

PORTFOLIO OF OPPORTUNITIES FOR FOREIGN INVESTMENT

Legal notice

The information in the following specifications is presented as a summary. The aim of its design and content is to serve as a general reference guide and to facilitate business potential. In no way does this document aim to be exhaustive research or the application of criteria and professional expertise. The Ministry of Foreign Commerce and Investment disclaims any responsibility for the economic results that some foreign investor may wish to attribute to the information in this publication. For matters related to business and to investments in particular, we recommend contacting expert consultants for further assistance.

Introduction

The growth rates of Cuba's GDP have been moderate and low, lower than the average for the region. In order to turn this trend around, accumulation rates higher than 20% are required to permit a GDP growth rhythm increase of 5 to 7%.

The Cuban government acknowledges the role played by foreign investment flows in contributing to the economic sustainable development of the country. Therefore we have defined a new Policy to attract foreign investment, taking in general and sectorial principles. The definition of the Policy for Foreign Investment is one of the most important strategic actions within the process of implementing the Economic and Social Policy Guidelines of the Party and the Revolution.

In Extraordinary Session of the National Assembly of the Peoples' Power of March 29th of 2014, Law No. 118 "Law of Foreign Investment" was approved; it was published on April 16th of 2014 in the Official Gazette of the Republic of Cuba in its Special Edition No. 20, also showing its Regulation and a group of complementary norms.

Law No. 118 covers the decision of conceiving of foreign investment as a source for development in activities that are of interest to the country. In certain economic sectors and activities it is considered to be an active and fundamental element corresponding to the short, mid and long range plans for economic and social development.

Foreign investment may be authorized in all sectors except those dealing with the health and education of the population and the armed forces institutions, with the exception of their business systems.

Drawing up a broad-based and diverse Portfolio of Foreign Investment Opportunities that will be updated on a yearly basis allows us to provide an important tool to attract investors at the same time as it summarizes business interests to be developed using foreign capital.

This edition of the Portfolio of Opportunities with Foreign Investment is destined to provide information for potential investors and to invite them to take part in the development of the Cuban economy.

Contents

Introduction

Cuba: A Place for Foreign Investment

The Advantages of Investing in Cuba

Foreign Investment in Cuba

Foreign Investment Figures

General Foreign Investment Policy Principles

Special Economic Development Zone of Mariel

Projects promoted by Cuban entities in the Mariel ZED

Foreign Investment Opportunities by Sector

I. Agricultural Forestry and Food Sector

II. Sugar Industry Sector

III. Industrial Sector

IV. Tourism Sector

V. Energy Sector

VI. Mining

VII. Transportation Sector

VIII. Drug and Biotechnological Industry Sector

IX. Health Sector

X. Construction Sector

XI. Business Sector

Cuba: A Place for Foreign Investment

The Advantages of Investing in Cuba

Foreign Investment Legal Regime

- Law No. 118/2014: “Law of Foreign Investment”
- Decree No. 325/2014: “Regulations of the Law of Foreign Investment” of the Council of Ministers
- Resolution No. 46/2014 and No. 47/2014 of the Banco Central de Cuba
- Resolution No. 128/2014 and No. 129/2014 of the Ministry of Foreign Commerce and Investment
- Resolution No. 16/2014 of the Ministry of Labor and Social Security
- Agreement No. 7567, May 2014, of the Council of Ministers

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

- Formulation of sectorial policies for identifying investment opportunities with foreign capital that permits access to the Cuban market and its consumers.
- Secure and transparent legal framework.
- Political, social and legal stability.
- Geographical location in the center of an expanding market.
- Climate of safety for foreign personnel.
- High indicators for education, social security and health of the population.
- Highly qualified workforce.
- International agreements signed by Cuba with the Latin American Integration Association (ALADI), 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.
- Promotional institutions at the service of investors with qualified personnel.
- Basic infrastructure throughout the country: communications networks; over 20 airports; ports admitting deep-draft vessels; over 95% of national territory with electrical power; rail and highway communication.

International agreement related to foreign investment

Cuba has signed Agreements to prevent Double Taxing with Spain, Barbados, Italy, Russia, Portugal, Qatar, Lebanon, China, Vietnam, Austria, the Ukraine and Venezuela and it has signed 63 agreements for Promotion and Reciprocal Protection of Investments (BITs in the English-language acronym), of these 39 are in force.

Foreign Investment in Cuba

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

- Joint enterprise
- International economic association contracts including, among others, contracts for hotel management, production or services, contracts to provide professional services, risk contracts to explore nonrenewable natural resources, for construction and agricultural production
- Enterprises with 100% foreign capital; foreign investors can set up on national territory as:
 - a) Natural persons acting on their own behalf
 - b) Juridical persons constituting a Cuban affiliate of the foreign entity which they own
 - c) Juridical persons setting up a branch of a foreign entity

At the close of 2013, joint enterprises are the most prevalent, at 51% of total business. The most attractive sectors for foreign capital have been tourism in the top spot, followed by mining and energy.

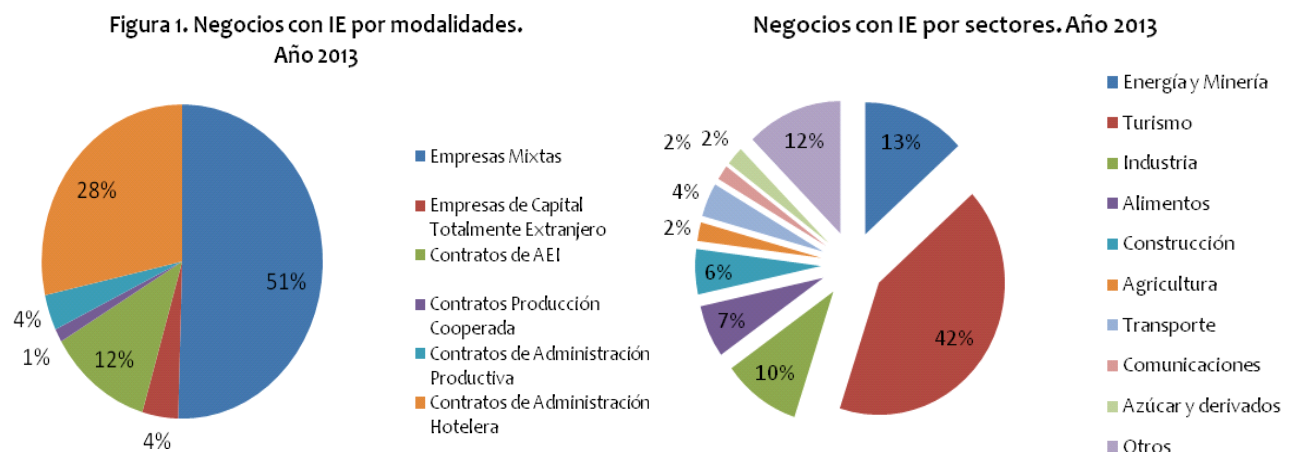


Figure 1. Foreign Investment Business by type - 2013

- 51% Joint Enterprises
- 4% Enterprises with 100% Foreign Capital
- 12% IEA contracts
- 1% Cooperated Production Contracts
- 4% Management Production Contracts
- 28% Hotel Management Contracts

Business with FI by sector - 2013

- 13% Energy and Mining
- 42% Tourism
- 10% Industrial
- 7% Foods
- 6% Construction
- 2% Agriculture
- 4% Transportation
- 2% Communications
- 2% Sugar Industry and its byproducts
- 12% Other

Results at the close of the 2013 business year show that associations reported advantages for almost 5 billion CUC with exports representing 69% of the total.

PRINCIPAL INDICATORS OF THE IEA IN 2013 (BILLION CUC)	
<i>TOTAL SALES (UNIT OF MEASURE AND TIME)</i>	4.9
<i>DOMESTIC MARKET</i>	1.5
<i>EXPORTS</i>	3.4
<i>IMPORTS</i>	3.2
<i>TRADE BALANCE AMOUNT</i>	0.2

General Foreign Investment Policy Principles

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

13. In the extraction of natural resources, providing public services, developing biotechnology, wholesale commerce and tourism; Cuban participation will always constitute the majority share.
14. Among the requirements for approval of foreign investment businesses, introducing criteria planning a balance of payments over time; this element will be considered to be among the decisive indicators for approval.
15. In foreign investment businesses there shall be no free contracting of the workforce other than in exceptions foreseen by law. The employer-entity will be maintained as a business organization and its aim will be to supply and control the workforce. Salaries will fit the work contributed, efficiency and the added value generated by the enterprise. Payment for the workforce services is negotiated between the employer-entity and the enterprise having foreign capital on the basis of what has been established by the Ministry of Labor and Social Security.
To eliminate concepts of salary scales and establish a minimum wage. Contracted employees will earn a salary higher than the minimum wage established.
16. Foreign investment may be directed selectively towards development of non-state ownership forms with juridical personality, prioritizing the cooperative sector.
17. State goods will not be transferred in property other than in exceptional cases where they will be destined for purposes of the country's development and they do not adversely affect the political, social and economic foundations of the State.
18. Exclusivity rights are not granted on the Cuban market; the foreign partner has equality of conditions with third parties and may be supplier and client of the business.
19. In projects aiming at exporting goods or services, the foreign Party shall guarantee the market.
20. The country's shortage in construction capacity cannot stop the development of the process of foreign capital investments. Alternatives required to prevent it may be assessed even contracting foreign labor force.
21. Bidding for design and construction services between foreign and Cuban enterprises whenever the complexity of project so requires, in accordance with regulations in legislation in force about the country's investment process.
22. To authorize establishing enterprises having 100% foreign capital for executing investment projects having the complexity and important that requires it especially for the development of industrial infrastructure through special turnkey contracts such as: Engineering, Procurement and Construction Contracts (IPC); Engineering, Procurement and Construction Management Contracts (IPCM); Building, Ownership, Operation and Transfer Contracts (BOOT), Building, Transfer and Operation Contracts (BTO).
23. In principle the setting up of bank accounts abroad will not be authorized nor the acceptance of external guarantees compromising the retaining of Cuban flows in banks abroad.
24. The economic information requested for foreign investment will be made compatible with international indicators used to measure the results. To publish statistics that will be determined.
25. Any increase to the investment budget will be assumed by the International Economic Association.

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

Taxes	Law No. 118 Foreign Investment	Special Economic Development Zone of Mariel	Law 113 Taxation System
About Profits	0% during 8 years and as an exception for a longer period. Subsequently 15%. 0% on reinvested profits. It may be increased to 50% for exploitation of natural resources.	0% during 10 years and as an exception for a longer period. Subsequently 12%. Application of Lay No. 118 for profits reinvestment.	35% May increase to 50% for exploitation of natural resources.
For using labor force	Exempted	Exempted	Progressive reduction from 20% (2012) to 5% (2016).
Contributions to local development	0% during investment recovery	Exempted	Is being established gradually in the Budget Law
About sales or services	0% during first year of operations, subsequently 50% discount on wholesale sales and on services.	0% during first year of operations, subsequently 1%	2% on wholesale sales and 10% on services. New taxable items shall be gradually incorporated.
About personal incomes to partners or Parties	Exempted	Law No. 118 applies	15%
For using or exploiting natural resources and preserving the environment (5 taxes)	50% discounts during investment recovery	Law No. 118 applies	For the use of beaches, waste disposal into hydrographic basins and terrestrial waters: defined in the annual Budget Law. Use of bays and forestry resources according to taxable items in Law 113
Customs	Exempted during the investment process	Exemptions for importation of means, equipment and goods are exempted	Taxable items are established in the Customs Duties

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

Taxes Applicable to Enterprises with 100% Foreign Capital

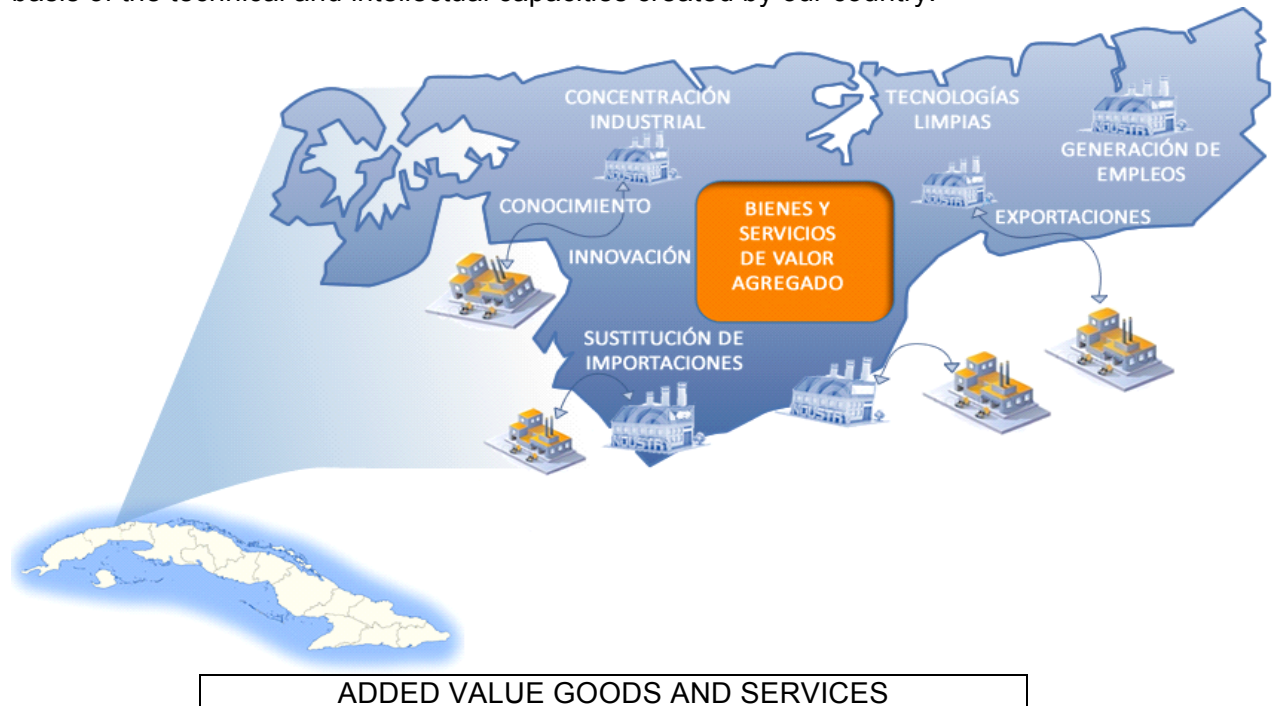
Profit Tax	35% that may go up to 50% for exploitation of natural resources, or up to 50% of the 35% that is the tax type established.
Workforce Tax	It is gradually reduced until 5% in 2016.
Sales Tax	5% on wholesale sales, 10% on retail sales. Gradual application until 2016.
Services Tax	10% gradual application until 2016.
Special Products and Services Tax	No tax is paid on sales, especially for products and on services for: (1) goods constituting raw material for industrial production and for goods and (2) services destined for exportation
Environmental Tax	For the use or exploitation of beaches, for approved waste disposal in hydrographic basins, for the use and exploitation of bays, for the use and exploitation of forestry resources and wildlife and for the right to use terrestrial waters: gradual application of these taxes and the majority of their taxable types shall be established in the Annual Budget Law
Territorial Contribution	Gradually established in the Budget Law.
Customs Tax	To be set in the Customs Tariffs.

The Article 47 of Law 1128 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".

Special Economic Development Zone of Mariel

The Special Economic Development Zone of Mariel (ZED Mariel in the Spanish acronym) is located close to west Havana and covers an area of 465.4 square kilometers. It takes in six municipalities in the province of Artemisa, with a population of 60,471.

Its general vision is to show Cuba's new face to the world in investment, building, production, economic and social matters in a harmonious setting where production using top technologies, environmental sustainability, formation and training of the workforce come together under a special regime that provides incentives to encourage these intentions. This endeavor is imbued with the optimism and confidence of the Cuban government on the basis of the technical and intellectual capacities created by our country.

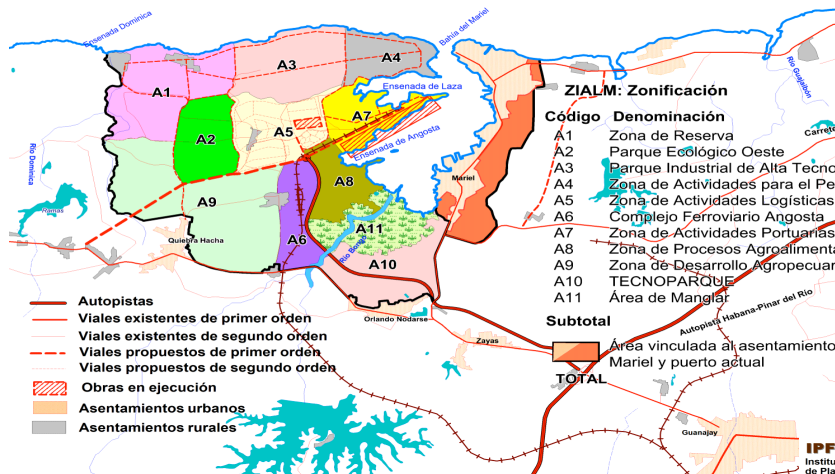


INDUSTRIAL CONCENTRATION
CLEAN TECHNOLOGIES
GENERATING JOBS
EXPORTS
REPLACING IMPORTS
INNOVATION
KNOWLEDGE

During the initial period **Sector A** will be developed: it covers approximately 43 square kilometers (9% of the total area of the Zone) and is located on the western edge of Mariel Bay. For improved operations, it has been subdivided into 11 areas.

In Sector A we have developed significant modern works for port facilities, highways and rail and water supply infrastructures in order to provide power and to deal with information-communications. For establishing themselves in the Zone, investors will be provided with leveled-terrain lots having the required basic services.

**ZONA INDUSTRIAL Y DE ACTIVIDADES LOGÍSTICA MARIEL (ZIALM)
ESTRUCTURACIÓN TERRITORIAL**



**INDUSTRIAL AND LOGISTICS ACTIVITIES ZONE OF MARIEL (ZIALM)
TERRITORIAL COMPOSITION**

Highways – First-class Existing Roadways – Second-class Existing Roadways – Proposed First-class Roadways – Proposed Second-class Roadways – Work under construction – Urban Settlements – Rural Settlements

ZIALM: Zoning

Code	Name	Extentions Km ²
A-1	Reserve Zone	6.08
A-2	West Ecological Park	3.00
A-3	High-Tech Industrial Park	4.60
A-4	Oil Activities Zone	2.42
A-5	Logistical Activities Zone	3.87
A-6	Narrow Rail Complex	2.46
A-7	Port Activities Zone	2.63
A-8	Agro-Foods Processing Zone	2.40
A-9	Agricultural Development Zone	8.97
A-10	Technopark	4.18
A-11	Mangrove Area	3.14
Área Total		43.72

These important advantages combined with the development of a Logistical Activities Zone will encourage the creation of a favorable milieu to establish production and services projects.

Contact information:



*Desamparados No. 166 e/Habana y Compostela, Oficina
302, Habana Vieja, La Habana, Cuba.
Tel. (537) 864-4240 al 47
Email: ventanillaunica@zedmariel.co.cu*

- **Technical specifications for Foreign Investment**

Manufacturing radial tires

Description	Setting up a plant running on clean cutting edge technology to manufacture 1.2 million radial tires, 56% for light automobiles and 44% for heavy transport, for the domestic market and exportation (400,000 units).
Investment Type	Joint Enterprise
Cuban Party	Company associated with Grupo Empresarial de la Industria Química (GEIQ)
Estimated Investment Amount	223 million USD
Location	Sector A. Zone A-10
Contacts	Vicepresidencia GEIQ Email: lage@geiq.cu Tel: (537) 207 - 6823

Manufacturing aluminum cans

Description	Setting up a plant running on clean technology to replace imports of aluminum cans for beverages (beer, soft drinks, malt drinks, juice, etc.) at levels over 600 million units per year. Estimated area of 4500 square meters.
Investment Type	Joint Enterprise
Cuban Party	Company associated with Grupo Empresarial de la Industria Sidero Mecánica (GESIME)
Estimated Investment Amount	40 million USD
Location	Sector A. Zone A-10
Contacts	Vicepresidencia GESIME Email: cherrera@sime.cu Tel: (537) 263 3429

Manufacturing air conditioning equipment

Description	Setting up a plant running on clean cutting edge technology to manufacture air conditioning equipment for central systems, commercial and home air conditioning equipment and the production of parts, spare parts and accessories and post-sale and warranty service, to replace imports supported by new investment projects for the development of tourism and a considerable amount
-------------	---

	of equipment for installed air conditioning to be replaced yearly.
Investment Type	Joint Enterprise
Cuban Party	Company associated with Grupo Empresarial de la Industria Sidero Mecánica (GESIME)
Estimated Investment Amount	15 million USD
Location	Sector A. Zone A-10
Contacts	Vicepresidencia GESIME Email: cherrera@sime.cu Tel: (537) 263 3429

Manufacturing project for glass bottles for beverages

Description	<p>Setting up a plant running on clean technology to replace imports of glass bottles for beverages (beer, foods, rum), for medicines and food conserves, at over 210 million units yearly, thereby allowing us to cover 95% of the current domestic market.</p> <p>The plant must be designed with a daily melting capacity of 220 tons/day in 2 furnaces (one for 120 tons/day of amber and green glass bottles and the other furnace for 100 tons/day for clear glass).</p>
Investment Type	Joint Enterprise
Cuban Party	Company associated with Grupo Empresarial de la Industria Quimica (GEIQ)
Estimated Investment Amount	70 million USD
Location	Sector A. Zone A-10
Contacts	Vicepresidencia GEIQ Email: lage@geiq.cu Tel: (537) 207 - 6823

Manufacturing various glassware items

Description	Setting up a plant running on clean cutting edge technology to manufacture various assortments of tableware, glassware, goblets, water jars, destined as replacements for imports; the main client will be the hotel and out-of-hotel tourism sector.
Investment Type	Joint Enterprise
Cuban Party	Company associated with Grupo Empresarial de la Industria Ligera

	(GEMPIL)
Estimated Investment Amount	10 million USD
Location	Sector A. Zone A-10
Contacts	Vicepresidencia GEIQ Email: lage@geiq.cu Tel: (537) 207 - 6823

Manufacturing commercial footwear

Description	Setting up a plant running on clean and cutting edge technology to manufacture commercial footwear to replace imports, approximately 47 million pairs of shoes per year. Estimated investment amount is 20 million USD.
Investment Type	Joint Enterprise
Cuban Party	Company associated with Grupo Empresarial de la Industria Ligera (GEMPIL)
Estimated Investment Amount	20 million USD
Location	Sector A. Zone A-10
Contacts	Vicepresidencia GEMPIL Email: trujillo@minil.cu Tel: (537) 263 - 3605

Agro-foods Sector

Production of fresh vegetables to be sold in the Special Economic Development Zone of Mariel (ZEDM) and for exportation, by setting up 2 covered growing house modules

Description	Setting up two covered growing house modules to produce and commercialize fresh vegetables for domestic consumption and export. We foresee setting up the modules in two stages: an initial stage will set up a 5-hectare module in the first year and, depending upon results and demand, the second module would be set up subsequently.
Investment Type	Joint Enterprise
Cuban Party	Empresa de Cítricos Ceiba
Estimated Investment	6 million USD

Amount	
Location	Sector A. Zone A-9
Contacts	Director de Empresa de Cítricos Ceiba Email: ilio@citricosceiba.cu Tel: (53-47) 31 1106/311100

Hog production for channeled commercialization, finished products, genetic animals and hog semen

Description	<p>Building and setting up facilities running on clean, modern technologies, controlled environments, waste treatment and solar panels that are efficient in their use of energy resources, for the primary production of hogs, their slaughter and industrial processing, with vacuum-packing system, refrigeration chambers and freezers as well as genetic development, semen production and the production of 675,000 metric tons of balanced feed for the animals.</p> <p>The competitive productive pyramid will be based on the genetics of Yorkshire, Landrace, Duroc and CC21 breeds and their breeding to obtain F1 Yorkland sows to guarantee the efficiency of the commercial production of on-the-hoof hog meat, destined to replace imports and for exportation.</p> <p>Commercial production will have 3000 breeders with the aim of producing 7200 metric tons of hoof weight pork; slaughtered hogs will have live weights of 100-120 Kg transformed into channeled pork with an installed capacity of slaughtering 300 hogs per day; at 270 working days per year we will be able to slaughter up to 81,000 hogs each year. The processing plant will have a capacity of 59 metric tons per day.</p>
Investment Type	Joint Enterprise
Cuban Party	Empresa Nacional Génética Porcina - Coralsa.
Estimated Investment Amount	190 million USD
Location	Sector A. Zone A-9
Contacts	<p>Dirección General del Grupo de Producción Porcina Email: norberto@minag.cu Tel: (537)8847253/8847254 (53)5263 1788 (cel.) Dirección de Negocios y Colaboración Email: prod4por@minag.cu Corporación Alimentaria S.A. (CORALSA) Email: negocios@coralsa.com.cu Tel: (537) 202-1194/202 7388/205-9093</p>

Soy Processing (Refined Oil Factory)

Description	Setting up a plant running on clean technology, energy efficiency and levels of productivity and efficiency that are competitive on the international level, to mill 500,000 tons of soy beans per year in
-------------	--

	<p>order to obtain 85,000 tons of refined oil and 375,000 tons of soy flour for animal consumption.</p> <p>The refined oil will be distributed in 1/2, 1, 4 and 20 liter sizes, eliminating all current domestic distribution of bulk refined oil.</p> <p>Currently, both refined soy oil and soy flour production for animal consumption is below the country's level of demand.</p>
Investment Type	Joint Enterprise
Cuban Party	Corporación Alimentaria S.A (CORALSA)
Estimated Investment Amount	149 million USD
Location	Sector A. Zone A-8
Contacts	<p>Corporación Alimentaria S.A. (CORALSA)</p> <p>Email: negocios@coralsa.com.cu</p> <p>Tel: (537) 202-1194/202 7388/205-9093</p>

Development for producing top quality confectionary goods, candies, sherbets, fine, sweet, soda and cream biscuits and breakfast cereals with the emphasis on nutritional value

Description	Setting up a plant running on clean technology, energy efficiency and high quality standards to produce confectionary goods (sherbets, sweet, salty, soda and filled biscuits, candies and breakfast cereals, etc.) in different formats and assortments, in order to replace imports, for the tourism sector, domestic market and export.
Investment Type	Joint Enterprise
Cuban Party	Corporación Alimentaria (CORALSA)
Estimated Investment Amount	15.3 million USD
Location	Sector A. Zone A-8
Contacts	<p>Corporación Alimentaria S.A. (CORALSA)</p> <p>Email: negocios@coralsa.com.cu</p> <p>Tel: (537) 202-1194/202 7388/205-9093</p>

Production of instant dry yeast

Description	Setting up a plant running on clean technology, energy efficiency and high quality standards to produce 6,000 tons per year of instant dry yeast for tourism, the domestic market and export.
-------------	---

Investment Type	Joint Enterprise
Cuban Party	Corporación Cuba Ron S.A.
Estimated Investment Amount	14.5 million USD
Location	Sector A. Zone A-8
Contacts	Corporación Cuba Ron S.A Email: cubaron@cubaron.co.cu Tel: (537) 27301 02/ 204 73 17

Biotechnological Sector: developing and producing medicines

Vaccine production plant

Description	<p>Building a closed cycle plant to obtain bacterial vaccines from pathogenic micro-organisms, enteric vaccines, and vaccines based on external membrane protein, attenuated and conjugate vaccines. This plant will be designed under Good Production Practices regulations.</p> <p>Some of the vaccines to be produced: cholera, meningococcal, meningococcal conjugate and salmonella variants, etc.)</p> <p>This project must be conceived as a vaccine production complex with several production lines of pharmaceutical ingredients and finished products. Production is fundamentally for export.</p>
Investment Type	International Economic Association
Cuban Party	Vacunas Finlay S.A., Centro de Investigación- Producción de Sueros y Vacunas
Estimated Investment Amount	65 million USD
Location	Sector A. Zone A-3
Contacts	Dirección General del Centro de Investigación- Producción de Sueros y Vacunas. Email: ccampa@finlay.edu.cu Tel: (537) 2080976 / 2086086

Homeopathic products production plant

Description	<p>Building a production complex for homeopathic compounds in liquid presentations of the different lines of <i>Vacunas Finlay S.A.</i> products (homeopathic complexes and nosodes). The lines will cover all existing branches (PrevengHo, AliviHo, TratHo, EstimulHo) to be produced on an industrial basis for domestic consumption and for exportation agreements. A plant should also</p>
-------------	---

	be built to have areas for formulation, dynamo dilution, filling and final bottling. It will also have warehouses for initial raw materials, inflammable substances (alcohol) and finished products as well as areas for the services for generating purified water and pure steam.
Investment Type	International Economic Association
Cuban Party	Vacunas Finlay S.A., Centro de Investigación - Producción de Sueros y Vacunas
Estimated Investment Amount	15 million USD
Location	Sector A. Zone A-3
Contacts	Dirección General del Centro de Investigación - Producción de Sueros y Vacunas. Email: ccampa@finlay.edu.cu Tel: (537) 2080976 / 2086086

Plant for producing natural products based on powders and fluid extracts

Description	<p>Production and commercialization of natural products based on powders and fluid extracts from medicinal plants destined for the domestic market and export.</p> <p>The objective of proposed investment project is to create a production infrastructure for processing medicinal plants and obtaining medicines from natural products based on powders, capsules and fluid extracts. It also includes the machinery and infrastructure to process drying and improvements in the field.</p>
Investment Type	International Economic Association
Cuban Party	Vacunas Finlay S.A., Centro de Investigación - Producción de Sueros y Vacunas
Estimated Investment Amount	35 million USD
Location	Sector A. Zone A-3
Contacts	Dirección General del Centro de Investigación - Producción de Sueros y Vacunas. Email: ccampa@finlay.edu.cu Tel: (537) 2080976 / 2086086

Plant for producing monoclonal antibodies

Description	Building an industrial biotechnological facility to produce monoclonal antibodies for therapeutic use in cancer and other chronic diseases (capacity of 100 Kg per year), from the active
-------------	---

	pharmaceutical ingredient right up to the final product. Including warehouses, offices and technological services. Production is basically for export.
Investment Type	International Economic Association
Cuban Party	Cimab S.A. Centro de Inmunología Molecular
Estimated Investment Amount	90 million USD
Location	Sector A. Zone A-3
Contacts	Dirección General del Centro de Inmunología Molecular. Email: lage@cim.sld.cu Tel: (537) 271 4335

Plant for oral solid medicines (tablets and capsules)

Description	Building a plant to manufacture generic medicines in solid oral forms. We plan a production plant having a nominal capacity of 4500 million tablets and 500 million capsules per year. Production is fundamentally for export.
Investment Type	International Economic Association
Cuban Party	Empresa Laboratorios Medsol
Estimated Investment Amount	100 million USD
Location	Sector A. Zone A-3
Contacts	Dirección General de la Empresa Laboratorios Medsol. Email: alarcon@ms.medsol.cu Tel: (537) 271 3423

Plant for producing antiretroviral medicines

Description	Building a plant to produce generic antiretroviral medicines in solid oral form, with a nominal capacity of 300 million units per year. Production is fundamentally for export.
Investment Type	International Economic Association
Cuban Party	Empresa Laboratorios Medsol
Estimated Investment Amount	25 million USD
Location	Sector A. Zone A-3

Contacts	Dirección General de la Empresa Laboratorios Medsol. Email: alarcon@ms.medsol.cu Tel: (537) 271 3423
----------	--

Plant for contraceptive products

Description	Designing and building a plant to manufacture oral and hormone contraceptive pills and their principal active ingredients (hormones and antihormones), classified to levels of contention 5 (OEL5) including activities "in process" and control testing of production underway. The new plant will fulfill the following process requirements: <ul style="list-style-type: none"> • Capacity : 500,000,000 pills per year • Forms : 7 different forms Production is fundamentally for export.
Investment Type	International Economic Association
Cuban Party	Empresa Laboratorios Medsol
Estimated Investment Amount	25 million USD
Location	Sector A. Zone A-3
Contacts	Dirección General de la Empresa Laboratorios Medsol. Email: alarcon@ms.medsol.cu Tel: (537) 271 3423

Blood-based products plant

Description	Building a production plant to process 100,000 liters of plasma a year, with yields of 18 gr to 23 gr of protein/liter of plasma. Incorporation via transference technology of producing Blood-Clotting Factor VIII and Factor IX. Production is fundamentally for export.
Investment Type	International Economic Association
Cuban Party	Empresa de Sueros y Productos Hemoderivados "Adalberto Pesant"
Estimated Investment Amount	160 million USD
Location	Sector A. Zone A-3
Contacts	Dirección General de la Empresa de Sueros y Productos Hemoderivados "Adalberto Pesant". Email: mcayiz@pesant.biocubafarma.cu Tel: (537) 202 0551

Plant to produce injectable medicines

Description	<p>Building a production plant for injectable liquids, complying with Drug Industry Good Manufacturing Practices, of the following:</p> <ul style="list-style-type: none">• Injectable ampoules• Injectable liquid bulbs• Pre-filled syringes <p>Installation plans are for a production capacity of 20 million ampoules per year, 20 million vials with liquid and lyophilized products and 10 million pre-filled syringes per year for an assortment including sterilized products obtained by aseptic processing and terminal sterilization. Production is basically for exportation.</p>
Investment Type	International Economic Association
Cuban Party	<i>Empresa Laboratorios AICA⁺</i>
Estimated Investment Amount	160 million USD
Location	Sector A. Zone A-3
Contacts	Dirección General de la <i>Empresa Laboratorios AICA⁺</i> Email: teresita@aica.cu Tel: (537) 271-2576

Plant to produce measured dosage sprays

Description	<p>Building a pharmaceutical plant to manufacture dose-inhalers, basically bronchodilator products to treat asthma, allergic respiratory diseases and chronic obstructive pulmonary diseases (COPD). Technological transfer of nationally produced products and the introduction of new products for COPDs. Production is destined basically for exportation.</p>
Investment Type	International Economic Association
Cuban Party	<i>Empresa Laboratorios Medsol</i>
Estimated Investment Amount	55 million USD
Location	Sector A. Zone A-3
Contacts	Dirección General de la <i>Empresa Laboratorios Medsol</i> . Email: alarcon@ms.medsol.cu Tel. (537) 271 3423

Plant to produce solid oral medicines (tablets, caplets and capsules)

Description	Building a plant to produce solid forms from natural products. For the Cuban and Latin American markets
Investment Type	International Economic Association
Cuban Party	<i>Laboratorios DALMER S.A.</i>
Estimated Investment Amount	40 million USD
Location	Sector A, Zone A-3
Contacts	Dirección General de <i>Laboratorios DALMER S.A.</i> Email: blanca@cnic.edu.cu Tel: (537) 208254/ 208 5835

Plant to produce cephalosporins and carbapenemas (injectable)

Description	Building a plant to produce cephalosporins and carbapenemas (injectable) with a capacity to obtain up to 21 million ampules per year. Production will be destined to satisfy domestic demands and the rest will be for exportation.
Investment Type	International Economic Association
Cuban Party	Empresa Farmacéutica 8 De Marzo
Estimated Investment Amount	60 million USD
Location	Sector A, Zone A-3
Contacts	Dirección General de la Empresa Farmacéutica 8 De Marzo. Email: nancy@8marzo.biocubafarma.cu Tel: (53) 052866741

Plant to produce oral penicillin-based antibiotics

Description	Building a plant to produce and sell oral penicillin-based antibiotics for oral suspensions with and without beta-lactamase inhibitors, with a capacity in the first stage of 500 million capsules and 20 million bottles for suspensions, produced on the basis of imported active principles. Production is for exportation and domestic sales to satisfy the demands for these medicines.
Investment Type	International Economic Association

Cuban Party	Empresa Farmacéutica 8 De Marzo
Estimated Investment Amount	30 million USD
Location	Sector A. Zone A-3
Contacts	Dirección General de la Empresa Farmacéutica 8 De Marzo. Email: nancy@8marzo.biocubafarma.cu Tel. (53) 052866741

Energy Sector

Installation and operation of Photovoltaic Solar Farms

Description	Installation and operation of photovoltaic solar parks with capacities between 5 and 15 MWp. All the energy delivered to the <i>Sistema Eléctrico Nacional</i> will be by the <i>Unión Eléctrica</i> through an Energy Sale Contract.
Investment Type	100% Foreign Capital Company
Cuban Party	Unión Eléctrica
Estimated Investment Amount	Depending on the installed capacity (between 1.5 and 2.0 million USD per MW of installed power)
Location	Selected areas of the ZEDM
Contacts	Dirección de Negocios de la Unión Eléctrica Email: pedrob@oc.une.cu Tel. (53) 879-0268

Other Projects being promoted by Cuban entities in the Special Development Zone of Mariel

1. Manufacturing light automobiles

We need to identify a potential partner to guarantee financing and markets for setting up a new plant using clean cutting edge technology to assemble and manufacture a minimum of 10,000 light automobiles per year, for the domestic market and exportation, associated with industries in Havana in order to manufacture parts, spare parts and accessories as well as a network of countrywide technical services.

Investment Type: Joint Enterprise.

Cuban Party: Grupo Empresarial de la Industria Sidero Mecánica (GESIME).

2. Production of valves for pressure bodies

We need to identify a potential partner to guarantee financing and markets for setting up a new plant using clean cutting edge technology to manufacture valves for

pressure bodies such as extinguishers, gas cylinders, oxygen and acetylene tanks, etc., in order to replace imports.

Investment Type: Joint Enterprise.

Cuban Party: Grupo Empresarial de la Industria Sidero Mecánica (GESIME).

3. Project to manufacture raffia cloth, large-sized bags (woven and not-woven and thermo-formed)

We need to identify a potential partner to guarantee financing and markets for setting up a new plant using clean cutting edge technology to produce raffia cloth, large-sized bags (woven and not-woven and thermo-formed) in order to replace imports.

Investment Type: Joint Enterprise.

Cuban Party: Grupo Empresarial de la Industria Ligera (GEMPIL).

4. Engineering and technological projects company

We need to identify a potential partner with the potential for creating a joint enterprise to develop engineering, supplies and construction job management projects, setting up and starting up industrial, agro-industrial, waste water treatment and renewable energies projects as well as post-sale services for the domestic market and the exportation of services.

Investment Type: Joint Enterprise.

Cuban Party: Grupo Empresarial de la Industria Sidero Mecánica (GESIME).

5. Plant for the production of biodrugs to treat cancer and other chronic diseases

Building a new industrial biotechnology facility to produce recombinant proteins for treating cancer and other chronic diseases, from the active pharmaceutical ingredient (10 kg/year capacity). Including warehouses, offices and technological services. Production will be basically for exportation.

Investment Type: International Economic Association.

Cuban Party: Cimab S.A. Centro de Inmunología Molecular.

6. Good Manufacturing Practices Plant (BPF in the Spanish acronym) for development and production of oral biological medicines

Building a plant to manufacture oral biological medicines with a fermentative capacity of 500 L, with the potential for manufacturing anti-salmonella vaccines and cholera probiotics. Production is basically for exportation.

Investment Type: International Economic Association.

Cuban Party: DALMER S.A. Laboratories.

7. Investment associations providing auxiliary services

Investment projects providing auxiliary and support services for the drug industry:

- Metrology and validation of measuring equipment laboratory and production areas.
- Specialized engineering services workshop for refrigeration, water treatment systems, diagnostics for maintenance systems, etc.
- Specialized treatment plant for solids, liquid and gas waste.

- Water and steam treatment service plant.
- Logistical services for warehouses for imported products and the movement of importation/exportation loading.

Investment Type: International Economic Association.

Cuban Party: BioCubaFarma

Business Opportunities by sector

Sector	Location		Quantify
	Mariel	Rest of the country	Total
Agro-food	5	32	37
Sugar Industry		4	4
Biotechnology and medicines	13		13
Wholesale Business		1	1
Construction		6	6
Renewable Energy	1	13	14
Industry	6	10	16
Mining		10	10
Oil		86	86
Transportation		3	3
Tourism		56	56
Total	25	221	246

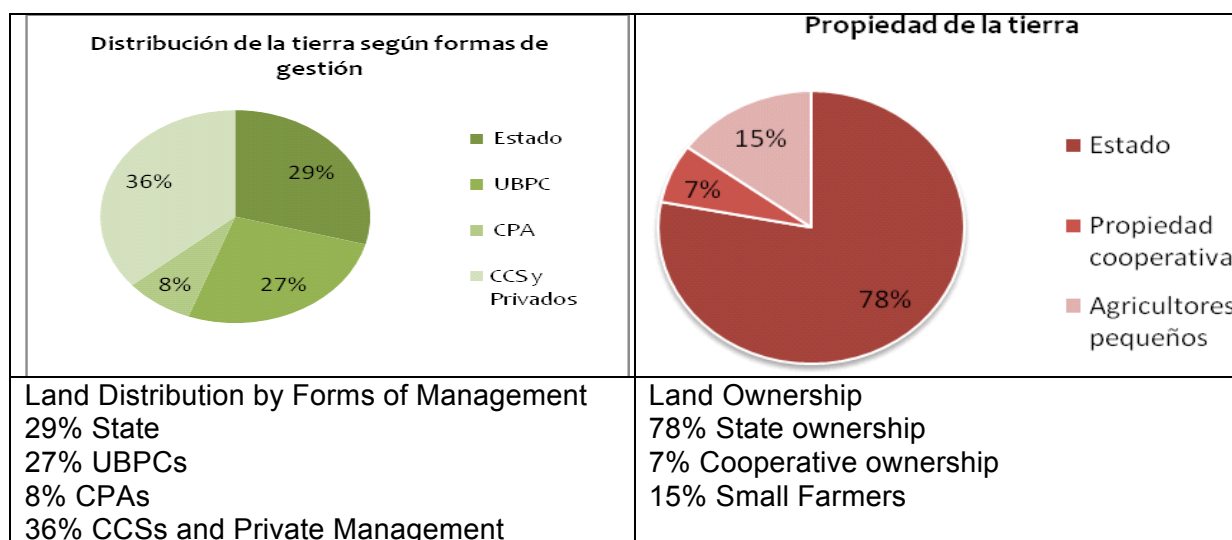
Agriculture Forestry and Food Sector

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

Agriculture is a factor adding dynamics to 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 access for the producers to financing, consumables, agricultural markets, technology, etc.

Land ownership remains to a large degree in the hands of the State even though only 29.4 % of the land is managed by state entities while 70.6 % is managed by non-state formats such as Basic Production Units (UBPCs), Credit and Service Cooperatives (CCSs) and Agricultural Production Cooperatives (CPAs).



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

Availability of agricultural land with uncultivated areas permitting expansion of the current productive limits within a short time. The country has 6.3 million hectares of agricultural land; of this only 2,640,000 hectares are being cultivated.

Potential for increasing areas under irrigation on the basis of recovering systems or new projects. According to National Statistics Office information for 2012, there is a 7 billion cubic meter capacity for water extraction, of which 55% goes to agriculture.

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

Access to the domestic market, increased demands and good strategic position for access to markets in the area. Domestic market potential according to importation levels is around 1,900 million USD. Cuba also has natural advantages to promote exports mainly to areas in the Caribbean.

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

Approximately 13.2% of the country's working-age population works in the agricultural system. Of a total 924,817 workers, 56% are employed in the cooperative sector.

Qualified Workforce

University-educated	23,478	Middle Technicians	48,170
Of these: Agronomist Engineers	6,047	Of these: Agronomists	12,000
Agricultural Engineers	546	Veterinary Animal Technicians	9,466
Veterinary Doctors	4,726		

We have 342 teaching institutions providing agriculture and forestry degree courses, in the specialties of agricultural engineering, veterinary medicine, middle technician in veterinary animal medicine, etc.

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

Leading Products:

Tobacco: Cuban Premium tobacco (cigars) is internationally recognized for its unbeatable quality and advantageous position among the competition. It is a product in great demand among smokers in the upper economic range market. Associated with the prestige of its portfolio of brands and Cuban tobacco leaves, we are developing other export products such as mechanized products and cigarettes.

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

Fruit: the main types are fruit pulp, especially mango and pineapple juice.

Coffee: Exports basically include Superior Arabica (Crystal Mountain, Extraturquino, Turquino and Altura). The main client is Japan and we also sell to France, the UK, New Zealand, Australia, Germany and other European countries.

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

Honey production: This is a product with great foreign market potential and it has many benefits. There are possibilities for assortments of specific types of honeys (organic honey) and to diversify the formats besides exporting soft extract and dry pollen and diversified products such as beauty crèmes based on honey.

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

Sectorial Policy:

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

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

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

Contact Information:

Dirección de Negocios del Ministerio de la Agricultura

Tel: (537) 884-7697 y (537) 884-7508

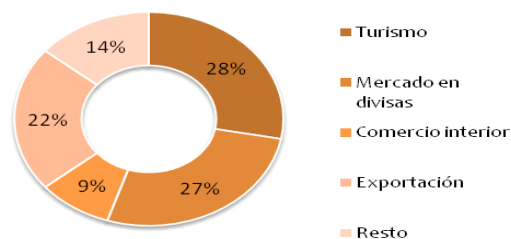
Email: secrenegocios@oc.minag.cu
negocios@oc.minag.cu

The Foods Industry in Cuba deals with activities that transform raw materials and obtain products from milk, meat, fruit, vegetables, coffee, flour, beverages, oil, cacao and fishing products.

The Business System is made up of 108 enterprises of which 11 are International Economic Associations and it is directed through the Business Group of the Foods Industry (GEIA), the Cubaron Corporation (CUBARON) and Corporation Alimentaria S.A (CORALSA).

We have a National Center for Quality Inspection, the Foods Industry Research Institute, the Fishing Research Center and the Maritime Fishing Institution which support work in the sector.

Ingresos por concepto de ventas



Fuente: Ministerio de la Industria Alimentaria

Sales Incomes

- 28% Tourism
- 27% Hard Currency Markets
- 9% Domestic Commerce
- 22% Exports
- 14% Other

Source: Ministry of the Foods Industry

The labor force is composed of 83,000 workers; of these 62% are university graduates, technicians and pre-university level, 38% have below Grade 12 educations. We have 2 institutes training technicians and professionals.

The foods industry generates average income of 954 million CUC with tourism and hard currency markets being the main destinations for the products.

The Foods Production Division aims to transform:

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

It is interested in foreign investment for the technological modernization of production of soy oil, cookies and crackers, sherbets, waters, carbonated beverages, wheat flour, candies, other chocolate and confectionary products.

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

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

The Agro-Foods Production Division aims to transform:

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

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

Among the main imported raw materials we are powdered milk, additives, flavoring, material for bottles and packaging, conserving agents, synthetic tripe, etc.

There is potential for increased exports of products such as tinned fruit, juice and nectar.

Cuban Parties associating in foreign investment businesses:

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.

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

Sectorial Policy:

To promote integral projects generating linked productions and encourage efficiency throughout the chain. Excluded is anything dealing with the capture and industrialization of lobster.

Contact Information:

Dirección de Negocios del Grupo Empresarial de la Industria Alimentaria.

Email: minal@minal.cu

negocios@coralsa.com.cu

Technical Specifications on Foreign Investment Opportunities

Production of beef, its industrial processing and commercializing special cuts (2 projects)

Description	<p>To increase beef production on the basis of exploiting 100% of installed capacities for fattening up steer. The aim is to fatten up steer of over 400 Kg hoof weight at 24 months old. As part of the infrastructure we require technological modernization in the slaughterhouses to transform and industrialize channels for special cuts incorporating added value to the product, improve its quality and appearance to be sold on the tourism market and in the hard-currency shops, thereby ensuring that imports are replaced.</p> <p>This project can be undertaken in Matanzas and/or Ciego de Avila, as the investor prefers. The project will allow for growth of cattle genetics, it will recover agricultural areas for raw material production for animal fodder and strengthen the production chain with the participation of agricultural cooperatives.</p>
Investment Type	Joint Enterprise
Cuban Party	Livestock Genetics Enterprise
Estimated Investment Amount	10.0 million USD
Location	In Livestock Genetic Enterprise areas in Matanzas and Turiguano (Ciego de Avila).
Market Potential	The project provides a replacement for imports and ensures special cuts of beef for tourism and local consumption markets.
Estimated Anticipated Results	5,000 metric tons of beef for special cuts incorporating added value to the product, improving quality and appearance for it to be sold to the tourism and local markets thereby ensuring that imports are replaced.
Contacts	<p>Dirección General Grupo de Producción Porcina (GRUPOR).</p> <p>e-mail: norberto@minag.cu</p> <p>e-mail: prod4por@minag.cu</p> <p>Tel.: (537) 884-7253 and (537) 884-7254.</p>

**Pork Production for channeled commercialization and finished pork products
(5 projects)**

Description	<p>This project may be undertaken in Cienfuegos, Villa Clara, Matanzas, Pinar del Rio or Artemisa, as the investor prefers. Its aim is to increase pork production on the basis of exploiting all installed capacities.</p> <p>We foresee attaining 3,000 breeders in the aim of producing 7,200 metric tons of hoof weight hogs. Slaughtered hogs will have hoof weights of 100-120 Kg, transforming into channeled hogs in an abattoir to be built as part of the infrastructure. The abattoir will have an estimated installed slaughter capacity of 300 hogs per day; with 270 working days per year we will be able to slaughter up to 81,000 hogs each year. Channeled hogs will be industrialized in a processing plant to be built as part of the enterprise's infrastructure for the aim of producing finished products and byproducts including sausages, shaped products and smoked meats incorporating added value to the product and improving its competitive edge.</p> <p>We foresee developing the genetics of the Yorkshire, Landrace, Duroc and CC21 breeds; fodder production for hogs; semen production; providing breed-improvement services; recovering agricultural areas to produce raw materials to be used for animal fodder production and strengthening the chain with agricultural cooperatives.</p>
Investment Type	Joint Enterprise
Cuban Party	EMPRESA PORCINA & CORALSO
Estimated Investment Amount	120.0 million USD
Location	In Empresa Porcina areas close to the area where the Joint Enterprise will be located in Cienfuegos, Villa Clara, Matanzas, Pinar del Rio and Artemisa.
Market Potential	The project replaces imports and will ensure demands for finished pork products and byproducts for the tourism and local markets.
Estimated Anticipated Results	108,000 metric tons of finished products and byproducts including pork sausages, shaped pork products and smoked pork
Contacts	Dirección General Grupo de Producción Porcina (GRUPOR). email: norberto@minag.cu ; prod4por@minag.cu Tel.: (537) 884-7253 and (537) 884-7254.

Buffalo Cattle Production for industrialization and the commercialization of milk and its byproducts

Description	To increase buffalo milk production on the basis of exploiting 100% of installed capacities; for this purpose we shall have to activate 22 dairies with the aim of producing 4.7 million liters of buffalo milk per year. The milk will be industrialized in an existing plant in Nazareno, Havana Province, which requires technological modernization for a line of industrializing buffalo milk in order to produce Mozzarella cheese, yoghurt and butter incorporating added value to the product, improving quality and appearance in various formats to be sold on the tourism and local markets as replacements for imports. We hope to develop buffalo genetics, recover agricultural areas for the production of raw materials to become animal fodder and strengthen the productive chain with participation of agricultural cooperatives.
Investment Type	Joint Enterprise
Cuban Party	Empresa Pecuaria Genetica Bufalina El Cangre and CORALSA.
Estimated Investment Amount	55.2 million USD
Location	In Empresa Pecuaria Genetica Bufalina areas in Mayabeque Province.
Market Potential	The project replaces imports of milk, cheese, mozzarella, yoghurt and butter for tourism and local markets.
Estimated Anticipated Results	70.5 million liters of buffalo milk
Contacts	Dirección General Grupo de Producción Porcina (GRUPOR). email: norberto@minag.cu ; prod4por@minag.cu Tel.: (537) 884-7253 and (537) 884-7254

Poultry Meat Production and its channeled commercialization (9 projects)

Description	To increase production of poultry (chicken) on the basis of exploiting installed production capacities. For this purpose we will have to activate production of fertile eggs and their incubation. The aim is to produce 10,000 metric tons of channeled chicken per year. Chickens slaughtered will have live weight of 2 kg at 38 days, with food/live weight conversion of 1.75 Kg. We require acquisition of equipment for technological modernization in the line of slaughtering 3000 chickens per hour, representing slaughtering 24,000 chickens per day in the abattoir. This project can be undertaken in Pinar del Rio, Artemisa, Matanzas, Villa Clara, Cienfuegos, Sancti Spiritus, Camaguey, Holguin and Granma, as the investor prefers. The enterprise will allow developing the genetics for high reproduction breeds, incubation, recovering agricultural areas for the production of raw materials destined to produce animal feed and strengthen the productive chain with participation of agricultural cooperatives.
Investment Type	Joint Enterprise
Cuban Party	Empresas Avícolas
Estimated Investment Amount	35.5 million USD
Location	In Empresas Avícolas in Pinar del Rio, Artemisa, Matanzas, Villa Clara, Cienfuegos, Sancti Spiritus, Camaguey, Holguin and Granma.
Market Potential	The project replaces imports and ensures channeled chicken for the tourism and local markets.
Estimated Anticipated Results	150,000 metric tons of channeled chicken
Contacts	Dirección General Unión de Empresas del Combinado Avícola Nacional (UECAN). email: dirección@uecan.minag.cu ; prod4por@minag.cu Tel.: (537) 884-7306, (537) 884-7307, (537) 884-7253 and (537) 884-7254.

Rice Production in the southern part of Artemisa and Mayabeque Provinces

Description	To increase national production of rice by applying proper techniques in agricultural exploitation, adapted to the climate and local soil conditions, using correct fertilization, phytosanitary and post-harvest systems.
Investment Type	Joint Enterprise
Cuban Party	Empresa Agroindustrial de Granos José Martí
Estimated Investment Amount	37.06 million USD
Location	Empresa Agroindustrial de Granos José Martí in San Cristobal municipality, Artemisa Province.
Market Potential	Sales on the national market to replace imports, for tourism and eventual exportation.
Estimated Anticipated Results	10.0 MTM yearly average
Contacts	Dirección del Grupo Agroindustrial de Granos email: contabilidadgaia@minag.cu Tel.: (537) 884-7600

Peanut Production

Description	To develop peanut production with participation of agricultural cooperatives and individual farmers in order to replace imports. We hope to obtain yields between 2.5 and 3 tons per hectare on the basis of satisfying the nutritional needs of the plant with adequate seeds. We foresee using the agricultural areas of the former sugar mills where infrastructure and agricultural practices exist for exploring growing possibilities.
Investment Type	Joint Enterprise
Cuban Party	Empresa Agroindustrial de Granos Jovellanos
Estimated Investment Amount	70.5 million USD
Location	Jovellanos municipality, Matanzas province.
Estimated Anticipated Results	7,400 metric tons per year
Contacts	Dirección del Grupo Agroindustrial de Granos. Email: contabilidadgaia@minag.cu Tel.: (537) 884-7600

Processing and commercialization of Elite quality conventional coffee

Description	To efficiently process the production of Cuban coffee from selected special micro-regions in the hills of Guantanamo to create a leading brand on the international level. The scope of the investment includes updating technological coffee processing techniques in order to increase acceptance levels for the dry healthy product, ensuring good conservation, handling, storage and commercialization, to improve levels of knowledge in the coffee-growing areas and to update them thereby improving the quality of high-grade assortments of coffees and increasing the available amounts for the foreign market.
Investment Type	International Economic Association Contract
Cuban Party	Empresa Procesadora de Café Asdrubal Lopez Vazquez of Guantanamo
Estimated Investment Amount	10.3 million USD
Location	Empresa Procesadora de Café Asdrubal Lopez Vazquez is some 1.7 Km to the west of the Guaso River and the same distance from the Jaibo River in the southern area of the city of Guantanamo (the industrial zone) at the intersection of the southern ring-road and the highway that leads to the Nicaragua warehouses.
Market Potential	Coffee production will be destined for exportation, for the Elite Quality market.
Contacts	Dirección de Negocios y Desarrollo del GEAM. Email: ddesarrollo@geam.minag.cu Tel. (537) 884-7456 and (537) 884-7457

Making use of Scrub (*marabú*) Biomass for the production of vegetal charcoal and increasing intensive forestry management plantations (4 projects)

Description	To annually produce, on an industrial basis, 3000 metric tons of vegetal charcoal and 2600 metric tons of charcoal activated from <i>marabú</i> scrub, as well as replanting 3300 hectares free of marabou. In addition, we would produce vegetal charcoal briquettes for export. The scope of the investment includes equipment needed for harvesting and transportation of <i>marabú</i> , thereby ensuring stable sustained supplies of the biomass required for charcoal production as well as acquiring equipment and machinery for forest replanting, with intensive management of the areas being cleaned up. This project can be undertaken in Granma, Holguin, Camaguey and Ciego de Avila, as the investor prefers.
Investment Type	International Economic Association Contract
Cuban Party	Empresas Forestales Integrales
Estimated Investment Amount	4.1 million USD (each project)
Location	Companies in Granma, Holguin, Camaguey and Ciego de Avila, locations of the vegetal charcoal and activates production industry. Areas of <i>marabu</i> and forest plantations to be promoted cover several municipalities no further away than 30 Km from the project site.
Market Potential	Foreign market, basically Europe. Surplus electricity generated will be delivered to the <i>Sistema Electroenergetico Nacional</i> .
Estimated Anticipated Results	Vegetal Charcoal – 3000 metric tons annual average Activated Charcoal – 2600 metric tons annual average Briquettes – 1050 metric tons annual average Sales of electrical power
Contacts	Dirección de Negocios y Desarrollo del GEAM Email ddesarrollo@geam.minag.cu Tel.: (537) 884-7456 and (537) 884-7457

Development of agro-industrial production of citrus fruit and other fruit in the Contramaestre region

Description	To increase production, improve quality and commercialize concentrated and simple juices, essential citrus oils and pulp, juices and conserves of other tropical fruit. The citrus fruit line has the capacity of processing a maximum of 75,000 tons per year of fruit; currently less than 1% is being handled. We wish to process 45,000 tons/year of fruit; for this purpose we will replace the other tropical fruit current line that processes less than 1.5 tons per hour with another line that processes 6 tons per hour.
Investment Type	International Economic Association Contract
Cuban Party	Empresa Citricos America Libre
Estimated Investment Amount	6.9 million USD
Location	Contramaestre Municipality in Santiago de Cuba. Province is a region with a long citrus-growing tradition, with excellent geographical location where, because of the type of soil and the climate, fruit present a higher content of soluble solids and less acidity thereby making them ideal for consumption as fresh fruit and being industrially processed.
Market Potential	Foreign market, basically Europe. Domestic market: fresh fruit will be marketed and its byproducts will be industrialized in small formats such as nectar, fruit in syrup, creams and marmalades, in the tourist sector of Holguin and Santiago de Cuba. The principal client for tropical fruit pulp is the Ministry of Foods Industries (MINAL) tinning industry.
Estimated Anticipated Results	To produce 6,450 tons/year of concentrated and simple juice, 90 tons of essential oils, 13,870 tons of pulp, juice and other conserves. The processing operation will be able to process 9,230 tons/year of fresh fruit.
Contacts	Dirección General Empresa Cítricos América Libre. Email: guillermo@enet.cu Tel. (5322) 58-7432

Development of the production of citrus and other fruit, such as fresh fruit and industrialized products in the *Empresa Citricos Ceiba*

Description	The project is designed for installation of an industrial plant to process fruit and to encourage the region's Future Development Program. It will indirectly tie in the agricultural cooperatives as suppliers of the raw material thereby ensuring the production chain. We need to finance the production to guarantee acquisition of high quality seedlings, consumables, services and technical assistance.
Investment Type	Joint Enterprise
Cuban Party	Empresa Citricos Ceiba
Estimated Investment Amount	9.0 million USD
Location	Empresa Citricas Ceiba is located at KM 9 ½ of the Doble Via de Ceiba, Caimito municipality in the province of Artemisa.
Market Potential	Products will be for the domestic market (10%) and exportations (90%). The domestic market will basically include tourism and local markets.
Estimated Anticipated Results	2 tons/day of chopped fruit, 10,000 liters/day of juice, 5 ton/hour of pulp and conserves as well as increased exports
Contacts	Dirección Empresa Cítricos Ceiba email: ilio@citricosceiba.cu Tel. (5347) 31-1100 and (5347) 31-1106.

Increased Production Potential for Shrimp Farming

Description	<p>To increase shrimp production by improving the technology being used today to grow-out the larva and reduce costs during this phase.</p> <p>The possibility of seeding +8 mg postlarvae in the hatchery stage, up to +300 mg, to subsequently transfer them to the nursery stage and to introduce probiotics and other technologies to handle the ponds will produce fewer days per productive cycle and therefore increase the rotation rate of hectares per4 year, decrease food consumption (tons of feed per ton of harvested shrimp); average harvested weight gain; percentage survival increase in the grow-out pond stage.</p>
Investment Type	Joint Enterprise
Cuban Party	CORALSA
Estimated Investment Amount	19.9 million USD
Location	Granma province, Rio Cauto municipality
Market Potential	Export market, principally Asia.
Estimated Anticipated Results	<p>Obtaining technology guaranteeing improved efficiency in order to improve growing hectare rotation and other cutting edge technologies to handle the ponds and resulting in operations costs similar to those on an international level with a strategy for management as well as spare parts and mastery of the technology.</p> <p>International market quality demands are satisfied and at the same time, solutions will be implemented to increase disease control and achieve sustainable development that is harmonious with the environment.</p>
Contacts	<p>Corporación Alimentaria S.A (CORALSA). Calle 14 No 115, entre 1ra y 3ra, Playa, La Habana, Cuba. email: negocios@coralsa.com.cu Tel.: (537) 202-1194, (537) 202-7388 and (537) 205-9093</p>

Production and commercialization of fresh, filled pasta (lasagna, cannelloni, ravioli, tortellini, panzerotti and gnocchi) and their accompanying sauces

Description	To increase the availability of fresh filled pastas and sauces. Activating this industry will also make it possible to decrease the current proportion of imported fresh filled pastas now on the local market. Orienting production capacities has been estimated according to the composition of the current demands of the hotel sector in Cuba, depending on each type of product: lasagna 39.0%, cannelloni 22.0%, ravioli 15.0%, tortellini 13.0 %, panzerotti 6.0 %, gnocchi 5.0%
Investment Type	Joint Enterprise
Cuban Party	CORALSA
Estimated Investment Amount	2.0 million USD
Location	Havana province or Villa Clara
Market Potential	Production will be destined to satisfy demands of the principle tourism areas in the country and the local market.
Estimated Anticipated Results	We have calculated that demand will increase over the next few years as tourism grows, reaching a total of over 300 tons per year. We plan for sales for the 15-year period that are over 25.5 MMUSD; therefore we would like to produce and commercialize 1000 kg per day of fresh filled pasta and 20 kg per day of sauces.
Contacts	Corporación Alimentaria S.A (CORALSA). Calle 14 No 115, entre 1ra y 3ra, Playa, La Habana, Cuba. email: negocios@coralsa.com.cu Tel. (537) 202-1194, (537) 202-7388 and (537) 205-9093

Production of carbonated drinks and bottled water

Description	To increase availability of carbonated drinks and bottled water by setting up a cutting edge technology line in the country's central region for production and distribution in that zone and in the eastern part of the country. It will also make possible the creation of a distribution network destined to satisfy demands in the central and eastern parts of the country. The investment project also seeks to replace today's bulk soft drink and syrup commercialization.
Investment Type	Joint Enterprise
Cuban Party	CORALSA
Estimated Investment Amount	12.3 million USD
Location	Ciego de Avila municipality, Ciego de Avila province
Market Potential	Local and tourism markets
Estimated Anticipated Results	500, 000hl per year of carbonated drinks and bottled water
Contacts	Corporación Alimentaria S.A (CORALSA). Calle 14 No 115, entre 1ra y 3ra, Playa, La Habana, Cuba. email: negocios@coralsa.com.cu Tel. (537) 202-1194, (537) 202-7388 and (537) 205-9093

Industrial processing of cacao and increased production of chocolate-based products

Description	To modernize the existing cacao processing plant with a view to obtaining various chocolatier products. Currently the industry demands 2,500 tons of cacao and only receives 1,500 tons that satisfy 60% of formats and assortments for the domestic market in CUC. According to MINAGRI estimates, we can attain a national cacao seed production of approximately 3,500 tons for the year 2020.
Investment Type	Joint Enterprise
Cuban Party	CORALSA
Estimated Investment Amount	16.8 million USD
Location	Guantanamo province, Baracoa municipality
Market Potential	Tourism, local market and export. Replacing imports.
Estimated Anticipated Results	Processing 1,000 tons per year of cacao (liquor, butter and cocoa) with high-productivity technology, automation and efficient energy consumption, as well as reduced environmental impact with the quality specifications demanded by international standards.
Contacts	Corporación Alimentaria S.A (CORALSA). Calle 14 No 115, entre 1ra y 3ra, Playa, La Habana, Cuba. email: negocios@coralsa.com.cu Tel. (537) 202-1194, (537) 202-7388 and (537) 205-9093

Production of Confectionary and Cereals

Description	To diversify production of confectionary (candies, sherbets, fine biscuits, sweet, cream and soda crackers) and breakfast cereal mixes in different formats and assortments with an emphasis on nutritional values.
Investment Type	Joint Enterprise
Cuban Party	Corporation Alimentaria S.A. (CORALSA), mercantile company with 100% Cuban capital, whose corporate purpose is shareholder participation in joint enterprises in the foods sector.
Estimated Investment Amount	15.3 million USD
Location	Villa Clara province, Caibarien municipality
Market Potential	Tourism and local markets and part for exportation
Estimated Anticipated Results	Current demands, with a view to replace imports, reaches an annual total of approximately 18 to 20 million USD.
Contacts	Corporación Alimentaria S.A (CORALSA). Calle 14 No 115, entre 1ra y 3ra, Playa, La Habana, Cuba. email: negocios@coralsa.com.cu Tel. (537) 202-1194, (537) 202-7388 and (537) 205-9093

Soy processing plant to produce refined oil

Description	To mill 500,00 tons of soy beans per year
Investment Type	Joint Enterprise
Cuban Party	CORALSA
Estimated Investment Amount	149.0 million USD
Location	Artemis or Cienfuegos province
Market Potential	Sales to the local market. Oil distribution will take in up to Holguin province, with Santiago de Cuba production (where the country's only soy processing plant and oil refinery is located) covering the rest of the eastern provinces. Today, refined oil production (28.000 tons) and soy flour for animal consumption (85,000 tons) does not meet demand levels.
Estimated Anticipated Results	85,000 tons of refined oil and 375,000 tons of soy flour for animal consumption.
Contacts	Corporación Alimentaria S.A (CORALSA). Calle 14 No 115, entre 1ra y 3ra, Playa, La Habana, Cuba. email: negocios@coralsa.com.cu Tel. (537) 202-1194, (537) 202-7388 and (537) 205-9093

Sugar Industry Sector

The identifying roots of our nation were formed in the old sugar mills (*bateyes*). Since sugarcane was introduced to Cuba, the sugar industry sector has always been the most important one for Cuban agro-industrial production.

ZERUS S.A. is the mercantile company ensuring the agro-industrial sector of sugar and its byproducts in its search for new joint businesses using foreign capital and developing existing businesses.

AZCUBA is the sugar industry group in charge of managing the entities that make up the sugar agro-industry for developing sugar productions, electrical energy, sugarcane byproducts and agricultural and industrialized foods.

There are 14 Sugar Industry Enterprises throughout Cuba, as well as 8 companies supporting the sugar agro-industry with activities including the commercialization of sugar, its byproducts and agricultural products, technical services, construction services, industrial set up, automation and mechanical production, exporting equipment and technical assistance, etc.

Sector Principal Infrastructure
56 sugar mills
7 refineries
12 distilleries
35 animal food plants
2 board factories
10 rum companies
3 CO ₂ plants
Agricultural and technological equipment, aggregates and spare parts workshops

Available area	800,000 hectares
Area under exploitation	600,000 hectares
% mechanized harvesting	90
Number of workers	70,000

Heirs to a long tradition, the human capital at work in the sugar agro-industry is experienced, well-trained and with excellent quality. It includes 10,000 university-educated workers, 16,000 middle technicians and 13,000 qualified laborers.

There are 2 research centers (one is industrial and the other is agricultural) and a training center guaranteeing research development with results for obtaining new technologies and products as well as for the growing use of automated and computerized systems.

National Center Sugar Industry Training was founded in 1978 and it is the first school in Cuba responsible for managerial and technical training.

For five decades, the Cuban Institute for Sugarcane Byproduct Research (ICIDCA) has carried out scientific-technical and technical innovation work as evidenced by the significant awards won. Web site: www.icidca.cu

The *Sugar Cane Research Institute* provides its clients with a range of technologies, equipment and services to cover their most pressing needs regarding research as applied to the growing of sugarcane. Website: www.inica.minaz.cu

Leading Products

Raw Sugar: we have the tradition and knowledge of our workers and our professionals' technical capacities.

Ecological Sugar (organic): there is a growing export market as well as for the byproducts with organic fruit, honey and alcohol and rum byproducts.

Alcohol, rum, spirits and liqueurs: prestigious high-quality products are exported and can be the leaders in some countries.

Sorbitol-FOS: High-quality and in-demand product with growing export possibilities. Our knowledge and acquired know-how for its production with glucoses from various origins could become an exportable service.

Technical Assistance: The experience and high-quality of Cuban sugar industry technicians encourages exporting technical assistance.

Sectorial Policy:

Businesses with foreign capital in this sector should promote projects directed towards modernizing and increasing the use of installed capacities, promoting their efficiency and yield, the quality of the sugar, growth and diversification of exportable funds, byproduct availability and the growth of byproduct production with a focus on energy. Businesses to manage the production chain are being prioritized.

Technical Specifications for Foreign Investment

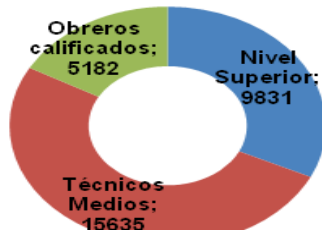
Sugar Mill Production Management (4 projects)

Description	<p>In the 1980s, proposed sugarcane production of this type was around 90,000 tons of sugar on average or more, during at least 150 harvest days with a yield of 65 tons per hectare. (T/ha). The aim of investing in sugar mills is to recover those figures, identifying a "Management" foreign partner who would deal with finding the necessary financing and contribute with modern business administration tools and the necessary resources. The aim is to:</p> <ul style="list-style-type: none">• Recover capacities of original sugar mill designs.• Gradually increase sugarcane and sugar production.• Introduce new production and managerial technologies• Improve sugar production efficiency, its quality and reducing costs.• Self-finance the recovery.
Investment Type	International Economic Association Contract for Production Management
Cuban Party	Sugar industry companies owning each sugar mill
Estimated Investment Amount	40.0 million USD (each project)
Location	The following sugar mills: <i>Mario Muñoz</i> in Matanzas province, <i>30 de Noviembre</i> in Artemisa, <i>Batalla de las Guásimas</i> in Camagüey and <i>Majibacoa</i> in Las Tunas.
Market Potential	Exportation and the local market
Contact:	Dirección de Negocios de ZERUS Email: jorge.lodos@zerus.azcuba.cu Tel: (537) 838-3194 ext. 237

Industrial Sector

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

Trabajadores



5,182 qualified laborers

9,831 higher education level

15,635 middle technician level

Therefore, priorities are set for modernizing the metals industry, industries producing steel byproducts, electrical appliances, manufacturing aluminum and glass containers for beverages and medicines, increasing capacities for the design and manufacture of metal structures, comprehensive handling of solid waste and other recyclable materials as well as various products that constitute consumption goods for the population.

The international industrial convention and exhibition **CUBAINDUSTRIA** is to be held twice a year; the first edition was held in 2014 proving to be an excellent place for scientific, academic and professional exchanges among Cuban and foreign specialists in the sector. **CUBAINDUSTRIA** provides an ideal opportunity to learn about products, equipment, machinery, new technologies, parts and components and to draw up trade agreements, strategic alliances, development covenants, associations and contracts for new supply alternatives.

The sector has a total of 205 companies, production centers and services spread throughout Cuba employing a total of 86,284. It significantly identifies itself with 25% of mechanical engineers and an equitable distribution of general technical specialties such as mechanical engineering, industrial engineering chemical engineering, etc.

Contact Information:

Dirección de Inversiones y Cooperación MINDUS

Email: forcada@industrias.cu

Tel. (537) 263-3215

Sectorial Policy:

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

Electronics, Informatics, Automation and Telecommunications Industry

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

We have drawn up our 2014-2017 Development Program and we now have our own designs for LCD to LED TVs, induction stoves, UPS, LED lighting and other electronic applications. We provide design and manufacturing capacities for various installations: solar panels, STB for digital land TV, self-supporting and reinforced communications towers, lighting, antennae and other electronic equipment. We have plastic injection lines that permit massive production of electrical appliances.

Principal Products:

Solar Panels: an outstanding item in the renewable energy sources sector.

LCD to LED TVs: we have our own designs and decoding boxes for digital land TV.

Protectors, home and industrial lighting, electronic transformers and LED lighting: since 1998 we have manufactured over 1.5 million voltage protectors as well as over 500,000 home and industrial lighting of all kinds; this has allowed us to significantly replace importing these items into the country. We have also designed electronic transformers, an item that is competitive and allows us to take the step towards manufacturing other types of lighting such as LED T 8 and street lighting LEDs.

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

Investment opportunities in the sector are directed towards manufacturing high-efficiency LED lighting, cell phones, PC tablets, optical supports, etc.

Contact Information:

Dirección de Negocios del Grupo Empresarial de la Industria Electrónica

Email: eldris@cubaelectrónica.cu

Tel. (537) 204-5630 ext. 127

Technical Specifications on Foreign Investment Opportunities

Production and commercialization of products and services for Informatics Solutions

Description	To produce and commercialize products and services for Informatics Solutions (standard desktop PC, machine systems without MSD discs, PC tablets, Laptops and Mini-laptops). The aim of the project is to cover the growing demand of the domestic market for informatics solutions, to replace imports of informatics equipment having the backing of parts and spare parts in order to provide warranty and post-sale services including software and nationally manufactured applications.
Investment Type	Joint Enterprise
Cuban Party	Empresa Industrial para la Informática, las Comunicaciones y la Electrónica (GEDEME) belonging to the <i>Grupo Empresarial de la Industria Electrónica</i>
Estimated Investment Amount	9.6 million USD
Location	Callejon de Andrade y Prensa Latina Km 1 ½, Marianao municipality, La Habana province
Market Potential	Current annual demand is estimated at 75,000 computers, and in 10 years the figure should be approximately one million. Basic clients are hotels, retail shops, universities, schools, state entities, non-state sector and the new investment projects being developed in the country.
Contacts	Dirección General de GEDEME. Email: jcarlos@gedeme.co.cu Tel: (537) 260-4028

Light Industry

Light industry includes over 600 factories and workshops organized into 10 production branches throughout the country.

Textile Garment Industry: Main products: clothing, textiles for decorations, uniforms, accessories for clothing and labels, socks, men's and ladies' underwear, bathing suits and t-shirts. The principal exportable item is GUAYABERA CUBANA, a typical Cuban garment that has won numerous awards at FIHAV under the brand name of "Criolla".

Textile Industry: Main products: cotton and polyester/cotton fabrics, towels, cleaning rags, covers, sheets, bedspreads, sewing thread, jute and propylene sacks, henequen rope and string. We have a large capacity to produce ecologically-friendly containers.

Furniture Industry: Main products: wooden, metal and fiber furniture, box spring and foam mattresses, pillows, decorative and industrial lamps, doors and windows, utilitarian and decorative ceramics, humidors and wooden elements for flooring.

Printing Industry: Main products: books, magazines, newspapers, pamphlets, serviettes, envelopes, catalogues, conventional and self-sticking labels, covers, packages and packing, cigar rings, accessories for cigars, assorted cards, printed paper products in continuous formats, assorted advertisements.

Cleaning Products and Cosmetics Industry: Main products: soap, cosmetics, perfumes, toothpaste, deodorants, shampoo, home and industrial detergents, air fresheners and other products for hygiene and cleaning including mini-packages for hotels.

Matches, Leatherwork, Footwear and the Paint Industry: Main products: leatherwork, men's and ladies' footwear in all the different styles, decorative candles, surgical gloves, matches, lighters and different kinds of paint and varnish.

This industry is mainly interested in foreign investment to modernize existing technology in order to develop products that will replace imports on a large scale such as hygienic/sanitary disposable products, footwear, packaging and packing in general as well as encouraging exports.

Contact Information:

Dirección de Negocios del Grupo Empresarial de la Industria Ligera.

Email: yoyi@minil.cu

Tel. (537) 260-3443

Technical Specifications on Foreign Investment Opportunities

Production and Commercialization of Mesh Sacks

Description	Most of production is for agricultural produce sacks for the domestic market. By acquiring technological equipment for the production processes, encouraging the replacement of imports.
Investment Type	Joint Enterprise
Cuban Party	Empresa Luis A. Turcios Lima SAREX, belonging to the Grupos Empresarial de la Industria Ligera
Estimated Investment Amount	4.5 million USD
Location	UEB TEXORO belonging to the National Empresa Luis A. Turcios Lima legally domiciled at Carretera Central Via Santiago de Cuba km 848, Bayamo municipality, Granma province.
Market Potential	Current demands on domestic industry taking into account Ministry of Agriculture state enterprises total 10 million sacks for agricultural produce; this does not take into account the growing demands of the new non-state market.
Contacts	Dirección General email: javier@sarex.co.cu Tel.:(5342) 27-1789

Production and commercialization of Footwear

Description	Production, distribution and commercialization of footwear for the local market on the basis of acquiring cutting edge technology, installing production capacities for 6 million pairs of shoes per year, in 8 production lines, to manufacture three types of shoes: sport, casual and sandals. A small part of production will be for export.
Investment Type	Joint Enterprise
Cuban Party	COMBELL footwear company, belonging to the Grupo Empresarial de la Industria Ligera
Estimated Investment Amount	12.6 million USD
Location	Via Blanca and Avenida Monumental, Habana del Este municipality, La Habana
Market Potential	Domestic demand is estimated at 47 million pairs of shoes per year
Contacts	Dirección General de la Empresa de Calzado COMBELL. email: Guillermo@combell.com.cu Tel: (537) 881-2442

Chemical Industry

The Chemical Industry is developing the manufacture and commercialization of environment-friendly petro-chemical products. We have a development program whose implementation via the required investments would allow us to technologically modernize and gradually replace the chemical industry's high volumes of imports.

INDUSTRIAL GASES: Main Products: medical and industrial oxygen, acetylene, nitrogen, argon and carbon dioxide both liquid and gas as well as nitrous oxide and compressed air to satisfy domestic demands.

FERTILIZERS AND PESTICIDES: We have a Quality management System endorsed by the Cuban Vessel Registry (RCB) and a receiving base for cryogenic ammonia with modern technology. Among our products the outstanding ones are ammonium nitrate (technical and fertilizers), calcium nitrate and physical NPK mixes (nitrogen, phosphorus, potassium). A great variety of these products does not satisfy domestic demands, and for this reason we are in the process of studying and assessing the investments required to gradually replace current imports.

PAPER: This branch has nine plants located throughout the country. Some of the products offered are corrugated cardboard packaging, pads, corrugated cardboard separators, multilayer sacks (valves and open), egg trays and containers, Testliner (150 to 200 g/m²), wrapping paper (reams and spools), culture paper (127 to 200 g/m²), cards (230 to 600 g/m²), buffet boxes (1/2 and 1 lb), school notebooks, files, pay envelopes, cores (40 to 200 Mm), tissue paper, toilet paper and serviettes.

CHEMICALS: Empresa Electroquímica de Sagua (ELQUIM) is dedicated to producing liquid chlorine, sodium hypochlorite, caustic soda, chlorhydric acid, hydrogen, aluminum sulfate and liquid sodium silicates.

RUBBER: Fundamentally dedicated to the manufacture of new tires with diagonal technology, retreading and producing technical rubber articles (ATG). Production of new agricultural and general transportation tires is for the domestic market basically for agriculture. Retreading tires is done at five (5) plants located in Havana, Santa Clara, Camaguey, Holguin and Santiago de Cuba. This is a high-impact service for the economy because of the savings it represents and the extending of the useful life of tires. Manufacture of technical rubber articles is destined to satisfy the needs of the economy and renewable energy programs, etc.

GLASS: Manufacture and commercialization of glassware and ornamental glass. We incorporate flat glass manufacture, with cutting, polishing, beveling, engraving, stained glass and combinations of all of these. Installed production capacity no longer satisfies current demands. The country also produced laboratory glassware, consumables for health and decoration including flasks, culture tubes, pipettes, burettes, funnels, etc. Installed production capacity satisfies 50% of domestic laboratory demands for glassware.

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

The principal working strategies to be developed with foreign investment concentrate on manufacturing newsprint and Bond, tissue paper, radial tires, etc.

Contact Information:

Dirección de Negocios del Grupo Empresarial de la Industria Química

email: marileida@quimica.minbas.cu

Tel. (537) 204-1142

Technical Specifications on Foreign Investment Opportunities

Production and Commercialization of Newsprint and Bond Paper

Description	To execute technological reconversion and start-up operations of the Fine Paper Plant in order to produce 60,000 tons per year of paper distributed in 40,000 tons per year for printing and writing and 20,000 tons per year for newspapers via the modernization of facilities and the continuous introduction of advanced technologies to replace imports and for exportation purposes.
Investment Type	Joint Enterprise
Cuban Party	QUIMI S.A. belonging to the Grupo Empresarial de la Industria Química
Estimated Investment Amount	107.2 million USD
Location	Finca Palmarito S/N, Jatibonico municipality, Sancti Spiritus province.
Market Potential	The investment would be directed to satisfy domestic demand for 40,000 tons and would destine some 20,000 tons for exportation
Contacts	Director General de la Empresa del Papel. email: gatell@pappyrus.minem.cu Tel: (537) 203-8944

Production and Commercialization of Tissue Paper and its conversion

Description	Installation and startup of a new tissue paper plant having the capacity to produce 20,000 tons per year to satisfy the domestic market and to encourage exportations. We would like to modernize our facilities, acquire new advanced technologies and ensure stable supplies of raw materials, consumables and spare parts.
Investment Type	Joint Enterprise
Cuban Party	QUIMI S.A. belonging to the Grupo Empresarial de la Industria Química
Estimated Investment Amount	73.1 million USD
Location	Cardboard Factory of Santa Cruz del Norte, Mayabeque province.
Market Potential	We foresee that domestic demand for tissue paper will reach 20,000 tons per year. We plan to establish a niche in the export-market to Latin America.
Contacts	Director General de la Empresa del Papel. Email: gatell@pappyrus.minem.cu Tel: (537) 203-8944

Metal-Mechanical Industry and Recycling

Plans for strategic alliances point towards the development of the iron and steel industry, recycling, mechanical industry, the automotive sector and equipment for the agricultural sector. Priority is given to the investment projects dealing with steel, manufacturing containers as well as complex products for agriculture and transportation, etc.

Main products for the domestic and export markets:

Carbon steel, wire rod and wire byproducts, electrical conductors, various refractories, transportation systems for sugarcane, farm implements, irrigation systems and components, various agricultural tractor trailers, 220 liter barrels, tin cans for food preserves, accumulator batteries, bus assembly and repairs, forklifts, automotive parts and spare parts, railway repairs and reconstruction and their spare parts, heavy and light metal structures, aluminum frame working, electrical appliances, hydro-sanitary accessories, medical and clinical-surgical instruments, doctor office and food industry furniture, scales, steam generating equipment, gas extraction systems, high pressure recipients, cold chambers, air-conditioning and refrigeration equipment, solar heaters, parts and spare parts for elevators for different uses. We are distinguished by our comprehensive system of recycling scrap metal and non-metal waste that adds value and allows us to reduce the cost of our products.

Our plans included association with foreign enterprises for items such as producing and commercializing long and special stainless steel products, production and commercialization of car batteries and UPS, production and commercialization of aluminum can, production and commercialization of metal structures as well as comprehensive solid urban waste handling systems.

Contact Information:

Vicepresidencia de la Dirección de Negocios del Grupo Empresarial de la Industria Sideromecánica.

email: cherrera@sime.cu

Tel. (537) 263-3429

Technical Specifications on Foreign Investment Opportunities

Solid Urban Waste Handling Integrated System (SIGRSU in its Spanish acronym)

Description	<p>The project's principal aim is to gradually reduce total volumes of generated waste to minimum levels thereby avoiding negative impact on the environment and human health; today waste is sent to dumps or sanitary landfills. SIGRSU includes all the stages of the process beginning with proper selection, collection, treatment, recycling and energy assessment to generate electricity and heat and to produce organic fertilizers. Only the inert unrecyclable waste that has no value will be sent to the landfill centers, although in later stages studied could be made about some uses for this inert portion of waste.</p> <p>Currently there is no SIGRSU in Cuba. The project's scope would cover the entire country and be carried out in stages. It will begin in the western area, specifically in La Habana province since its waste generation levels are estimated at 2,585.01 tons per day. The first priority would be to broaden the project and build similar plants in the center and eastern parts of the island.</p>
Investment Type	Joint Enterprise
Cuban Party	An enterprise subordinated to the Union of Raw Materials Recovery Enterprises (UERMP) attached to the Grupo Empresarial de la Industria Sidero Mecanica.
Estimated Investment Amount	First stager: 115.0 million USD for investing in a Comprehensive RSU Processing Plant including several lines and improvement to the collection and dumping system.
Location	A zone in Havana, Cuba.
Market Potential	<p>Markets for the resulting products will be:</p> <p>Secondary raw materials: domestic industry and the excess will be exported; today 16 groups of products are processed. The basic ones are steel scrap, molten iron, stainless steel, copper, aluminum, bronze, lead, paper and cardboard, plastics, glass bottles, glass, electronic scrap and others.</p> <p>The gas generated is required by the <i>Sistema Electroenergetico Nacional</i> to generate energy.</p> <p>100% of the fertilizer generated can be used by the Ministry of Agriculture.</p>
Contacts	<p>Dirección General UERMP email: jorgeluis@uermp.cu, estela@uermp.cu Tel: (537) 205-1042</p>

Production and Commercialization of Long Products made of Stainless Steel and Alloys

Description	To create production capacities for long products made of stainless steel and alloys, basically directed to exportation, to a nominal capacity of 180,000 tons per year, by modernization and enlarging equipment in the Acinox Tunas steel plant and installing a new laminator to cover domestic demands and encourage exports.
Investment Type	Joint Enterprise
Cuban Party	"Acinox Tunas" Stainless Steel Enterprise belonging to the Grupo Empresarial de la Industria Sideromecanica.
Estimated Investment Amount	222.5 million USD
Location	Circunvalante Norte Km 2 ½, Zona Industrial, Las Tunas, La Tunas province.
Market Potential	Promoting exports of stainless steel and alloys in Latin America and the Caribbean and in Europe and satisfying domestic demands for an estimated 4,000 tons per year.
Contacts	Dirección de Acinox Tunas email: rosendo@acinoxtunas.co.cu Tel: (5331) 34- 6512

Production and Commercialization of Metal Structures

Description	To insert production of metal structures in the existing plant in Metunas into a global chain to manufacture construction systems, to increase efficiency in the production of metal structures up to 25,200 tons per year by modernizing existing facilities and capacities and continuously introducing advanced technologies.
Investment Type	Joint Enterprise
Cuban Party	Empresa Mecanica del Transformado del Acero belonging to the Grupo Empresarial de la Industria Sideromecanica.
Estimated Investment Amount	25.8 million USD
Location	UEB METUNAS, Camino del Oriente Km 2 ½ Zona Industrial, Las Tunas municipality, Las Tunas province.
Market Potential	In the next 10 years we foresee that the demand for metal structures in Cuba will be well over 200,000 tons.
Contacts	Dirección de UEB METUNAS email: eraldo@metunas.co.cu Tel: (5331) 34 -5351

Production and Commercialization of Car Batteries and UPS

Description	To increase production capacities of car batteries and UPS by at least 300,000 equivalent units per year by modernization of the existing facility, promoting the replacement of imports.
Investment Type	Joint Enterprise
Cuban Party	Empresa de Acumuladores "XX Aniversario" (CUBAT) belonging to the Grupo Empresarial de la Industria Sideromecanica.
Estimated Investment Amount	13.8 million USD
Location	Zona Industrial Faxas, Vuelta del Caño, Ciudad de Manzanillo, Granma province, Cuba.
Market Potential	Satisfying domestic demands estimated at some 315,000 batteries per year
Contacts	Dirección de CUBAT email: esanchez@acunet.co.cu Tel: (5323)-5301112

Production and Commercialization of Aluminum Cans in the Eastern Area of the Country

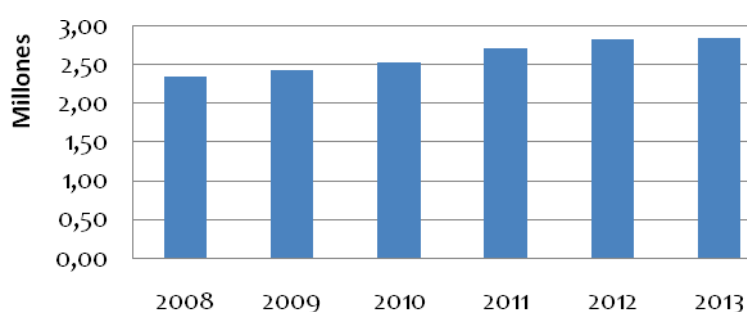
Description	Production plant for aluminum cans in the countries requiring repairs and outfitting as well as technological modernization of the existing equipment do the aim of increasing the production capacity to 300 million cans per year.
Investment Type	Joint Enterprise
Cuban Party	Empresa de Envases de Aluminio (ENVAL) belonging to the Grupo Empresarial de la Industria Sideromecanica.
Estimated Investment Amount	21.8 million USD
Location	Carretera Vieja vía a San Germán, Km. 3 y 1/2, Zona Industrial Sur, Ciudad de Holguín, Holguín province.
Market Potential	Estimated 2014 demand is 577 million cans, reaching 605 million physical units in the year 2022; the principal clients are the joint enterprises Bucanero S.A. and Los Portales S.A. and the Union de Conservas.
Contacts	Dirección General de Envases de Aluminio Holguín email: aristides@envalhlg.co.cu Tel: (5324) 42-2417

Tourism Sector

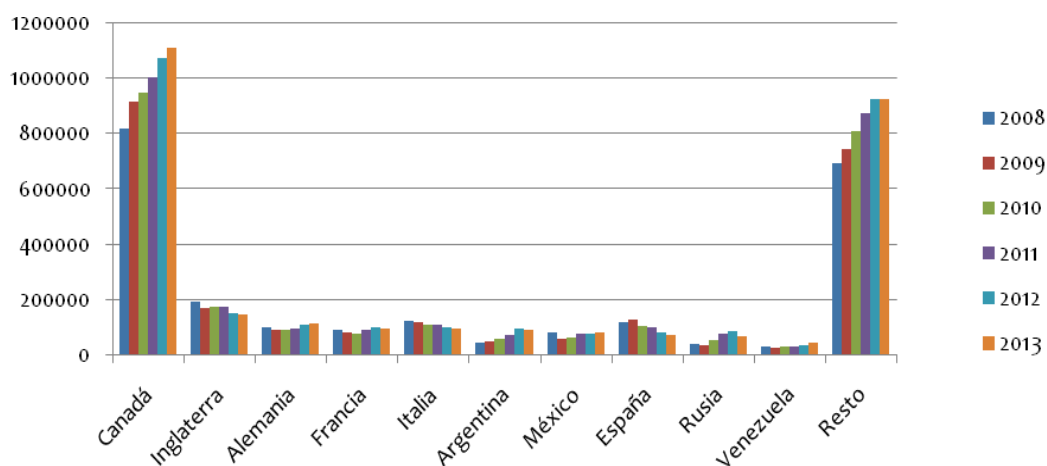
Cuba is the largest island in the West Indies and, setting it apart from other destinations in the Caribbean, it has a tourism product characterized by the hospitality of its people, exceptional natural attractions, local historic heritage, rich artistic and cultural life, unique healthcare situation,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

The website www.cubatrael.com provides precise details about Cuban tourism's attractions, products, varieties, accommodations, etc.; it is updated on a daily basis in the English, Spanish and German languages, and will soon include Russian and French editions.

In 2013 2,852,527 visitors arrived in Cuba. Daily income per client averaged 100 USD, totaling 2 billion 315 CUC.



Visitor arrival. Source: ONEI 2014



Fuente: ONEI, 2014

Visitors by Country (2008-2013)

Canada – England – Germany – France – Italy – Argentina – Mexico – Spain – Russia – Venezuela - Others
Source: ONEI 2014

Cuba is Member of:

World Tourism Organization (WTO)

Caribbean Tourism Organization (CTO)

Pan American Confederation of Hotel and Tourism Schools (CONPEHT)

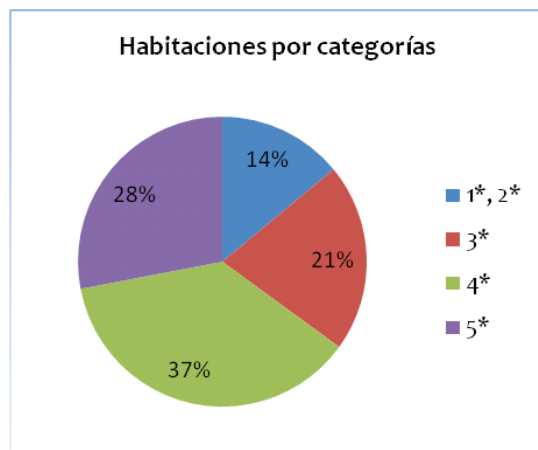
For 20 years the formation of the principal in-hotel and out-of-hotel profiles has been assumed by the Professional Training for Tourism Employees System, under the **FORMATUR** acronym, with 13 Hotel and Tourism schools throughout the country.

The tourism high season in Cuba is during the period between November and April.

GRAN CARIBE	With 20 years of experience in the Cuban tourist industry, it operates 45 tourist facilities divided into All Inclusive, Family, Historical, Business/City, Beach and Cays categories. Its services can be found under the following brand names: Hola Club, Club Premium and Classic.
CUBANACAN	Since 1987 its business has grown to include associations with prestigious international hotel chains. Besides city hotels it has secured these commercial Sun and Beach brand names: Brisas and Cub Amigo Horizontes and Horizontes, with hotels that are located in natural settings.
GAVIOTA	With 25 years of experience today this is the fastest growing organization in Cuban tourism. This tourism group has among its aims to promote and sell hotel and tourism services as well as specialty packages for health, boating, fishing, diving and others.
CUBAGOLF	Newly created, CUBAGOLF S.A., belonging to the <i>Grupo Empresarial Extra Hotelero Palmares</i> looks after the development of the Cuban project to promote the island as a golf-holiday destination. Currently it is in negotiations with several foreign partners to incorporate joint ventures to build, manage and run tourism-real estate golf complexes throughout the country.

Overall Hotel capacity is more than 61,000 rooms. 65% of the rooms are under 4 and 5-star categories.

The **International Tourism Fair of Cuba (FITCUBA)** is the most important annual event for the Cuban tourism industry. Edition thirty-five of FITCUBA will be held on May 7, 2015 at the Cayo Coco island destination "Jardines del Rey" and it will be dedicated to Italy.



Rooms by categories

Sectorial Policy:

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

In out-of-hotel activity it will be promoting real estate development associated with golf courses and others that will be complemented by 100% Cuban marinas and also building high-the theme parks. Not included are dolphinariums, foods services, marinas and complementary services.

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

Priorities will include the Guardalavaca area in the north of Holguin province, the South Central Coast specifically Cienfuegos and Trinidad, Playa Santa Lucia in the northern part of Camaguey and the Covarrubias Tourist Resort Area in the north of Las Tunas province. Investor participation will be the exception in Havana and Varadero. Commitments have already been made with Habana Vieja, Playas del Este de La Habana and the northern cays.

Technical Specifications on Foreign Investment Opportunities

Building and commercializing top-quality hotel and villa capacities in the Cienfuegos Resort Area

Cienfuegos, known as the Pearl of the South, has attractive destinations for cultural tourism, boating, nature and “sun and beach” tourism. The historical center of town, declared World Heritage Center in 2005, impresses visitors for its historical-cultural and architectural importance. It provides a good site for events with its facilities for congresses, business and working meetings complemented by a generous network of roads and the airport infrastructures.

Investment Type: Joint Enterprise.

Cuban Party: Gran Caribe hotel group.

Market Potential: The traditional markets attracted to this resort area come from Canada, France, Germany, the UK, Holland and Italy. We would like to increase numbers from these same countries. Developing markets are Argentina, the US, Belgium, Luxemburg and Denmark. Potential markets are Russia, Venezuela, Chile, Brazil and China.

Contact Information:

Dirección de Negocios

Email: rubenf@gran-caribe.gca.tur.cu

Tel: (537) 204-0567

Website: www.gran-caribe.cu

Address: Ave. 7ª N° 4210, Miramar, La Habana, Cuba.

Lots in the North Sector

	<i>Hotel del Mar 1</i>	<i>Hotel del Mar 2</i>
Estimated Investment* (M USD)	\$23,750	\$23,750
Rooms	125	125
Area (hectares)	1.0	1.0
Estimated Annual Results		
Rooms Existing Days (UNO)	45,625	45,625
Occupancy rate (%)	75	75
Rooms Days Occupied (UNO)	34,219	34,219
Occupancy density	1.9	1.9
Tourists Days (UNO)	65,016	65,016
Average Tourist Income (USD)	\$90	\$90
Tourism Income (USD)	\$5,851,406	\$5,851,406

Lots in the South Sector

	<i>Hotel Puesta de Sol 1</i>	<i>Hotel Puesta de Sol 2</i>
Estimated Investment *(M USD)	38,000	33,250
Rooms	200	175
Area (hectares)	0.75	0.75
Estimated Annual Results		
Rooms Existing Days (UNO)	73,000	63,875
Occupancy rate (%)	75	75
Rooms Days Occupied (UNO)	54,750	47,906
Occupancy density	1.9	1.9
Tourists Days (UNO)	104,025	91,022
Average Tourist Income (USD)	\$90	\$90
Tourism Income (USD)	\$9,362,250	\$8,191,969

Lots in the Pasacaballo Sector

	Hotel Punta Milpa
Estimated Investment* (M USD)	\$38,000
Rooms	200
Area (hectares)	1.0
Estimated Annual Results	
Rooms Existing Days (UNO)	73,000
Occupancy rate (%)	75
Rooms Days Occupied (UNO)	54,750
Occupancy density	1.9
Tourists Days (UNO)	104,025
Average Tourist Income (USD)	\$90
Tourism Income (USD)	\$9,362,250

*Calculated on cost per room, totaling 190 M USD

Building and commercializing top-quality hotel and villa capacities at the Covarrubias Resort Area in Las Tunas

A newcomer to the tourist scene in Cuba Las Tunas province, known as the Balcony of Oriente, provides a new area for visitors with its beautiful beaches and nature-based tourism based on the richness of its medicinal waters. It also has spots for exploring caverns. The northern coast has one of the loveliest beaches, Covarrubias; it has a comfortable hotel infrastructure protected by virgin vegetation and beaches averaging 8 meters in width. Of course there is also the 6 km long coral reef.

Investment Type: Joint Enterprise

Cuban Party: Cubanacan S.A.

Market Potential: we are seeing a strong Canadian presence at this destination. We are looking for other markets that would make operations possible in the low season (May to October).

Contact Information:

Dirección de Negocios.

Email: dirmixtas@cubanacan.tur.cu

Tel: (537) 833-40 90 ext. 600

Website: www.cubanacan.cu

Address: Calle 23 N° 156, Vedado, La Habana.

Lots at the Covarrubias Sector

	Villa Covarrubias	Villa Real Covarrubias
Estimated Investment* (M USD)	\$85,000	\$98,600
Rooms	500	580
Area (hectares)	8.0	9.1
Estimated Annual Results		
Rooms Existing Days (UNO)	182,500	211,700
Occupancy rate (%)	70	70
Rooms Days Occupied (UNO)	127,750	148,190
Occupancy density	1.8	1.8
Tourists Days (UNO)	229,950	266,742
Average Tourist Income (USD)	\$80	\$80
Tourism Income (USD)	\$18,396,000	\$21,339,360

*Calculated on cost per room, totaling 170 M USD

Building and commercializing top-quality hotel and villa capacities at the Guardalavaca Resort Area in Holguin

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

Investment Type: Joint Enterprise

Cuban Party: Cubanacan S.A.

Market potential: We are looking for the objective of consolidating already existing markets that show growth such as Canada, the UK, Holland and Italy, of recovering markets showing decreasing or steady numbers and which have air connections with this destination such as Germany and Finland and of attracting new potential markets such as Spain, Scandinavia, Russia, Mexico and South America.

Contact Information:

Dirección de Negocios.

Email: dirmixtas@cubanacan.tur.cu

Tel: (537) 833-40 90 ext. 600

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

Lots in the Guardalavaca North Sector

	<i>Lot 9 Hotel</i>	<i>Lot 11 Villa/Bungalows</i>	<i>Lot 12 Villa/Bungalows</i>
Estimated Investment* (M USD)	\$125,500	\$45,000	\$45,000
Rooms	502	180	180
Area (hectares)	8.0	9.1	
Estimated Annual Results			
Rooms Existing Days (UNO)	183,230	\$65,700	\$65,700
Occupancy rate (%)	80	80	80
Rooms Days Occupied (UNO)	146,584	52,560	52,560
Occupancy density	2.0	2.0	2.0
Tourists Days (UNO)	293,168	105,120	105,120
Average Tourist Income (USD)	\$80	\$95	\$95
Tourism Income (USD)	\$23,453,440	\$9,986,400	\$9,986,400

*Calculated on cost per room, totaling 250 M USD

Building and commercializing top-quality hotel and villa accommodations in the Santa Lucia Resort Area of Camaguey

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

Investment Type: Joint Enterprise

Cuban Party: Cubanacan S.A. or the Gran Caribe Hotel Group

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

Contact information:

Dirección de Negocios de Cubanacán. Email: dirmixtas@cubanacan.tur.cu Tel: (537) 833-40 90 ext. 600 Website: www.cubanacan.cu Address: Calle 23 N° 156, Vedado, La Habana.	Dirección de Negocios de Gran Caribe. Email: rubenf@grancaribe.gca.tur.cu Tel: (537) 204-0567 Website: www.gran-caribe.cu Address: Ave. 7ª N° 4210, Miramar, La Habana.
--	---

Lots in the La Boca Sector

	<i>Lot 36 Villa</i>	<i>Lot 36 Villa A</i>	<i>Lot 38</i>
Estimated Investment* (M USD)	\$47,850	\$44,550	\$42,900
Rooms	290	270	260
Area (hectares)	8.97	8.28	7.91
Estimated Annual Results			
Rooms Existing Days (UNO)	105,850	98,550	94,900
Occupancy rate (%)	75	75	75
Rooms Days Occupied (UNO)	79,388	73,913	71,175
Occupancy density	1.9	1.9	1.9
Tourists Days (UNO)	150,836	140,434	135,233
Average Tourist Income (USD)	\$80	\$80	\$80
Tourism Income (USD)	\$12,066,900	\$11,234,700	\$10,818,600

Lot at Residencial Tararacos

	<i>Lot 10 Hotel</i>
Estimated Investment* (M USD)	\$41,250
Rooms	250
Area (hectares)	5.7
Estimated Annual Results	
Rooms Existing Days (UNO)	91,250
Occupancy rate (%)	75
Rooms Days Occupied (UNO)	68,438
Occupancy density	1.9
Tourists Days (UNO)	130,031
Average Tourist Income (USD)	\$80
Tourism Income (USD)	\$10,402,500

*Calculated on cost per room, totaling 165 M USD

Building and Commercializing top-quality hotel accommodations in the Trinidad Resort Area in Sancti Spiritus

"Trinidad de Cuba" is the name under which this tourism destination is commercialized in the world and it includes the following types of tourism: city, sun and beach, ecological, cultural, health, boating, hunting and fishing, speleology and nature. It has a large array of hotel and out-of-hotel services and an infrastructure to support tourism thereby reinforcing its potential. Since it is a consolidated product it has a competitive edge on other destinations, with two colonial cities Trinidad and Sancti Spiritus, the third and fourth oldest villas founded by the Spanish in Cuba.

Investment Type: Joint Enterprise.

Cuban Party: Cubanacan S.A.

Market Potential: This investment project would be directed towards the main markets basically covered by the traditional markets studied in the Trinidad area: Canada, Germany, Russia and France. Developing potential markets are Argentina, Brazil, Uruguay, Chile, the UK, Italy, Spain, Belgium, Holland and Austria.

Contact Information:

Dirección de Negocios.

Email: dirmixtas@cubanacan.tur.cu

Tel: (537) 833-40 90 ext. 600

Website: www.cubanacan.cu

Address: Calle 23 N° 156, Vedado, La Habana.

Lots in the Ancon Resort Area

	Lot 3 Hotel	Lot 1 Hotel	Lot 9 Hotel
Estimated Investment* (M USD)	\$80,000	\$20,000	\$60,000
Rooms	400	100	300
Area (hectares)	11.3	8.5	5.1
Estimated Annual Results			
Rooms Existing Days (UNO)	146,000	36,500	109,500
Occupancy rate (%)	75	75	75
Rooms Days Occupied (UNO)	109,500	27,375	82,125
Occupancy density	1.9	1.9	1.9
Tourists Days (UNO)	208,050	52,013	156,038
Average Tourist Income (USD)	\$90	\$90	\$90
Tourism Income (USD)	\$18,724,500	\$4,681,125	\$14,043,375

	Lot 11 Hotel	Lot 13 Hotel	Lot 14 Hotel	Lot 17 Hotel
Estimated Investment* (M USD)	\$120,000	\$80,000	\$60,000	\$60,000
Rooms	600	400	300	300
Area (hectares)	11.5	10	7.5	3.5
Estimated Annual Results				
Rooms Existing Days (UNO)	219,000	146,000	109,500	109,500
Occupancy rate (%)	75	75	75	75
Rooms Days Occupied (UNO)	164,250	109,500	82,125	82,125
Occupancy density	1.9	1.9	1.9	1.9
Tourists Days (UNO)	312,075	208,050	156,038	156,038
Average Tourist Income (USD)	\$90	\$90	\$90	\$90
Tourism Income (USD)	\$28,086	\$18,724	\$14,043	\$14,043

*Calculated on cost per room, totaling 200 M USD

**Real Estate Development associated with the Golf Course at El Faro/El Jagüey.
Rancho Luna Pasacaballos Resort Area**

Description	Development of the Golf Real Estate Tourism Complex at the El Faro/El Jagüey Lot, Cienfuegos province on an area of about 517 hectares that will include 2 18-hole golf courses, 1 practice course, 1 Clubhouse, 2 5-star hotels with a total of approximately 240 rooms and Spa, 3,600 real estate units (360 houses or villas and 3240 apartments) for sales In Perpetua, sports areas, shops and service areas, etc.
Investment Type	Joint Enterprise
Cuban Party	CUBAGOLF, S.A.
Estimated Investment Amount	580.00 million USD
Location	Cienfuegos province
Market Potential	The market for future real estate owners and hotel, house and apartment clients and guests will basically be Canada, Europe and Latin America chiefly Brazil, Argentina, Colombia and Mexico.
Expected Estimated Results	Prices for a game of golf are estimated to be between 70 and 85 USD. Average hotel prices are estimated at 130 USD per person with a density of 1.6 and 70% average occupancy rate. Residential units may be rented for 200 to 300 USD per day, estimating a 33% occupancy rate, signifying incomes of 70.8 million USD of which 60% will be paid to the owners and the remaining 40% will be incomes for the joint enterprise. Other incomes will be coming in for foods services, recreation and rental of shops.
Contacts	President's Office Emails: dir.golf@palmares.tur.cu ; ep.golf@palmares.tur.cu Tel: (537) 272-2318 and 272-2311 Address: Calle 13 No. 18006.esquina a 5ta Ave Miramar, Municipio Playa, La Habana, Cuba.

Real Estate Development associated with the Golf Course at Loma Linda

Description	Development of the Golf Real Estate Tourism Complex at Loma Linda, Holguin province that will include two (2) 18-hole golf courses, one (1) practice course, one (1) Clubhouse, one (1) 5-star hotel with a total of approximately 170 rooms and Spa, 1,300 real estate units (400 houses or villas and 900 apartments) for sales In Perpetua, sports areas, shops and service areas, etc.
Investment Type	Joint Enterprise
Cuban Party	CUBAGOLF, S.A.
Estimated Investment Amount	380.00 million USD
Location	Cienfuegos province
Market Potential	The market for future real estate owners and hotel, house and apartment clients and guests will basically be Canada, Europe and Latin America chiefly Brazil, Argentina, Colombia and Mexico.
Expected Estimated Results	Prices for a game of golf are estimated to be between 70 and 85 USD. Average hotel prices are estimated at 130 USD per person with a density of 1.6 and 70% average occupancy rate. Residential units may be rented for 200 to 300 USD per day, estimating a 33% occupancy rate, signifying incomes of 70.8 million USD of which 60% will be paid to the owners and the remaining 40% will be incomes for the joint enterprise. Other incomes will be coming in for foods services, recreation and rental of shops.
Contacts	President's Office Emails: dir.golf@palmares.tur.cu ; ep.golf@palmares.tur.cu Tel: (537) 272-2318,272-2311 Address: Calle 13 No. 18006.esquina a 5ta Ave Miramar, Municipio Playa, La Habana, Cuba.

Management and Commercialization of 33 Hotel Facilities

At the close of 2013, 17 foreign companies were operating in Cuba, managing over 31,000 rooms through 64 Hotel Management and Commercialization Contracts. With a view to continue promoting this type, we provide details about the facilities that may be object of management and commercialization.

In operating hotels we foresee the possibility of including financing by the managing foreign company for reconstruction of the facility.

Existing Hotel Facility Management and Commercialization

Province	Resort Area	Facility	Product	Category	Rooms
Gran Caribe					
<i>La Habana</i>	Monte Barreto	Neptuno-Triton Complex	City	3*	266 + 266
	Vedado	Vedado-Saint John's complex	City	3*	203 + 88
	Traditional Downtown	Deauville	City	3*	144
<i>Varadero</i>	Varadero	Kawama	Beach	4*	336
	Varadero	Villa Tortuga	Beach	3*	292
	Varadero	SunBeach	Beach	3*	272
<i>Cienfuegos</i>	Cienfuegos	Jagua	City	4*	149
	Cienfuegos	La Union	City	4*	49
	Cienfuegos	Rancho Luna-Faro Luna Complex	City	3*	222 + 46
Cubanacan					
<i>La Habana</i>	Playas del Este	Tropicoco	Beach	2*	188
	Monte Barreto	Chateau Miramar	City	4*	50
	Marina Hemingway	Acuario & villas	Boating	3*	381
	Marina Hemingway	El Viejo y El Mar	Boating	3*	190
<i>Varadero</i>	Varadero	Aguas Azules	Beach	3*	411

Management and Commercialization of New Hotel facilities under construction

Province	Resort Area	Facility	Product	Category	Rooms	Opening
Gaviota						
<i>Ciego de Avila</i>	Cayo Guillermo	Punta Playuelas	City	5*plus	158	Apr-16
<i>Ciego de Avila</i>	Cayo Guillermo	Punta Rasa Hotel 1	Beach	5*	500	May-16
Matanzas	Varadero	Las Conchas I	Beach	5*	827	May-16
<i>Villa Clara</i>	Cayo Las Brujas	Farallon Este	Beach	5*	516	Aug-/16
<i>Ciego de Avila</i>	Cayo Guillermo	Punto Rasa Hotel II	Beach	5*	500	Aug-16
<i>Ciego de Avila</i>	Cayo Guillermo	Pilar I	Beach	5*plus	245	Oct-16
<i>Ciego de Avila</i>	Cayo Paredon Grande	Roca Este 2	Beach	5*	700	2016
<i>Villa Clara</i>	Cayo Las Brujas	Farallon Oeste	Beach	5*	660	Jan-17
<i>Villa Clara</i>	Cayo Las Brujas	San Agustin	Beach	5*plus	252	Apr-17
<i>Camagüey</i>	Cayo Cruz	Quebrada 17	Beach	5*	550	Apr-17
<i>Camagüey</i>	Cayo Cruz	Quebrada 21	Beach	5*	700	June-17
<i>Villa Clara</i>	Cayo Las Brujas	La Salina Suroeste	Beach	4*	574	2017
<i>Ciego de Avila</i>	Cayo Paredon Grande	Roca Centro	Beach	5*	600	2017
<i>Ciego de Avila</i>	Cayo Paredon Grande	Roca Este 1	Beach	5*	600	2017
<i>Villa Clara</i>	Cayo Las Brujas	La Salina Noreste	Beach	4*	680	2018
<i>Camagüey</i>	Cayo Cruz	Quebrada 24	Beach	5*	675	2018
<i>Camagüey</i>	Cayo Cruz	Punta Cocina Lot 32	Beach	5*	895	2018
<i>Ciego de Avila</i>	Cayo Paredon Grande	Roca Norte 1	Beach	5*	700	2018
<i>Ciego de Avila</i>	Cayo Paredon Grande	Roca Norte 2	Beach	5*	600	2018

Energy Sector

Oil

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

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

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

Economic Information

Total oil and gas production is equivalent to approximately 4 million tons per year (25 million barrels a year); of these 3 million tons per year (10 million barrels per year) are crude oil and approximately 1,100 million cubic meters of natural gas per year.

There are 20 prospects in the EEZ capable of producing between 10,000 and 20,000 extractible barrels in the zone.

Cuban Party associated with foreign capital business

Cupet logo

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

CUPET Awards and Recognizance

Premio Calidad de la Unión Cubapetróleo (2004), Premio Calidad de la Unión Cubapetróleo (2005), Premio Calidad de la Unión Cubapetróleo (2006), Premio Ministerial de la Calidad del MINBAS (2006), Galardón Estrella Internacional Categoría Oro del World Quality Commitment BID (2006), Premio Giralduillas a la Calidad de la Gestión Empresarial (2007).

Training of Personnel

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

Specialties:
<i>Oil Engineering</i>
<i>Safety and Health on the Job and in the Environment</i>
<i>International Operators' Certification</i>
<i>Managerial Courses</i>
<i>Leadership Techniques</i>

The *Centro de Investigación del Petróleo* (CEINPET) is dedicated to training personnel in drilling, extraction, refining and application of oil methods.

Training Personnel Abroad

CUPET personnel has received training at important prestigious training centers abroad in countries such as Canada (*NAIT*), Mexico (*Noria and Teximpet*), Venezuela (*PDVSA* and *AIVEPET*), Trinidad and Tobago (*FTW*), Brazil (*PETROBRAS*), China (*CPTDC*), Argentina (*LAAPSA*) and Norway (*PETRAD*).

Infrastructure

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

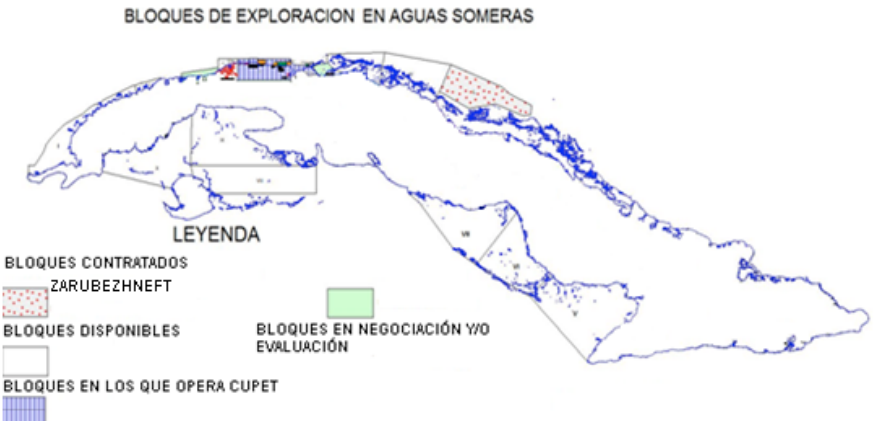
There is a complex and all-encompassing system of producing fields, refineries, loading and unloading systems, warehousing facilities and gas-ducts that demonstrate CUPET's enterprising will to answer the country's energy demands.

Sectorial Policy:

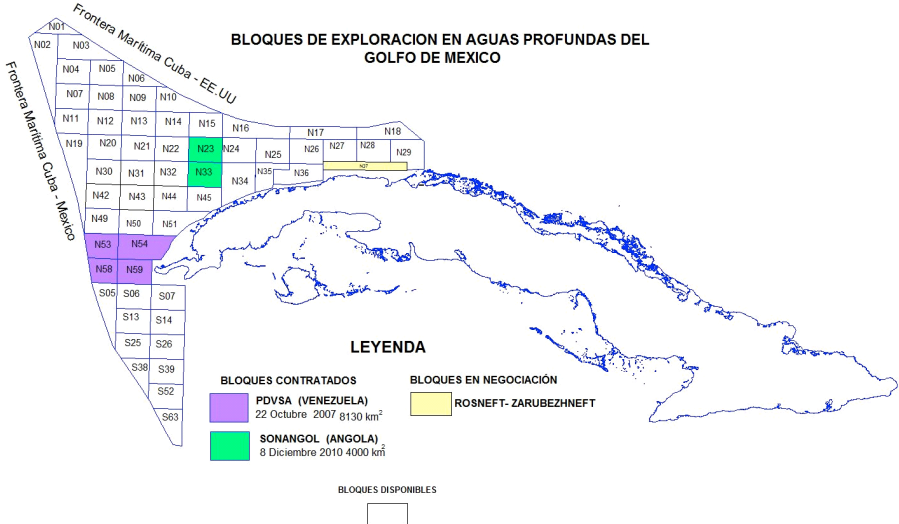
To create, broaden and modernize production capabilities. To promote projects for exploration and production of hydrocarbons.

Technical Specifications on Foreign Investment Opportunities

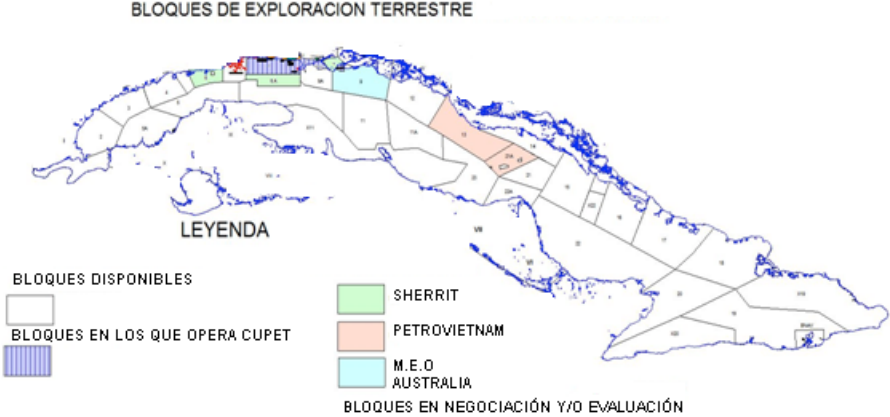
Oil Exploration at risk and shared production in blocks in national territory shallow waters (8 Blocks)

Description	To define the potential of oil and gas in determinate shallow water areas and in the event that this is positive, to start exploiting those energy resources.
Investment Type	International Economic Association Contract at risk for exploration of hydrocarbons and its production
Cuban Party	Union Cuba Petroleo (CUPET)
Location	<p>The 8 blocks available are situated to the north of the provinces of Pinar del Rio, Matanzas, Villa Clara and Sancti Spiritus and also to the south of Pinar del Rio, Artemisa, Mayabeque, Matanzas, Ciego de Avila, Camaguey and Granma.</p>  <p>EXPLORATION BLOCKS IN SHALLOW WATERS LEGEND CONTRACTED LOTS AVAILABLE BLOCKS BLOCKS WHERE CUPET IS OPERATING BLOCKS UNDER NEGOTIATION AND/OR ASSESSMENT</p>
Market	First, the domestic market and should there be surpluses, these would be exported
Contacts	Dirección General de Comercial Cupet S.A Email: business@cupetsa.co.cu Tel: (537) 831-4752

Oil Exploration at Risk and shared production in blocks of the Exclusive Economic Zone in the Gulf of Mexico (52 Blocks)

Description	To define the potential for oil and gas in the ZEE and in the event this is positive, start exploitation of these energy resources
Investment Type	International Economic Association Contract at risk for the exploration for hydrocarbons and their production
Cuban Party	Union Cuba Petroleo (CUPET)
Location	<p>The EEZ takes in an area of 112,000 sq. km in deep waters of the Gulf of Mexico, to the north of the provinces of Pinar del Rio, Artemisa, Mayabeque and Matanzas where 52 blocks are available for negotiation.</p> <p>The Port of Mariel located in the Special Economic Development Zone of Mariel has conditions to be a logistical base for supporting offshore operations.</p>  <p>EXPLORATION BLOCKS IN DEEP WATERS OF THE GULF OF MEXICO</p> <p>LEGEND</p> <p>Cuba-USA Maritime Border - Cuba-Mexico Maritime Border</p> <p>CONTRACTED BLOCKS</p> <p>PDVSA (VENEZUELA)</p> <p>SONANGOL (ANGOLA)</p> <p>ROSNEFT-ZARUBEZHNEFT</p> <p>AVAILABLE BLOCKS</p>
Market	First for the domestic market and should there be surpluses these will be exported
Results	For a block, with contract length of 30 years and using an average price of 128.2 USD/Bbl and a updating rate of 10%, we estimate a VAN of 1241.2 million USD, a TIR of 18.5% and recovery period of 7.5 years.
Contacts	Dirección General de Comercial Cupet S.A Email: business@cupetsa.co.cu Tel: (537) 831-4752

Oil Exploration at Risk and shared production in terrestrial blocks on national territory (25 Blocks)

Description	To define the oil and gas potential on land area of national territory and should this prove to be positive, to start exploitation of these energy resources
Investment Type	International Economic Association Contract at risk for the exploration of hydrocarbons and their production
Cuban Party	Union Cuba Petroleo (CUPET)
Location	<p>There are 25 available blocks, throughout national territory, except urban areas and some excluded areas in protected areas or those reserved for other prioritized interests of the country</p> <p style="text-align: center;">BLOQUES DE EXPLORACION TERRESTRE</p>  <p style="text-align: center;">TERRESTRIAL BLOCKS FOR EXPLORATION</p> <p>LEGEND</p> <p>AVAILABLE BLOCKS</p> <p>SHERRIT</p> <p>BLOCKS WHERE CUPET IS OPERATING</p> <p>PETROVIETNAM</p> <p>M.E.O.AUSTRALIA</p> <p>BLOCKS BEING ASSESSED AND/OR NEGOTIATED</p>
Market	In the first place, for the domestic market and should there be surpluses, this would be for exportation
Results	For one block, with a contract length of 25 years and using an average price of 122.6 USD/Bbl and an updating rate of 12%, we estimate VAN of 191.7 million USD, TIR of 44% and a recovery period of 3.4 year
Contacts	<p>Dirección General de Comercial Cupet S.A</p> <p>Email: business@cupetsa.co.cu</p> <p>Tel: (537) 831-4752</p>


Secondary Recovery in exploitation oil fields

Description	To increase the recovery coefficient of existing oil reserves in determinate oilfields where it is not possible to extract them with conventional exploitation methods
Investment Type	International Economic Association Contract at risk for secondary recovery of hydrocarbons
Cuban Party	Union Cuba Petroleo (CUPET)
Location	Oilfields currently open for negotiations are located in the North Havana-Matanzas strip and in the central basin in the province of Ciego de Avila. It is possible that in the future other oilfields will be proposed where it would be advisable to apply secondary recovery methods
Market	First the domestic market and should there be surpluses they would be exported
Results	We estimate for a block with a contract length of 30 years: Average price for the project = 95.1 USD/Bbl VAN = 142.4 million USD, TIR = 46.3% Investment recovery (once production has started) = 2.1 years Updating rate=12%
Contacts	Dirección General de Comercial Cupet S.A Email: business@cupetsa.co.cu Tel: (537) 831-4752

Renewable Energy Sources

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

- Modify the energy matrix of generation and consumption of electricity.
- Decrease the inefficiencies in the electrical system.
- Reduce dependence on fossil fuels.
- Contribute to environmental sustainability.
- Increase competitiveness of the economy as a whole.
- Decrease the high cost of energy delivered to consumers due to fuel prices.

<p>Only 4.3% of energy in Cuba is obtained from renewable sources.</p>	<p>Facilities using renewable energy sources at the present time:</p>
<p>Making use of Renewable Energies is part of the country's Economic and Social Development Program.</p>	<p>4 wind farms 9476 solar panels 7 11 MW solar parks 10,595 solar heaters 57 sugar mills with 470 MW 827 biogas plants 9343 windmills 169 hydroelectric facilities</p> 

IPROYAZ of AZCUBA and INEL of the Electrical Union engineering enterprises, the *Grupo Empresarial de la Industria Sideromecanica*, enterprises of the Ministry of Agriculture and the Ministry of Foods Industry have highly qualified personnel to execute these programs and they have plants and workshops for the purpose.

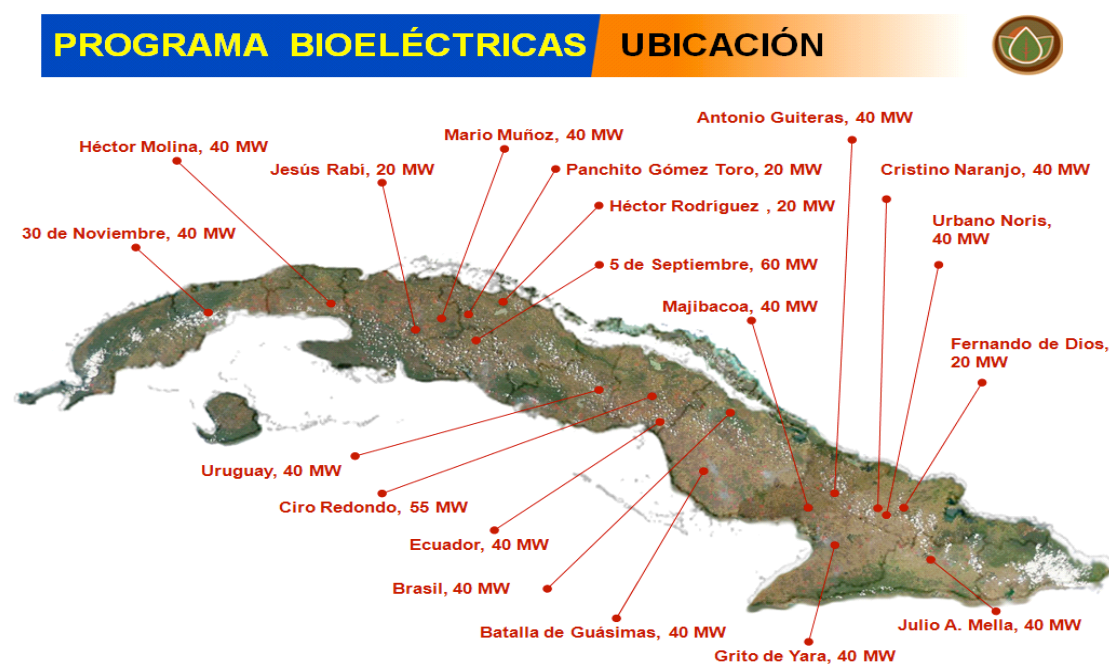
The country has over 10 universities with highly trained scientific-technical personnel offering degree courses in technical specialty engineering, and in the branches of the economy and social sciences, etc. Postgraduate courses, diploma courses, masters and doctorates are also taught.

Biomass:

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

With the objective of increasing sale of electricity to the *Sistema Electroenergetico Nacional*, we have studied and planned to install 755MW at 19 Bioelectric Plants at Sugar Mills with the best parameters for pressure and temperature in order to operate for more than 230 days per year with Sugarcane Biomass and Forestry Biomass, basically *marabu* scrub, available in the areas close to these facilities. A large number of these will be done with foreign capital.

The 19 Bioelectric plants will produce over 1900 GWh/year and they will stop issuing approximately 1,700,000 tons of CO₂ into the atmosphere; studies are now underway to indicate project feasibility.



BIOELECTRIC PROGRAM – LOCATIONS

As part of the development for the Bioelectric Program we plan to modernize AZCUBA's Boiler Factory in the central part of the country in order to satisfy the demand for high and middle pressure boilers, as well as workshops to manufacture ventilators, over-heaters and other components. The Grupo Empresarial de la Industria Sideromecanica factories will be able to supply structures, pumps and other components.

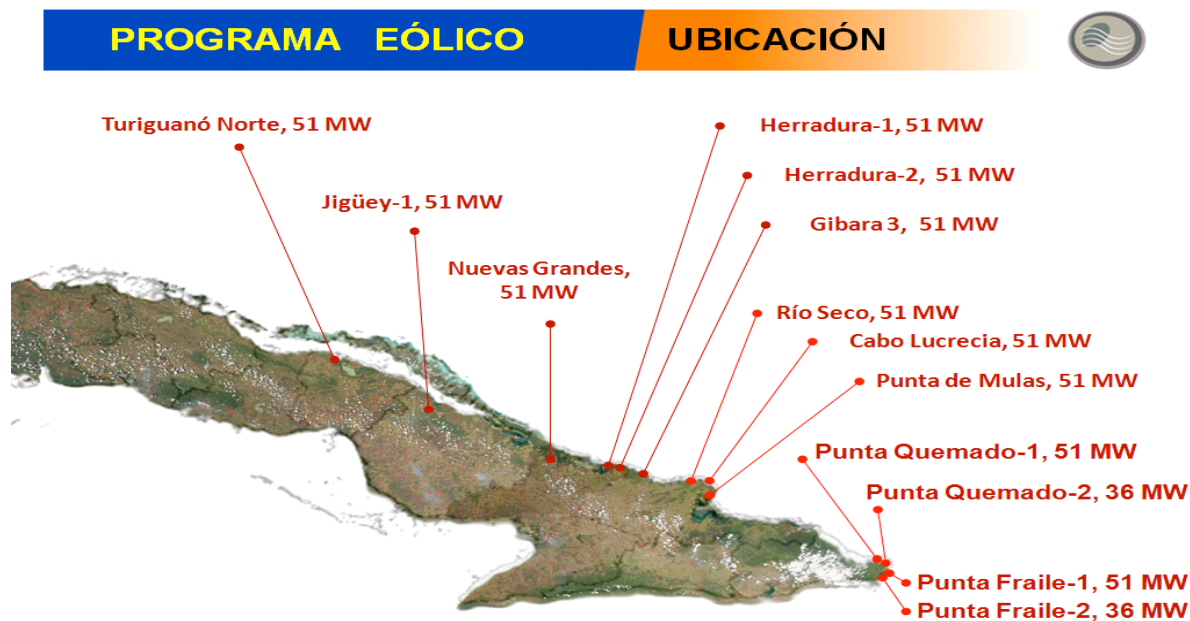
This link-up will permit us to reduce installation costs for the Bioelectric Plants at the sugar mills and will provide an opportunity to set up production alliances with foreign partners in order to provide supplies for this important program.

Wind Power Resource:

We executed the Prospect Project and characterization of Cuban wind power potential; it dealt with installing a network of 88 automatic measuring stations for the wind parameters to heights of up to 50 meters in 32 zones throughout the country and a network of 12 reference meteorological stations for measurements up to 100 meters in height.

We have the endorsement of the Garrad Hassan & Partners International Consultants (Garrad Hassan Iberica branch) on the basis of the Technical Project Assessment for Wind Power Prospects and the estimate for yield in 10 zones and with the experience acquired in installation and exploitation of 4 demonstration wind farms, with a total of 11.7 MW. Of these, those installed in the north of Holguin province (9.6 MW) have reached an annual capacity factor that is more than 27%.

On the basis of available wind resources, the *Union Electrica* has studied the installation of 633 MW in 13 Wind Farms, with capacity factors over 30% which will produce over 1000 GWh/year and thereby not be issuing some 900,000 tons of CO₂ into the atmosphere.



WIND POWER PROGRAM – LOCATIONS

We foresee linking up with National Industry to manufacture air-generator towers and other installation components and the opportunity to set up production alliances with foreign partners to provide supplies for these components for the Wind Farm Program.

Photovoltaic Energy:

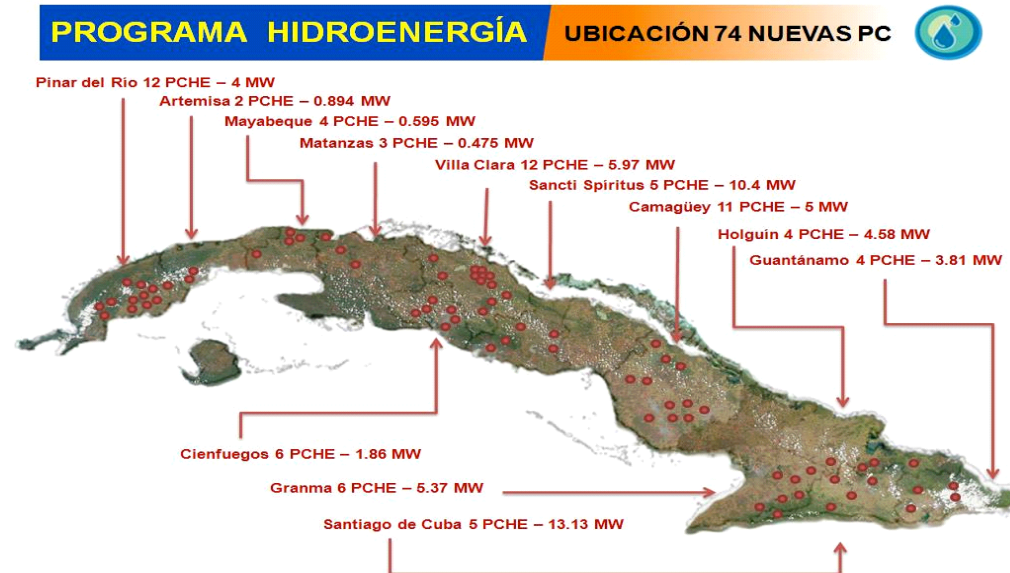
The potential of solar radiation recorded in this country is approximately 5KWh per square meter per day. We have studied installation up to 2030 of 700 MWp en Photovoltaic Solar Parks (PSFV) connected to the National Electrical System. Macro or micro-locations are defined in areas where the PSFV will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

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

The country has one Solar Panel Manufacturing Plant to produce 150 and 240 Wp photovoltaic panels; it is in Pinar del Rio and has an annual production capacity of 14 MWp that provides the opportunity to set up production alliances with foreign partners in order to increase these productions. National industry also has the capacity to manufacture the table structures needed for installing the foreseen PSFVs.

Hydroenergy:

On the basis of reservoirs already built in the country and the water available in canals and bodies of water, we have drawn up a program to build 74 small hydroelectric plants (PCHE) with over 56 MW. We have drawn up the corresponding Opportunity Studies. Once all the planned power has been installed, the program will produce 274 GWh generated power per year, thereby stopping harmful emissions into the atmosphere of 230,000 tons of CO₂.



HYDROENERGY PROGRAM – LOCATION OF 74 NEW PLANTS

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

Biogas:

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

It is 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 alliances with foreign partners to achieve that objective.

Sectorial Policy:

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

Technical Specifications on Foreign Investment Opportunities

Generating Energy from Forestry Biomass

<i>Description</i>	<p>To build and set up plants to generate electricity (bioelectrical plants) in <i>Empresas Forestales Integrales</i> areas of Macurije and Minas de Matahambre, both in the province of Pinar del Rio, capacity 7MWh and 3 MWh respectively on the basis of the forestry biomass obtained from agro-industrial waste associated with exploitation of forest plantations, the industrial processing of wood harvested and the shredding of the biomass from areas infested with <i>marabu</i> scrub.</p> <p>The scope of the investment considers encouraging and exploiting energy forests guaranteeing stable and sustained supplies of the forestry biomass in demand by bioelectrical plants, as well as the acquisition of equipment and machinery for harvesting, shredding and transporting the wood waste.</p>
<i>Investment Type</i>	Joint Enterprise
<i>Cuban Party</i>	Empresas Forestales Integrales
<i>Estimated Investment Amount</i>	Macurije 32.3 million USD Minas de Matahambre 14.4 million USD
<i>Location</i>	Macurije, Guane municipality, beside the existing sawmill Pons, Minas de Matahambre municipality, beside the existing sawmill
<i>Market Potential</i>	Electricity will be delivered directly to the <i>Sistema Electroenergetico Nacional</i> at the points where they interconnect with the sawmill in order to replace imports
<i>Estimated Anticipated Results</i>	<p>The generation capacity of the two plants annually will be 54.9 GWh. The plant's exploitation regime will be 24-hours a day, 365 days a year with a technical availability of 89%, signifying 7,008 H of generation every year. We anticipate that with the building of these bioelectrical plants, the replacing of 14.3 thousand tons of fossil fuel will annually save 7.9 million USD.</p> <p>The price for the sale of electricity will correspond to the purchase price of the UNE.</p>
<i>Contacts</i>	<p>Dirección de Negocios y Desarrollo del GEAM. Email ddesarrollo@geam.minag.cu Tel.: (537) 884-7456 and 884-7457</p>

Bioelectrical Plants with 30MW to 60MW capacity (10 projects)

Description	To install 30MW to 60MW capacity bioelectrical plants to generate electricity, high pressure and temperature steam, using for this the bagasse during harvest as fuel and converting it into technological steam for heating via cogeneration. The surplus electricity not used by the mill is delivered to the national electrical energy system; besides the harvest, other biomass (not sugarcane) can be used. The bioelectrical plant shall be attached to a mill and may be associated to a Production Administration Contract for that mill in order to guarantee greater amounts of biomass (bagasse) and to improve its efficiency.
Investment Type	Joint Enterprise
Cuban Party	ZERUS S.A.
Estimated Investment Amount	Considering a cost of 2,400 USD/kW, the investment amounts would be between 72 and 144 million USD
Location	The bioelectrical plants will be attached to existing mills with a capacity of 4000 to 7000 tons of sugarcane per day or more, located in the provinces of Ciego de Avila, Sancti Spiritus, Holguin, Camagüey, Las Tunas, Granma, Mayabeque and Santiago de Cuba. The names of the mills and their possible potential for installation are: Ecuador (35 MW); Uruguay (50MW); Urbano Noris (50MW); Cristino Naranjo (35MW); Brasil (50MW); Antonio Guiteras (50MW); Majibacoa (35MW); Grito de Yara (35MW); Héctor Molina (35MW) and Julio Antonio Mella (35MW).
Market Potential	The electricity produced would be destined for national consumption to replace oil imports used in the production of electricity at the thermoelectric plants. The electricity client would be the <i>Union Nacional Electrica</i> (UNE) via sales agreements for all the electricity that would be sold to the national electrical energy system.
Anticipated Results	Acceding to modern technologies and financing, reducing kWh production costs, increasing energy supplies guaranteed for the country and reducing local and global environmental pollution. Accelerating the rhythm of replacing electricity produced with oil consumption thereby at the same time guaranteeing payments with the value of the saved oil for these thermoelectric plants.
Contacts	Dirección de Negocios ZERUS Email: jorge.lodos@zerus.azcuba.cu Tel. (537) 838-3194 ext. 237

Maisi Wind Farm Project for 174 MW

Description	<p>To develop a project with regional scope to install a power of 174 MW, along the coastal strip of the Maisi Peninsula. For this purpose, to set up contiguous 4 wind parks (PE), developing 2 of 51 MW on the basis of 200 m of the coastline and the other 2 of 35 MW further inland and behind the first two.</p> <p>Each PE of 51 MW would have 34 air generators (AG), nominal unit power of 1.5 MW and axle box height of 70 m or more. Each PE of 36 MW would have 24 units of the same power. As an option, we could install a similar range of total power using a proportional number of air generators in ranges of unit power greater than 1.5 MW.</p> <p>The project will include installing electrical networks and internal communications and exit substation(s) for linkage with the National Electric System network (SEN).</p> <p>Electricity generated is delivered by the enterprise at the interconnecting point, under a energy sale Contract (PPA) signed by UNE for a term of 20 years.</p>
Investment Type	<p>100% Foreign Capital Enterprise. The Enterprise would carry out the investment under the COO contract type to be signed with UNE; this will permit completing preliminary studies, financing, engineering, contracting, building and setting up, operation and maintenance of the wind park as well as financing for the networks associated with the evacuation of energy produced at the aforementioned farms.</p>
Cuban Party	<p>Union Electrica (UNE)</p>
Estimated Investment Amount	<p>Investment estimated for the 174 MW at 285 million USD</p>
Location	<p>Region of the Maisi Peninsula, Maisi municipality, Guantanamo province. Strip almost parallel to the coast.</p>
Market Potential	<p>Electricity will be generated for the <i>Sistema Electroenergetico Nacional</i> with the purpose of decreasing the use of fossil fuels, reducing pollutant gas emissions and contributing to the safety and energy independence of the country.</p>
Contacts	<p>Dirección de Negocios de la UNE Email: pedrob@oc.une.cu Tel: (537) 879-0268</p>

Banes Wind Farm Project for 102 MW

Description	<p>To develop a project with regional scope to install a power of 102 MW, along the coastal strip of the Lucrecia Peninsula, between Cabo Lucrecia on the north and Punta de Mulas further south and in the center of the peninsula. For this purpose, to set up contiguous 2 wind parks (PE), each having 51 MW power; each PE of 51 MW would have 34 air generators (AG), nominal unit power of 1.5 MW and axle box height of 70 m or more. As an option, we could install a similar range of total power using a proportional number of air generators in ranges of unit power greater than 1.5 MW. The project will include installing electrical networks and internal communications and exit substation(s) for linkage with the <i>Sistema Electroenergetico Nacional</i> network (SEN). Electricity generated is delivered by the enterprise at the interconnecting point, under a energy sale Contract (PPA) signed by UNE for a term of 20 years.</p>
Investment Type	100% Foreign Capital Enterprise. The Enterprise would carry out the investment under the COO contract type to be signed with UNE; this will permit completing preliminary studies, financing, engineering, contracting, building and setting up, operation and maintenance of the wind park as well as financing for the networks associated with the evacuation of energy produced at the aforementioned farms.
Cuban Party	Union Electrica (UNE)
Estimated Investment Amount	200 million USD
Location	Region of the Lucrecia Peninsula, Banes municipality, Holguin province.
Market Potential	Electricity will be generated for the <i>Sistema Electroenergetico Nacional</i> with the purpose of decreasing the use of fossil fuels, reducing pollutant gas emissions and contributing to the safety and energy independence of the country.
Contacts	Dirección de Negocios de la UNE Email: pedrob@oc.une.cu Tel: (537) 879-0268

Mining

Regulatory Framework

Law 76 “Law of Mines” of 1994

Decree Law 222 “Regulations of the Law of Mines”

Law 81 “Law of the Environment”

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

At the present time 45% of national territory is organized into geological maps to the scale of 1/50.000 and 100% of Cuban land area has been geophysically surveyed by air.

The principal value of Cuban minerals, based on the fact that they lie close to the surface and can be exploited in open pit mines at a cost relatively lower than that of extraction in subterranean depths.

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

Curious Fact:

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

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

Infrastructure

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

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

Training Personnel

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

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

Cuban Parties associated in foreign investment businesses

GeoMinera S.A.	Geominera S.A. has over 20 years of experience in exploitation and commercialization of solid minerals from Cuban deposits. 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 <i>Oficina Nacional de Normalizacion de Cuba</i> on July 10, 2013. It has been present at projects in countries in the Americas and Africa.
Caribbean Nickel S.A.	Commercial Caribbean Nickel S.A. (CCN) has the priority of finding financing, markets and technologies for the sustaining and development of 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 China, Russia, Canada, Australia, Belgium, the UK and others.

Sectorial Policy

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

Foreign Investment Opportunity Specifications

Projects in the Recognizance and Geological Investigation Phase (Prospecting – Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest

Description: Development of projects in the Recognizance and Geological Investigation Phase (Prospecting – Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest in the following regions:

- Central Cuba
- Ciego – Camaguey – Tunas
- Holguin and Macizo Sagua – Baracoa
- Sierra Maestra

Preferred Investment Type: International Economic Association Contract at risk for Recognizance and Geological Investigation (Prospecting-Exploration) for precious metals (gold and silver), base metals (copper, lead, zinc) and other minerals of interest. Prospects identified with sufficient advances in their degree of studies may be up for the possibility of establishing a joint enterprise or not.

Cuban Party: GeoMinera S.A.

Estimated Investment: It must be defined by the size of each project and the work methodology selected for each one of them, depending on the mining activity phase it is in: Recognizance or Geological Investigation.

Market: If during the validity of the International Economic Association Contract a deposit is discovered that is economically viable (deposit) it would go over to the creation of a Joint Enterprise whose aim would be the exploitation, processing and commercialization of the minerals extracted. Its commercialization in concentrated forms of metals or others would be done directly on the foreign market. It could also mean significant savings for the country in terms of replacing imports should this occur.

Contact Information:

Dirección de Negocios GeoMinera S.A.

Email: gustavo@gmsa.cu

Webpage: www.gmsa.cu

Tel: (537) 690-2741 ext.115

The **Central Cuba Region** takes in the territory of the provinces of Santa Clara, Cienfuegos, Sancti Spiritus and Ciego de Avila. It presents a clear geo-tectonic zoning characterized south to north by the following sequences: terrain on the continental border of SW Cuba (Escambray made up of metamorphosed continent boarder sequences); volcanic island arc sequences of the Lower and Upper Cretaceous; and a belt of mafic rock and ultramafic oceanic rock placed inside each other as the result of the collision of the volcanic island arc against the continental border sequences if he Bahamas-Florida block.

From the metallogenic point of view, the region exhibits an ample variety of deposit models: in the Escambray massive sulfurous deposits are inside Irish-type sediment; in the volcanic island arc sequences –and the associated intrusive sequences- VMS felsic (Kuroko type) predominate and the porfidic type. In the mafic and ultramafic rock hills Au orogenic and VMS mafic-ultramafic sequences predominate.

Prospects of Interest:

Carlota-Victoria Guachinango	<i>Raw Materials:</i> Cu,Zn, Au, Co <i>Type of mineralization:</i> Massive sulfurs in Cu –Zn ± Co, Au, Ag Irish type <i>Degree of study:</i> Carlota, Victoria & Guachinango: Exploration, still
---	--

	<p>having minerals without borders. Recognizance in Siguanea & San Narciso. Other manifestations (Guachinango Este, Furnia I & II, Guamo, La Batea, etc.) not studied.</p> <p><u>Work Phase to be undertaken:</u> Exploration in the known deposits and prospecting in the rest of the mineral district.</p>
Cobre Arimao-Las Breñas	<p><u>Raw Materials:</u> Cu, Mo, Au, Ag</p> <p><u>Type of mineralization:</u> Low or middle sulfuration meso-epithermal and Cu – Mo ± porfidic Au, accompanied by Cu skarn</p> <p><u>Degree of study:</u> Arimao: Exploration. Area of the silicificated zone and the zones rich in magnetite with high associated laws of Cu and Au, still undetermined. Macagua: Prospecting: mineral zone</p> <p><u>Work Phase to be undertaken:</u></p>
Tuinicú-Fortuna	<p><u>Raw Materials:</u> Cu, Zn, Au, Ag</p> <p><u>Type of mineralization:</u> felsic polymetal VMS (Kuroko) abnd Cu – Mo ± porfidic Au</p> <p><u>Degree of study:</u> Recognizance</p> <p><u>Work Phase to be undertaken:</u> Recognizance</p>
La Moza-Yagrumal	<p><u>Raw Materials:</u> Cu, Au, Ag</p> <p><u>Type of mineralization:</u> Cu-Mo ± Porfidic Au and Cu-Au mesothermal</p> <p><u>Degree of study:</u> Survey</p> <p><u>Work Phase to be undertaken:</u> Recognizance</p>
San Fernando-Antonio	<p><u>Raw Materials:</u> Cu, Zn, Au, Ag</p> <p><u>Type of mineralization:</u> Felsic type (Kuroko) VMS polymetal</p> <p><u>Degree of study:</u> Exploration in San Fernando and Antonio. Recognizance in Independencia, San Fernando Sur, Santa Rosa, Central Sector and Zambumbia Este.</p> <p><u>Work Phase to be undertaken:</u> Exploration in San Fernando and its flanks and Antonio. Prospecting in San Fernando Sur, Santa Rosa, Central Sector and Zambumbia Este. Recognizance in the rest of the area.</p>
Corralillo-Cifuentes	<p><u>Raw Materials:</u> Au, Ag. Possible Cu, Zn, Pb</p> <p><u>Type of mineralization:</u> Au in quartz veins and orogenic Au type carbonates, also possible the presence of mafic-ultramafic (Cyprus type) VMS.</p> <p><u>Degree of study:</u> Regional geochemical studies done in the framework of the geological surveys to the scale of 1:50 000 and a geochemical sampling campaign was done by a junior company in 1996-1997 with a total of 598 samples, among these 376 soil samples. We know of no deposits or manifestation in the area.</p> <p><u>Work Phase to be undertaken:</u> Recognizance</p>
Sancti Spiritus Norte	<p><u>Raw Materials:</u> Au, Ag, possible Cy, Zn Pb</p> <p><u>Type of mineralization:</u> Au-Ag in orogenic type quartz veins</p> <p><u>Degree of study:</u> Lote Grande in exploration. The rest of the manifestations lack studied details</p> <p><u>Work Phase to be undertaken:</u> Complete exploration in Lote Grande and recognizance in the rest of the area</p>
Venegas	<p><u>Raw Materials:</u> Au, Ag, Cu</p> <p><u>Type of mineralization:</u> Au-Ag orogenic type, Possible Cu –Au VMS mafic-ultramafic (Cyprus) type</p> <p><u>Degree of study:</u> Recognizance in some manifestations</p> <p><u>Work Phase to be undertaken:</u> Prospecting in La Mas Buena, recognizance in the rest</p>

The **Ciego-Camagüey-Tunas Region** partially takes in the provinces of Ciego de Avila, Camagüey and Las Tunas and is very favorable for mineralization of gold and silver. Small deposits of gold and iron were exploited here at the beginning of the twentieth century.

Geologically speaking, the region is characterized by well-developed island arc magmatism, of calco-alkaline and alkaline composition, whose nucleus is identified by a well-expressed principal magmatic axis, east-west orientation and constituted by intrusive rock. Effusive sequences are found on its flanks.

In the intrusive nucleus there are outstanding associations of granodiorite, gabbro-sienite and gabbro-plagiogranite, principally represented by the polyfacic intrusive hills of Gaspar, Las Parras and Sibanicu-Las Tunas. According to its petrochemical characteristics these plutonic rocks can be divided into three series: 1) normal calco-alkaline, 2) sodic calco-alkaline and 3) alkaline.

Due to the depth of the occurrence, volcanism presents varia from deep submarine in the K1 volcanic island arc (Albian-Santonian) to the sub-aerial explosive in the K2 volcanic island arc (Campanian). The volcanogenic-sedimentary sequences are along both flanks of the magmatic axis. The most prospective zones are related to the South flank sequences even though the north flank also appears interesting, such as Loma Jacinto.

Mineralization in this last case seems connected to intrusive acidic and alkaline bodies. Nevertheless, in other sequences to the south of the magmatic axis such as Golden Hill, mineralization is associated with volcano-tectonic structures, apparently connected to the other secondary magmatic axis that does not come up to the surface.

The most important types of deposits present in this region are the high-sulfuration and low-sulfuration epithermals, as well as Cu – Mo ± Au porfidic type sequences. There are also Cu skarn type deposits (Tamarindo mineral district) and other models of deposits could appear such as the Fe, porfidic Fe and Torio-Tierras Raras veins.

To the north of the volcanic island arc sequences there is a belt of mafic and ultramafic rock sequences in which the San Felipe ophiolitic hill stands out. These sequences just like in the central region are found in allochthonous position. Here there are laterite deposits of Fe – Ni – Co as well as Cyprus-type VMS.

Prospects of Interest:

El Pilar	<i>Raw Materials:</i> Au <i>Type of mineralization:</i> high-sulfuration epithermal Au <i>Degree of study:</i> prospecting <i>Work Phase to be undertaken:</i> exploration
Caunao	<i>Raw Materials:</i> Au, Ag <i>Type of mineralization:</i> epithermal Au - Ag <i>Degree of study:</i> regional geological survey <i>Work Phase to be undertaken:</i> Recognizance in the entire area
Jagüey – La Catuca	<i>Raw Materials:</i> Au, Ag, possible Cu, Zn, Th and Tierras Raras <i>Type of mineralization:</i> epithermal Au – Ag and auriferous skarn. Possible Th veins <i>Degree of study:</i> Recognizance in Jagüey La Caridad, La Mina and Catuca <i>Work Phase to be undertaken:</i> additional works of Recognizance to definitively establish prospects, or not, of the three principal known manifestations. Recognizance work in the rest of the area.

<p>Guaimaro - Jobabo</p>	<p><u>Raw Materials:</u> Cu, Mo, Au, Ag. Possible Fe <u>Type of mineralization:</u> High sulfuration, low sulfuration and low alkaline sulfuration epithermal deposits. Porphyritic deposits of Cu-Mo±Au and alkaline Au, with possible presence of other types of deposits. <u>Degree of study:</u> Exploration in Florencia and Maclama. Prospecting in the Jobabo district. Recognizance in Guaimaro, Palo Seco and Tres Casas I. <u>Work Phase to be undertaken:</u> Exploration of the Golden Hill flanks. Completing exploration of Maclama, Florencia and its flanks. Prospecting of porphyritic deposits of Guaimara, Palo Seco and Tres Casas. Recognizance of the rest of the area.</p>
<p>Jacinto - La Sola</p>	<p><u>Raw Materials:</u> Au, Ag <u>Type of mineralization:</u> low alkaline sulfuration epithermal Au-Ag. Possible epithermal Au – Ag and Cu – Mo ± porphyritic Au and porphyritic alkaline Cu-Au <u>Degree of study:</u> Exploration in Jacinto. Sparsely studied in the rest of the area. <u>Work Phase to be undertaken:</u> Complete exploration of Jacinto and its flanks. Recognizance in the rest of the area.</p>
<p>La Tunas W - Tamarindo</p>	<p><u>Raw Materials:</u> Cu, Au, Ag, possible Mo and Zn <u>Type of mineralization:</u> Recognizance in Cañada, Asientos de Tamarindo, Manicaragua and Tamarindo 5. Surveys in the rest of the area. <u>Degree of study:</u> Cu-Au skarn. Possible epithermal deposits of porphyritic Cu-Mo ± Au <u>Work Phase to be undertaken:</u> Prospecting in objective with recognizance completed and recognizance in the rest of the area.</p>
<p>Las Sureñas</p>	<p><u>Raw Materials:</u> Possible Au, Ag, Cu, Mo <u>Type of mineralization:</u> High and low epithermal sulfuration and/or intermediate meso-epithermal sulfuration <u>Degree of study:</u> Geological mapping at scale of 1:250 000 <u>Work Phase to be undertaken:</u> Regional recognizance in the entire area.</p>

The Holguín and Macizo Sagua -Baracoa Region is made up of a steep allochthonous sequence of volcanogenic-sedimentary and ophiolitic rock (known as “Zona Aura”) in close and overlapping tectonic contact by transcurrent and over the top faults. This sequence, heavily layered and folded, rests on the North American continental border (Bahamas-Florida block). The principal models of deposits present in the zone are Mother Lode –type auriferous, orogenic copper-gold-silver and Cyprus-type VMS.

The greatest possibilities to locate mineral deposits are found in the sites where the over the top and transcurrent faults are cut by transversal faults going north and north-east, as where the over the top sequence is cut by subvolcanic bodies, of basic to middle composition and often acid.

In the region, metallic mineralization presents spatial and genetic association with the subvolcanic bodies and the tectonic zones. We can see a clear tectonic-magmatic 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 the ophiolitic and tectonic zones.

Prospects of Interest:

Holguín Oeste	<p><i>Raw Materials:</i> Au, Ag and Cu, possible Ti</p> <p><i>Type of mineralization:</i> Mother Lode type orogenic Au-Ag and massive orogenic sulfurs. Possible orogenic mineralization in sequences of the continental border.</p> <p><i>Degree of study:</i> Recognizance in the two prospects (Monte Rojo and Las Cuevas). Surveys in the rest of the area. We underline that the degree of study of the manifestations and mineral occurrences (30) present in the area, except Floro Perez is very poor therefore the area could, be considered practically virgin.</p> <p><i>Work Phase to be undertaken:</i> prospecting in the two prospects and recognizance in the rest of the area.</p>
Aguas Claras – Guajabales	<p><i>Raw Materials:</i> Au - Ag</p> <p><i>Type of mineralization:</i> Orogenic type gold</p> <p><i>Degree of study:</i> prospecting and exploration</p> <p><i>Work Phase to be undertaken:</i> Exploration in Reina Victoria, Nuevo Potosi, Agrupada and Holguinera and prospecting in the rest of the satellite manifestations.</p>
Santa Maria – Charco Prieto	<p><i>Raw Materials:</i> Cu, Zn, Au, Ag, possible EGP</p> <p><i>Type of mineralization:</i> massive orogenic sulfurs of Cu – Zn – Au - Ag</p> <p><i>Degree of study:</i> Recognizance</p> <p><i>Work Phase to be undertaken:</i> prospecting of the four prospects and recognizance in the rest of the area</p>
Cuatro Palmas	<p><i>Raw Materials:</i> Au and Ag</p> <p><i>Type of mineralization:</i> Mother Lode type orogenic Au – Ag</p> <p><i>Degree of study:</i> Recognizance</p> <p><i>Work Phase to be undertaken:</i> prospecting the Cuatro Palmas prospect and recognizance of the rest of the area.</p>

The Sierra Maestra Region extends to the west of the city of Santiago de Cuba. It presents good prospects for locating precious metals (gold and silver), base metals (copper, lead, zinc) and magnesium. The territory has a great number of mineral deposits: among the most important we recognize the El Cobre deposit in the province of Santiago de Cuba.

The Sierra Maestra, principal geographical accident in the eastern part of Cuba, extends on a line parallel with the coast, basically to the west of the city of Santiago de Cuba. It extends to the east where it is known as the Sierra de la Gran Piedra.

Geologically speaking, this region is constituted mainly by the Paleocene Volcanic Island Arc which has numerous outstanding volcanic-tectonic structures, intrusive and subvolcanic bodies. This arc is fundamentally underwater and is currently represented by a monoclinial 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 metalogenic zoning in the south-north direction. To the south intermediate sulfuration mesoepithermal deposits are developed (copper-copper and gold), copper molybdenum porphyritic deposits with gold and skarn (iron with/without copper and gold); felsic VMS (Kuroko type) continue to appear and to the north there are the vulcanogenic magnesium deposits.

Prospects of Interest:

<p>Marea del Portillo</p>	<p><u>Raw Materials:</u> Cu, Au, Ag, possible Zn <u>Type of mineralization:</u> Intermediate mesoepithermal sulfuration, possible felsic VMS (Kuroko type) <u>Degree of study:</u> Geological survey <u>Work Phase to be undertaken:</u> Recognizance in the entire area</p>
<p>Vega Grande – Juanica</p>	<p><u>Raw Materials:</u> Cu, Ag, Au, Possible Zn <u>Type of mineralization:</u> <u>Degree of study:</u> Recognizance in La Cristina, La Nicolasa (Sector Vega Grande) and Juanica. Surveys in the rest of the area. Many of the manifestation described present mining work from the past. <u>Work Phase to be undertaken:</u> Prospecting in La Cristina, La Nicolasa and Juanica. Recognizance in the rest of the area.</p>
<p>Esperanza – El Cobre</p>	<p><u>Raw Materials:</u> Cu, Au, Ag, Zn, Pb and Cd. Possible Mo <u>Type of mineralization:</u> felsic VMA (Kuroko) and Cu – Mo ± porfidic Au <u>Degree of study:</u> El Cobre has been explored. Prospecting in Bueycabon. Recognizance in the other manifestations. <u>Work Phase to be undertaken:</u> El Cobre: checking (complementary exploration) and feasibility study to recommence exploitation of the deposit. Prospecting in Bueycabon and recognizance in the other manifestation.</p>
<p>Hierro Santiago</p>	<p><u>Raw Materials:</u> Fe, Cu, Au, garnet, possible Zn and Ag <u>Type of mineralization:</u> Fe and Fe-Cu Au skarn. Possible epithermal Au-Ag <u>Degree of study:</u> Fe deposits in the Distrito Mineral Hierro Santiago have been explored with many of them open pits. However this high degree of study is essentially oriented to the evaluation of Fe ores; it is insignificant for Au. In contrast, manifestation has been barely studied. <u>Work Phase to be undertaken:</u> Checking resources and exploration for Au and base metals in deposits of Fe – Cu – Au and Fe in the Distrito Mineral Hierro Santiago. Recognizance in the rest of the area.</p>
<p>Sierra del Purial Oeste</p>	<p><u>Raw Materials:</u> Cu, Au, Ag, possible Zn, Ni and Co <u>Type of mineralization:</u> Cu – Ni orogenic sulfurs and possibly felsic VNS (Kuroko type) more or less modified by the regional metamorphism. <u>Degree of study:</u> Prospecting in the Eleccion and Jobito prospects, recognizance in the manifestations. <u>Work Phase to be undertaken:</u> prospecting in Eleccion and Jobito. Recognizance in the rest of the area.</p>
<p>Sierra del Purial Este</p>	<p><u>Raw Materials:</u> Cu, Zn, Au, Ag <u>Type of mineralization:</u> mafic-ultramafic (Cyprus type) VMS. Mesoepithermal Au – Ag modified by regional metamorphism <u>Degree of study:</u> Surveys <u>Work Phase to be undertaken:</u> Recognizance in the entire area</p>
<p>Mn Cuba Oriental</p>	<p><u>Raw Materials:</u> Mn. Possible Cu, Zn, Au, Ag <u>Type of mineralization:</u> Mn volcanogenic or “Cuban Mn type volcanogenic deposits” (D.L.Mosier and N.J. Page, 1988, U.S. Geological Survey Bulletin, 1822). Possible presence of VNS felsic (Kuroko type). <u>Degree of study:</u> Prospecting and exploration work. Mostly exploited. <u>Work Phase to be undertaken:</u> recognizance in the entire area, oriented towards locating new deposits not at the surface and checking for possible presence of massive sulfurs under the deposits of Mn, known and/or to be discovered.</p>

Geological investigation (Prospecting-Exploration) at risk in various deposits of Mica and Kaolin on the Isle of Youth

Description	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.
Investment Type	International Economic Association Contract (AEI) at risk, to do geological investigation (Prospecting and Exploration) for mica and kaolin. In the case of obtaining positive economic results, a Joint Enterprise would be created to undergo assimilation of one or several deposits after drawing up the corresponding Feasibility Study.
Estimated Investment	Total investment is estimated around 5.3 million USD, a value to be defined once the corresponding projects for required investigations are done.
Location	All the mineral deposits in this project are on the Isle of Youth.

Prospects of Interest:

- Mica prospects, “El Aleman”, (0.46 km²) at some 10 Km SW of the city of Nueva Gerona.
- Mica prospects, “Ciro Redondo”, (2.25 km²) at some 15 Km west of the city of Nueva Gerona.
- Mica prospect, “El Bobo”, (5.25 km²) at some 10 km west of the city of Nueva Gerona.
- Kaolin prospect, “Rio del Callejon”, (1.8km²) at some 18 km to the SW of the city of Nueva Gerona and 2 km NE of the town of La Demajagua.
- Kaolin prospect, “Km 13” (0.23 km²) at 13 km south of the city of Nueva Gerona and 2 km north of the town of Santa Fe.
- Kaolin prospect, “Santa Barbara-Buena Vista” (10.12 km²) at some 25 km to the SE of the city of Nueva Gerona and 3 to 4 km NE of the town of La Demajagua.
- Kaolin prospect, “La jungla” (1.14 km²) at some 30 km south of the city of Nueva Gerona and 10 km W of the town of Santa Fe.

Geological investigation (Prospecting-Exploration) at risk for the Wolfram “Lela” prospect on the Isle of Youth

<p>Description</p>	<p>Prospect “Lela” was submitted to Search and Exploration work in the 1980s when the two systems of veins were sufficiently assessed and another two were partially assessed and the rest of the systems were only mapped. It is characterized by high geological complexity and a relatively low degree of study. Officially assessed resources are at around 794,200 tons of mineral (0.61% WO₃) in the category of Indicated and 1,250,400 tons of mineral (0.26% WO₃) in the category of Inferred; this is not sufficient to industrially assimilate this deposit.</p> <p>The principal objective of this business is to undergo Geological Investigation (Prospecting-Exploration) at risk within the framework of a Geological Investigation Concession (sub-phases of Prospecting and/or Exploration), to unify and organize all existing information as well as the additional jobs that lead to the elevation of category of the already assessed resources and the discovery of new bodies of wolframite mineral.</p> <p>The final objective would be to start up a mining operation and the corresponding processing plant for exploiting the mineral, with the obtaining of WO₃ concentrates; should it turn out to be economically attractive the cupriferous and/or molybdc mineralization being investigated would also be considered for the mining operation. This objective would have to be carried out within the framework of a Joint Enterprise and be supported by the corresponding Feasibility Study.</p>
<p>Investment Type</p>	<p>International Economic Association at Risk Contract – in those prospects identified as mature we could assess the possibility of directly creating a Joint Enterprise.</p>
<p>Estimated Investment</p>	<p>6.8 million USD</p>
<p>Location</p>	<p>The proposed zone is in the Lomas de Siguanea some 50 km SW of New Gerona and 2 km E of the Hotel Colony, Isle of Youth. Its area is around 9.5 km². The relief is hilly with maximum slopes of 80 to 100 m. Access to the zone is by the Gerona-Hotel Colony highway and internal movement can be done using the network of roads and embankments, preferably in 4-wheel drive vehicles.</p>

Exploitation, processing and commercialization of products obtained from the “Hierro Mantua” copper deposit, Mantua municipality of Pinar del Río.	
Description	<p>The <i>Hierro Mantua</i> deposit is the principal reserve of cuprous minerals in Cuba. The deposit is highly complex due to its mineralogical composition and its geology; different technologies are being successfully studied in Cuba and in other countries such as Rumania, Chile, Canada, etc.</p> <p>Completion of technological studies and drawing up the Feasibility Study for the copper deposit in the Mantua zone in Pinar del Río are among the objectives pursued by this Project. We are also developing mining activities and the exploitation of authorized minerals in the mining concession and the processing and commercialization of Grade A copper cathodes.</p>
Investment Type	Joint Enterprise
Cuban Party	Geominera S.A
Estimated Investment Amount	The investment total amount is estimated at around 157,4 million USD.
Location	The “Hierro Mantua” copper deposit is found in the municipality of Mantua in the western region of the province of Pinar del Río, 262 km by highway from Havana and 147 km from the provincial capital, Pinar del Río, covering an area of 760.01 hectares.
Market Potential	<p>The current international market is suffering a shortage of copper supplies thereby maintaining high prices.</p> <p>We foresee that the project will produce 18,000 tons of 99.99% pure copper cathodes a year. We expect to have 6,000 tons per year covering domestic demands in Cuba’s mechanical and electrical industry since currently we are importing this product as raw material. The rest of production will be exported.</p>
Contacts	<p>Dirección de Negocios GeoMinera S.A. E-mail: gustavo@gmsa.cu Tel. (537) 690-2741 ext.115</p>

Deposits at Cajalbana, San Felipe and Colas Roja de Moa

Cuba has over 70 years of experience in the exploitation of deposits for the recovery of nickel (Ni) and cobalt (Co).

Until the end of 2013, Cuba had produced over 2.95 million tons of Ni and Co, aiming at surpassing the 3 million mark by this year of 2014.

On national territory we know of 43 deposits of nickel. The majority of which to the north of the eastern provinces; resources total 1130 million tons with content and this places it among the three leading countries that have this mineral.

Besides the aforementioned Ni and Co, deposits to be explored are characterized by their high content of iron (Fe), magnesium (Mg) and silicon (Si) and the existence of metals in the platinic group will be studied along with the presence of rare metals.

In the case that concentrations justifying recovery of rare and platinic group metals should be determined, new production capacities must be built since the country does not have the suitable facilities for the concentrated production of these metals.

Investment opportunities are presented below, directed to the development of projects in the Geological Investigation Phase in the deposits of Cajalbana, San Felipe and Moa.

Cajalbana Project, Pinar del Rio Province

Description	In this zone there are deposits of some 52 million tons of laterite nickel and cobalt mineral that can be processed in order to obtain nickel and cobalt products for commercialization.
Investment Type	Preferably International Economic Association Contract using the type of at risk contract for the EFTE elaboration stage. After this has been concluded, a Joint Enterprise will be set up in charge of the execution of the project, the procuring, building and start up and operation for the factory. Another alternative is setting up the Joint Enterprise from the beginning, including the EFTE elaboration.
Cuban Party	Commercial Caribbean Nickel S. A.(CCN)
Estimated Investment	Only studies on a laboratory level have been done at Cajalbana; technology for its processing has not be confirmed and so the figures can only be taken as a reference since they must be confirmed by geological and metallurgical studies and future accounting calculations. 500 to 700 million USD will be needed for building the plant and starting it up.
Location	La Palma municipality, Pinar del Rio province
Market	The nickel and cobalt market should be growing in the next decades due to the growth of emerging countries and their demands on stainless steel; manufacturing hybrid automobiles and the great demand for batteries for them; and the continued development of nanotechnology that needs both nickel and cobalt.
Anticipated results	Production capacity: 10,000 – 12,000 tons/year of nickel and cobalt. Mineral resources: 51 million tons
Contacts	Dirección de Commercial Caribbean Nickel S. A Email: mcabello@ccn.co.cu Tel: (537) 862-4601 ext. 110

San Felipe Project, Camagüey Province

Description	Some 300 million tons of laterite nickel and cobalt mineral are deposited in this zone; it can be processed in order to obtain nickel and cobalt products for commercialization' The project's objectives include doing studies for the development and future exploitation of the deposit, including geological investigation, development of technology, elaboration of basic engineering and the Technical Economic Feasibility Study.
Investment Type	Preferably International Economic Association Contract using the type of at risk contract for the EFTE elaboration stage. After this has been concluded, a Joint Enterprise will be set up in charge of the execution of the project, the procuring, building and start up and operation for the factory. Another alternative is setting up the Joint Enterprise from the beginning, including the EFTE elaboration.
Cuban Party	Commercial Caribbean Nickel S. A. (CCN)
Estimated Investment	Up to the present, a study on the conceptual scale had been done; its figures need to be confirmed by geological and metallurgical studies and future accounting calculations. We estimate a total of 59.7 million USD for the first stage and a total project cost of between 4,000 to 4,500 million USD (with a 15% contingency factor).
Location	Municipality of Camagüey, province of Camagüey.
Market	The nickel and cobalt market should be growing in the next decades due to the growth of emerging countries and their demands on stainless steel; manufacturing hybrid automobiles and the great demand for batteries for them; and the continued development of nanotechnology that needs both nickel and cobalt.
Anticipated results	Annual production of 50,000 to 60,000 tons of nickel and cobalt, metallurgical recovery: Ni: 88%, Co: 86%. Mineral Resources: 300.0 million tons (0.9% Cut Off for Ni).
Contacts	Dirección de Commercial Caribbean Nickel S. A Email: mcabello@ccn.co.cu Tel: (537) 862-4601 ext. 110

Colas Rojas Project, Moa

Description	<p>Development of a Project for the treatment and use of Moa's "red tails" the result of processing laterites in order to obtain nickel with acid technology (PAL). The objective is to extract iron and other elements containing the tails and the mitigation of the environmental impact produced by them.</p> <p>It is necessary to complete technological, laboratory and pilot plant studies and to determine which products will be the most suited for the market. Besides iron, the tails contain Al_2O_3, Cr_2O_3, SiO_2, MgO, MnO, P_2O_5 and others in lesser proportions.</p> <p>"Red tails" are being produced and stored since 1961 with an accumulated volume estimated at 80 million tons. They will continue being produced at an annual rhythm of over 3 to 4 million tons in the next 30 years.</p> <p>We need to find or identify investors or international contractors with the financial, technological and market capacities to be able to make use of or dispose of these tails.</p>
Investment Type	Any of the forms foreseen in Law 118 of Foreign Investment
Cuban Party	Commercial Caribbean Nickel S. A
Estimated Investment	Without counting on the technology for its processing, it is not possible to determine the fundamental economic indicators. The business includes drawing up risk studies for the development of technology or developing solutions and facilities for being handled and shipped by sea to foreign markets.
Location	Moa municipality, Holguín
Market	Exportation for the use of iron concentrate obtained as a cargo material for foreign steelworks or for domestic consumption to replace domestic scrap in Cuban steelworks.
Contacts	Dirección de Commercial Caribbean Nickel S. A Email: mcabello@ccn.co.cu Tel: (537) 862-4601 ext. 110

Transportation Sector

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

After an intense period of development during the first years of the Revolution, transport in Cuba suffered from the impact of the difficult years following the collapse of the socialist bloc during the 1990s and not until the beginning of the new century did recovery of the main services take place, corresponding to the advances being felt in the national economy.

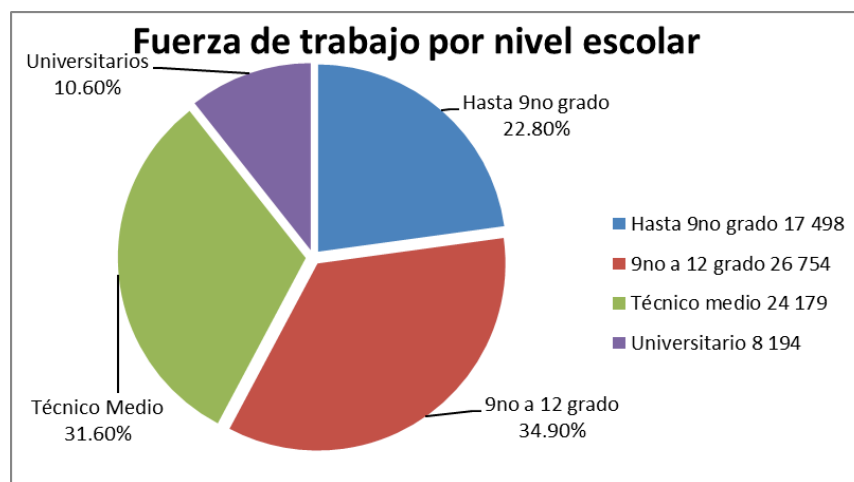
Principal Regulatory Provisions:

- *Law 109 of the Roads Safety Code of September 17, 2010*
- *Law 115 of the Inland Waters Navigation of October 2, 2013.*
- *Decree Law 168 on Transport Operation Licensing of November 26, 1996*
- *Decree Law 180 on Railroads of December 15, 1997*
- *Decree Law 230 on Ports of September 13, 2002*
- *Decree Law 255 on Civil Aviation of October 5, 2007*
- *Decree 278 of the Air and Sea Search and Rescue System of December 30, 2006.*

Cuba has a broad-based transport infrastructure that includes the branches of automotive, rail, maritime-port and air transportation and is currently being organized, modernized and technologically updated, being improved by human resources and materials available and to improve the efficiency in its use as well as in the overall development of all the branches to coordinate with the country's economic-social growth within the context of the world economy.

It is important to insert foreign investment into this sector in order to accelerate the attaining of these objectives and with it to achieve the needed competitiveness of transport both in cargo and passengers, demanded by the various production spheres and national economy services; all of the foregoing supported by the presently existing strengths as follows:

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



Workforce by Education

- To Grade 9: 17,498
- Grades 9 to 12: 26,754
- Middle Technicians: 24,179
- University Graduates: 8,194

Vast roadways network of over 60,000 kilometers of roadways for automobile transportation and over 8,000 kilometers of rail lines interconnecting by Loading and Unloading Centers that exist throughout the country and that even though they require technical improvement also interconnect the main economic and population centers with a network of ports and national and international airports that in turn have all the port and airport services available according to world standards.



Installed capacity for ship repairs in the more than 40 shipbuilding facilities and dry docks all over the country which, although they need to be modernized, are an important departure point for taking advantage of existing opportunities for this service in the Caribbean; this is complemented by the existence of International Quality Classifying Company “*Registro Cubano de Buques*” having over thirty years of experience in this sector.

Installed capacity of workshops and industries for automotive and rail transportation that can be modernized and adapted to new technologies with minor investments in order to develop the manufacture of spare parts and accessories for transport in all its branches.

Strategic location in Latin America and the Caribbean region for developing transport services and products.

Growing domestic market for passenger and merchandise transport as well as for their auxiliary and connected services.

Objectives to be Attained with Foreign Investment

- Management for shipbuilders for the development of the naval industry both for attention to the domestic fleet for crossings and auxiliary services and to broaden exportations of products and services in this activity.
- Management of wholesale commercialization of spare parts and accessories in the different branches of transport, including the development of local manufacturing and/or repairing of components having the greatest rotation on the domestic market and their possible exportation.
- Efficient management of specialized transport services of cargo and passengers, both on national territory and internationally, including exploitation and technical assurance.
- Efficient management of services related to commercial and agricultural aviation oriented towards both the domestic and international markets.

- Management of transport products and services (including activities of training, research, project and administration) in Cuba and in third countries.

Cuban Parties associated with foreign capital businesses:

CDC S.A. is a company providing naval repairs and construction services; repairs and maintenance of fuel storage tanks; production of bottled oxygen and acetylene and all the technical services satisfying the needs of domestic and international clients both in the naval and industrial sectors. Its Quality Management system is registered by Lloyd's Register of the UK and the *Oficina Nacional de Normalizacion*.

Empresa Comercializadora AXESS is a company that commercializes on a wholesale basis both imported products and those purchased in Cuba. With over 30 years of experience in the wholesale market of automotive spare parts, parts and accessories in Cuba, it is the best commercializing company within the automotive sector. It has a network of stores and warehouses distributed all over the country.

Empresa Provincial de Transporte de La Habana is a company that provides passenger public transportation services in Havana using its fleet of over 900 buses of different categories (articulated and rigid) grouped at 16 bases distributed over Havana. It also has facilities dedicated to repairing spare parts and accessories.

Empresa de Transporte de Trabajadores is a company providing transport services for tourism employees all over the country. It operated a total of 998 buses distributed over 21 bases. The company provides services not only to employees directly connected to the tourism industry but also to employees of other companies and government organizations.

Sectorial Policy

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

Technical Specifications on Foreign Investment Opportunities

Building, remodeling, operations and management of *Astillero Casablanca*

Description	To provide naval repair and construction services; repairs and maintenance of fuel storage tanks; production of bottled oxygen and acetylene and all the technical services satisfying the needs of domestic and international clients both in the naval and industrial sectors and carrying out the following objectives: a) diversification and extending services to new export markets b) access to advanced technologies, replacing a large part of them for their operations c) developing linkups with other products of national economy goods and services
Investment Type	Joint Enterprise
Cuban Party	CDC S.A.
Estimated Investment Amount	34.8 million USD
Location	Eastern end of Havana Bay on Carretera del naval No. 9, Reparto Casablanca, Regla municipality, La Habana
Market Potential	In the Gulf of Mexico, Central America, Caribbean and South American region they sail ships of small, medium and large sizes, approximately 1125 ships in one year, of these around 225 vessels came into Cuban ports in 2013, with a total 75 ship-owners. With the opening of the container terminal at the Special Development Zone of Mariel ship repairs in the medium and large size range will be promoted. Among the national market sectors identified as potential market: industrial sector, hotel sector especially in terms of construction and repairs of fuel storage tanks and in the repairs and/or renovations to all types of systems (pipes, electricity, etc.) throughout the country.
Estimated Results	Anticipated 1. Promoting replacement of imports and constituting a saving by not having Cuban ships in dry-dock abroad. 2. Maximizing exportations of services on the basis of repairing foreign ships. 3. Generating income in foreign currencies for other sectors of the national economy providing services needed by ships and foreign ships' crews during their stay while their ships are being repaired in Cuba. 4. Newly constructed docks will be able to be used at all times for minimal maintenance costs during the investment recovery period. 5. Updating the country's technology in matters dealing with naval repairs and construction.
Contacts	Dirección de Relaciones Internacionales del Ministerio del Transporte. email: ivan.ne@mitrans.co.cu Tel: (537) 884-1196

Comprehensive Management of an Urban Transportation Base in Havana

Description	<p>To organize the services of the public transportation of passengers according to international operations standards, with suitable maintenance and repairs schedules and the necessary logistics system allowing for the proper yield of principal assets, fundamentally the transportation means and greater efficiency in management.</p> <p>To ensure that itineraries approved by the <i>Dirección General de Transporte Provincial de La Habana</i> for the selected bases are carried out, along with the quality levels for this service, fulfilling the following aims, among others:</p> <ul style="list-style-type: none"> • Improving utilization of the existing fleet on the basis of recovering vehicles that are not in service and adequate sustainability of the functioning fleet. • Providing opportune financing necessary for the resources required by the management including what is necessary for gradual replacement and increasing the size of the fleet in use. • Obtaining means and technological equipment necessary for fleet maintenance and repairs and for the training of specialized personnel for both operations and technical needs.
Investment Type	International Economic Association Contract for Services Management
Cuban Party	Empresa Provincial de Transporte de La Habana
Estimated Investment Amount	4.8 million USD
Location	To the south of the city of Havana, a base in the town of Mulgoba, Boyeros municipality, Havana
Market Potential	The public transportation of passengers market in Havana is suffering shortages; there is sufficient demand to triple the service level being provided today if it is developed efficiently. Experiences acquired can be extended to other transportation bases of the city and all over the country.
Estimated Anticipated Results	<ul style="list-style-type: none"> • Accelerated recovery for buses that are paralyzed for long periods of time • Improved quality and service levels for passenger transportation • Using the knowledge and principal standards of how a Urban Transportation Base should operate to subsequently use this at all public transportation bases in Havana • Decreased exploitation costs because of improved maintenance schedules • Improved efficiency and organization in general in the management of a Bus Base.
Contacts	<p>Dirección de Relaciones Internacionales del Ministerio del Transporte. Email: ivan.ne@mitrans.co.cu Tel: (537) 884-1196</p>

Comprehensive Management for a Base for Tourism Employee Transportation in the cays of the central region of Cuba

<p>Description</p>	<p>To organize transportation services for employees of the tourism industry who are working in the hotel network in the central cays region according to the international operations standards for this type of service, with proper maintenance and repairs schedules and the necessary logistics system allowing for the proper yield of principal assets, fundamentally the transportation means and greater efficiency in management. To ensure that itineraries approved by the <i>Dirección General de Transporte Provincial de La Habana</i> for the selected bases are carried out, along with the quality levels for this service, fulfilling the following aims, among others:</p> <ul style="list-style-type: none"> • Improving utilization of the existing fleet on the basis of recovering vehicles that are not in service and adequate sustainability of the functioning fleet. • Providing opportune financing necessary for the resources required by the management including what is necessary for gradual replacement and increasing the size of the fleet in use. <p>Obtaining means and technological equipment necessary for fleet maintenance and repairs and for the training of specialized personnel for both operations and technical needs.</p>
<p>Investment Type</p>	<p>International Economic Association Contract for Services Management</p>
<p>Cuban Party</p>	<p>Empresa de Transporte de Trabajadores del Turismo</p>
<p>Estimated Investment Amount</p>	<p>9.5 million USD</p>
<p>Location</p>	<p>A base for transport in the province of Santa Clara belonging to the <i>Empresa de Transporte de Trabajadores del Turismo</i></p>
<p>Market Potential</p>	<p>Transportation of tourism industry employees, not only those working in the hotel network but also those working in out-of-hotel networks in the resort area of the northern cays in the province of Santa Clara, has growing potential at a time when we are planning for increased hotel capacities in this region. Experience acquired at this first Transportation base can then be applied to other tourist resort areas in Cuba.</p>
<p>Estimated Anticipated Results</p>	<ul style="list-style-type: none"> • Quantity and quality of transportation services for employees is guaranteed for the requirements of tourism in the central region of Cuba • Knowledge and the principal standards of how an Employee Transportation Base should function • Decreased exploitation costs because of improved maintenance schedules • Improved efficiency and organization in general.
<p>Contacts</p>	<p>Dirección de Relaciones Internacionales del Ministerio del Transporte. Email: ivan.ne@mitrans.co.cu Tel: (537) 884-1196</p>

Drug and Biotechnical Industry Sector

The **Drug and Biotechnological Sector** industry produces medicines, equipment and high technology services on the basis of the country's scientific-technical development, for the improvement of the health of the Cuban people and the generating of exportable goods and services.

The *Grupo de las Industrias Biotecnologica y Farmaceutica*, BioCubaFarma, is made up of:

- 16 large manufacturing enterprises with 78 production facilities
- 8 commercializing enterprises
- 11 enterprises abroad
- Establishments in all the provinces of Cuba

Over 21,000 employees are at work; of these 58% have higher and middle higher education levels. Over 900 have their Masters of Sciences and approximately 600 are taking their Masters. Over 250 are Doctors of Sciences and approximately 150 are in the process of getting their Doctors of Sciences degrees.

Products:

Among the principal products there are prophylactic vaccines against infectious diseases, biodrugs for the treatment of cancer (including monoclonal antibodies and therapeutic vaccines), products for the prevention and treatment of cardiovascular conditions as well as for the treatment of ulcers in diabetic foot.

We also manufacture generic products and new generation drug compounds as well as systems for early diagnosis and prevention of malignant tumors, malformations, hereditary-metabolic diseases and others. We also offer natural and traditional medicine products and agricultural research as well as advanced technology medical equipment, nanotechnology, neurosciences and neurotechnology.

In Cuba, BioCubaFarm has health registrations for 592 drug products and 28 biological products; abroad, its enterprises have over 800 health registrations in different countries.

In general, it develops 91 products / projects directed towards the principal diseases:

<i>33 projects and products against infectious diseases</i>	<i>7 projects and products for diabetes and other pathologies</i>
<i>33 oncological projects and products</i>	<i>18 cardiovascular projects and products</i>

Comprehensive Programs for patients for high impact on their health:

- Prevention program for diseases with prophylactic vaccines.
- Program for early diagnosis and treatment of different cancer pathologies.
- Program for investigation and treatment of diabetes and its complications such as ulcers of the diabetic foot.
- Program for diagnosing and evaluation different diseases (cardiology, neurology, etc.) with new medical equipment.
- Program for the detection of hereditary-metabolic malformations and diseases.

The total number of patents awarded abroad is more than 1400; among these are included medicines recognized on international levels such as Heberprot-P which is used for the treatment of the ulcers of the diabetic foot and the monoclonal antibody Nimotuzumab for the treatment of tumors in the head and neck, esophagus and brain.

BioCubaFarm exports to more than 50 countries and its Program of Clinical Development abroad includes 40 Clinical Tests in 24 countries.

IN its international expansion this sector uses various types of business, among these the most outstanding are joint development of research and development projects, distribution and representation agreements, transfer of technology agreements and joint enterprises outside of Cuba and other enterprises that are 100% Cuban capital abroad. It also promotes the direct foreign investment in Cuba that will be significant in the Special Development Zone of Mariel.

Sectorial Policy:

To promote projects in Cuba with strategic partners for the production of the finished forms and active pharmaceutical ingredients in generic medicines. In the case of biotechnological products we will assess specific business to complement national projects, keeping intellectual property rights and looking after the proper use of what the joint enterprise could produce as well as the creation or enlarging of production capacities.

Health Sector

Cuba has a tradition of over 285 years of medical education, with 134,400 doctors having been trained in the last 50 years, both Cubans as well as those coming from over 120 countries. The Island has become one of the nations of the world with the best health indicators. Its strengths are quality and specializations with a growing development of the infrastructure of services and human capital.



Basic Information

- 11,000 doctors' offices
- 497,021 health workers
- 451 polyclinics
- 18 research institutions
- 126 old age homes
- 243 community seniors' centers
- 142 maternity homes
- 152 hospitals
- 1,215 dentistry services

Training Human Capital	Development of Science and Technology	Basic Medicines
<ul style="list-style-type: none"> • 13 universities. • 13 independent medical sciences faculties and 26 affiliates. • University campuses in all the country's municipalities. • National School of Public Health. 	<ul style="list-style-type: none"> • 44 science and technological innovation entities. • 18 research institutes and centers. • 15 scientific-technological development centers. • 2241 categorized researchers, of these 867 are doctors in sciences. 	<ul style="list-style-type: none"> • 888 items. • 296 are imported. • 592 are nationally produced.

Cuban Party associated in businesses with foreign capital



– Cuban Medical Services Marketing Entity (SMC)

The *Comercializadora de Servicios Médicos Cubanos* is in charge of marketing and promoting medical health services in Cuba and the world.

Among its business lines there are Medical Care Services in Cuba for which there are 47 institutions in the national health system, 8 international clinics, 4 anti-drug villas and more than 600 hospital beds. To develop this line of business the enterprise works on searching for agencies, syndicate and insurance companies that want to use these clinics to send them patients to receive medical care in Cuba.

It has already signed contracts with 31 travel agencies and travel agents from 17 countries; more than 20,000 medical care services have been provided to patients coming from 71 countries. Over 150 programs are commercialized in its services portfolio.

The SMC also offers among its services the possibility of medical care for the employees of foreign entities based in Cuba, medical services abroad through agreements with institutions, governments and municipalities, promoting academic training programs in the medical sciences in Cuba and abroad.

We also offer technological programs or packages which include services by health professionals and technicians combined with biotechnological products, among which are:

- Prevention, diagnosis and treatment of cancer.
- Comprehensive care of diabetic patients including prevention, diagnosis and treatment actions for Diabetes Mellitus.
- Services for the diagnosis and rehabilitation of cardiovascular diseases.
- Comprehensive care for hearing disorders.
- Early detection of children's neuro-developmental disorders.
- Comprehensive study of challenged persons.
- Ophthalmologic program.

Contact Information:

www.smcsalud.cu

smc@smcsalud.cu

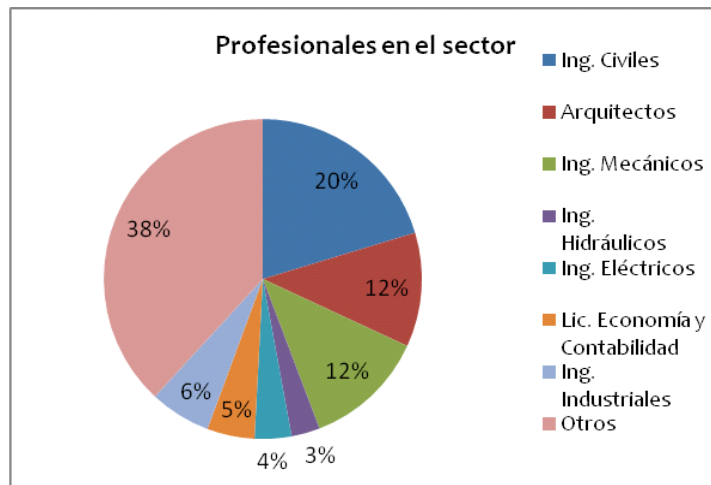
Sectorial Policy:

To promote foreign investment with the objective of achieving development of exportations of Cuban medical and health services.

Opportunities in the sector are being designed.

Construction Sector

The construction sector takes in, among other activities, engineering-geological research applied to construction, drawing up designs for construction and setting up activities, construction of civil state works, industrial works, engineering works, docking and dredging works as well as production and commercialization of construction materials and products.



Professionals in the Sector

- Civil Engineers
- Architects
- Mechanical Engineers
- Hydraulic Engineers
- Electrical Engineers
- Economy and Accounting Degrees
- Industrial Engineers
- Others

The sector has a workforce of approximately 106,000; of these 20% are technicians and 59% are laborers. The number of professionals is over 11,000 distributed in the specialties of Civil Engineering, Architecture, Mechanical Engineering, etc.

1727 workers provide construction services and technical assistance in 19 countries.

The **International Construction Fair (FECONS)** is a window to the world showing off Cuba's construction prowess. Held every two years, the Fair is the ideal event for exchanges with exhibitors from different countries and for promoting products and services for export. FECONS has managed to occupy a significant place on the international business scene as a specialized event.

The sector has a Quality Management System certified in 130 organizations, for a 72% total.

Legal Framework

Resolution 328/96 for the creation of the *Comision Nacional de Contratacion y Licitacion de Obras Proyectos y otros servicios de la Construccion* and the creation of the *Registro nacional de Constructores, Projectistas y Consultores de la Republica de Cuba* and its regulations.

Some Projects Already Executed

Study, conception and execution of the *Viaducto de la Farola* which connects the cities of Guantanamo and Baracoa. Considered among the seven marvels of civil engineering of Cuba.

Construction of highways in the sea (causeways) as access routes to the cays for tourism exploitation.

Development of stone bases with continuous sediment grain-size analysis, using asphalt mixes and concrete pavements.

Research, introduction and generalization of different types and qualities of Portland cement and Portland with natural Cuban pozzolana additives, electric arc furnace dregs, and hydrofuge and also calcium-pozzolana agglomerate.

Transfer and development of the construction technology of great earthwork dams, notable elevating levels of the dams and preventing flooding in prolonged periods of rainfall and during hurricanes.

Development of construction materials such as domestically manufactured cement-based paints, textured plastering, single layer mortar, D-10 cement-based weatherproofing, ceramic low-water-consumption bathroom fixtures, solar heaters for social works, etc.

Drawing up engineering-geological maps of the regions having special importance for construction

Sectorial Policy:

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

Technical Specifications on Foreign Investment Opportunities

Production of calcinated plaster, blocks and plaster-based products for construction

Description	<p>The project is designed to produce calcinated plaster and calcinated interlocking plaster blocks as construction elements for building interior walls and partitions.</p> <p>A later phase is foreseen to carry out other calcinated plaster-based products for constructions such as false plaster ceilings and decorative elements such as capitals, cornices, corners, soffits, gradients, mortars and plaster.</p> <p>The plant which is part of this business project has the equipment and technology to manufacture gypsum, with the installed capacity to produce 10,000 tons/year of modeling plaster and 10,000 tons/year for construction. This proposal will achieve an increase of 6,800 tons/year destined for the production of plaster blocks.</p>
Investment Type	International Economic Association Contract
Cuban Party	Empresa de Materiales de la Construcción de Ciego de Avila
Estimated Investment Amount	3.3 million USD
Location	UEB Maximo Gomez in the municipality of Chambas, Ciego de Avila province, near the country's largest plaster deposits.
Market Potential	<p>Domestic demands for these products, in the construction of interior walls in tourism buildings, in the construction of homes built by private individuals as well as in other economic and social objectives. All this would reduce costs due to importing the plasterboards, structures and accessories, on the basis of manufacturing the aforementioned blocks in Cuba with Cuban plaster and domestic production of plaster glue.</p> <p>We also note the existence of growing demands for plaster blocks in Central America and the Caribbean, therefore we foresee exports going to those places.</p>
Estimated Anticipated Results	Annual sales: 1,524,240 USD (Domestic market 66% - Exports 34%) Annual savings in the case of importing similar products: 2,369,516 USD. Investment Recovery Period: 5 years and 7 months.
Contacts	<p>Dirección de Negocios del Ministerio de la Construcción</p> <p>Email: presidente@uneca.co.cu</p> <p>Tel. (537) 209-6067 and (537) 209-4582</p>

Production of Asphalt Cloth

Description	The objective of the project is the production of self-protected asphalt cloth with granular slate or ceramic mineral, unprotected asphalt cloth, paint and asphalt-based putties to satisfy annual domestic demands and for export to Central and South America of the self-protected cloths. We foresee the installation of 3 production lines.
Investment Type	Joint Enterprise
Cuban Party	Empresa de Impermeabilizantes IMPERASFAL
Estimated Investment Amount	18.3 million USD
Location	At the facilities belonging to the <i>Empresa de Impermeabilizantes</i> IMPERASFAL in El Cano, La Lisa municipality, Havana province.
Market Potential	This investment project is conceived to satisfy required sales of asphalt cloth, asphalt-based paint and putty on the domestic market and we foresee exportation of the production surpluses in self-protected asphalt cloth to countries in Latin America and the Caribbean where we have noted a growing demand for these products.
Estimated Results	Anticipated Savings because of import replacement: 3,744,000.00 USD/year Investment Recovery period: 7 years
Contacts	Dirección General de la Empresa de Impermeabilizantes, IMPERASFAL Email: fernando@imp.perdurit.com.cu Tel. (537) 202-0033 and (537) 272-0911

Production of smooth sheets

Description	Production of smooth sheets for reinforced panels in order to replace imports of cement agglomerate boards for interior walls, exterior walls, mezzanines and roofs.
Investment Type	Joint Enterprise
Cuban Party	Empresa de Fibrocemento de Artemisa
Estimated Investment Amount	18.1 million USD
Location	Facilities of the Empresa de Fibrocemento Perdurit (UEB Artemisa) at Finca Santa Teresa, Las Cañas, Artemisa.
Market Potential	This investment project is conceived to satisfy the demands for light panels for homes, social works, tourism sites and real estate on the domestic market.
Estimated Results	Anticipated Installation of technology that does not exist in the country that allows for the production of an element that today is being imported. Investment Recovery Period: 6 years
Contacts	Director de la empresa de Fibrocemento Perdurit rvargas@perdurit.com.cu Tel: (537) 836-5510 and (537) 835-7081

Production of PVC systems for Construction

Description	The project's objective is to manufacture PVC systems for construction in the production of sanitary and electrical built-ins, adhesives, cleaner and primer; tubes for networks in the electrical industry sector and PVC communications and construction systems.
Investment Type	International Economic Association Contract
Cuban Party	Empresa de Impermeabilizantes IMPERASFAL
Estimated Investment Amount	36.8 million USD
Location	At the IMPERASFAL facilities in El Cano, La Lisa Municipality, Havana province.
Market Potential	There is growing interest in PVC products. We foresee the exportation of production surpluses to countries in Latin America and the Caribbean.
Estimated Anticipated Results	Savings of 2.8 million USD/year because imports will be replaced. Investment Recovery Period: 4 years
Contacts	Dirección General de IMPERASFAL Email: fernando@imp.perdurit.com.cu Tel. (537) 202-0033 and (537) 272-0911

Nuevitas Cement Factory

Description	This proposal's objective is to build a new plant to manufacture 1.1 million tons of clinker. Exportation, distribution and commercialization of cement, clinker and other hydraulic binders and their byproducts, also able to carry out connected activities related to manufacture, distribution and sales of hydraulic lime, paper bags, aggregates and concrete, cement artifacts and other construction materials as well as research and providing services associated with the principal product.
Investment Type	Joint Enterprise
Cuban Party	GECEM Internacional S.A.
Estimated Investment Amount	410.0 million USD
Location	Near today's Nuevitas cement plant to the north of the aforementioned city in Camagüey province.
Market Potential	Production is conceived for domestic consumption and exportation. We foresee that 80% of clinker production will be destined for the production of cement for export and the rest will be for the domestic market.
Estimated Anticipated Results	Estimated annual sales after reaching 100% foreseen capacity will be 112,651.1 MUSD Investment Recovery Period: approx. 13 years
Contacts	Dirección de Negocios del Ministerio de la Construcción. Email: presidente@uneca.co.cu Tel. (537) 209-6067 y (537) 209-4582

Gibara Cement Factory

Description	Design, construction and operation of a new technological line with the production capacity of 1.1 million tons of grey clinker per year, with modern dry processing technology to achieve greater energy efficiency and low impact levels on the environment.
Investment Type	Joint Enterprise
Cuban Party	GECEM Internacional S.A.
Estimated Investment Amount	430.0 million USD
Location	Gibara municipality close to the entrance to town in that area known as "Catucos" in Holguin province
Market Potential	Production is conceived for domestic consumption and export. We foresee 80% of clinker production will be for the production of cement for exportation and the rest will be for the domestic market.
Estimated Anticipated Results	Estimated annual sales after achieving 100% of foreseen capacity will be 112,651.1 MUSD Investment Recovery Period: approx. 13 years
Contacts	Dirección de Negocios del Ministerio de la Construcción. Email: presidente@uneca.co.cu Tel. (537) 209-6067 y (537) 209-4582

Business Sector

Wholesale business in Cuba is the activity of selling nationally produced or imported goods wholesale, destined for production entities, retail or wholesale commercializing entities, industrial and institutional consumers and natural persons.

Among the enterprises operating in this sector are those subordinated to the Grupo de Productos Industriales y de Servicios, the Grupo de Empresas Mayoristas de Alimentos y Otros Bienes de Consumo, the Grupo de Administracion Empresarial, the Grupo Empresarial de la Industria Ligera (GEMPIL) and the Grupos Empresarial de la Agricultura (GELMA) as well as the COPEXTEL and CIMEX corporations.

By 2014 there are over 2000 entities participating in wholesale business in Cuba. The current infrastructure of the sector is precarious and insufficient and therefore needs investment projects that guarantee access to new technologies.

Businesses in this sector are mainly directed to ensure the distribution of widely-used products and families of national and imported products that are most in demand in the country; therefore supplies are stabilized with efficacy and efficiency and logistical high costs are minimized.

Contact Information:

Dirección de Comercio Mayorista del Ministerio del Comercio Interior
Tel: (537) 861-0949

Sectorial Policy:

To develop wholesale business by appropriating financial resources, advanced managerial methods, marketing technologies and techniques.

To establish foreign investment in strategic areas, under the varieties of joint enterprises and international economic association contracts with majority Cuban participation. In retail business some business can be established with majority Cuban participation.

Technical Specifications on Foreign Investment Opportunities

Wholesale Importation and commercializing automotive spare parts, parts and accessories

Description	To encourage opportune supplies of automotive spare parts, parts and accessories for the national transportation system through the combination of importation and developing wholesale business, creating a valuable chain for repairs and manufacturing to be carried out in domestic industry. To assimilate cutting edge systems of warehousing, distribution and commercialization with a high degree of automation, guaranteeing the necessary infrastructure to carry out operations. Raw materials will be supplied to domestic manufacturers with whom contracts will be signed and their products will be bought. Imports and national products will be sold wholesale on the domestic market. National producers will also have access to the newest technological packages for manufacturing that guarantees high work productivity and decreased production costs.
Investment Type	Joint Enterprise
Cuban Party	Empresa Comercializadora AXESS
Estimated Investment Amount	8.7 million USD
Location	Kilometro 1 ½ Autopista Nacional, Ampliacion de Coyula, Reparto D'Beche, Guanaboacoa, La Habana
Market Potential	The domestic market for spare parts and accessories would be in the order of 124 million USD. The demand for buying automotive select brand name spare parts and accessories for MITRANS for 2015 is in the order of 68 million USD.
Estimated Anticipated Results	We would like to reach a significant increase in competitiveness in the importation value chain, wholesale commercialization and distribution of automotive spare parts, parts and accessories in Cuba, achieving new and effective production link-ups between the different actors in the chain that will first guarantee the development and sustainability of the country's transportation system and in the second phase will assure national producers growing participation in the international market.
Contacts	Dirección de Relaciones Internacionales del Ministerio del Transporte. Email: ivan.ne@mitrans.co.cu Tel: (537) 884-1196

MINCEX
Ministry of Foreign Commerce and Investment
www.mincex.cu

CEPEC
Center for promotion of foreign trade and investment
www.cepec.cu

CCRC Chamber of Commerce of the Republic of Cuba
www.camaracuba.cu