

PORTFOLIO OF OPPORTUNITIES FOREIGN INVESTMENT

2025 - 2026

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I. General information about the Mariel Special Development Zone

The Mariel Special Development Zone provides a first-class production and logistics platform for the establishment of companies whose products and services will be destined for the domestic market or for export, benefiting from its regulatory framework, incentives, and friendly business environment.

Privileged regional location and multimodal connectivity

ZED Mariel is located in the center of the Caribbean Sea, at the crossroads of major maritime freight traffic routes. It boasts the most modern container terminal in the region, located in a deepwater port designed to operate Neo-Panamax vessels.

It also boasts modern transport infrastructure, including highways, roads, and dual-track rail, as well as three airports located less than 50 minutes away, strengthening its potential to become a transshipment port and regional logistics hub.

Regulatory framework

The Mariel Zone of Development (ZED) has its own regulatory framework, contained in Decree Law 313/2013 and its complementary regulations. Decree Law 313 grants it a set of special regimes, creating a more attractive environment for investment by Cuban and foreign companies. The Mariel Zone's tax incentives equally benefit all companies establishing themselves in the Zone.

Development and Infrastructure

The Mariel Development and Business Program constitutes the strategic guide for its development through 2042 and is implemented through five-year strategies. The Second Five-Year Program (2023-2027) is currently underway.

The Cuban government has invested an average of \$300 million annually in the development of high-standard infrastructure, which guarantees the electricity supply, water supply, sewage treatment, and information and communications systems, roads, and public lighting, among others, which are now available to investors.

One-Stop Shop

ZED Mariel operates an efficient one-stop shop that facilitates the company formation and registration processes and processes all required licenses, permits, and authorizations on your behalf.

Pillar industries

The pillar industries to be developed in ZED Mariel are:

- ✓ *logistics services*
- ✓ *biotechnology and the pharmaceutical industry*
- ✓ *advanced manufacturing*

Incentives for the use of solar energy

In the Mariel ZED, the installation of solar panels on the roofs of facilities is being promoted, with a guarantee of purchase by the Unión Eléctrica (Electric Union) for surplus generation. During the investment recovery period, provided it does not exceed six years from the start of operations, the energy generated is charged the same sales price as energy from fossil fuels.

II. Sectors (projects)

Development and production of medicines (5)

Project title:

1. Oral solids plant (tablets, capsules and antiretrovirals).

Objectives and scope:

Construction of a production plant for oral solid medications (tablets, capsules and antiretrovirals), with the capacity to manufacture 5 billion units per year, that complies with international standards of Good Pharmaceutical Manufacturing Practices and achieve increased production for supply domestic demand, introduce new products and export to other markets.

Inversionista Nacional: MedSol Pharmaceutical Laboratories

Foreign investment modality: Empresa Mixta

Term: 25 years, renewable

Estimated investment amount: 150 million USD

Location: Sector A. Zone A-3. ZED Mariel.

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<https://www.biocubafarma.cu/en/empresas/empresa-laboratorios-medsol>

Project title:

2. Facility to manufacture metered dose inhalers and dry powder inhalers

Objectives and scope:

Construction of a facility for the production of metered dose inhalers (12 million units per year) and dry powder inhalers (90 million capsules per year), for the treatment of asthma, allergic respiratory diseases and chronic obstructive pulmonary diseases (COPD).

National Investor: Empresa Laboratorios Medsol

Foreign investment modality: Joint Venture Company

Term: 25 years, renewable

Estimated investment amount: 72,728.26 million USD

Location: Sector A. Zone A3. ZED Mariel, Artemisa

Target market and economic profitability indicators: Domestic and export market

- Net Value Added (NPV): USD 406.8 million at a discount rate of 15%.
- Internal Rate of Return (IRR): 82.92%
- Payback Period (PR): 4.8 years

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Project title:

3. Facility to manufacture contraceptives and hormones

Objectives and scope:

Construction of a facility with capacity to produce 500 million oral contraceptive tablets and hormones per year, complying with Good Manufacturing Practices.

National Investor: Medsol Laboratories Company

Foreign investment modality: Joint Venture

Term: 25 years, renewable

Estimated investment amount: 54,010.07 million USD

Location: Sector A. Zone A3. ZED Mariel, Artemisa

Target market and economic profitability indicators: Domestic and export market

- Net Value Added (NPV): USD 158.8 million (15% discount rate)
- Internal Rate of Return (IRR): 54.03%
- Payback Period (PR): 4.6 years

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Project title:

4. Joint venture company for the manufacture of therapeutic recombinant proteins, obtained by culturing mammalian cells on an industrial scale.

Goals, scope and rationale: Construction of a new Industrial biotechnological facility for the production of recombinant proteins obtained by mammalian cells culture (including Monoclonal Antibodies) for therapeutic use in cancer and neurodegenerative diseases. The manufacturing processing will include the production of the Active Pharmaceutical Ingredient all the way up to the final pharmaceutical form. The premise includes cleanrooms, warehouses, offices and technological services.

Domestic Investor: CIMAB, S.A.

Foreign Investment Modality: Joint Venture Company

Term: 25 years, renewable

Estimated required investment: 80.2 million USD

Location: Sector A. Zone A3. ZED Mariel, Artemisa.

Target market and economic indicators of profitability: Domestic market and exports

- Net Present Value (NPV): 234.5 million USD (at 12 % discount rate).
- Internal Return Rate (IRR): 30%
- Period of Payback (PP): 4 years

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Project title:

5. Production of the Natural Pulmonary Surfactant SURFACEN®

Description

Construction and commissioning of a plant for the production of the active pharmaceutical ingredient (API) for SURFACEN®, a natural porcine lung surfactant. The project's purpose is to secure financing combined with foreign capital to guarantee the investment process (construction, technological equipment, and working capital) and comply with national and international standards required by Good Manufacturing Practices. This will allow the product to be introduced into foreign markets, especially in Latin America, Asia, and Africa.

SURFACEN® increases the survival rate of critically ill children with respiratory distress syndrome. It is the first pulmonary surfactant registered for the treatment of this disease in adults. Its efficacy has been demonstrated by improving oxygenation, ventilatory variables, radiographic variables, and clinical outcome, which contributed to the favorable outcome of these patients. The timely administration of SURFACEN® is part of a beneficial strategy for critically ill patients with COVID-19.

Investment modality

Joint venture

Cuban part

National Center for Agricultural Health (CENSA)

Estimated investment amount

9 million USD

Location:

Sector A of ZED Mariel

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Industry (10)

Project title:

1. Creation of a metal service, transformation and distribution center.

Objectives, scope and rationale: To create a modern industrial Service Center that allows processing steel products in international standard formats, transforming them industrially to the needs and technological capabilities of the national industry. The scope is to create production, service, and logistics capabilities that meet the specifications of domestic and export demand, estimated at 30,000 tons of steel products (metals in various formats upon request) annually. Manufacturing machines will be installed within an industrial warehouse to be built in the Mariel ZED. These machines will process supplies purchased in standard quantities and weights from steel mills in batches and to detailed specifications required by customers. Testing equipment will also be provided for quality assurance to guarantee the required certifications for processes and products. Software and hardware will also be used for information management and training of its own and customer personnel.

National Investor: SIMEN AUT, SA, a 100% Cuban capital trading company belonging to the Iron and Steel Industry Group (GESIME).

Foreign investment modality: Joint venture

Term of validity: 25 years old.

Estimated investment amount: USD 15.5 million, which primarily covers the purchase of technological and non-technological equipment, as well as construction and assembly.

Location: Sector A. ZED Mariel

Current Market Situation: The clients will be manufacturing companies belonging to various ministries in the country, such as: MINDUS, MITRANS, MINEM, MICONS, AZCUBA, among others, with an estimated demand figure of 59,000 tons per year in different formats.

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Project title:

2. Production and commercialization of reinforced fiberglass composite bars and mesh.

Objectives, scope and rationale: To massively introduce new materials for construction; creating productive capacities in the range of 25 000 000 meters per year of fiberglass reinforced composite material (PRFV) bars and meshes to satisfy the demands of national customers and exports.

The plant will be equipped with the necessary equipment to produce different types of bars and mesh for various applications, and will also be capable of producing other FRP products as required by the market. The company will create its own marketing, sales, and after-sales structure and strategy. It will meet the projected domestic demands of the construction and other industries. This will boost exports by leveraging its capacity.

National Investor: SIMEN AUT, SA, a 100% Cuban capital trading company belonging to the Iron and Steel Industry Group (GESIME).

Foreign investment modality: Joint venture

Term of validity: 25 years old.

Estimated investment amount: 6 million 500 thousand USD

Location: Sector A. ZED Mariel

Current Market Situation: This project aims to meet the domestic demands projected by the construction and other industries, as well as boost exports in line with the utilization of installed capacity.

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Project title:

3. Production and commercialization of high-tech biomedical equipment.

Goals, scope and rationale: The project seeks to set up a company to develop, produce and sale advanced biomedical equipment to the medical, biological and pharmaceutical sectors of the domestic and international markets, including comprehensive services of warranty, after-sales, maintenance, analysis and applied research. They would mainly focus on the field of sterilization, conservation of biological samples, biomedical robotics, environmental control and protection, biosafety, laboratory techniques, high-tech control, analysis, monitoring and testing based on the Total Quality concept, with efficient, clean and eco-sustainable solutions.

The project is expected to be implemented gradually (Phase I: Design and pilot plant, Phase II: Production line, Phase III: Expansion for export) with an initial flexible portfolio in line with the needs of the target markets, which may include: smart autoclaves, cryogenic storage systems, robotic arms for laboratories and biomedical environmental sensors.

Domestic Investor: To be determined

Foreign Investment Modality: Joint-venture company or wholly foreign-owned enterprise

Term: 25 years, renewable

Estimated required investment: To be determined

Location: Sector A. ZED Mariel

Industry and market analysis: Cuba's biotech industry, led by BioCubaFarma, produces 60 % of the medicines consumed in the country and exports to over 50 countries. However, the production of high-tech biomedical equipment is limited, largely relying on imports of electronic components.

Collaboration with Cuban universities will result in the development of innovative materials, like biodegradable plastics for medical equipment.

Cuba's health system, covering over 10 million people, requires advanced medical equipment for hospitals, polyclinics and labs. The demand includes sterilization equipment, biomedical robots and lab systems, with an estimated value of USD 50 million per year.

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Project title:

4. Production of flexible packaging and polyethylene extrusion. (CNAE: 2220)

Objectives, scope and rationale: Create a factory in the Mariel Development Zone for the production and marketing of all types of flexible packaging, linking it to the national food industry and exporting to Central and Latin American countries. The creation of this factory seeks to satisfy domestic demand and that of the various joint ventures located in the Mariel Development Zone, which produce and market hygiene and personal care products, detergents, adult and children's diapers, inserts and fillers, and other sanitary hygiene products, as well as food products.

National Investor: Nexus Industries, SA with a 50% stake.

Foreign investment modality: Joint venture

Term of validity: 25 years old.

Estimated investment amount: USD 15 million.

Location: Sector A. Zone A-4. ZED Mariel.

Current Market Situation: Current production does not meet the national demand for these products, presenting limitations in meeting their ranges, volumes, and requirements. Flexible packaging is prevalent in Cuba due to its low cost and utility, in addition to its reusability. The development of this business will increase the level of satisfaction of domestic demand and will replace imports destined for strategic sectors of the national economy, such as agriculture and food.

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Project title:

5. Production and commercialization of low-cost and luxury bathroom fixtures.
(CNAE: 2593)

Goals, scope and rationale: Identify a partner with the financial and technological capacity to set up a new plant for the production of low-cost and luxury bathroom fixtures (single- and dual-lever mixer taps), valves, bathroom hardware for import substitution. The plant must have advanced gravity die casting technology, cutting and deburring of cast parts, machining of fixtures in multi-station high-speed transfer machines, automated polished or brushed nickel- and chrome-plating finish, with a treatment plant for waste, and assembly and testing processes for the taps.

The production is intended to meet the growing demand of Cuba's real state and hotel industry development, with a projected growth of 103 000 rooms by 2030, as well as for exports.

Domestic Investor: Empresa Industrial de Herrajes (EIH)

Foreign Investment Modality: Joint-venture company

Term: 25 years, renewable

Estimated required investment: USD 15 million

Location: Sector A. Zona A-4. ZED Mariel.

Current market analysis: The Cuban market requires around 400 000 units of luxury taps, mostly for retail stores, tourism-related investment and construction projects, and other domestic clients. Furthermore, some 6 million low-cost taps are required, to be produced locally with quality and low production costs, allowing for import substitution.

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Project title:

6. Production of glass containers for the medical and pharmaceutical industry.
(CNAE: 2310)

Description:

Construction and assembly of a new plant with clean, modern technology for the production of glass containers intended for the biopharmaceutical industry, with an estimated annual production of over 100 million units and a capacity of over 120 000 tons daily in two furnaces (one for transparent glass and the other for amber glass).

Foreign Investment Modality: Joint-venture company or wholly foreign-owned enterprise

Cuban partner: *To be determined.*

Estimated required investment: USD 70 million

Location: Sector A. Zona A-9. ZED Mariel.

Current market analysis: Containers of different formats and types are required according to their use, capacity and size, such as vials, eye drops and bottles, for over 180 drugs, including liquid medicines (suspensions, solutions and emulsions). The country currently imports over 144 000 units of glass containers for various uses, including the biopharmaceutical industry, a figure that is below of what is required for the existing 5 facilities and 12 production lines for medicines in Cuba's biopharmaceutical industry.

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Project title:

7. Production of “All-In-One” solar-powered lamps. (CNAE: 2740)

Description:

Building and operating a plant with clean, modern technology for the production of “All-In-One” solar-powered lamps intended for wholesale in the domestic market and export. Batteries should last for 5 to 7 years and LEDs around 11 years. Production capacity to be discussed.

Foreign Investment Modality

Joint-venture company or wholly foreign-owned enterprise

Cuban partner

To be defined

Estimated required investment

To be defined depending on the agreed production capacity.

Location:

Sector A. Zona A-4. ZED Mariel.

Current market analysis:

As part of the energy efficiency program, a process of lamp replacement is under way throughout the country to install more efficient, sustainable, solar-powered LED lamps, to replace those that consume more and are based on fossil fuel energy. Currently, production processes have been impacted by high costs of imported supplies. Cuba has set the goal to achieve 24 % of power generation from renewable energy by 2030. This Project will contribute to gradually meet that target.

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Project title:

8. Production and commercialization of medical disposable supplies. (CNAE: 3250)

Description:

Identify a partner to establish a joint-venture company for the production and commercialization of disposable medical supplies on the basis of the benefits of its use for medical analysis and tests.

Requirements from the foreign partner include technology transfer, financing, equipment and technical assistance to produce in line with internationally established quality standards.

Cuba's domestic market is around USD 4.7 million, including some 87 million of disposable syringes, 8 million needles, 6 million IV infusion sets and 800 000 of blood injectors.

Foreign Investment Modality:

Wholly foreign-owned enterprise

Cuban partner:

To be determined

Estimated required investment:

USD 8 million

Location:

Sector A. Zona A-3. ZED Mariel.

Current market analysis: Cuba's national health system, despite limited market access and supplies, imports reagents, consumables, medical supplies and equipment, which are still insufficient for over 900 000 hospital admissions and over 100 million consultations carried out in the country annually.

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Project title:

9. Production of electrical cables. (CNAE: 2732)

Description:

Building and operating a plant with clean, modern technology to produce copper and aluminum electrical conductors, telephone cable, enameled, PVC and heat-resistant copper wire for the domestic market and export.

Foreign Investment Modality:

Joint-venture company or wholly foreign-owned enterprise.

Cuban partner: To be determined.

Estimated required investment:

USD 25 million

Location:

Sector A. Zona A-4. ZED Mariel.

Current market analysis:

Unstable and declining imports of supplies have resulted in the decrease of these productions in the country's only manufacturing plant of its type.

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Project title:

10. Production of plastic garden furniture. (CNAE: 3100)

Description:

Building and operating a plant with clean, modern technology and implementation of the circular economy model to produce an assortment of comfortable and lasting plastic garden furniture for the domestic market, the tourism industry and export. It must be characterized by a low environmental impact.

Foreign Investment Modality:

Joint-venture company or wholly foreign-owned enterprise.

Cuban partner: *To be determined.*

Estimated required investment:

USD 15 million

Location:

Sector A. ZED Mariel.

Current market analysis: The country's outlook for growth in hotel infrastructure is 103 000 rooms by 2030. Of them, 544 accommodation facilities were built in 2023. The Caribbean has also seen a steadfast growth of investment in infrastructure in this sector. This leads to projects for outdoor entertainment in swimming pools, spas or other sun and sand areas, whose furniture are usually imported.

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Transportation and Logistics (3)

Project title:

1. Regional Logistics Center. (CNAE: 5229)

Objectives, scope and rationale: The project includes the design, construction and operation of a regional logistics center that, taking advantage of the strategic geographic location and its connection to the modern Mariel Container Terminal, will concentrate cargo from different origins and carry out all types of processing of the goods, adding value to them for later re-export to the Central and northern South American regions.

National Investor: GEOMAR, SA, with a 50% stake. The foreign partner may provide the required capital, market attractiveness appropriate to the nature of the project, access to external financing, and experience in managing this type of facility.

Foreign investment modality: Joint venture.

Term of validity: 25 years old, subject to the investment recovery period.

Estimated investment amount: 11 million USD

Location: Sector A, Zone A-5, Mariel Special Development Zone, Artemisa Province.

Current Situation of the Industry and the Market: There are no precedents for a project of this magnitude; however, it is seen as within the potential of the Mariel Development Zone (ZED), due to its strategic location for the development of a project of this nature. The target market for this project is companies with global distribution networks, which could use Mariel as a base outside its borders to carry out their operations using a regional distribution model, which would facilitate access to Central and North America. The project is intended to be linked to the national industry, primarily related to exportable funds.

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Project title:

2. Project for the remodeling of the Cabañas Bay shipyard. (CNAE: 3012)

Objectives, scope and rationale: Identify a potential partner that will guarantee financing and technology for the remodeling and equipping of the existing facilities at the Roberto Nodarse Shipyard in Cabañas, to develop the construction of recreational vessels up to 30 meters in length and provide reconstruction, maintenance, repair, and conversion services for small and medium-sized vessels on land and afloat, targeting the domestic market and recreational vessel traffic in the Gulf of Mexico and the Caribbean Sea.

Due to its geographical location in the central Caribbean Sea on the northern coast of Cuba and with direct access to the Florida Canal, it is an ideal shipyard for the construction, repair, and winterization of recreational vessels, as well as servicing oil platforms in the Gulf of Mexico.

The Shipyard Company is primarily focused on ship repair; it has 50 linear meters of dock, with depths between 0.8 and 1.2 meters, two 150-foot dry docks, and 326-foot workshops specializing in steel, machining, carpentry, and surface maintenance.

National Investor: Coral Marítima, SA

Foreign investment modality: Joint Venture or International Economic Association, with a 51% stake for the Cuban side.

Term of validity: 20 years, extendable at the end.

Estimated investment amount: 2.5 million USD

Location: Cabañas Bay. Sector C. Mariel ZED.

Current Market Situation: Tens of thousands of small and recreational vessels navigate the Florida Straits, the Gulf of Mexico, and the areas near our country annually. This, combined with the development and growth of tourism and its marinas, recreational boating activities, and the transportation of tourists and passengers to nearby facilities and keys, constitutes a significant potential for the provision of docking, repair, and maintenance services for small and medium-sized vessels, both foreign and domestic.

Economic indicators of the project: Positive NPV of USD 2,893.1 million at a discount rate of 10%, an IRR of 24.1%, and a PRI of 6 years.

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Project title:

3. Construction, remodeling, operation and co-management of the Shipyard located on the Juan Tomás Peninsula, in Cabañas Bay.

Objectives, scope and rationale: Establish a business for the construction, remodeling, operation, and co-management of the shipyard, which will address the modernization of technological equipment associated with the construction, repair, and maintenance of ships.

Undertake the investment for the maintenance, repair, and modernization of the 300-ton dry dock, the technological equipment, and the hydrotechnical works necessary for the construction, repair, and maintenance of small and medium-sized vessels.

It is estimated that at least a thousand small and medium-sized vessels sail the waters of the Caribbean and the Gulf of Mexico each year, a scenario that Cuban shipyards can take advantage of.

National Investor: Cuban commercial company PROTEC SA, which would provide the existing land, facilities, and equipment at the shipyard. The foreign partner would provide the necessary financing to undertake the investment, maintenance, and modernization of the dry dock, as well as the necessary technological equipment and hydrotechnical works.

Foreign investment modality: Joint venture

Term of validity: 25 years, renewable

Estimated investment amount: estimated amount ranging between 5 million and 7 million USD.

Location: Juan Tomás Peninsula, Cabañas Bay

Current situation of the industry and the market: The shipyard also has docks and breakwaters. It has carpentry, electrical, steel, machining, painting, marine mechanics, and systems facilities and workshops, as well as other hydrotechnical installations and buildings for expanding its services. It also has a workforce trained and certified by the Cuban Ship Registry in naval activities, but requires updating in new technologies. Given the current situation of the shipyard and the technological obsolescence of the available equipment, it is not possible to meet market requirements. This project is aimed at capturing the market for small and medium-sized vessels arriving or transiting near the Cuban coast.

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Food production (12)

Project title:

1. Production and marketing of semolina flour and wheat flour. (CNAE: 1061)

Objectives, scope and rationale: Construction of a wheat mill to produce wheat semolina and flour, as well as other by-products derived from milling.

The project will cover the marketing of wheat flour and semolina with a view to increasing the presence of derivatives for the baking and pastry industry, as well as the production of pasta in all its formats, throughout the country.

The aim of this project is to produce products with high quality standards and utilize renewable energy sources, as well as clean, environmentally friendly technologies, taking into account the trends of the circular economy.

National Investor: Food Corporation (CORALSA)

Foreign investment modality: Joint venture

Term of validity: 25 years

Estimated investment amount: 120 million USD

Location: Sector A. ZED Mariel

Current situation of the industry and the market: There are five mills in the country, four belonging to the Cuban Milling Company and one to the Food Corporation, SA, located in the port areas of Havana, Cienfuegos, and Santiago de Cuba. National production levels, based on installed capacity, exceed 250,000 tons; the high level of deterioration of the production units allows for an average yield of only 65%. Furthermore, raw materials (wheat and corn) are not available in the country, so these grains must be imported through contracting with foreign suppliers and shipping companies. This industry has its own logistics system for domestic marketing. Marketing is planned for potential markets for Cuban companies, both state-owned and private, with the ability to pay in foreign currency abroad. Under the same scheme, the byproduct is sold to the agricultural sector as animal feed.

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Project title:

2. Production of dairy and dairy products. (CNAE: 1050 5610)

Description:

Building and operating a modern plant for the production of flavored yogurt and milks, different types of cheese and formats (blue cheese, hard and semi-hard cheese, goat cheese, cream cheese, etc.) for the tourism industry, chain stores and exports.

Foreign Investment Modality: Wholly foreign-owned enterprise

Estimated required investment: USD 8-10 million

Location: Sector A. ZED Mariel.

Current market analysis: The gradual increase of travelers (3 192 939 – year 2023) including over 2 million tourists, entails an increase in catering services in hotel facilities and around 670 out-of-hotel tourism facilities across the country. The Caribbean has also seen a sustained growth of arrivals, with over 32 million in 2023. However, low levels of milk and dairy products is extending an unmet demand for the hotel industry, out-of-hotel tourism facilities, shops and retailers, where an increase in production is required in the order of thousands of tons per month.

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Project title:

3. Production of pasta. (CNAE: 1074)

Description:

Building and operating a plant for the production of pasta, long and short, and sheets for lasagna and cannelloni for the tourism industry and chain stores.

Foreign Investment Modality: Joint-venture company or wholly foreign-owned enterprise

Cuban partner: To be determined.

Estimated required investment: USD 8 million

Location: Sector A. ZED Mariel.

Current market analysis: Low pasta productions associated to unavailability of raw materials fail to meet the monthly demand of these products which are indispensable in the meals offered by restaurant services in hotel and out-of-hotel tourism facilities, as well as their stocks in chain stores and specialty shopping centers.

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Project title:

4. Sausage production. (CNAE: 1010)

Description:

Building and operating a plant of sausages for the tourism industry and chain stores.

Foreign Investment Modality:

Joint-venture company or wholly foreign-owned enterprise

Cuban partner: *To be determined.*

Estimated required investment: USD 10 million

Location: Sector A. ZED Mariel.

Current market analysis: In 2023, the country imported 300 000 tons of meat and meat products for different uses. Moreover, 19 000 tons of food products were prepared from these meats. However, as a result of low volumes of national and imported supplies, the monthly demand of these products remains unmet for the meals offered by restaurant services in the hotel and out-of-hotel tourism facilities, as well as their stocks in chain stores and specialty shopping centers. ZED Mariel has a company that produces spices and other ingredients that could be used in the preparation processes for these meat products.

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Project title:

5. Shaded crops and processing of fruit and vegetable. (CNAE: 0113)

Description

Development of crops of fruit and vegetable in shade houses and greenhouses, in addition to building and operating a plant for the processing of these and other agricultural products from domestic producers for their wholesale commercialization in Cuba and export to countries in the region.

Foreign Investment Modality: Joint-venture company or wholly foreign-owned enterprise

Cuban partner: To be determined

Estimated required investment: USD 6 million

Localization: Sector F. ZED Mariel.

Current market analysis: Current production of fruits and vegetables has not seen a major performance, with 67 000 tons in 2023. Its high demand throughout the year for dishes and decoration as part of the gastronomy services of hotel and out-of-hotel tourism facilities, in particular during the high season, as well as its presence in chain stores, require the increase of production of these crops and preparations like canned products, offering freshness, variety, smells and flavors.

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Project title:

6. Development and production of fresh vegetables in protected cultivation houses.
(CNAE: 0113)

Description

Installation of new grow house facilities on a 5-hectare area in the first two years, using cutting-edge technology to achieve high production yields, in addition to introducing innovative management methods to increase efficiency in the production, processing, and handling of vegetables, which include peppers, tomatoes, cucumbers, and chili peppers as key products.

Investment modality: Joint venture

Cuban part: Agroindustriales SA (AGROIND SA)

Estimated investment amount: 5.5 million USD

Location: ZED Mariel

Contacts:

Name and surname: Elizabeth Pagés Navarrete
Position: General Director of Agroindustriales SA
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Project title:

7. Growing vegetables and plants in a covered system. (CNAE: 0113)

Description

Install 40 protected cultivation houses in an area of approximately 21.35 hectares, with modern technology, to produce vegetables and greens such as Broccoli, lettuce, peppers, cherry tomatoes, chard, cauliflower, cucumber, and others, aiming to achieve yields of more than 80 tons per hectare. The project includes a seedling house, an automated irrigation and fertigation system, a substrate house, sowing and germination, as well as a processing and packaging center.

Investment modality: Joint venture

Cuban part: Alquízar Agricultural Company

Estimated investment amount: 6 million USD

Location:

Sector G of ZED Mariel

Contacts:

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Position: Director of Development and Business at GEAF Artemisa

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Project title:

8. Production and commercialization of pork carcass. (CNAE: 0145 1010)

Description:

The project includes the closed cycle of pig raising, slaughtering and processing up until it is packaged according to customer's requirements.

The slaughterhouse is expected to have a capacity of 400 pigs/day, to be processed and packaged in an industrial plant for the commercialization of fresh cuts, supply to the Ho.Re.Ca sector and as supplies for companies producing pork by-products.

Foreign Investment Modality: Joint-venture company or wholly foreign-owned enterprise

Cuban partner: To be determined.

Estimated required investment: USD 50 million

Location: ZED Mariel.

Current market analysis: With the decline of the pig raising program, demand for fresh pork has increased for its consumption in the Ho.Re.Ca sector, mostly during tourism high season, as well as for chain stores. The genetic stock of animals has been preserved; however, under the current conditions it is necessary to increase the number of animals and related productions.

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Project title:

9. Production and commercialization of chicken carcass. (CNAE: 0146 1010)

Description:

The project includes the closed cycle of chicken raising, slaughtering and processing until packaging according to customer's requirements.

It is expected to have a slaughtering line of 24 000 chicken per day, to be processed and packaged in an industrial plant for the commercialization of fresh cuts, supply to the Ho.Re.Ca sector and as supplies for companies producing chicken products.

Foreign Investment Modality: Joint-venture company or wholly foreign-owned enterprise

Cuban partner: To be determined

Estimated required investment: USD 30 million

Location: ZED Mariel.

Current market analysis: The country produces practically no chicken meat, and chicken imports are significantly high. An increase of this product is required on the basis of appropriate management, and an effective process to ensure greater profitability and quality product offered to the Ho.Re.Ca sector and chain stores.

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Project title:

10. Modernization of the Harlem sugar mill, construction and assembly of sugarcane derivatives factories attached. (CNAE: 0114 1072)

Description

The project consists of the creation of a complex sugar agro-industrial project that includes the modernization of the Harlem sugar mill, bringing it up to the state of the art in the global sugar industry, with high standards of efficiency in production and energy processes, increasing its sugar production capacity; the construction and assembly of associated sugarcane derivative factories; biomass electricity generation; and the production of molasses and other derivatives for export and the domestic market.

Investment modality: Joint venture

Cuban part: ZERUS, SA

Estimated investment amount: 150 million USD

Location: Sector C of ZED Mariel

Contacts:

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Project title:

11. Creation of a high-tech company for the production, processing and marketing of corn, soybean and other grains seeds. (CNAE: 0126)

Goals, scope and rationale: The objective of the project is the creation of a high-tech company dedicated to the management and logistical support of the production of corn, soybean and other grain seeds, include the construction of a plant for the drying, processing, packaging, storage and marketing of top-quality seeds of these grains.

The joint venture (JV) will have the exclusive right to market these seeds on the national market, where the total demand is around 3,000 tons for each type of these seeds. It will be linked to the agriculture companies that produce the seeds in order to guarantee their quality and will work to cover the demand for seeds from other joint ventures present in the country. It will also have a high percentage of its production for export. The joint venture will be designed to make a major contribution to the goal of achieving productive independence in these crops.

Domestic Investor: Center for Genetic Engineering and Biotechnology (CIGB)

Foreign Investment Modality: Joint Venture Company

Term: 25 years, renewable

Estimated required investment: 19,585.1 million USD

Location: Sector G. ZED Mariel. Artemisa.

Target market and economic indicators of profitability: Domestic market and exports

- Net Present Value (NPV): 294,934.7 million USO (at 15 % discount rate)
- Internal Return Rate (IRR): 71.7 %.
- Period of Payback (PP): 3.78 years

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Project title:

12.Soybean processing plant (plant for refined soybean oil)

Description:

The project consists of the setup of a plant with processing capacity of 500 000 tons of soybean per year (1500 tons daily) in order to obtain 85 000 tons of refined soybean oil and 375 000 tons of soybean meal for animal feed.

The refined oil will be distributed in a ½-liter, 1-liter, 4-liter and 20-liter format, thereby entirely eliminating oil domestic distribution in bulk.

Foreign Investment Modality: Joint-venture company

Cuban partner: To be determined

Estimated required investment: USD 150 million

Location:

Sector A, Zona A-7

Current market analysis: There is only one soybean processing plant in the country and one soybean oil refinery in Santiago de Cuba.

Currently, production of both refined soybean oil and soybean meal for animal feed is below the country's demand. Twenty-eight thousand tons of refined soybean oil are produced locally and an additional 87 000 must be imported; in the case of soybean meal, production is only 85 000 tons.

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Construction and Real State (4)

Project title:

1. Production of bathroom furniture. (CNAE: 2393)

Description

Building and operating a plant using clean, modern technology for the production of bathroom furniture for the hotel industry, chain stores and exports.

Foreign Investment Modality: Joint-venture company or wholly foreign-owned enterprise

Cuban partner: To be determined.

Estimated required investment: USD 13 million

Location: Sector A. Zona A-9

Current market analysis: In 2023 production in Cuba was around 53 000 units. Based on the projected growth of hotel infrastructure of 103 000 rooms by 2030 and increasing investment in this sector in the Caribbean, a larger production of high-quality designs of bathroom furniture is required to target these markets.

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Project title:

2. Production of ceramic tiles for floors and walls. (CNAE: 2392)

Description:

Building and operating a plant using clean, modern technology for the production of ceramic tiles for floors and walls for the hotel industry, chain stores and export.

Foreign Investment Modality: Joint-venture company or wholly foreign-owned enterprise.

Cuban partner: *To be determined.*

Estimated required investment: USD 10 million

Location: Sector A. Zona A-9

Current market analysis: The projected growth of hotel infrastructure is 103 000 rooms by 2030. A similar increase of investment in this sector has been observed in the Caribbean.

With a ceramic tiles production of only 73 000 tons in 2023, the demand remains unmet; therefore, a greater production of high-quality tiles is required for those markets.

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Project title:

3. Manufacturing, marketing, and associated services for metal and PVC carpentry.
(CNAE: 2511)

Objectives, scope and rationale: To set up a workshop with a production line for doors, windows, and other types of doors (railings, fixed panels, etc.), as well as to offer assembly and repair services for metal and PVC carpentry.

National Investor: Commercial company with wholly Cuban capital, PRODIMAT SA

Foreign investment modality: Joint venture

Term of validity: 25 years

Estimated investment amount:

- 1.5 MMUSD (rental modality of production warehouses and administrative areas)
- 4.3 million USD (a modality that includes the complete construction of the production facilities and administrative areas with own resources)

Location: Sector A. Zone A-9 of the Mariel Special Development Zone, Mariel Municipality, Artemisa Province.

Current market situation: The proposal will meet part of the demand for ongoing investments in the Mariel ZED, as well as provide maintenance and repair services for the entire range of aluminum carpentry installed in the Zone (it is expected to meet 50% of demand).

With the new potential and geographic location of the Mariel ZED, exports in the Caribbean region will also be an important source of income (dividend distributions of more than US\$12 billion are expected in the first 12 years). In the rest of the country, the market is growing, primarily in sectors associated with the Network of Stores in Freely Convertible Currency, sales to Micro, Small, and Medium-Sized Enterprises (MSMEs), and the Tourism Sector. In the latter, it will be possible to participate in the construction of new hotels, as well as in the repairs and maintenance of existing tourist facilities (annual revenues of US\$2.2 billion are estimated). The project will facilitate the replacement of imported carpentry components manufactured abroad, which increase the cost of construction, reducing costs and improving the quality of these products.

Contacts:

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Project title:

4. Construction and management of trade center. (CNAE: 6820)

Description:

Construction and management of a modern trade center to let offices and offer services to ZED Mariel users and license holder, as well as other companies requiring office space and facilities.

Foreign Investment Modality: Wholly foreign-owned enterprise

Estimated required investment: USD 10-15 million

Location: Sector A. Zona A-5

Current market analysis: The 45 km between ZED Mariel and Havana and the more than 500 foreign workers, temporary or permanent, working at the Zone, are staying in rental houses, real state facilities, hotels and camps. This calls for a modern trade center including office rental services (open, closed or individual), new conference space, gyms, and accommodation space with integrated services of restaurants and laundry, which will result in savings in time and other associated expenses.

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