

## **Infrastructure**

### **Astillero Casablanca**

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-Venture**

Estimated Investment Amount: **34.8 million USD**

**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 Anticipated Results:** 1. Promoting replacement of imports and constituting a saving by not having Cuban ships in dry-dock abroad.; Maximizing exportations of services on the basis of repairing foreign ships; 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; Newly constructed docks will be able to be used at all times for minimal maintenance costs during the investment recovery period; Updating the country's technology in matters dealing with naval repairs and construction.

### **Management of an Urban Transportation**

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. To ensure that itineraries approved by the Dirección General de Transporte for the selected bases are carried out, along with the quality levels for this service, fulfilling the following aims, among others:

- 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 /Services Management**

Estimated Investment Amount: **4.8 million USD**

**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:** 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.

### **Management of Tourism Employee Transportation in the cays of the central region**

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 Dirección General de Transporte Provincial for the selected bases are carried out, along with the quality levels for this service, fulfilling the following aims, among others:

- 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 /Services Management**

Estimated Investment Amount: **9.5 million USD**

**Market Potential:** 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.

**Estimated Anticipated Results:** 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.

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

The project is designed to produce calcinated plaster and calcinated interlocking plaster blocks as construction elements for building interior walls and partitions. 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. 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.

Investment Type: **International Economic Association Contract**

Estimated Investment Amount: **3.3 million USD**

**Market Potential:** 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. 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.

**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.

### **Production of Asphalt Cloth**

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-Venture**

Estimated Investment Amount: **18.3 million USD**

**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 anticipated results:** Savings because of import replacement: 3,744,000.00 USD/year .  
Investment Recovery period: 7 years

### **Production of smooth sheets**

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-Venture**

Estimated Investment Amount: **18.1 million USD**

**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 anticipated results: 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

### **Production of PVC systems for Construction**

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**

Estimated Investment Amount: **36.8 million USD**

**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

### **Nuevitas Cement Factory**

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-Venture**

Estimated Investment Amount: **410.0 million USD**

**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

### **Gibara Cement Factory**

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-Venture**

Estimated Investment Amount: **430.0 million USD**

**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

### **Wholesale Importation and commercializing automotive spare parts, parts and accessories**

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-Venture**

Estimated Investment Amount: **8.7 million USD**

**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.