragua, Ecuador, Panama, Peru,

In recent years, there have also been exchanges with African countries such as Angola, Guinea Bissau

China may be considered to be a potential market for the publisher since there are intentions of under-

ieving products having superior quality and in accordance with

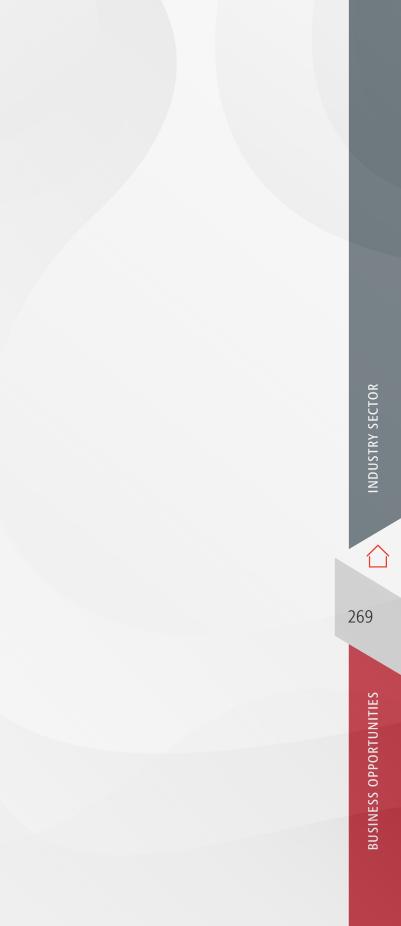
by in publishing, in the processes of copublishing, production and literature in the international markets of Latin America and Africa

6 million dollars during the 5 years of this business.



TURF SERVICES FOR SPORTS AND RECREEATIONAL FACILITES IN CUBA AND THE CARIBBEAN		
DESCRIPTION:	The aim is to develop appropriate technologies for sowing and establishing turf for sports and recrea- tional fields. As well as to intensify the current production of 50 ha grass, taking it to 100 ha in a first phase and then to 150 ha, depending on the country's demand to improve its quality. On the other hand, it is necessary to introduce new varieties of grass resistant to drought, shade and salinity, the most marketable in Cuba and the Caribbean. Furthermore, all the modern irrigation material and machinery is needed for greater efficiency and quality in the production process. The production of certified seed is also being sought for sports and recreational fields, especially for the golf courses and polo fields that are to be built.	
INVESTMENT TYPE:		
CUBAN PARTY:		
	Estación Experimental de Pastos y Forrajes Indio Hatuey, Matanzas University.	
MARKET POTENTIAL:	 Perico municipality, Matanzas province. The only research center in Cuba specialized in grass. It has a germplasm of 14 cespitosa variaties for different areas of sport and recreational fields. It has the capacity to produce seeds and grass technologies. Specialized farm for the production of grass with an area of 50 ha. Qualified personnel to do business and experienced in international and national projects management. National and International recognition in the knowledge area. 	
ESTIMATED ANTICIPATED RESULTS:	 Replacing imports and increasing exports with technologies, products, quality services derived from research and related to the grass industry and horticulture. Sales will be targeted to domestic market, joint ventures of MINTUR, MICONS, ALMEST, INDER, Flora y Fauna, as well as to Caribbean countries (Barbados, Jamaica, Dominican Republic and Panama). 	
CONTACTS:	y Fauna, as well as to Caribbean countries (Barbados, Jamaica, Dominican Republic and Panama). Estación Experimental de Pastos y Forrajes Indio Hatuey General Division Email: giraldo@ihatuey.cu Tel.: (53) 45571235 / 45571260	

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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 magnesite, mica, olivine, semiprecious stones, mineral salt, serpentine, talcum, tobes, gypsum and zeolite. At the present time, 45% of national territory is organized into geological maps to the scale of 1/50.000, and 100% of Cuban land area has been geophysically surveyed by air.

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: iron (Fe), nickel (Ni), cobalt (Co), copper (Cu), lead (Pb), zinc (Zn), gold (Au), silver (Ag), manganese (Mn), wolfram (W) and chrome (Cr).

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,

CUBAN PARTIES PARTNERED IN FOREIGN CAPITAL BUSINESSES



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

The objective of Business Opportunities for the sector of geology and mining in Cuba is to attract the interest of foreign investors to undertake 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. 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

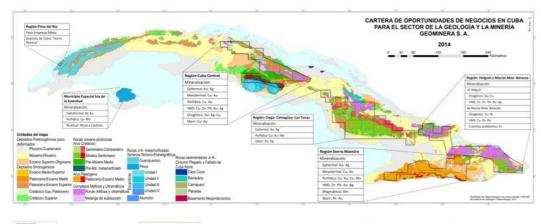
Regulatory Framework
Ley 76 "Ley de Minas" de 1994
Decreto Ley 222 "Reglamento de la Ley de Minas"
Ley 81 "Ley del Medio Ambiente"

SECTORIAL POLICY

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

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Business opportunities promoted by GeoMinera S.A. asically cover 5 regions and the Special Municipality of the Isle of Youth; these can be seen in Figure 1.



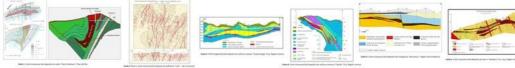


Fig. 1. Portfolio of opportunities of Geominera S.A. General diagram



GeoMinera S.A. is a Cuban commercial company incorporated in August of 1993. Its aim is:

a) To constitute and participate in international economic aprtnerships both in national territory and abroad, for recognizance, geological investigation, exploitation and processing mineral deposits and salt.

b) To provide specialized technical services in geology, mining and salt, both in national territory and abroad.

c) To export services and their associated as- • 1 international economic partnership agreesets, as well as technical assistence service of professionals and technicians relating to geological and mining activities.

GeoMinera S.A, with over 25 years of experience in the grology-mining sector, operates under a Quality Management System that meets the requirements established in NC-ISO 9001:2015, duly endorsed by certificate issued by the Oficina Nacional de Normalización de Cuba.

Today, GeoMinera S.A. possesses interests in:

• 3 Cuban mercantile companies: General Nickel S.A (20 %), Gold Caribbean Mining S.A. (50 %) y Mitsa (50 %).

• 2 joint ventures: Empresa Minera del Caribe S.A. (51 %), for the production and commercilization of lead and zinc, and Empresa Minera Mantua S.A., for the rpoduction and commercialization of copper cathodes (51 %).

ment, Cubanex, for mineral drilling services

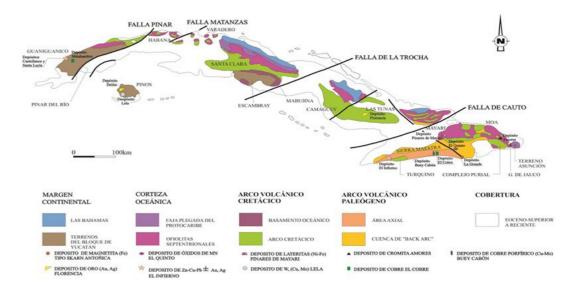


Fig. 2. Schematic geological map with the main geotectonic environments developmed in Cuba, based on Iturralde-Vinent, 1996, 2009.

BRIEF OVER-VIEW OF THE GEOLOGY OF CUBA

The Cuban archipelago is made up of a mosaic of rock having different ages, composition and origins (Figure 2.)

Structurally recognized are two great levels; the folded substratum (over 37 millions of years old) which, during the Upper Paleocene-Eocene age was compressed and transported to its current site, and the neo-autocthonous which was subsequently deposited over the first.

In summary, on Cuban territory today we see the coexistence of rock formed in different geotectonic environments: continental margins, island arcs and oceanic crust (ophiolites).



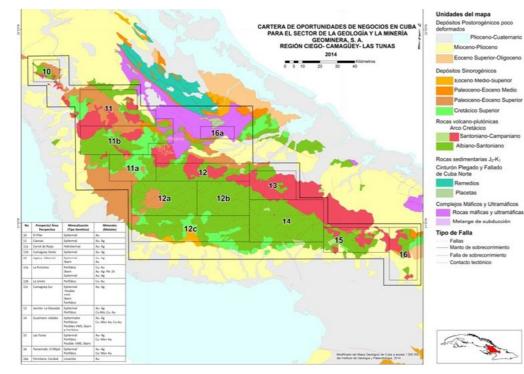
The oldest structures are the Terrenos Pinos, Escambray and Guaniguanico, whose age goes back to the Jurassic. Following in order are the Cretaceous volcanic arc (with outcroppings throughout Cuba) and the Paleogenic volvanic arc (limited to the Sierra Maestra). Finally, we see the outstanding terrigenic-carbonate sequences of the Bahamas-Florida bloc platform. The latter are separated from the former by the belt of alloctonic ophiolithic rock (oceanic crust), which is heavily compressed and dissected, constituting a typical articulation zone.

Each of these grodynamic zones possesses its own metallogeny, and for this reason Cuba has an ample diversity of metallic and non-metallic minerals.

REGION OF CENTRAL CUBA

The Central Region of Cuba presents clear geotectonic zoning with the following sequences: 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 4).

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 maficultramafic sequences predominate







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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. (EE NATURAL RESOURCES AND ENVIRONMENT)

DESCRIPTION:	Undertake geological recognizance a (gold and silver), base meals (coppe Central Cuba, in order to locate econ Joint Ventures for exploitation, proce
INVESTMENT TYPE:	International Economic Partnership A (Prospecting – Exploration). The pros study, or if this is achieved within t Venture.
CUBAN PARTY:	Geominera S.A.
ESTIMATED INVESTMENT:	It should be defined by the size of ea for each one of them, depending on investigation.
MARKET POTENTIAL:	Within the framework of these IEPs years, therefore, no final product wil Joint Venture. Productions obtained for the foreign market, but if the cou always be prioritized.
CONTACTS:	General Division E-mail: gustavo@gmsa.cu Business Division E-mail: vazquez@gmsa.cu Website: www.gmsa.cu Tel.: (53) 76902741 Ext. 105

PROSPECTS OF INTEREST

CARLOTA - VICTORIA - GUACHINANGO (NO. 1)

- SSW 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.
- Area: 117, 18 km2
- Metals: Cu, Zn, Au & Co.
- ► Tipo genético de mineralización: Sulfuros masivos de Cu Pb Zn ± Co, Au y Ag hospedados en carbonatos (tipo Irish).
- 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.

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and investigation (prospecting-exploration) for precious metals per, lead, zinc) and other minerals of interest in the Region of nomically attractive mineral deposits that allow us to constitute essing and commercialization of minerals discovered.

Agreement at risk for geological recognizance and investigation ospects identified with enough advancement in their degree of the IEP framework, may be assessed for establishing a Joint

ach specific project and the methodology of the works selected on the mining activity phase it is in: geological recognizance or

geological investigation will only be undertaken for up to 5 vill be obtained; the result may or may not be a step towards a by the future Joint Venture (for any mineral detected) will be ountry should need some of these products, its acquisition will

► Location: in the northern part of the Alturas de Trinidad, at altitudes between 500 and 750 meters above sea level. It is 40 km

- 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 Information: 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, chlorite 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.
- Mining activity: subterranean mining at Carlota, with 10 000 t extracted between 1919 and 1921. We know of 126.5 m of mine wells and 1,066 m of galleries in the upper body of Zone no. 1, attaining up to 70 m in depth; since thenit has been unexploited. At Victoria there are 2 old tunnels crtting the mineral at a depth of 6.5 m. In general the releif is favourable for mining the deposits since the direction of the dip in the mineral bodies tends to be similar to that of the relief slope.

ARIMAO - LAS BREÑAS (NO. 2)

- ▶ 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.
- Area: 158.4 km2.
- Metals: Cu, Mo, Au & Ag
- 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
- Porfidic deposits: 2 prospects and 29 manifestations
- Arimao Prospect: this is a deposit of disseminated pyrite and calcopyrite and in veins in a well-developmed quartz stockwork in an area of 500 m x 500 m. Mineralization extends between the surface and a depth of 245 m. Básically pyrite, chalcopyrite, magnetite, bornite, azurite, calcosin, covelin, malachite, esfalerite, molibdenite, quartz, chlorite, feldspate K, sericite.
- Macagua Prospect: the minerlized zone forms a linear stockwork of quartz veins with calcopyrite and molibdenite. The best studied mineral body is 750 m long and 100 m wide, with its thickness oscillating between 86 m and 122 m, with a length of 260-280 m at the dip. Intersected mineralization is at between depths of 18 m y 300 m. The main minerals are pyrite, chalcopyrite and molibdenite, quartz, chlorite, feldspate K and sericite.
- Paso Bonito is a zone with guartz veins 3 m to 10 m wide and 1 000 m long, located within altered banded anfibolites with marked foliation, close to contact with granodiorites. Much pyrite and some malachite and chalcopyrite disseminated with limonite.
- Other manifestations prsent in the area consist of outcroppings of small veins with malachite, azurite and quartz in intrusive felsic, where we report 0.21 to 1.44 % of Cu; 0.002 - 0.122 % of Mo (up to 1 % in some samples); 0.19 g/t of Au and 25.5 g/t of Ag. Presence of grains of Au in jagua samples.

- ▶ Reported components: possibly meso-epithermal deposits of low and/or medium sulfuration and skarn: 0.1 4.16 % of Cu; 0.5 -1.7 % of Zn; 0.1 - 6.27 g/t of Au; 1 - 33 g/t of Ag (up to 199 g/t). Presence of Au grains in samples of jaguas. Arimao: 0.36 % of Cu; 0.001 a 0.0096 % of Mo; 0.1 - 2.738 g/t of Au; 1 to 7 g/t of Ag. Macagua: 0.19 - 0.203 (up to 1.21) % of Cu; 0.025 (up to 0.4) % of Mo. Paso Bonito: 0.50 - 1.21 (0.73 %) of Cu; 0.3 - 1.2 g/t of Ag.
- Mining activity: no mining activity whatsoever

LA MOZA - YAGRUMAL (NO. 4)

- ► Location: 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.
- Area: 221.1 km2
- Metals: Cu, Au y Ag.
- ► 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 chalcopyrite; sometimes with pyrite, magnetite, hematites and limonite in quartz veins within the anphibolytes or in felsitic intrusive rock outcroppings. In the case of occurrences Lagunal 1 and 2 and La Guinea we see Fe caps and oxidated 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.
- Mining activity: only one old excavation at Lagunal 1.

TUINICÚ - FORTUNA (NO. 5)

- ► Location: in the central part of Sancti Spiritus province, NNE of the city with the same name, 1 to 14 km away. Accessibility 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.
- Area: 559.6 km2
- Metals: Cu, Zn, Au v 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.
- bodies were exploted (3 principales and 2 secondary bodies). The main mine pitwent 60 m deep. One body was exploited to a depth of 90 m aumber 2 was exploted to 40 m. Some 55 tons of mineral per day was processed by collective floatatio, with an average of 1.77 % of Cu and 4.92 % of Zn. Until 1953 we extracted 25,160 tons with average content of 3.5 % of Cu; 1.2 % of Zn; 19.9 % of S and 0.05 % of Pb; Au content went to 14.2 g/t and that of Ag to 28.3 g/t (contradictions exist between different sources of information)

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▶ Mining activity: Los Cerros: old mines in an area of 200 m x 200 m: 3 mine wells, 2 shafts and 4 open pit mines. Five mineral

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- Fortuna-Casualidad: old small 30 m long, 12 m wide and 8 m deep source. 5 wells distributed throughout 1,200 m; one pitat the far norht-north-east of the mineralized zone (Fortuna), with 155 m of galleries, 2 towards the middle (Casualidad), with 100 m of excavations (probable shafts) and another 2 at the far south-south-east (Chiripazo), with 125 m of galleries. This deposit has been known since 1927; between 1929 and 1931 6,600 t of Cu carbonate was extracted. Operations were stopped at the end of 1931 and reactivated in 1955, reaching a depth of 36.6 m. In 1956 900 tons with 3.0 % of Cu was extracted, processed at the Los Cerros plant.
- ► Aguadita: old shallow pit with one gallery. La Yaya 2: one old water well which has collapsed.

PLACETAS (NO. 6)

- ▶ Location: in the NNE 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.
- ▶ Area: 950,6 km2.
- ▶ Metals: Au, Ag, Cu, Zn.
- Genetic type of mineralization: Au Ag orogenic type and small auriferous placers. Possible VMS mafic ultramafic (Cyprus-type). Chipre).
- Current degree of study: Exploration in Descanso and Meloneras deposits and in placers of Loma Gobernadora & Sur de El Jíbaro. 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, chalcopyrite, 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, covelliteMineralization followed by drilling to 185 m in depth. San José de Maleza manifestation: Au in gabbros and guartz veins, and secondary enrichment cupriferous ores. Free Au and Ag, pyrite, chalcopirite, pirrotine, esfalerite, native copper, malachite and azuritr. Ayuso manifestation: ore in streaks in serpentinite, secundary 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 (Promedio 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.
- Mining activity: Descanso: small water wells and old shafts from the beginning of the twentieth century. A 67 m deep mine with 9 galleries (some 200 m long in total), distributed on 5 levels. Meloneras: known since 1868. Old mines consisting of a small quarry up to 15.2 m deep. 9 trenches and a small mine pit32 m deep and 3 galleries, connected to a 40 m long shaft from 1955. One counter-well. According to a 1957 report, there are between 1.25 and 3.44 g/t of Au around it.. Ayuso: small old mine pit(prior to 1951) 12,2 m deeo with one gallery. San José de Malezas: several water wells and horizontal excavations dating back to 1867. Loma Gobernadora: one old shaft 101 m long, excavated to look for endogenous mineralization.

SANCTI SPÍRITUS NORTE (NO. 7)

Location: in the northern part of Sancti Spíritus province, some 5 km NNE of Cabaiguán. Access is by the Sancti Spíritus-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 ..

- Area: 541.1 km2
- ▶ Metals: Au, Ag y Cu.
- Genetic type of mineralization: Au Ag in quartz veins (orogenic-type).
- Grado de estudio actual: Exploración en Lote Grande. El resto de las manifestaciones carecen de estudios.
- Current degree of study: Exploration in Lote Grande. The rest of the manifesations lack studies.
- Mineralization info: Lote Grande: Mineralization in guartz veins within bands with different degrees of tectonic fracturation, 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.
- 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 manifestationss: 0.1 - 1 % of Cu and up to 0.6 g/t of Au.
- Mining activity: none known

VENEGAS (NO. 8)

- ► Location: in the northeastern part of Sancti Spíritus 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.
- Area: 410 km2
- Metals: Au, Ag v 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 diabase. Most common minerals: pyrite, chalcopytite, 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, chalcopyrite, pirrotine, cubanite and magnetite. Mineralization has been followed to a depth of 90 m, without outlining aong the directionor 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 Componentes: 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 manifestation: 0.1 - 2 g/t of Au.
- Mining activity: numerous old sites, all very small

CORRALILLO - CIFUENTES (NO. 9 a, b)

- Clara, and some 60 100 km ENE of the city of Matanzas, capital of the province of the same name, which has a significant deep-water port. The territory is criss-crossed 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.
- Area: 1 698 km2 (Corralillo: 1 142 km2 / Cifuentes: 556 km2).

▶ 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 -

► Location: these sectors are in the northwestern part of Villa Clara province, some 20 - 80 km north northeast of the provincial capital Santa

- Metals: Au, Ag. Posible Cu, Zn y 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 possibilites seem to be located in the mafic-ultramafic belt where the rpesence 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 Guanos 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 ocurrences of Mn in the silicytes of the Fm Santa Teresa.
- Mining activity: none reported



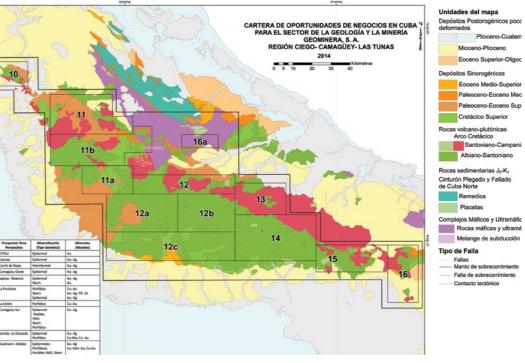
REGIÓN CIEGO – CAMAGÜEY – TUNAS

This large region takes in most of the three provinces bearing the same name. Geologically significant for sequences of Cretaceous volcanic arc and the ophiolithic belt (Figure 5). 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 sequnces 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 strucures, semingly associated to another non-emergent secondary magma axis. The most important deposits present in this region are the high and low sulfuration epithermals, as well as 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. Small deposits of gold and iron were exploited there at the start of the twentieth century.



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Figure 3. Investment opportunities in the Ciego-Camagüey-LasTunas region



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 CIEGO - CAMAGÜEY - TUNAS REGION (EE NATURAL RESOURCES AND ENVIRONMENT)

DESCRIPTION:	Develop Recognizance and Geological investigation (Prospecting – Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest in the Ciego – Camagüey – Tunas Region for the purpose of locating mineral deposits which are economically attractive and allow us to constitute Joint Venture to exploit, process and commercialize the minerals discovered.		
INVESTMENT TYPE:	International Economic Partnership Agreement at risk for geological investigation and recogniza (Prospecting – Exploration). The prospects identified with enough advancement in their degree of sto or if this is achieved within the IEP framework, may be assessed for establishing a Joint Venture.		
CUBAN PARTY:	Geominera S.A.		
ESTIMATED INVESTMENT:	STMENT: It should be defined by the size of each project and the methodology of the jobs select each of them, depending on the phase of mining activity they are in: Geological Investige Recognizance.		
MARKET POTENTIAL:	Within the framework of these IEPs, geological investigation will only be done for a period of up to 5 years; therefore, no final product will be obtained. The result will consist of moving on or not to the Joint Venture stage. Productions to be obtained by the future Joint Venture (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.		
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PROSPECTS OF INTEREST

EL PILAR(NO. 10).

- ► Location: 25 km east of the city of Ciego de Ávila and 3.5 km ENE 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.
- Area: 180 km2
- 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.
- Mining activity: none

CAONAO (NO. 11)

- network of main roads in satisfactory condition.
- Area: 723 km2
- Metals: Au v Ag.
- ► Genetic type of mineralization: Epithermal.
- Current degree of study: geological surveying 1:50 000.
- Proposed investigation phases: Recognizance in the entire area.
- 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, argilitization, sericitization and silicification.
- ▶ Reported Components: Caobilla: 60 % of Fe; La Unión: 42.25 % of Fe; La Candelaria: 46. 9 % of Fe.
- ore. At Pontezuela kaolin clay has been exploited for ceramics using guarries (active until the last decade of the past century).

CORRAL DE ROJAS (NO. 11A)

- to Vertientes and along causeways in good shape.
- Area: 375, 59 km2
- Metals: Au y 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 silsificated 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.
- ► Mining activity: none

CAMAGÜEY OESTE (NO. 11B)

- Highway and causeways in good shape.
- Area: 740.73 km2
- Metals: Au y Ag.
- Genetic type of mineralization: Epithermal (Au Ag).

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► 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

Mineralization Info: various manifestations of Fe skarn are known in the area, most of which have been exploited prior to 1959.

► Mining activity: Caobilla and Magarabomba were exploited before 1959 using quarries, extracting some 10,000 t of magnetite

▶ Location: 18 km southwest of the city of Camagüey and with a dustry terrain. The most direct access from Camagüey is by highway

► Location: directly to the west of the city of Camagüey and it presents a flat and dusty terrain. Access from Camagüey via the Central

- Genetic type of mineralization: Epithermal (Au Ag).
- 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.
- Mining activity: none

JAGÜEY-SIBANICÚ (NO. 12)

- ► 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 flatalnds with some local isolated elevations. Access is good.
- ► Area: 500.47 km2
- Metals: Au y Ag. Possibly Cu, Zn, Th y tierras raras.
- ► 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
- Mineralization info: 5 manifestations of interest
- Jagüey: polymetalic mineralization associated with a barite body, 6 m thick, auriferous mineralization in quartz gashes in tectonic deformation zones in felsic volanic rock. Known extent of mineralization is some 200 m. Identified: sfalerite, galena, calcopyrite, pyrite, barite, quartz, sericite and granate.
- ► La Catuca (Tres Antenas): auriferous skarn, possible mineralization of Th veins rare earths ± Au in riolitic lava, sienite and tobes. Two intense gamma-specreometric anomalies of Th associated with sienitic instrusive in contact with volcanic rock within an extensive hydrothermal alteration zone. The anomalies are 1,200 m and 900 m long, respectively, and coincide with tectonic zones. Interception with 29.3 m pits of auriferous Skam, a 23 m thick auriferous quartz vein and other intervals mineralized with gold, pyrite, sfalerite, galena, magnetite and quartz.
- La Caridad: mineral zone with 3-10 m thick and 100 m long veins in alternating sienites in contact with riolithic-dacitic tobes. Some auriferous interceptions 0.8-3.0 m de thick by perforation and up to 9 m in trenches. Native gold, pyrite and quartz.
- La Mina: more than 1 km long zone with anomalous Au values in rock, soil and jagua, within probable remaining central volcanic structure. Native gold and pyrite.
- ▶ Vista del Príncipe: auriferous manifestation in trenches, oxidated quartz veins 10-15 cm thick; visible gold in dacitic and popylitized andesitic volcanic rock
- Reported components: at 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. At La Caridad: 0.8 - 15.29 g/t of Au. La Catuca: 0.4 - 6 g/t of Au, to 23.3 g/t of 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, 4 830 ppm of Zn, y 2 480 ppm of pb.
- Mining activity: a small-sized exploitation of material loaned for roads existed in El Jagüe; it uncovered a mineralized zone

LA PURÍSIMA (NO. 12A)

- Camagüey is via the Santa Cruz del Sur highway and causeways in good shape.
- Area: 697.86 km2
- ▶ 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 los 2 km. Cu anomalies over mineralized stockwork 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 stockwork; 22 g/t of Ag, 0.153 1.34 g/t Au and up to 4 % of Zn in skarn.
- ► Mining activity: none

LA UNIÓN (NO. 12B)

- 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 mill and then westward via causeways in good shape.
- Area: 557.16 km2
- Metals: Au, Cu.
- Genetic type of mineralization: Porfídic (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).40 m).
- Mining activity: none



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► Location: between 18 and 30 km south of the city of Camagüey, it presents flat terrain interrupted by isolated hills. Access from

CAMAGÜEY SUR (NO. 12C)

- ▶ 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 brom the town of Sibanicú, going westward to Cuatro Caminos in Najasa municipality.
- Area: 950.28 km2
- Metals: Possibly Au, Ag and base metals
- Genetic type of mineralization: High and Low Sulfuration Epithermales and/or Meso Epithermals of intermediate sulfuration, without ruling out other types of mineralizations typical of island arcs
- Degree of study: geological map-making to a scale of 1:250 000
- ▶ Proposed investigation phases: Regional recognizance in the whole area
- 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 magmaric 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
- Mining activity: none

GUÁIMARO-JOBABO (NO. 14)

- 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 and Jobabo are the most important towns.
- Area: 942.68 km2
- Metals: Cu, Mo, Au v Ag, Possibly Fe.
- ▶ Genetic type of mineralization: High sulfuration, low sulfuration and low alkaline sulfuration Epithermals; Cu Mo ± 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
- Mining activity: at Iron Hill a trench was excavated to a depth of 15 m with average content of 10 g/t of Au. At Maclama extraction was done using water wells, shafts and galleries; the main pit of the mine is a ramp with 2 levels of galleries. An extraction was done using water wells, shafts and galleries. The main mine pit is a ramp with 2 levels of galleries. At Georgina at least 2 water wells were done. All the excavations were done between 1932 and 1945, with the mineral processed in a mil with a small cianuration plant. At Florencia there are 2 mine pits, one is 80 m deep with 1,200 m of galleries and the other one is 30 m deep with 60 m of galleries, and there are a number of shallow excavations.

LAS TUNAS (NO. 15)

- 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.
- Area: 494.96 km2
- ▶ Metals: Cu, Au y Ag. Possibly Mo y Zn.
- ▶ Genetic type of mineralization: Skarn (Cu Au). Possible Epithermals (Au-Ag) & Porphyritic (Cu Mo ± Au)
- ▶ Degree of study: geological surveying 1:100 000 in the entire area and isolated recognizance in Manicaragua, La Botija, Tunas Sureste and other sectors
- Proposed investigation phases: Recognizance in the entire area
- 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.
- ► Mining activity: none:

TAMARINDO-EL MIJIAL (NO. 16)

- 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.
- ► Area: 448.88 km2
- ▶ Metals: Cu, Au y Ag. Possibly Mo y Zn.
- ▶ Genetic type of mineralization: Skarn (Cu Au). Possible Epithermals (Au-Ag) & Porfidic (Cu Mo ± Au)
- ▶ Degree of study: Recognizance in Cañada, Asientos de Tamarindo, & Tamarindo 5. Surveying in the rest of the area
- area.
- 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. Otras manifestaciones: 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.
- fessionally in the first half of the twentieth century.

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Location: in the vicinity of Las Tunas province, to the west, south and southeast of the city of the same name, the provincial capital.

Mineralization Info: contact zone between granodiorite and quartz diorite and effusive rock intrusions. Vetitic sulfur mineralization

► Location: In the western and southern portions of Las Tunas province, bordering with Holguin province, no farther than 40 km

▶ Proposed investigation phases: Prospecting in Cañada, Asientos de Tamarindo, & Tamarindo 5; Recognizance in the rest of the

Mineralización Info: Cañada Honda: skarnified zone and with cupriferous and precious mineralization in the sequence contact

Mining activity: some of the Cu manifestations (Asientos de Tamarindo, Tamarindo 5 and others) were partially exploited non-pro-

FERROLANA-CARIDAD (NO. 16A)

- ► 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.
- ► Area: 126.16 km2
- Metals: Au v 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 ophiolithic 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.
- Mining activity: exploitation of refractory chromites during the 1940s and 1950s.



PUNTA ALEGRE MINERAL SALT PROJECT (CIEGO DE AVILA PROVINCE)

- Location: Punta Alegre Mineral Salt is a salt deposit found in the northern part of Ciego de Ávila province in the municipality of Chambas, Ciego de Ávila province. The town of Punta Alegre, in the area's western part, is about 70 km from the city of Ciego de Ávila and 560 km from La Habana, connected by second and first rate highways and the railroad. The deposit is found beneath the heights known as the Lomas de Yeso and continues not only underneath the southern and eastern flatlands and west of the hills, but also under Buena Vista Bay, in the direction of Cayo Ladrones.
- Area: extends for an approximate area of 15 x 6.5 km.
- Metals or useful minerals: mineral salt, mainly, also potassium and magnesium salts. Possible lithium (to be verified)
- ► Genetic type of mineralization: saline domo
- ► Current degree of study: draw up a technical-economic feasibility study and should it show feasibility, exploit the Punta Alegre Mineral Salt deposit, applying the mining technologies of dissolution and solar crystallization and/or thermal evaporation. We foresee that the latter constitutes the fundamental production for this project in order to ensure high quality salt.
- Alegre Mineral Salt deposit, wih a view to its exploitation and commercialization. We propose beginning with an at risk international economic partnership agreement to draw up this study, with a view to starts up exploitation and commercialization, for the subsequent creation of a joint venture for the exploitation of the resources that are economically feasible.
- Mineralization info: according to existing information, since 1930 the existence of salt under the Punta Alegre hills has been a supposition because of the presence of gypsum and limestone on the suface and because of the engative gravimetric anomaly detected in the area. These results generated the drilling of the Collazo I petroliferous well (July of 1957 to April of 1958), for the objective of prospecting for oil; but it crossed through the mineral salt deposit, for the first time, in all its strength, south of the Lomas de Yeso, thereby proving the presence of a great deposit of mineral salt. In the lithological cut of this perforation, according to Baadegaard and Bronnimann (1958, in Lukac, 1966), the crossed horizon of evaporites may be divided into an upper part, made up of gypsum with dolomite and anhydrite, that goes to 518.16 m, and a lower part of mineral salt that extends for 1207.00 m. Together with all the results of differnt geological investigations made, these antecedents were taken as the basis for defiing the deposit's characteristics.

According to information supplied and specifically referring to the subject of in situ lixiviation, the technological investigations carried out in the various stages of work have made it posible to clarify the following aspets: - Determining the amount of salt in rock

- Determining the quality of the salt in rock
- Possibilities of using seawater as the lixiviation fluid
- Determining the volumen of water tobe injected into the wells during exploitation
- Determining the physical-mechanical properties of the rock
- Mineral resources and reserves
- Overall state of the resources in the Naional Balance of Resources and Reserves (BNRR)

Reported components: estimated mineral salt resources in the following tonnages and categories: These resources coincide with the current status of the National balance of Resources nd Mineral Reserves, approved by the Oficina Nacional de Recursos Minerales (ONRM) and they appear as follows: :

MEASURED RESOURCES, INDICATED AND INFERRED:			
Resources	Tons	% NaCl	
Meaured	732,34 x 106	73,49	
Indicated	2.411,69 x 106	74,79	
Inferred	19.097,93 x 106	71,38	
Total	22.241,96 x 106	73,22	

Mining activity: no extractions have been mad on this deposit. The feasibility study proposes investment that should begin with exploring the deposit and elevating reserve resources, thereby moving on to the bankable feasibility study.

Proposed investigation phases: draw up a technical-economic feasibility study and should it show feasibility, exploit the Punta



PUNTA ALEGRE MINERAL SALT.

DESCRIPTION:	The project objective is to draw up the technical-financial feasibility study and should it be shown as feasible, commission the Punta Alegre Mineral Salt 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 Agreement to draw up the technical-financia for Punta Alegre mineral salt deposit, with a view to its commissioning and sales; every to the subsequent creation of a Joint Venture to exploit the resources that are economical sale and the subsequent creation of a Joint Venture to exploit the resources that are economical sale sale sale sale sale sale sale sa		
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, Ciego de Ávila province	
MARKET POTENTIAL:	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 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 E-mail: gustavo@gmsa.cu Business Division E-mail: vazquez@gmsa.cu Website: www.gmsa.cu / Tel.(53) 76902741 Ext. 105	

HOLGUÍN & MACIZO SAGUA-BARACOA REGION

A) HOLGUÍN REGION

This region is made up of a steep allochthonous sequence of volcanogenic-sedimentary and ophiolitic rock (known as Zona Auras) 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).

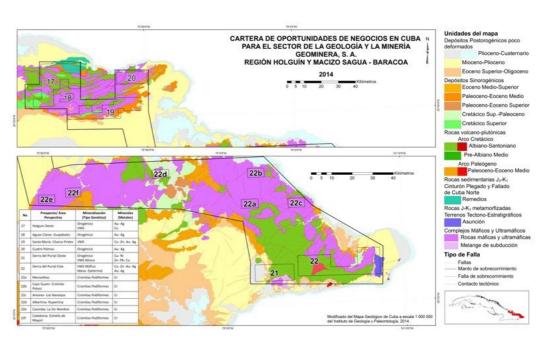
The principal models of deposits present in the zone are Mother Lode-type auriferous, orogenic copper-gold-silver and Cyprus-type VMS.

The greatest possibilities to locate minieral 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 subvolcanic bodies, medium basic composition and sometimes acid can be found.

a. In the region, metal mineralization presents spatial and genetic association with subvolcanic bodies and tectonic zones, and we see clear tectonic-magma control. In the territory, we can clearly distinguish two groups of hydrothermal alterations related to the useful and associated mineralization; one of them with subvolcanic bodies, and the other with ophiolites and tectonic zones. b. Aguas Claras gold deposit is well known in this region, partially exploited but still without abundant resources

B) MACIZO SAGUA - BARACOA REGION

The Pinares de Mayarí & 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 mineralization. (Fig. 5) Among the most well-known chrome deposits are Merceditas, Amores, Los Naranjos, Cayo Guam etc. (Moa - Baracoa); Caledonia and Albertina (Mayarí - Sagua). In the Sierra del Purial the most well-known is copper at Elección.





RECOGNIZANCE 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 HOLGUÍN REGION

DESCRIPTION:	Developing Recognizance and Geolo metals (gold and silver), base metals platinoids, etc.) in the Holguín Regior attractive metals and which in futu exploitation, processing and selling th International Economic Partnership Ag (Prospecting – Exploration). The prospe or if this is achieved within the IEP frame Geominera S.A.	
INVESTMENT TYPE:		
CUBAN PARTY:		
ESTIMATED INVESTMENT:	To be defined by the size of each Pro on the phase of mining activity: Recog	

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Figures 4 & 5: Invetment opportunities in the Holguín and Macizo Sagua-Baracoa region

ogical Investigation (Prospecting – Exploration) for precious s (copper, lead, zinc) and other minerals of interest (chrome, n, for the purpose of locating deposits of these economically ure would argue for the constitution of Joint Ventures for he minerals discovered.

greement at risk for geological recognizance and investigation ects identified with enough advancement in their degree of study, nework, may be assessed for establishing a Joint Venture

oject and the methodology selected for each one, depending gnizance 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
	Venture or not. Products obtained by the future Joint Venture (any mineral detected) would go to
	the foreign market but should the country need any of these products it would always have priority
	for their acquisition.
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RECOGNIZANCE OR GEOLOGICAL INVESTIGATION (PROSPECTING-EXPLORATION) AT RISK FOR CHROME AND OTHER METALS IN THE SAGUA – BARACOA MASSIF, AND FOR BASE AND PRECIOUS METALS IN THE SIERRA DEL PURIAL

DESCRIPTION:	Developing Recognizance and Geological Investigation (Prospecting – Exploration):	
	For chrome and other metals (platinoids, etc.) in ophiolitic rock in the Sagua – Baracoa massif, for	
	the purpose of locating new deposits of this metal and increase the degree of study for the dozens of known manifestations.	
	For base and precious metals in Sierra del Purial.	
	Accumulations of these minerals that are economically attractive could be the argument to take for the creation of Joint Ventures for their exploitation, processing and commercialization.	
International Economic Partnership Agreement at risk for geological recognizance and (Prospecting – Exploration). The prospects identified with enough advancement in th study, or if this is achieved within the IEP framework, may be assessed for establi Venture		
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 u to 5 years and so no final product has been obtained; the result will consist of going on to a Join Venture or not. Products obtained by the future Joint Venture (any mineral detected) would go t the foreign market but should the country need any of these products it would always have priorit for their acquisition.	
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PROSPECTS OF INTEREST FOR THE HOLGUÍN REGION

SIERRA DEL PURIAL OESTE (NO. 21)

► Location: includes the western part of the Sierra del Purial metamorphic massif, in Guantánamo province; it is 25-45 km fom the city of the same name. The territory is mountainous and access to it is difficult.

- Area: 152.20 km2.
- ▶ Metals: Cu, Au & Ag. Possibly Zn, Ni & Co.
- 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 start exploration at Elección and Jobito. Recognizance in the rest of the area.
- ▶ Mineralization info: on surface, both at Elección and Jobito, cupríferous mineralization, represented basically by malachite and azurite, associated with diorite bodies lying concordantly with metamorphic foliation. Mineralized zones present generally abrupt deposits towards the wesr and are idenrified by high silicification and oxidation.
- ▶ Reported components: Elección: 0.7 15 % of Cu (average 2.15 %); 0.1 0.8 % of Ni; 0.05 -0.1 % of Co; to 8 g/t of Au and 10 85 g/t of Ag. Jobito: in oxidated ore 0.5 - 9.58 % of Cu; 0.1 - 15.2 g/t of Au and 1 - 114 g/t of Ag. In 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 and 0.1 - 0.2 % of Ni. Los Asientos: 0.3 - 3 % of Cu and up to 1.2 g/t of Au. Aníbal: 0.1 - 10 % of Cu and up to 1 % of Zn. Miguel: to 3.32 % of Cu. Quibiján: 0.16 % of Cu and 0.71 % of Zn. Yacabo Arriba: 0.2 - 0.3 % of Cu, to 0.7 % of Pb and up to 0.3 % of Zn. Maya: to 0.1 % of Cu. La Criolla: 0.1 % of Cu. Laias: to 0.3 % of Cu.
- Mining activity: a number of shafts dug between 1920 and 1950.

SIERRA DEL PURIAL ESTE (NO. 22)

- 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.
- ▶ Area: 355,44 km2.
- Metals: Cu, Zn, Au y Ag.
- phism
- 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.
- Mining activity: a number of small shafts at El Hoyo.

MERCEDITAS (NO. 22A)

- ► 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.
- Area: 60 km2.
- Metals: Cr.
- Genetic type of mineralization: podiform chromites

► Genetic type of mineralization: Sulfurs of Cu - Ni (Orogenous) and possibly felsic VMS (Kuroko type) more or less modified by

► Location: takes in the eastern part of the Sierra del Purial metamorphic massif in Guantánamo province, some 50 - 80 km east

► Genetic type of mineralization: mafic-ultramafic VMS (Cyprus-type); meso-epithermal Au - Ag modified by regional metamor-

- Current degree of study: Exploration at Merceditas where there are considerable volumes of mineral prepared for extraction and resources estimated in Measured, Indicated and Inferred Categories. Prospecting at La Melba and Pilotos I, II, III & IV, Loro, Yarey, etc.
- Proposed investigation phases: complementary exploration at Merceditas. Complete prospecting and undertaking exploration at La Melba, Pilotos I, II, III & IV and Yarey. Recognizance in the rest of the area
- Mineralization Info: Merceditas: Various massive podiform chromite bodies, refractory type and high chromo grade, generally associated with more or less serpentinized dunites. In the rest of the manifestations and prospects, the mineralization can be both massive and disseminated.
- ▶ Reported Components: Merceditas: Cr203 = 31.3 %: Si02 = 5.5 %.
- Mining activity: the Merceditas depsot was exploited until 2008 by the Empresa Cromo Moa. Access is through a main shaft and all the interior infrastructure of the mine is still preserved. La Melba was also partially exploited.

CAYO GUAM-CROMITA-POTOSÍ (NO. 22B)

- ► Location: east of the city of Moa, between 10 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.
- Area: 45 km2.
- 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 & Potosi). 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: Cromite: Cr203 = 35.23 %; Si02 = 4.16 %. Cayo Guam: Cr203 = 36.15 %; Si02 = 2.95 %. Potosí: Cr203 = 36.15 %; Si02 = 2.95 %. 33.88 %; Si02 = 5.96%; Al203 = 20.77%.
- ▶ Mining activity: the 3 main deposits were first exploited by Americans in the 1940s and later by the Empresa Cromo Moa in the 1990s. All were open pit mines at first and later had shafts which are still perfectly preserved. Other smaller manifestations were also partially exploited.

AMORES-LOS NARANJOS (NO. 22C)

- 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.
- Area: 60 km2
- 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.
- Reported components: Amores: 27.32 %; Si02 = 9.64 %, Al203 = 21.3 %. Los Naranjos: Cr203 = 33.16 %; Si02 = 6.81 %.
- Los Naranjos: partially exploited as open pit mines

ALBERTINA-RUPERTINA (NO. 22D)

- 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.
- Area: 6 km2
- 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.
- Mineralization 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 chromospinela (magnochromite and chromopicotite), that tends to appear mainly in disseminated form.
- Reported Components: Albertina: Cr203 = 27.34 %; Si02 = 17.49 %, Al203 = 11.58%.
- Mining activity: Rupertina wasexploted via a shaft: Isabel was operated using a mine well and 2 shafts. Both deposits were partially exploited up to the 1990s using open pit mines. The zone has other small manifestations, most of which were partially exploited ip to the 1950s.

CASIMBA-LA SIN NOMBRE (NO. 22E)

- 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.
- Area: 12 km2
- ▶ Metals: Cr.
- Genetic type of mineralization: podiform chromites
- at La Sin Nombre and Carlos I, Carlos IV, Casimba Oeste.
- nearby manifestations if required
- dunite bands bolsón, asociado a bandas de dunitas.
- Reported Components: Casimba: Cr203 = 27.25 %; Si02 = 16.84%; under content of Al203.
- ▶ Mining activity: Casimba was exploited superficially up to 10-15 m. Carlos I and La Sin Nombre were exploited as open pit mines. The zone has other small manifestations, most of which were partially exploited up to the 1950s.

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Mining activity: the 2 deposits were exploited up to 2008 by the Empresa Cromo Moa. Amores: partially exploited using shafts.

Proposed investigation phases: Complete exploration in Albertina and prospecting-exploration in Rupertina, Tibera and other manifestations.

► Location: in the southwest portion of the Pinares de Mayarí meseta, some 20 km from the town of Mayarí, Holguín province.

Current degree of study: partial exploration at Casimba, with resources defined in Measured and Indicated categories. Prospecting

▶ Proposed investigation phases: Complete exploration at Casimba and Prospecting – Exploration at La Sin Nombre and other

Mineralización Info: Casimba: abrupt metallurgical chromite bodies (greater than 45°), in the form of pockets, associated with

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 por mountain paths.
- ► Area: 14 km2
- Metals: Cr.
- Genetic type of mineralization: podiform chromites
- Current degree of study: Prospecting at various deposits (Caledonia, Nueva Caledonia, Nueva Caledonia I, Nueva Caledonia II, Estrella de Mayarí, etc.).
- Proposed investigation phases: Complete prospecting at all prospects and manifestations and undertake exploration where justified
- Mineralization Info: Caledonia, Nueva Caledonia I, Nueva Caledonia II and Estrella de Mayarí manifestations have been partially studied. In all of them, lenticular chromite bodies predominate, generally closely associated with dunite packets. The sized of the bodies vary from one to the other, just as their morphologies and fields; generally, they are lenticular in form with wedge-shapes, both gentle and steep. The potencies go up to 20 m and they can be longer than 100 m. the main mineral present is 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: Cr203 = 45 48 %; Si02 = 4 7 %; Al203, 10 - 12 %.
- Mining activity: in each of the aforementioned manifestations one mine was operated prior to 1959. Of these, 250,000 tons of high grade metallurgical chrome were extracted. Caledonia fue explotada por varios socavones. Estrella de Mayarí también se explotó por dos socavones.

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. 6)

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

The region is distinguished by a south-to-north metallogenic zoning. Towards the south intermediate sulfuration mesoepithermal desposits 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.

F



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

DESCRIPTION:	Developing Recognizance and Geo metals (gold and silver), base metals Maestra region for the purpose of and which in future would warrar commercializing minerals discovered
INVESTMENT TYPE:	International Economic Partnership A (Prospecting – Exploration). The prosp or if this is achieved within the IEP fran
CUBAN PARTY:	Geominera S.A.
ESTIMATED INVESTMENT:	This will be defined by the size of ea one, depending on the mining activit
MARKET POTENTIAL:	Within the framework of these EPAs, to 5 years and so no final product h Venture or not. Products obtained by the foreign market but should the co for their acquisition.
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MINING SECTOR

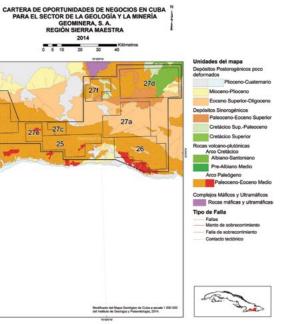


Figure 6: Investment Opportunities in the Sierra Maestra Region

cological Investigation (Prospecting–Exploration) for precious Ils (copper, lead, zinc) and other metals of interest in the Sierra of locating deposits of these economically attractive minerals ant constituting Joint Venture for exploiting, processing and ed.

Agreement at risk for geological investigation and recognizance pects identified with enough advancement in their degree of study, amework, may be assessed for establishing a Joint Venture.

each Project and the methodology of the Jobs selected for each vity phase it is in: Recognizance or Geological Investigation

c, Geological Investigation has only been done for a period of up has been obtained; the result will consist of going on to a Joint by the future Joint Venture (any mineral detected) would go to ountry need any of these products it would always have priority

76902741 extension 105

PROSPECTS OF INTEREST

MAREA DEL PORTILLO (NO. 23)

- 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 Bavamo. 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.
- Area: 244.36 km2
- 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.
- Mining activity: nonexistant

VEGA GRANDE-JUANICA (NO. 24)

- 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.
- ► Area: 288 km2
- 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 and 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 El 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.

prospect there are seven old mines, all having individual names. El Agga: 3 old shafts 50 m apart, excavated between 1950 and 1956. La Gloria: 2 old shafts, on the north flank of Loma La Gloria, and a thrid one on the west flank of Loma La Ursulita. Colón: old mining activity extracted Ag and Cu mineral. At Seguridad there is one old shaft.

HIERRO SANTIAGO (NO. 26)

- ding 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.
- ▶ Area: 380.56 km2.
- 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 predomínate.
- 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.
- twentieth century Vinent, Alfredo and El Este had already started being exploited, with Folía and others joining them in a brief time. Extraction was done using open pit mines in quarries that had up to 5 exploitation steps. From 1906 to 1932 a total of 10,400,000 tons of ferrous ore was extracted. The quality of the ore extracted was as follows: 58.40 - 62.76 % of Fe; 6.90 - 12.80 % of SiO2; 0.07 - 0.37 % of S and 0.29 - 0.38 % of P. Mineral exploitation ceased in 1947. It seems this was related to the end of WW II and the discovery of an enormous Fe deposit at Cerro Bolivar in Venezuela. At the Cupey manifestation exploration was carried out (trenches and water wells) for Au and Ag prior to 1959. At Sigua I there are old excavations; at La Linet I there are 3 holes and an old 5 m long trench.

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▶ Mining activity: La Cristina: the mine called Eureka producd some 2 000 tons of mineral with 7 % of Cu in 1947. At the Juanica

Location: in the southeastern part of Santiago de Cuba province, some 20 - 30 km southeast of the city of the same name, exten-

Reported Componentes: 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 % Mining activity: deposits at Distrito Mineral Hierro Santiago began exploitation between 1880 and 1890. By the beginning of the

MANGANESO CUBA ORIENTAL (NO. 27A, B, C, D, E, F).

▶ Location: 6 sectors in the provinces of Granma and Santiago de Cuba.

1) Cristo-Ponupo-Los Chivos Sector: 15-40 km NNE of the city of Santiago de Cuba. Its southern portion is crossed by the Central Highway at the Santiago de Cuba to Guantánamo stretch

2) Guisa-Los Negros Sector: in the provinces of Granma and Santiago de Cuba, south of the Central Highway, ESE of the city of Bayamo, south of Jiguaní and east of Guisa.

3) Botija Sector: some 30 km WNW of the city of Santiago de Cuba, east of the Margarita de Cambute sector

4) Iris-Joturo Sector: northern part of Santiago de Cuba province, between the towns of Julio Antonio Mella and Mayarí Arriba, some 50 km NNE of the city of Santiago de Cuba.

5) Margarita de Cambute Sector: on the northern slope of the Sierra Maestra, some 40 km west of the city of Santiago de Cuba. 6) Palmarito de Cauto Sector: between the towns of Palma Soriano and Julio Antonio Mella, NNE of the city of Santiago de Cuba. It is crossed by the Palma Soriano-Cueto highway.

- Area: 2000 km2.
- Metals: Mn. Possibly Cu, Zn, Au y Ag.
- Mineralization type: volcanogenic Mn or "Cuban-type volcanogenic 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 unstudied 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 orienticular; occasionally, they appear as irregular seams and bodies. Bodies tend to be associated, principally on the recumbent flank, with celadonitic alteration zones ("green 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 tobes on the deposit's hanging flank is also frequent (known as "rosita"). Minerals carrying principal Mn principals 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
- Mining activity: extraction of the mineral was predominantly using open pit mining. Only a few mines applied underground mining in the final stages of operations the extracted mineral was processed using hydrogravimetry in the case of rich ores, and using flotation for the poor ores.

The total magnitude of extractions carried out is unknown, but merely between 1940 and 1946 the processing plant at El Cristo (10 km from Santiago de Cuba) some 10 million tons of poor ore coming from the Cristo-Ponupo-Los Chivos mineral district was processed. Following WW II, when Mn demands subsided, most of the extraction work was stopped, continuing only at Los Chivos, El Quinto, Ponupo and Charco Redondo. Finally exploitation of these deposits totally stopped in 1968 when it became too expensive to do subterranean mining, at the same time as prices fell on the international market. El Quinto began exploitation in 1890, reaching greatest intensity during the world wars. Exploitation was done in open pit mining, and the quarry reached the size of 1,000 m long and 300-400 m deep.

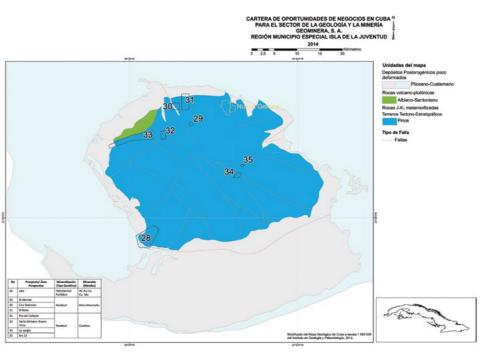
SPECIAL MUNICIPALITY OF ISLA DE LA JUVENTUD REGION

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 terrigenouscarbonated 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 metallogenv 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, cvanite, 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:



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Figure 7. Investment opportunities in the Special Municipality of Isla de la Juventud



GEOLOGICAL INVESTIGATION AND RECOGNIZANCE (PROSPECTING - EXPLORATION) AT RISK FOR TECHNICAL MINERALS (MICA & KAOLIN) AT VARIOUS PROSPECTS IN THE ISLA DE LA JUVENTUD. (EE NATURAL RESOURCES AND ENVIRONMENT)

DESCRIPTION:	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 Venture to exploit, process and commercialize them.	
INVESTMENT TYPE:	International Economic Partnership Agreement 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 Venture	
CUBAN PARTY:	Geominera S.A.	
ESTIMATED INVESTMENT:	Total investment is estimated at around 5.3 million USD, an amount to be specified after the corresponding projects have been drawn up and the scope and methodology of the research required has been defined.	
MARKET POTENTIAL:	Within the framework of these EPAs, Geological Investigation has only been done for a period of u to 5 years and so no final product has been obtained; the result will consist of going on to a Join Venture or not. Products obtained by the future Joint Venture (any mineral detected) would go t the foreign market but should the country need any of these products it would always have priori for their acquisition.	
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	E-mail: vazquez@gmsa.cu Website: www.gmsa.cu	
	Tel.: (53) 76902741 extension 105	



DESCRIPTION:	We propose to develop geological for the purpose of locating and eva to increase known resources. Also like to evaluate known copper and evaluation prove to be economica exploit, process and commercialize
INVESTMENT TYPE:	International Economic Partner investigation (Prospecting – Expl in their degree of study, or if this establishing a Joint Venture whose of resulting minerals of interest.
CUBAN PARTY:	Geominera S.A.
ESTIMATED INVESTMENT:	Total investment is in the area of projects have been put together a been defined.
MARKET POTENTIAL:	Within the framework of these EP/ up to 5 years and so no final prod Joint Venture or not. Products obta go to the foreign market but shoul priority for their acquisition.
CONTACTS:	General Division E-mail: gustavo@gmsa.cu Business Division E-mail: vazquez@gmsa.cu Website: www.gmsa.cu Tel.: (53) 76902741 extension 105

PROSPECTS OF INTEREST

PROJECT 1

2

LELA (NO. 28)

- ► 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.
- ► Area: 9,5 km2.
- ► Metals: Wolfram. Possibly Cu and Mo.
- ► Genetic type 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.

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▶ GEOLOGICAL INVESTIGATION (PROSPECTING – EXPLORATION) AT RISK FOR WOLFRAM AT THE LELA PROSPECT

investigations (Prospecting – Exploration) at the Lela Prospect, luating new wolfram mineralization bodies that would permit us , in the measure that this is in the interest of investors, we would I molybdic mineralization around the wolfram deposit. Should Ily viable we propose to subsequently set up a Joint Venture to e the minerals there.

ship Agreement at risk for geological recognizance and oration). The prospects identified with enough advancement s is achieved within the IEP framework, may be assessed for se objective would be the exploration and commercialization

6.8 million USD, a sum to be specified after the corresponding and the methodology and scope of investigation required have

As, Geological Investigation has only been done for a period of duct has been obtained; the result will consist of going on to a ained by the future Joint Venture (any mineral detected) would ld the country need any of these products it would always have

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- 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 porphyriticic 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.

The main minerals containing wolfram are: wolframite, ferberite and hubnerite.

Cupriferrous mineralization was found on the NE flank of the deposit, cut into 11 pits, with a strength varying from less than 1 m to more than 20 m, with Cu content of up to more than 1.0 %. Among sulfurous minerals described we have arsenopyrite, pyrrotina, chalcopyrite, pyrite and sphalerite.

Molibdenic mineralization was found on the SE flank, associated with a zone where great dikes of porfidium and apparent granitic apophysis predominates, as well as extensive explosive breaches rich in tourmaline.

- ▶ Reported Components: W03 = 0.61 % (average); Cu = 0.5 % (average); Mo = up to 400 g/t.
- Mining activity: during WW II the deposit was exploited by an American company which, according to reports, extracted around 1 000 t of WO3. Witnesses to those operations are 3 mine wells, several galleries and counter-wells, 5 shafts and a number of calcates.

PROJECT 2

EL ALEMÁN (NO. 29)

- 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.
- Area: 0.46 km2
- 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 not updated pre-feasibility 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. In structural terms, all this rock presents interstratified (rather, banded) in an N-S direction and with variable dips towards the east (more than 60°). They extend in this direction for somewhat more than 200m and the packet is roughly 100-120 m wide. Moscovite content, by the type of host rock, is as follows: in granite = 25 %; in migmatite = 24 %; in Gneisses = 22.5. In all cases, predominant moscovite crystals are less than 2 mm on the sides although they can attain over 30 cm in isolated nests.
- ► Reported Components: Moscovite: 24.5 % (average)
- ▶ Mining activity: small excavation from which less than 10,000 t of mineral is extracted.

CIRO REDONDO (NO. 30)

- access by asphalted highway up to some 200 m from the mineral deposit site.
- Area: 2.25 km2
- Mineral: Moscovite
- ► Genetic Type: Residual
- Current Degree of Study: Recognizance. Mineral cut by one single well
- Proposed Investigation Phases: Prospecting
- 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)
- Mining activity: none.

EL BOBO (NO. 31)

- access by asphalted highway up to some 500 m from the mineral manifestation.
- Area: 5.25 km2
- Mineral: Moscovite
- Genetic Type: Residual
- Current degree of study: Recognizance. Mineral identified in several outcroppings.
- Proposed investigation phases: Prospecting
- vite disperse don the surface everywhere in an area of over 2 km2.
- Reported Components: Moscovite: 20 % (non-representative data)
- Mining activity: none

RÍO CALLEJÓN (NO. 32)

- magnificent communication routes permitting access by asphalted highway right up to the mineral deposit site.
- Area: 2.0 km2
- Mineral: kaolin
- Genetic Type: Residual
- mineral is being exploited since the 1970s.

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► Location: some 15 km west of the city of Nueva Gerona. The terrain is flat and has magnificent communication routes permitting

▶ 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

Location: some 10 km west of the city of Nueva Gerona. The terrain is flat and has magnificent communication routes permitting

▶ Mineralization Info: the mineral has been located in some outcroppings of not too defined migmatitized rock. Abundant mosco-

▶ 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

► Current degree of study: Exploration. There are estimated resources in the categories of Measured, Indicated and inferred. The

- 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: Al203: 21.17 33.67 %, Fe203: 1.5 2.7 %. Yield: 31.7 33.4 %.
- ▶ Mining activity: the deposit has been exploited non-stop by a local company from the 1970s. There are 2 quarries, one of which flooded and has been abandoned.

SANTA BÁRBARA-BUENA VISTA (NO. 33)

- ▶ 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.
- Area: 10.12 km2
- Mineral: kaolin
- ► Genetic 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 theses kaolins.
- Mining activity: none

LA JUNGLA (NO. 34)

- ► 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.
- Area: 1.14 km2
- ► 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
- ► Mining activity: none

KM 13 (NO. 35)

- communication routes. The Santa Fe Highway passes 1 km from the deposit.
- Area: 0.23 km2.
- Mineral: Kaolin
- Genetic type: Residual.
- Current degree of study: Prospecting. Indicated and inferred resources still remain.
- Proposed investigation phases: Exploration
- m strong and a slight dip of less than 30°.
- ▶ Mining activity: partially exploited since the 1940s. Today there are 2 abandoned and flooded quarries.



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► Location: 13 km S of the city of Nueva Gerona along the Santa Fe highway, 1 km east of it. The relief is flat and has magnificent

Mineralization info: kaolinization is developed over a packet of metamorphic rock (schists and gneisses) somewhat more than 10



LATERITAS NICARO PROJECT, HOLGUÍN	Terminational Economic Partnership Agreement at risk with the objective of carried	COLAS ROJAS PROJECT, HOLGUÍN	Vejo Colas Rojas
DESCRIPTION:	To constitute an International Economic Partnership Agreement at risk with the objective of carr- ying out the necessary studies for the development and future exploitation of the Lateritas Nicaro		Iman
	deposit, known as the Nicaro-Micara Research Concession area. It will be understood as such studies the works of geological investigation, the development of the technology, the elaboration of the basic engineering and the studies of pre and economic technical feasibility. In the zone is deposited 50 million tons of lateritic ore of nickel and cobalt.	DESCRIPTION:	"Red Tails" are being produced and sto technology, with estimated accumulated being generated at an annual rate of ove The objective of the proposal is to use or costs and the amount of investments nec
INVESTMENT TYPE:	Any type of foreign investment that allows reaching a convenient agreement between the parties, preferably an international economic partnership agreement, by means of the risk agreement modality, for the EFTE elaboration stage. Once concluded, a mixed company will be constituted in charge of the execution of the project, including the elaboration of the detailed engineering, the procurement, construction, start-up and operation of the factory, either to benefit/concentrate the ore or to obtain the metals that are economically marketable.	INVESTMENT TYPE:	environmental impact, and assess as an Any foreign investment type that would pe preferably an international economic part up the EFTE. Once concluded, a Joint Ve including the drawing up of the detailed
CUBAN PARTY:	Commercial Caribbean nickel S.A. (CCN)		the factory, whether just for processing/o that would be economically viable for sale
ESTIMATED INVESTMENT:	For the first stage, there is an estimate of 7 million USD.	CUBAN PARTY:	Commercial Caribbean Nickel S.A. (CCN)
LOCATION:	Mayarí municipality, Holguín province.	ESTIMATED INVESTMENT:	Estimated at 2.5 million USD for the first
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	LOCATION:	Moa municipality, Holguín province.
	demand for their batteries will require, as well as the continuous development of nanotechnology which needs both nickel and cobalt.	MARKET:	The possible market is export for steel domestic scrap at the 2 Cuban steel plan
CONTACTS:	Commercial Caribbean Nickel S.A. Corporative Division E-mail: ccn@ccn.co.cu General Division E-mail: agongora@ccn.co.cu Tel.: (53) 78624601 / 78624602 / 78624608 / 78644164 Business Division E-mail: isidro@ccn.co.cu	CONTACTS:	Commercial Caribbean Nickel S.A. Corpo E-mail: ccn@ccn.co.cu General Division E-mail: agongora@ccn.co.cu Tel.: (53) 78624601 / 78624602 / 786246 Business Division E-mail: isidro@ccn.co.cu

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stored since 1961 as the result of the use of acid lixiviation ted volume today at 80 million tons, and they will continue over 3 to 4 million tons in the next 20 years.

or make available these tails and thereby eliminate or lower necessary in order to store them and mitigate their long-term an alternative the exportation of tails in their current state

permit reaching a convenient agreement between the parties, partnership, via the risk contract type, for the stage of drawing Venture would be set up in charge of executing the project, ed engineering, procuring, building, starting up and operating ng/concentrating the mineral or whether for obtaining metals sales.

CN)

irst stage

eel plants abroad and for domestic consumption to replace lants, thereby promoting productive linkups.

rporative Division

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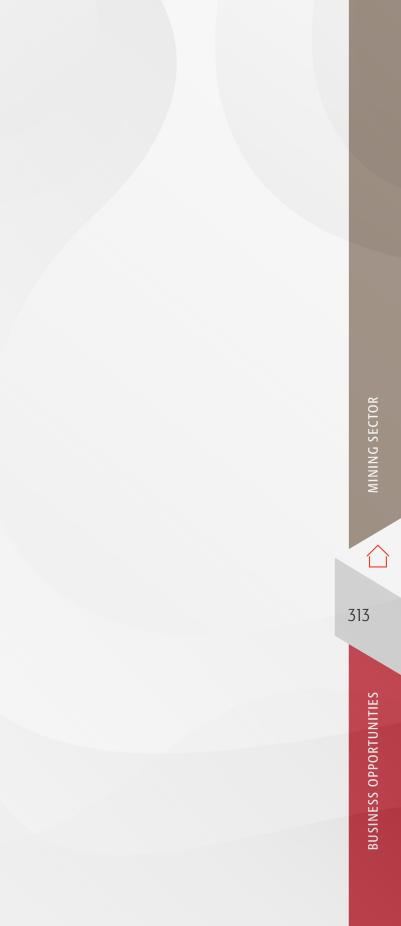
MANAGEMENT AND TRANSPORTATION OF MINERALS FROM PINARES DE MAYARÍ TO MOA, HOLGUÍN.

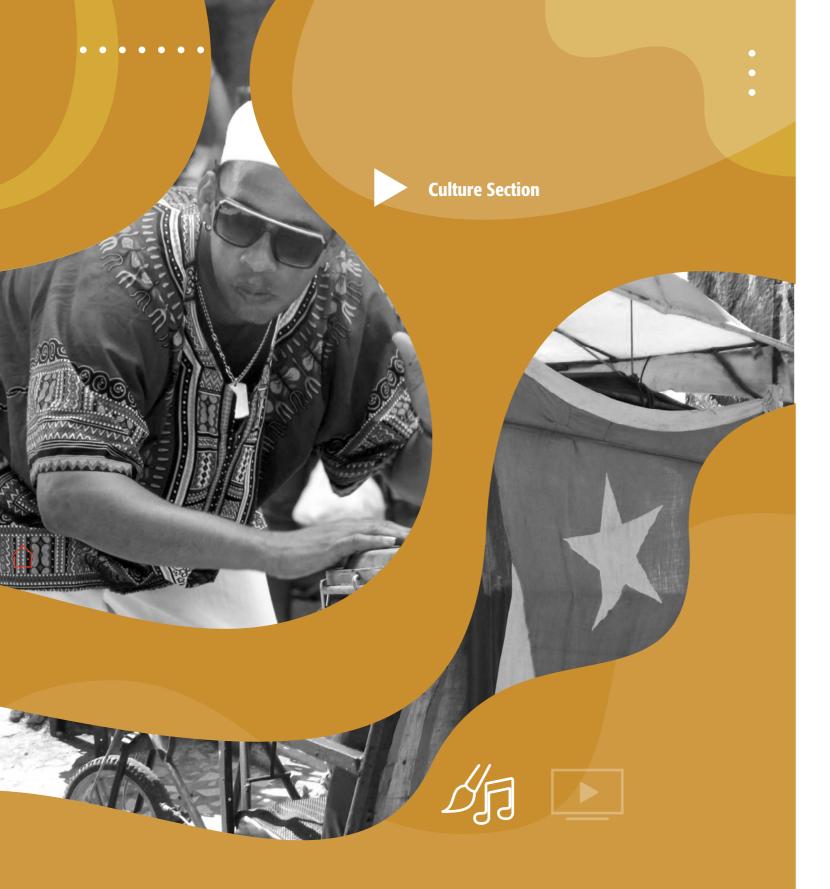


DESCRIPTION:

Undertake a technical-economic feasibility study to determine the feasibility of managing and transporting minerals from the existing deposits in Pinares de Mayarí to the warehouses of the nickel producer factories in Moa, the Ernesto Che Guevara Facroey and the Moa Nikel S.A Joint Venture for them to be processed there. The Pinares de Mayarí deposits have 200 million tons of lateralic nickel and cobalt mineral that can be processed by existing technology. Part of the project could include an assessment of building and operating a new factory in the Mayarí area.

INVESTMENT TYPE:	Joint venture			
CUBAN PARTY: Pinares S.A.				
ESTIMATED INVESTMENT:	: 15 million USD.			
LOCATION:	Mayarí municipality, <mark>Holguín</mark> province.			
MARKET: The market for nickel and cobalt should grow in the coming decades due of emerging countries and what stainless steel, the manufacture of hybrid demand for their batteries will require, as well as the continuous developmen which needs both nickel and cobalt				
CONTACTS:	Commercial Caribbean Nickel S.A. Corporative Division E-mail: ccn@ccn.co.cu General Division E-mail: agongora@ccn.co.cu Tel.: (53) 78624601 / 78624602 / 78624608 / 78644164 Business Division E-mail: isidro@ccn.co.cu			





The culture section has 28 enterprises providing their productions and services in the different manifestations of art and shows: visual arts, book publishers, theater arts, music industry, cinema and audiovisual industries, the creative industries that rpomote and commercialize the work of thousands of creators in the visual and applied arts, and artisans in the general sense of the term. It also has technical services, construction and set up companies that ensure the maintenance and investments of their facilities.

Year after year, the Cuban culture system undertakes a wide variety of cultural events such as fairs, workshops, festivals, encounters among creators and their audiences. These permit visitors to learn about the vast wealth of Cuban culture. Some of the principal events are: International Book Fair, International Festival of the New Latin American Cinema, the Alicia Alonso International Ballet Festival, the "Jazz Plaza" International Latin Jazz Festival, the Havana Biennale, the "Fiesta del Fuego"



Caribbean Festival, FIART the International Havana Artisan Fair, and Cubadisco Festival, just to name a few.

SECTORIAL POLICY

Foreign investment in this sector is oriented towards diversifying and expanding export markets for Cuban cultural goods and cultural tourism; the development of logistical systems to boost creative Cuban industries, as well as access to advanced technologies for the production and marketing of Cuban films, music and live shows.

Foreign investment is excluded from cultural product and services distribution channels in the domestic market.

Wholly owned foreign capital companies are not authorized. The Cuban partner will always define and monitor contents of cultural products.

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► OBUSINESS OPPORTUNITIES

ESTUDIOS HABANA (AREÍTO)			
DESCRIPTION:	This project aims to save the architecture of the building, to revive a recording studio (101) and to create an interactive gallery (102) that would include exhibits showing the history of recording in Cuba (specifically in Areito), facilities to listen to archived recordings, to view audiovisual material on the same subject, and to attend events, lectures, exhibitions, etc. All of this would fulfill the main objective of making Estudios Areito the "Cathedral of Music Recording in Cuba", a place where one can relive the past through the treasures in the archives, and join it to the present through the recordings being made in Studio 101; both archives and recording studios could be visited. We also see the project including the leasing of Recording Studio 101 and using El Jelengue, the theater located in the building, to put on music covering everything from trova, to son y rumba. We also envision reviving the production of vinyl records in the studios so that they may be sold internationally, a market niche which is currently growing and which Areito will be able to represent as a vintage label.		
INVESTMENT TYPE:	International Economic Partnership Agreement		
CUBAN PARTY:	Empresa de Ediciones y Grabaciones Musicales Egrem		
ESTIMATED INVESTMENT:	4.8 million USD		
LOCATION:	Centro Habana municipality, La Habana province		
MARKET POTENTIAL:	Cuban and international musicians and groups, international tourism and the local population of Havana		
ANTICIPATED RESULTS:	Restoring the building and providing for its technological component so that it may initiate activity, in order to attract musicians and music producers as potential customers for recording services in the emblematic Areito Studios and at the same time promoting musical tourism, visiting studios and listening to recordings in the anthology archives, acquiring cultural products such as vinyl records and also to enjoy live performances. We anticípate annual sales of more than 800,000 dollars: the		

investment recovery period is estimated at 5 years.

Email: director@egrem.co.cu / Tel.: (53) 72041925

Email: dir.export@egrem.co.cu / Tel.: (53) 72046198

Name: Mario Ángel Escalona Serrano

Position: Director General, EGREM

Name: Yolaida Duharte López

Position: Director for Exports

ESTUDI (AREÍTO)

CONTACTS:



CASES



DESCRIPTION:	This project seeks to manufacture a for export to the Caribbean and I market demand and replace impor
INVESTMENT TYPE:	International economic partnership
CUBAN PARTY:	Empresa de Producciones para el A
ESTIMATED INVESTMENT:	2.5 million USD.
LOCATION:	Playa municipality, La Habana prov
MARKET POTENTIAL:	Duty-free sales to all the country' música, cultural centres) and to tou the area, after acquiring experiene
ANTICIPATED RESULTS:	Obtaining technological products t for the purpose of becoming a leac export market for Central America
CONTACTS:	Name: José Martínez Fleitas Position: Subdirector for Prodution Email: tecnoescena@cubarte.cult.c
	Name: Christian Nahim Rosales Ab Position: Subdirector for Acounting
	Email: tecnoescena@cubarte.cult.c

CULTURE SECTION

audio and technological light system sets, screens and flash cases, Latin America during the first phase, and to meet the domestic orts.

ip agreement

Arte y el Espectáculo (Tecnoescena).

ovince

y's cultural institutions (theatres, casa de cultura and casas de la ourism facilities. Insert into the international market, in countries in e in the activity.

that bring estimated annual revenues of around 2 million dollars, ading producer of these products in Cuba and to also penetrate the a and the Caribbean.

n and Development, Tecnoescena .cu / Tel.: (53) 78327905

beth ng, Tecnoescena .cu / Tel.: (53) 72031603 \bigcirc

MANUFACTURING AND SETTING UP SMALL, MEDIUM AND LARGE TENTS (TENSE FORMS)		BÚSQUEDA DE FINANCIAMIENTO PARA LA PRODUCCIÓN DE PINTURAS Y OTROS MATERIALES PARA LA CREACIÓN ARTÍSTICA.	
DESCRIPTION:	This project seeks to salvage the building and to restart the workshop producing different sized tents, promoting new designs.	DESCRIPTION:	Promote industrial facilites to pro easels, drawing tables, various siz of brushes, white primer, gesso, p
INVESTMENT TYPE:	International economic partnership agreement		basic colors of acrylic paints, and o
CUBAN PARTY:	Empresa de Producciones para el Arte y el Espectáculo (Tecnoescena).		products
ESTIMATED INVESTMENT:	1.8 million USD per year	INVESTMENT TYPE:	International economic partnersh
LOCATION:	Playa municipality, La Habana province	CUBAN PARTY:	Fondo Cubano de Bienes Cultural
MARKET POTENTIAL:	Ensuring 100 % of the demand for tents in Ministry of Culture facilities, inserting into the market	ESTIMATED INVESTMENT:	2.8 million USD.
MARKET FOTENTIAL.	for leasing medium and small tents for popular festivals, carnivals, etc., as well as for international	LOCATION:	Centro Habana municipality, La H
	events and fairs held in Cuba. Becoming the exclusive supplier for the National Circus of Cuba and providing maintenace and repair services for existing tents. Inserting into the international market for countries in the area after having acquired experience in the activity. We also foresee meeting the	MARKET POTENTIAL:	Cuba's 3,500 artists working in the vi pplies. This project would also suppo products in Central America and the o
ANTICIPATED RESULTS:	existing demands in the tourism sector. Diversification of the company's productions, increasing overall production to 1.5 million dollars per year, thereby recovering the investment in 2 years. Establishing the company as a leader in supplying this product in Cuba and penetrating the export market to Central America and the Caribbean.	ANTICIPATED RESULTS:	Obtaining stable sustained production revenues of more than one million do that would be the leader in supplying penetrate the export market.
CONTACTS:	Name: José Martínez Fleitas Position: Subdirector for Prodution and Development, Tecnoescena Email: tecnoescena@cubarte.cult.cu Tel.: (53) 78327905	CONTACTS:	Name: Arturo Valdés Curbeira Position: Director general, Fondo Email: arturo@fcbc.cu Tel.: (53) 78330911
	Name: Christian Nahim Rosales Abeth Position: Subdirector for Acounting, Tecnoescena Email: tecnoescena@cubarte.cult.cu Tel.: (53) 72031603		Name: Fernando Morgan Scott Position: Director for Exports, Fon Email: fmorgan@fcbc.cu Tel.: (53) 78370339

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produce paint and other artists' materils such as different kinds of sizes of stretchers, palettes, spatula sets, different types and qualities o, primed canvas, recycled paper, pigments, basic colors of oil paints, ad other paint used in the visual arts. Packaging and packing for these

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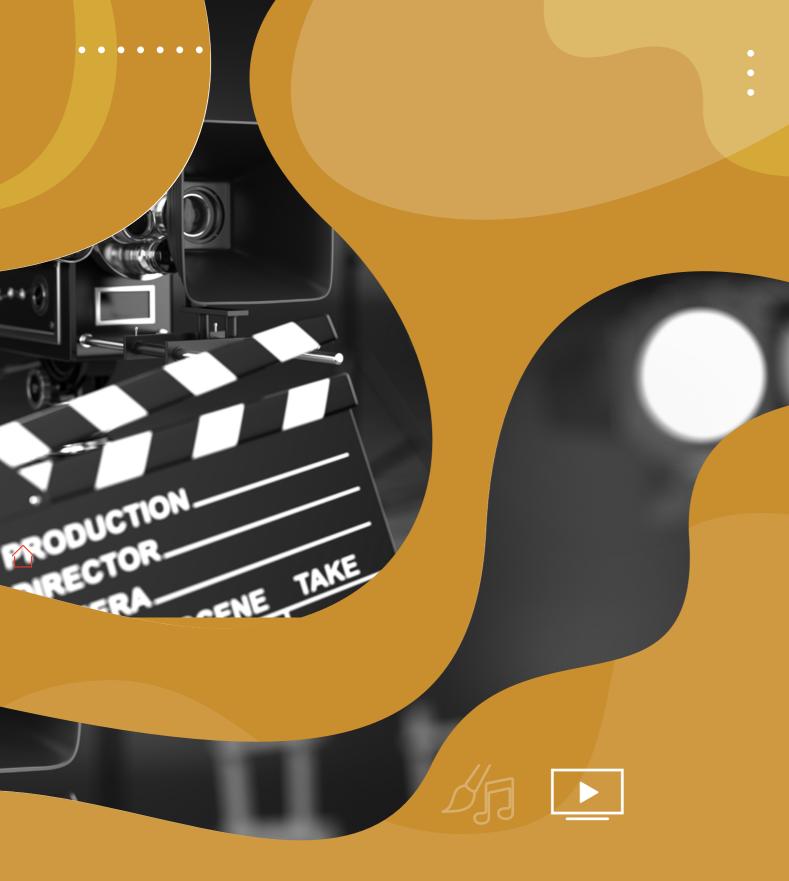
Habana province

e visual arts lack an internal stable market that sells these materials and suport the activities of the teaching of the arts in Cuba. We foresee selling these ne Caribbean.

ction of these materials and supplies that would allow us to have annual dollars; this would see investment recovery in 3 years. Setting up a company *i*ng these products in Cuba in order to meet internal market demands and

lo Cubano de Bienes Culturales

ondo Cubano de Bienes Culturales



Audiovisual activity

Today Cuba has 7 open national public television channels and 1 international channel (Cubavisión Internacional) that has coverage all continents.

The television industry particularly requires constant technological updating and so we are dealing with a sector where the use of advanced technologies and equipment more and more determines the visual and sound levels of their products; they

determine the features for production and for subsequent commercialization.

Cuba has highy professional specialists in the sector. Together with the creation of the necessary infrastructure, insertion into the distribution chains and the provision of updated technological means and equipment it can contribute to the movement of exports, fundamentally of services, in our geographical region.



International Radio and Television Convention

Every October this audiovisual media sector business platform sees the participation of suppliers and distributors of technologies and products associated with radio and television productions. Expositions, lectures and the launching of new products and technological solutions fill the program along with meetings with intellectuals, audiovisual creators, top-notch television producers in the region and each of the Telecentros de Cuba where strengths and necessities can be shared.





The Entertainment Industry, as it is called internationally, principally brings together television and radio. It is increasingly becoming more affected by and forced to undergo greater development in the face of constant technological changes being introduced and the different channels and digital platforms that are making possible the limitless spreading of these media throughout the world due to globalization.

SECTORIAL POLICY:

te comprehensive projects that enhance the mirocess to digital television, allow the permanent of audiovisual technology and the generation of ennt and educational contents, and facilitate the interation of audiovisual products and services by raising els. Cuban partners will always define and control visual content to be produced by an international partnership or association. Wholly-owned foreign terprises will not be allowed.



CULTURE SECTION

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BUSINESS OPPORTUNITIES

CUBAN PARTY PARTNERED WITH FOREIGN INVESTMENT BUSINESS

"RTV Comercial...an enterprise that produces and sells quality"

PAQUITA ARMAS FONSECA



(Journalist specializing in culture, regular collaborator with "La Jiribilla" digital journal, she a keen and well-known Cuban critic and intellectual)

RTV Comercial is the company marketing all Cuban radio and TV products and services. Its prime mission is to make successful international negotiations and attract investment projects in this sector. Therefore it has the authority to partner with foreign companies and a group of professionals from a variety of areas, namely artistic, technical, commercial, economic and legal areas, thereby ensuring the excellent quality of the enterprise's products and services.



Name: Rafael Yaech Solis Position: Director General, RTV Comercial Email: rafael.yaech@rtvc.icrt.cu, rafael. yaech@rtvcomercial.co.cu Tel.: (53) 78319172



CINESOFT

The Empresa de Informática y Medios Audiovisuales of the Ministry of Education of the Republic of Cuba has been working for over 20 years to introduce technologies into the Cuban education system.

A group of experienced pedagogues collaborates with the artistic-technical team to deal with education via ICTs, mainly on issues related to multi-media and audiovisual educational productions, class digitalization projects and learning environments and networks.





and the second		
Insertion of a service of high definiti at a reasonable price.		
International Economic Partnership		
RTV Comercial		
6 million USD		
Plaza de la Revolucion municipality,		
El proyecto garantiza la inserción de que diversifica los espacios y conter		
To offer the Cuban populace greate great demand of television audience		
Name: Rafael Yaech Solis		
Position: Director General, RTV Con Email: rafael.vaech@rtvc.icrt.cu, ra		



tion themed channel packages within the reach of the population,

Agreement

y, La Habana province

de un grupo de canales de televisión de interés para la población, enidos audiovisuales.

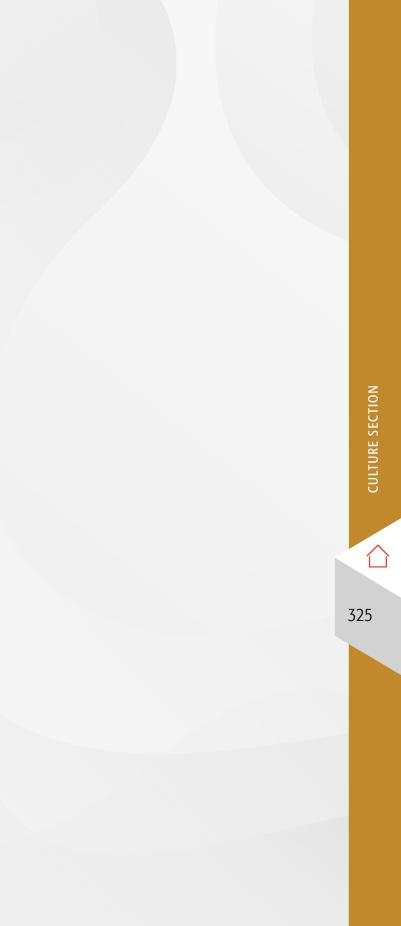
er variety in audiovisual contents at affordable prices, to meet the ces eager for cultural and entertainment products

mercial rafael.yaech@rtvcomercial.co.cu / Tel.: (53) 78319172 \bigcirc

INFORMATION TECHNOLOGY AND EDUCATIONAL AUDIOVISUAL PRODUCTIONS



DESCRIPTION:	Produce and commercialize clean and innovative technological solutions geared to improve the quality of education, management of knowledge and the information technology and audiovisual infrastructure for the domestic education system and for export.		
INVESTMENT TYPE:	International Economic Partnership Agreement		
CUBAN PARTY:	Empresa de Informática y Medios Audiovisuales (Cinesoft).		
ESTIMATED INVESTMENT:	6.6 million USD.		
LOCATION:	Playa municipality, La Habana province		
MARKET POTENTIAL:	The market for technology for the education sector will grow at an annual rate of 2.3% up to 2018 until it reaches 67,800,000 billion USD. Moreover, there is no doubt that the management of learning especially in Latin America, is a growing market as well as in specific industries, especially due to the existing large digital breach and the shortage of specialists and professors associated with technologies and the production of a wide variety of types of educational resources. The foreseen estimated demand by the domestic market is valued at 1.3 million pesos and at 7.5 million USD for export in upcoming years.		
ANTICIPATED RESULTS:	Access to highly specialized technological equipment and resources needed for these kinds of au- diovisual products and resources for educational content. We also foresee attaining development and modernization of the process and being able to go from a homemade industry to a specialized industrial production. Reaching figures including a considerable number of contents per year to maintian, develop and broaden production services and to commercialize informatics and audiovi- sual applications.We anticipate annual revenues of over nine million dollars.		
CONTACTS:	Dirección Comercial de Cinesoft		
	Email: dircomercial@cubaeduca.cu Tel.: (53) 72037742		





Banking and Financial Sector

Foreign investors interested in investing in the Banking and Financial Sector of Cuba may find information and the documents required to apply for establishing a bank or non-banking financial institution in the country, in Decree-Law No. 362 "About Institutions of the Banking and Financial System" of 14 September 2018.

Foreign financial institutions or foreign invesors may participate not only by buying shares from Cuban financial institutions created under the Foreign Investment Act, but by the constituion of financial institutions with joint capital or totally foreign capital, or other type of international economic partnership agreement, according to the Foreign Investment Act.

In the case of foreign investment, the types of financial institutions that may be authorized via permit from the Banco Central de Cuba are: corporative banks, second floor corportive Banks, investment Banks and non-banking fiancial institutions, Banks that must essentially contribute capital, technology, new banking products and services, access to inernational financial markets, generate joba and invest in human resources know-how.

Once these financial institutions have been established, they must be governed by Cuban lw, fulfill the requirements of capital and liquidity, as well as the information requirements that the Banco Central de Cuba requires, participate in the inte-bank market and in the liquidation of payments systems. Likewise, they shall submit to the banking supervision established by the BCC Superintendent, as are all 100% Cuban financial institutions and banks.

In the aforementioned Decree-Law No. 362 of 2018, Chapter II also covers the operations and services that these types of financial institutions may carry out, and in Chapter IV the documents to be presented to the Banco Central de Cuba-for evaluation of the application for permits.

The Official Gazette of the republic of Cuba No, 56 or 6 August 2020 published Resolution No. 25 of 20 February 2020 that specifies the information that must be contained in the technical-economic pre or feasibility opportunity studies for foreign investment business projects.

By Agreement No.115 of the Banco Central de Cuba, of 29 May 1998, for the start of their operations Banks must have a mínimum signed and paid capital equivalent to 5 million CUC, while the mínimum capital payable for non-banking financial institutions is equivalent to 2 million CUC, at the official exchange rate at the time of effectuating payment.

SECTORIAL POLICY:

Foreign investment in the banking and financial sector must be directed towards access to foreign capital, external financing, banking and information analysis techniques which fulfill international efficiency and security standards; development of banking/financial relations, access to new products, services and international financial markets.

This sector seeks to bolster access to financing through a national financial market; as well as to promote the participation of foreign investment funds through their establishment as non-bank financial institutions.

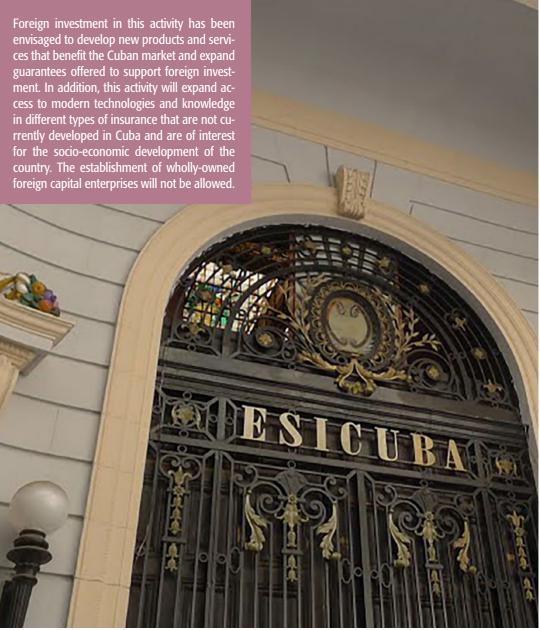
Foreign investment in the banking and financial sector may be established via the purchase of shares from banking institutions created under the Cuban Foreign Investment Law, joint venture capital or wholly owned foreign capital institutions as Affiliates. Foreign investment is not authorized neither in capital of wholly owned Cuban banks or financial institutions, nor in establishing branches of foreign banks.



Insurance Activities

The Cuban insurance market commercializes over 100 types of insurance under damages or assets, civil, personal liability and others. At present, we have no insurance products covering life and security insurance. The market has two insu-

SECTORIAL POLICY:



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

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TERRITORIAL DISTRIBUTION OF PROJECTS

We exclude:

- Oil blocks (114 projects)
- Mine deposits (5)
- Construction of a new 20 000 tcd sugar mill with refinery
- 100 MW bioelectrical plant and 500 Hld alcohol distillery – may be located in one of the western, central or eastern regions of Cuba. (1).

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\bigcirc	PINAR DEL RÍO
(\forall)	PROVINCE



- 1.
- Photovoltaic solar frms 2.
- Creation of a network of tourist parks in natural areas 3.
- 4. Administration and commercialization agreements for services with financing in accommodations facilities: Villa Brisas del Mar, Minas de Matahambre municipality
- 5. Administration and commercialization agreements for hotel facilities in accommodations facilities: Valle Ancón, Viñales municipality
- Los Jazmines, Viñales municipality
- La Ermita, Viñales municipality
- 8. Administration and commercialization agreements for hotel facilities in accommodations facilities: Rancho San Vicente-Villa Horizontes, Viñales municipality
- pality
- 11. Development and industrial production of beef, its industrial processing and commercializing special cuts. Empresa Pecuaria Genética Camilo Cienfuegos, Consolación del Sur municipality
- 12. Development and production of fresh vegetables in protected crops, for export and the domestic market in foreign currency. Municipio Los Palacios municipality
- 13. Production and commercialization of concentrated and simple juice, pulp and essential oil, on the basis of attaining agricultural development in the western area. Pinar de Río municipality
- 14. Production of wooden boards. Pinar de Río municipality
- 15. Development and divesification of the production of industrialized fruit, vegetable ad garden vegetable products. Pinar de Río municipality
- 16. Assembly, maintenance, repairs and commercialization of agricultural and forestry equipment and implements for their parts, spare parts, to ensure increased production in the agro-food sector. Pinar de Río municipality

Manufacture of light clay elements. Pinar de Río municipality

- 6. Administration and commercialization agreements for hotel facilities in accommodations facilities:
- 7. Administration and commercialization agreements for hotel facilities in accommodations facilities:
- 9. Administration and commercialization agreements for hotel facilities in accommodations facilities: Complejo Pinar del Río Cuidad Hotel Vueltabajo-Hotel Pinar del Río, Pinar de Río municipality
- 10. Pork production for commercializing finsihed pork products Pinar de Río y Consolación munici-

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40.	Production of high tech med
41.	Comprehensive logistics ope
42.	Biopharmaceutical logistics of
43.	Regional logistics centre. ZED
44.	Refurbishing the Cabañas Ba
45.	Ship repairs and maintenance
46.	Railroad development assoc ment Zone. ZED Mariel.
47.	Building and managing stand
48.	Building and managing busir
49.	Dairy and their byproducts p
50.	Production of pasta. ZED Ma
51.	Production of sausages and o
52.	Production of sauces and dre
53.	Production of spices, condim
54.	Wheat flour production. ZED
55.	Production and commercializ
56.	Production and commercializ
57.	Production of washroom fitti
58.	Production of ceramic floor a
59.	Manufacturing, commercializ Mariel.
60.	Administration and commer mar Tourist Accommodation
61.	Manufacturing cement fiber
62.	Building a limr plant in Arten
63.	Production of poultry and its & Caimito municipalities
64.	Development of the industria tion of special cuts. Empresa
65.	Rice production.

66. Development and production of fresh vegetables in protected crops for export and the domestic market in foreign currency. Caimito municipality

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- dical equipment. ZED Mariel.
- erator. ZED Mariel.
- operator centre. ZED Mariel.
- D Mariel.
- ay shipyard. ZED Mariel.
- ce at the Astilleros Astimar, Mariel Bay. ZED Mariel.
- ciated with passenger transportation to the Mariel Special Develop-
- dard ships. ZED Mariel.
- ness centres. ZED Mariel.
- production. ZED Mariel.
- ariel.
- cold-cuts. ZED Mariel.
- ressings. ZED Mariel.
- ments and additives for food processing. ZED Mariel.
- Mariel.
- ization of channeled pork. ZED Mariel.
- ization of channeled chicken. ZED Mariel.
- tings. ZED Mariel.
- and wall tiles ZED Mariel.
- izing and services associated with metallic and PVC framework. ZED
- rcialization of services with financing at campground facilities. Cocons. ZED Mariel.
- boards. Artemisa municipality
- misa. Artemisa municipality
- ts channeled commercialization. San Cristóbal, Candelaria, Guanajay
- ial production of beef, its industrial processing and the commercializaa Pecuaria Genética Los Naranjos, Caimito municipality

- 68. Wood charcoal processing, classification, packaging and export plants
- 69. Technological completion and operation for a beekeeping complex in the western part of Cuba to produce and commercialize honey and other honey-based products, in order to meet national market demand and promote exportation. Caimito municipality
- 70. Proposal to ensure plantation, agro-technology and harvesting energy forests and marabú. "30 de Noviembre" Biolelectrical Plant
- 71. Agroindustrial development for the production of avocados (persa americana) in Artemisa province, for the domestic and international markets
- 72. Agroindustrial handling of potatoes for the production of potato chips in different formats in Artemisa province. Alguízar municipality
- 73. Production and commercialization of tropical flowers (heliconia and anturia) for export. San Antonio de los Baños municipality
- 74. Development of the agoindustrial prodcution of fruits and vegetables in Artemisa province. Güira de Melena municipality
- 75. Industrial processing of fish. San Cristóbal municipality
- 76. Raising mollusks and fish at sea. Bahía Honda municipality
- 77. Proposal to ensure plantation, agrotechnology and harvesting energy forests and marabú.
- 78. Dismantling out-of-service boats to meet the growing demand of Cuban steel plants for ferrous scrap. Bahía Honda municipality

HAVANA 0 PROVINCE



- 79. Building a plant for the production of light and design cement. San Miguel del Padrón municipality
- 80. Maintenance, post-sale, leasing, repair services for tools and electric tools for construction. Plaza de la Revolución municipality
- 81. Building, maintenance, repair, setting up and leasing of scaffolding and formwork. Playa municipality
- 82. Call Center. Playa municipality
- Information technologies services centre. Plaza de la Revolución municipality 83.
- Modernization of postal graphic art. Plaza de la Revolución municipality 84.
- 85. Building the infrastructure for telecommunications networks. Plaza de la Revolución municipality

- Operation and administration of Astilleros Casablanca. Regla municipality 86.
- 87. Services for cruise and merchant ships. La Habana Vieja municipality
- Deelopment of the network of workshops for the repair and maintenance of commercial and 88. tourism motor vehicles. Repairing and checking fuel injection systems in internal combustión engines. Cerro municipality
- Cerro municipality
- 90. UEB Astigal repairs for small boats. Regla municipality
- 91. UEB Chullima repairs for small boats. Plaza de la Revolución municipality
- 92. Enlarging and refurbishing the Marlin Boat Workshop. Playa municipality
- 93. bana del Este municipality
- 94. 3PL logistics operator to manage the supply chains for refrigerated foods. Frigorifico Habana del Este, Habana del Este municipality
- Playa municipality
- Administration for the production of smooth or corrugated pipes. Boyeros municipality 96.
- Deep well drilling services. La Lisa municipality 97.
- Building and commercializing top quality hotel capacities in the La Habana resort area. Hotel 98. Veneciana, Lot 1, Habana del Este municipality
- Building and commercializing top quality hotel capacities in the La Habana resort area. Bungalow 99. Lot 2, Habana del Este municipality
- Villa Veneciana Lot 3, Habana del Este municipality
- Hotel Aeropuerto, Boyeros municipality
- 3.ra 80 & 84, Playa municipality
- 103. Building and commercializing top quality hotel capacities in the La Habana resort area. Hotel Neptuno Tritón. Playa municipality
- 104. Building and commercializing top quality hotel capacities in the La Habana resort area. Hotel Lot Línea esq. a Paseo, Plaza de la Revolución municipality
- 105. Building and commercializing top quality hotel capacities in the La Habana resort area. Hotel Lot 23 & B, Plaza de la Revolución municipality
- 106. Building and commercializing top quality hotel capacities in the La Habana resort area. Hotel Ave. Malecón & calle 7.ma, Plaza de la Revolución municipality
- cipality
- cipality

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89. Workshop for the repair and maintenance of Hyundai commercial and tourism motor vehicles.

- 3PL logistics operator to manage the supply chains for refrigerated foods. Frigorífico Berroa, Ha-
- 95. 3PL logistics operator to manage the supply chains for refrigerated foods. Frigorifico de Playa,

- 100. Building and commercializing top quality hotel capacities in the La Habana resort area. Tourist
- 101. Building and commercializing top quality hotel capacities in the La Habana resort area. Project:
- 102. Building and commercializing top quality hotel capacities in the La Habana resort area. Hotel Lot

107. Administration and commercialization of hotel facilities. Villa Tropicoco, Habana del Este muni-

108. Administration and commercialization of hotel facilities. Hotel Deauville, Centro Habana muni-

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109.	Administration and commercialization of hotel facilities. Hotel New York, Centro Habana muni- cipality	131.	Administration and commercia nicipality
110.	Administration and commercialization of hotel facilities. Hotel to be built Isla de Cuba, La Habana Vieja municipality	132.	Administration and commercial
111.	Administration and commercialization of hotel facilities. Hotel to be built. Nueva Isla, La Habana	133.	Administration and commercial
112	Vieja municipality Administration and commercialization of hotel facilities. Hotel Comodoro, Playa municipality	134.	Administration and commercial Habana Vieja municipality
	Administration and commercialization of hotel facilities. Hotel Bella Habana, Plaza de la Revolu-	135.	Administration and commercia
113.	ción municipality	136.	pality La Habana Water Park. Playa m
114.	Administration and commercialization of hotel facilities. Hotel Colina, Plaza de la Revolución mu- nicipality		Interaction with dolphins comp
115.	Administration and commercialization of hotel facilities. Lincoln-Lido-Caribbean hotel complex, Centro Habana municipality		Centre for Aesthetic and Well-b
116.	Administration and commercialization of hotel facilities. Boca Ciega-Alturas de Boca Ciega hotel complex, Habana del Este municipality		Production of fatty liver, paté, d
117.	Administration and commercialization of hotel facilities. Brisas-Veneciana hotel complex, Habana del Este municipality	140. 141.	Production and commercializat Production of tropical flowers
118.	Administration and commercialization of hotel facilities. Terrazas-Atlántico hotel complex, Habana del Este municipality	142.	export. Boyeros municipality Development of beef production
119.	Administration and commercialization of hotel facilities. Portales de Paseo-Vedado Azul-Paseo Habana hotel complex, Plaza de la Revolución municipality	143.	cuts, sausages and othe beef by Development of the production
120.	Administration and commercialization of hotel facilities. Panamericano Aparthotel Brisas-Apartho- tel Costazul-Panamericano complex, Habana del Este municipality	144.	soda and cream) and cereals. C Creation of a business for inter
121.	Administration and commercialization of new hotel facilities being built. Lot 2, (L) e/ 70 y 76 y e/ 3.ra y 5.ta. Hotel 2, Playa municipality	145.	nicipality Wheat flour production. UEB Co
122.	Administration and commercialization of new hotel facilities being built. Lot 4, (L) Calzada e/ 2 y Paseo, Plaza de la Revolución municipality		Wheat flour production UEB C
123.	Administration and commercialization of new hotel facilities being built. Lot 5, (L) 1.ra y B, Plaza de la Revolución municipality	147.	Creation of a facility for the pro Plant for the production and co
124.	Administration and commercialization of new hotel facilities being built. Lot 7, (L) Malecón e/ Calzada y J, Plaza de la Revolución municipality		nicipality Production and commercializat
125.	Administration and commercialization of new hotel facilities being built. Lot 11, (L) Calle K y 23, Plaza de la Revolución municipality		Production, commercialization
126.	Administration and commercialization of new hotel facilities being built. Lot 10, (L) Calle K esq. a Rampa, Plaza de la Revolución municipality	151.	nicipality Design, production and comme
127.	Administration and commercialization of new hotel facilities being built. Lot 8, Malecón e/ 25 y Humbolt (Hola Ola), Plaza de la Revolución municipality	152.	in hospitals. Playa municipality Design, production and sustain
128.	Administration and commercialization of new hotel facilities being built. Lot 9, Calle 23 e/ N y O, La Rampa, Plaza de la Revolución municipality	153.	Production of educational toys
129.	Administration and commercialization of hotel facilities. Corona Tabacalera.	154.	Production and commercializat
130.	Administration and commercialization of hotel facilities. Hotel Aguiar 307, La Habana Vieja mu- nicipality	155.	Production and commercializat nicipality
1		156.	Production and commercializat

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rcialization of hotel facilities. Hotel Aguiar 360, La Habana Vieja mu-

- rcialization of hotel facilities. Hotel Monte Barreto, Playa municipality rcialization of hotel facilities. Hotel Metrópolis, Playa municipality
- rcialization of hotel facilities. Hotel Real Hacienda (Obispo y Cuba), La

rcialization of hotel facilities. Hotel Aduana, La Habana Vieja munici-

- a municipality
- mplex. Playa municipality
- II-being Medicine. Playa municipality
- é, duck breast (magret) and legs. La Lisa municipality
- ization of channeled rabbit. La Lisa municipality
- ers and plants for the domestic market in foreign currency and for y
- uction, its industiral processing and the commercialization of special of special of special of special specia
- tion of confectionary products: candies, sherbets, biscuits (fine, sweet, ls. Cerro municipality
- ternational and national commercialization of Cuban rum. Playa mu-
- B Cereales Turcios Limas, Regla municipality
- B Cereales José Antonio Echevarría (JAE), Regla municipality
- procution of cytostatic products. La Lisa municipality
- d commercialization of products from human placenta. La Lisa mu-
- ization of semi-solid medicines. La Lisa municipality
- ion and sustainability of electronic fund transfer systems. Playa mu-
- nmercialization of disposable plastic materials used by medicine and lity
- ainability of weighing equipment and systems. Playa municipality
- bys and other commonly used materials. Marianao municipality
- ization of sports confections and implements.Cerro municipality
- ization of polyethylene flexible and extruded packaging. Boyeros mu-
- ization of footwear. Habana del Este municipality

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- 157. "Arte en Casa" [Art in the Home] project
- 158. Plant for the production and commercialization of multi-layer sacks, bags and cases. Boyeros municipality
- 159. Production and commercialization of rigid tubes for cigars. Regla municipality
- 160. Design, production and commercialization of polyurethane sandwich panels. Boyeros municipality
- 161. Manufacturing parts, spare parts and components for elevators, assembly and post-sale services. Arroyo Naranjo municipality
- 162. Production and commercialization of tin cans. Guanabacoa municipality
- 163. Integrated solid urban waste management system. (SIGRSU).
- 164. Smelting and refining lead. San Miguel del Padrón municipality
- 165. Repairs and re-engineering the medical devices factory Ortop, of the Frank País Hospital. La Lisa municipality
- 166. Medical technology centre for specialized development.
- 167. Science and technology park. La Lisa municipality
- 168. Development of the infrastructure for nanomanufacturing. La Lisa municipality
- 169. Publishing and co-publishing educational literature. (Empresa Editorial Pueblo y Educación). Playa municipality
- 170. Estudios Habana (Areíto). Centro Habana municipality
- 171. Manufacturing and assembling audio and technological light systems, screens and flash cases. Playa municipality
- 172. Manufacturing and setting up small. Medium and large tents (tense forms). Playa municipality
- 173. Seeking financing for the prodcution of paint and other materials for artists. Centro Habana municipality
- 174. System of pay per view channels for national TV. (pay per view). Plaza de la Revolución municipality
- 175. Information technology and audiovisual materials for education. Playa municipality

SPECIAL 0 MUNICIPALITY OF ISLA DE LA JUVENTUD



- 176. Administration and commercialization of hotel facilities. Cayo Largo del Sur. Pelícano.
- 177. Administration and commercialization of hotel facilities. Colony.



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de la Juventud.

- 180. Photovoltaic solar farms (1 project).
- 181. Modernization of the national workshop to repair pumping equipment for the water resources system. San José municipality

- 185. Production of buffalo for the industrialization and commercialization of buffalo milk and its byproducts. Empresa Pecuaria Genética Bufalina El Cangre, El Cangre municipality
- 186. Production of spirulina. Jaruco municipality
- 187. Production of aloe vera gel in Mayabeque province. Güines municipality
- Ouivicán municipality
- nicipality
- 190. Modernization of existing sugar mills. San Nicolás de Bari municipality
- pality
- nicipality



OF PROJECTS

TERRITORIAL DISTRIBUTION

178. At risk geological investigation (prospecting-exploration) for wolfram Lela prospects in the Isla

179. At risk geological investigation (prospecting-exploartion) on a number of mica and kaolin deposits in the Isla de la Juventud.



- 182. Service administration and commercialization agreements with financing at accommodations facilities: Camping internacional parque de aventuras El Narigón, Santa Cruz del Norte municipality
- 183. Service administration and commercialization agreements with financing at accommodations facilities: Camping Escaleras de Jaruco, Jaruco municipality
- 184. Development of industrial beef production, its industrial processing and commercializing special cuts. Empresa Pecuaria Valle del Perú, San José municipality
- 188. Replacing the multiprocessing line of the UEB Industria de la Empresa Agropecuaria 19 de Abril.
- 189. Production of pasta (short, long and noodles) UEB Pastas Alimenticias Vita Nuova, San José mu-
- 191. Production and commercialization of retread tires and making use of old tires. San José munici-
- 192. Production and commercialization of thermal copper electrical wires. San José de Las Lajas mu-



- 200. Administration and commercialization of hotel facilities Acuazul- Varazul complex, Cárdenas municipality
- 201. Administration and commercialization of hotel facilities. Delfines-Club Tropical hotel complex, Cárdenas municipality
- 202. Administration and commercialization of new hotel facilities being built Hotel Chapelin Los Tainos (Las Olas), Cárdenas municipality
- 203. Administration and commercialization of new hotel facilities being built. Hotel Golf, Cárdenas municipality
- 204. Administration and commercialization of hotel facilities. Hotel to be built at Lot 66. Cárdenas municipality
- 205. Administration and commercialization of hotel facilities. Hotel to be built 3.ra Avenida, Cárdenas municipality
- 206. Administration and commercialization of hotel facilities. Hotel to be built. Hotel Donaire, Cárdenas municipality
- 207. Administration and commercialization of hotel facilities. Kawama, Cárdenas municipality
- 208. Service administration with financing agreements for enlarging the Varadero Marina Docks. Varadero resort, Cárdenas municipality
- 209. Administration and commercializing services with financing agreements at accomodations facilities. Faro de Maya, ecological tourism facility, Cárdenas municipality
- 210. Quality of life service. San Miguel de los Baños resort/spa, Martí municipality
- 211. Quality of life service. Menéndez resort/spa, Jovellanos municipality

- 213. Development of industrial beef production and commercializing special cuts. Empresa Pecuaria Genética Matanzas, Limonar municipality
- 214. Production of grain. Jovellanos municipality
- 215. Reanimation, development and increasing the production and commercialization of fresh and industrialized citrus of the Empresa Agroindustrial Victoria de Girón & Cítricos Arimao. Jagüey Grande municipality
- 216. Development and production of fresh vegetables in protected crops for export and the domestic market in foreign currency. Jagüey Grande municipality
- 217. Proposal to ensure plantation, agrotechnology and harvesting energy forests and marabú.
- 218. Production of Paraíso-brand yoghurt. Matanzas municipality
- 219. Development and diversification of dairy products and their byproducts. Matanzas municipality
- 220. Administration of bioelectrical sugar mill. Central Mario Muñoz, Los Arabos municipality
- tanzas municipality

CIENFUEGOS

PROVINCE

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- Lajas municipality
- 226. Photovoltaic solar farms (1 project).
- 227. Repairs to small boats. UEB Astisur, Cienfuegos municipality
- 228. Repair and maintenance services for ships. Cienfuegos municipality
- 229. Building and commercializing top quality hotels and villas in the Cienfuegos resort area. Hotel Puesta de Sol, Cienfuegos municipality
- 230. Building and commercializing top quality hotels and villas in the Cienfuegos resort area. Hotel Marilope, Cienfuegos municipality

- 212. Pork production for finished pork products. Jovellanos & Cárdenas municipalities

- 221. Production of ammoniac, urea and other prodcuts, Matanzas municipality
- 222. Joint venture for the production and commercialization of mixed fertilizers (Bulk Blending). Ma-
- 223. Production and commercialization of petroleum liquid gas 10 kg cylinders. Matanzas municipality
- 224. Turf services for sports and recreational facilities in Cuba and the Caribbean. Perico municipality

225. Bioelectrical plant adjoining sugar mill, with 30 MW to 50 MW capacity in Cuidad Caracas. Las

- 231. Administration and commercialization with financing services agreements at accommodations facilities. Guajimico international diving centre, Cienfuegos & Trinidad municipalities
- 232. Production of poultry and its channeled commercialization. Cienfuegos, Cumanayagua & Abréus municipalities
- 233. Development of industrial beef production, its industrial processing and commercializing special cuts. Empresa Integral Cienfuegos, Aguada de Pasajeros municipality
- 234. Production and commercialization of balanced feed from national corn production. Cienfuegos municipality
- 235. Development and production of fresh vegetables in proteted crops for export and the domestic market in foreign currency. Cumanayagua municipality
- 236. Processing, classification, packaging and exporting wood charcoal.
- 237. Production of glucose. Cienfuegos municipality
- 238. Raising fish at sea. Cienfuegos municipality
- 239. Production of wheat flour. UEB Cereales Cienfuegos, Cienfuegos municipality
- 240. Production of pasta (short, long and noodles) Unidad de Producción Martha Abreu Cruces.
- 241. Enlarging and modernizing a rum factory. Rum factory adjoining the Antonio Sánchez sugar mill, Aguada de Pasajeros municipality
- 242. Administration and commercialization of hotel facilities. Rancho Luna-Faro Luna hotel complex, **Cienfuegos municipality**

- 243. Reopening the Serrano green marble quarry in Villa Clara. Placetas municipality
- 244. Photovoltaic solar farms (1project).
- 245. Pork production for commercializing finished pork products. Santa Clara & Corralillo municipality
- 246. Production of poultry and its channeled commercialization. Santo Domingo, Placetas & Jovellanos municipalities
- 247. Development of industrial beef production, its industrial processing and commercializing special cuts. Empresa Pecuaria Macún, Sagua la Grande municipality
- 248. Proposal to ensure plantation, agrotechnology and harvesting energy forests and marabú.
- 249. Production of Paraíso-brand yoghurt. Santa Clara municipality
- 250. Enlarging and modernizing a rum factory. Rum factory adjoining the Heriberto Duquesne sugar mill, Remedios municipality



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co municipality

pality

Santa Clara municipality

barién municipality

nicipality

- 262. Creation of a network of tourist parks in natural areas.
- 263. Pork production for commercializing finished pork products. La Sierpe municipality
- guajay municipalities
- cuts. Empresas Pecuaria Managuaco y Agropecuaria Obdulio Morales, Sancti Spíritus municipality ducts. Empresa Agropecuaria Obdulio Morales, Sancti Spíritus municipality
- 265. Development of industrial beef production, its industrial processing and commercializing special 266. Production of buffalo for the industrialization and commercialization of buffalo mlk and its bypro-
- 267. Increasing the productive potential of shrimp farming. Sancti Spiritus municipality
- cipality
- pality



VILLA CLARA

PROVINCE

- 251. Modernizing a boiler factory. Sagua la Grande municipality
- 252. Diversified production of organic products. Santo Domingo municipality
- 253. Diversified production of organic products. Santa Clara municipality
- 254. Administration and commercialization of hotel facilities. Hotel Hanabanilla, Manicaragua munici-
- 255. Building and commercializing hotel capacities.. Hotel Elguea, Corralillo municipality
- 256. Administration and commercialization of hotel facilities. Santa Clara Libre-Floreal hotel complex.
- 257. Administration and commercialization of new hotel facilities being built. La Salina Suroeste, Cai-
- 258. Bioelectrical plant with 30 MW to 50 MW capacity in Quintín Banderas. Coralillo municipality 259. Bioelectrical plant with 30 MW to 50 MW capacity in George Washington. Santo Domingo mu-

- 260. Creation of a joint venture for the production and commercialization of Siguaney cement. Taguas-
- 261. Repairing and modernizing the cellular cement plant of Sancti Spíritus. Sancti Spíritus municipality
- 264. Production of poultry and its channeled commercialization. Jatibonico, La Sierpe, Trinidad & Ya-

- 268. Increasing the productive potential of aquaculture and its industrialization. Sancti Spíritus muni-
- 269. Development and diversification of dairy products and their byproducts. Sancti Spíritus munici-
- 270. Production of water and soft drinks. Yaguajay municipality

- 271. Production of vinegar. Fábrica de Vinagre La Espirituana, Sancti Spíritus municipality
- 272. Enlarging and modernizing a rum factory. Rum factory adjoining the Antonio Sánchez sugar mill, Taguasco municipality
- 273. Manufacturing electrical panels. Sancti Spíritus municipality
- 274. Administration and commercialization of hotel facilities. Villa Horizontes María Dolores, Trinidad municipality
- 275. Administration and commercialization of hotel facilities. San José del Lago hotel complex, Mayajigua municipality
- 276. Administration and commercialization of hotel facilities. Rijo-Don Florencio-Plaza hotel complex, Sancti Spíritus municipality

CIEGO DE ÁVILA 0 PROVINCE



- 277. Photovoltaic solar farms (1 project)
- 278. Modernizing the production of parts, spare parts, manipulated accessories and other plastic elements and for the production of polupropylene pipes. Ciego de Ávila municipality
- 279. Creating a network of tourist parks in natural areas.
- 280. Pork production for the commercialization of finished pork products. Ciego de Ávila municipality
- 281. Production of poultry and its channeled commercialization. Ciego de Ávila & Baraguá municipalities
- 282. Development of industrial beef production, its industrial processing and commercializing special cuts. Empresa Agropecuaria Ruta Invasora, Majagua municipality
- 283. Development and production of fresh vegetables in protected crops for export and the domestic market in foreign currency. Ceballos municipality
- 284. Production, processing and commercializing 2,000 ha of MD2 pineapple. Venezuela municipality
- 285. Proposal for ensuring plantation, agrotechnology and harvesting energy forests and marabú. Ciro Redondo Biolelectrical Plant.
- 286. Punta Alegre Mineral Salt. Chambas municipality
- 287. Administration and commercialization of hotel facilities. Hotel Cayo Coco, Morón municipality
- 288. Administration and commercialization of new hotel facilities being built... Uva Caleta 1, Morón municipality
- 289. Administration and commercialization of new hotel facilities being built. Roca Norte 1, Morón municipality



CAMAGÜFY

PROVINCE

C

rón municipality

nicipality



- 295. Photovoltaic solar farms (1 project).
- 296. Pork production for commercializing finished pork products. Minas y Vertientes municipality
- nas municipalities
- 298. Development of industrial beef production, its industrial processing and commercializing special cuts. Empresa Ganadera Camagüey, Camagüey municipality
- 299. Production of buffalo for the industrialization and commercialization of bufffalo milk and its byproducts. Empresa Ganadera Camagüey, Camagüey municipality

- 302. Increasing productive potential of shrimp farming. Santa Cruz del Sur municipality
- 303. Production of vinegar. Fábrica de Vinagre y Vino Seco Elite, Camagüey municipality
- 304. Production of pasta (long, short and noodles). Unidad de Producción Pastas Largas Noel Fernández, Minas municipality Production and commercialization of vaccine for classic pork disease (PORVAC). Camagüey municipality
- 306. Production of FOS. Florida municipality
- 307. San Felipe project. Camagüey municipality
- 308. Building, repairs and start-up services for tourism and infrastructure in Camagüey.

TERRITORIAL DISTRIBUTION OF PROJECTS

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290. Administration and commercialization of new hotel facilities being built. Hotel Roca Norte 2, Mo-291. Administration and commercialization of new hotel facilities being built. Roca Centro, Morón mu-292. Administration and commercialization of new hotel facilities being built. Roca Este 1, Morón mu-

- 293. Bioelectrical plant adjoining a sugar mill. Esmeralda municipality
- 294. Bioelectrical plant adjoining a sugar mill. Vertientes municipality
- 297. Production of poultry and its channeled commercialization. Camagüey, Florida, Guáimaro & Mi-

- 300. Development and production of fresh vegetables in protected crops for export and the domestic market in foreign currency. Sierra de Cubitas municipality
- 301. Processing, classification, packaging plants for exporting wood charcoal.

- 305. Production and commercializing of of the classical swine fever vaccine (PORVAC)

- 309. Administration and commercialization of services with financing at campground facilities. Parque de naturaleza y aventuras Cangilones del Río Máximo nature and adventure park, Sierra de Cubitas municipality
- 310. Building and commercializing top quality hotel and villa capacities in the Santa Lucía, Camagüey resort area. Hotel Lot 19, Nuevitas municipality
- 311. Building and commercializing top quality hotel and villa capacities in the Santa Lucía, Camagüey resort area. Hotel Lot 106, municipio Nuevitas municipality
- 312. Building and commercializing top quality hotel and villa capacities in the Santa Lucía, Camagüey resort area. Hotel Lot 83, municipio Nuevitas municipality
- 313. Administration and commercialization of new hotel facilities being built. Quebrada 21 B, Nuevitas municipality
- 314. Administration and commercialization of new hotel facilities being built. Lot 24, Nuevitas municipality
- 315. Administration and commercialization of new hotel facilities being built. Lot 25, Nuevitas municipality
- 316. Administration and commercialization of new hotel facilities being built. Lot 25-A, Nuevitas municipality
- 317. Administration and commercialization of new hotel facilities being built. Lot 25 -28, Nuevitas municipality
- 318. Administration and commercialization of hotel facilities. Plaza-Isla de Cuba-Puerto Príncipe hotel complex, Camagüey municipality



- 319. Bioelectrical plant adjoining sugar mill. Puerto Padre municipality
- 320. Bioelectrical plant adjoining sugar mill. Colombia municipality
- 321. Photovoltaic solar farms (1 project).
- 322. Building and commercializing top quality villas in the Covarrubias resort area, Las Tunas (environmental feature). Lot 2-A, Puerto Padre municipality
- 323. Building and commercializing top quality villas in the Covarrubias resort area, Las Tunas (environmental feature). Lot 3-A, Puerto Padre municipality
- 324. Building and commercializing top quality villas in the Covarrubias resort area, Las Tunas (environmental feature). Lot 2-B, municipio Puerto Padre.
- 325. Building and commercializing top quality villas in the Covarrubias resort area, Las Tunas (environmental feature). Lot 3-B, municipio Puerto Padre.
- 326. Building and commercializing top quality villas in the Covarrubias resort area, Las Tunas (environmental feature). Lot 4-B. municipio Puerto Padre.

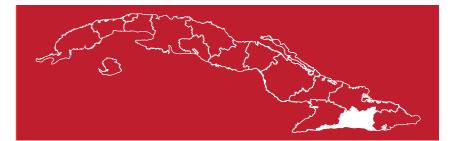


- 328. Production of poultry and its channeled commercialization. Las Tunas & Majibacoa municipalities
- 329. Increased productive potential for shrimp farming. Colombia municipality
- 330. Enlarging and modernizing a rum factory. Rum factory adjoining the Amancio Rodríguez sugar mill, Amancio Rodríguez municipality
- 331. Development of beef prodcutuon, its industrial processing nd commercialization of special cuts, sausages and other beef byproducts. Las Tunas municipality

SANTIAGO DE CUBA

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- 333. Bioelectrical plant adjoining a sugar mill.
- 334. Photovoltaic solar farms (1 project)
- 335. Pork production for commercializing finished pork products. Santiago de Cuba & Mella municipalities
- 336. Production of poultry and its channeled commercialization. Santiago de Cuba, Contramaestre, Segundo Frente, San Luis & Songo la Maya municipalities
- 337. Production and commercialization of Cuba feed from the national production of protein plants. Santiago de Cuba municipality
- 339. Development of the production of confectionaries: candies, sherbets, biscuits (fine, sweet, soda and cream) and cereals. Santiago de Cuba municipality
- 340. Production of wheat flour UEB Cereales Santiago de Cuba, Santiago de Cuba municipality
- go de Cuba municipality
- 342. Development of beef production, its industrial processing and commercializing special cuts, sausages and other beef byproducts. Palma Soriano municipality
- 343. Administration and commercialization of services with financing for campground facilities. Camping internacional Playa Larga, Santiago de Cuba municipality
- Frente municipality
- municipality
- municipality

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327. Pork production for commercializing finished pork products. Puerto Padre municipality

332. Administration and commercialization of hotel facilities.. Brisas Cobarrubias, Puerto Padre municipality

- 338. Processing, classification, packaging plants and ecporting wood charcoal.
- 341. Production of pasta (short, long and noodles). Unidad de Producción Pastas y Caramelos, Santia-

- 344. Administration and commercialization of hotel facilities.. Horizonte Segundo Frente, Segundo
- 345. Administration and commercialization of hotel facilities. Brisas Sierra Mar-Los Galeones, Guamá
- 346. Administration and commercialization of hotel facilities. Club Amigo Carisol Los Corales, El Caney

- 347. Administration and commercialization of hotel facilities. Versalles-Punta Gorda, Santiago de Cuba municipality
- 348. Administration and commercialization of hotel facilities. Las Américas-Villa San Juan-Hotel Deportivo hotel complex, Santiago de Cuba municipality



- 349. Small boat repairs. UEB Astigolf, Manzanillo municipality
- 350. Creation of a network of tourism parks in natural areas.
- 351. Pork production for commercializing finaished pork products. Manzanillo & Bayamo municipalities
- 352. Production of poultry and its channeled commercialization. Bayamo, Jiguaní & Manzanillo municipalities
- 353. Development of industrial beef production, its industrial processing and commercialization of special cuts. Empresa de Genética y Cría Manuel Fajardo, Jiguaní municipality
- 354. Administration of a bioelectrical plant. Central Grito de Yara, Río Cauto municipality
- 355. Productive administration agreement for the manufacture of pencils. Manzanillo municipality
- 356. Production and commercialization of batteries. Manzanillo municipality
- 357. Administration and commercialization of new hotel facilities. Club Amigo Marea del Portillo, Pilón municipality
- 358. Administration and commercialization of new hotel facilities Balcón de la Sierra-Villa Santo Domingo hotel complex, Bartolomé Masó municipality



- 359. Photovoltaic solar farms (1 project).
- 360. Building and commercializing top quality hotel and villa capacities in the Guardalavaca resort area. Hotel Lot 8. Banes municipality

- area. Villa/Bungalows. Hotel Lot 8-A, Banes municipality
- 362. Building and commercializing top quality hotel and villa capacities in the Guardalavaca resort area. Villa/Bungalows. Hotel Lot 5, Sector Puerto Rico, Banes municipality
- 363. Building and commercializing top quality hotel and villa capacities in the Guardalavaca resort area. Hotel Lot 6, Sector Puerto Rico, Banes municipality
- 364. Building and commercializing top quality hotel and villa capacities in the Guardalavaca resort area. Hotel Semicompacto 1, Sector Puerto Rico, Banes municipality
- 365. Building and commercializing top quality hotel and villa capacities in the Guardalavaca resort area. Hotel Semicompacto 2, Sector Puerto Rico, Banes municipality
- 366. Building and commercializing top quality hotel and villa capacities in the Guardalavaca resort area. Hotel Lot 16, Sector Puerto Rico, Banes municipality
- 367. Building and commercializing top quality hotel and villa capacities in the Guardalavaca resort area. Hotel Lot 17, Sector Puerto Rico, Banes municipality
- 368. Bahía de Naranjo adventure and nature park (environmental feature). Mayarí municipality
- 369. Pork production for commercializing finished pork products. Cueto municipality
- municipalitoes
- 371. Development and production of fresh vegetables in protected crops for export and the domestic market in foreign currency. Holguín municipality
- cipality
- 375. Lateritas Nicaro project. Mayarí municipality
- 376. Colas Rojas project, Moa municipality
- 377. Handling and transporting Pinares de Mayarí minerals to Moa, Holguín. Mayarí municipality 378. Administration and commercialization of new hotel facilities. Glub Amigo Atlántico Guardalavaca.
- Banes municipality
- municipality
- 380. Administration and commercialization of new hotel facilities being built. Hotel Baracutey 4, Antilla municipality
- 381. Administration and commercialization of new hotel facilities being built. Hotel Baracutey 5, Antilla municipality
- municipality
- municipality
- municipality

GRANMA

PROVINCE

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HOLGUÍN

PROVINCE

- 370. Production of poultry and its channeled commercialization. Holguín, Cacocum & Calixto García
- 372. Production of floor-cleaning cloths. Gibara municipality
- 373. Production and commercialization of retread tires in the eastern region of Cuba. Holguín muni-
- 374. Colas Negras Nuevas project, Moa. Moa municipality
- 379. Administration and commercialization of new hotel facilities being built. Baracutey (61-A), Antilla
- 382. Administration and commercialization of new hotel facilities being built. Hotel Caimán 1, Antilla
- 383. Administration and commercialization of new hotel facilities being built. Hotel Caimán 2, Antilla
- 384. Administration and commercialization of new hotel facilities being built. Punta Margarito 3, Antilla

- 385. Administration and commercialization of new hotel facilities being built. Ampliación Yuraguanal. Rafael Freyre municipality.
- 386. Administration and commercialization of new hotel facilities being built. Baracutey (61). Antilla municipality.





- 387. Photovoltaic solar farms (1 project)
- 388. Producción de cerdos para la comercialización en canal y productos terminados del cerdo. Municipios Guantánamo y Baracoa.
- 389. Poultry production and channeled sales. Guantánamo & Imías municipalities.
- 390. Production and sales of Fine Aroma Cacao. Baracoa municipality.

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