

Business Opportunities

for Foreign Investment
in Cuba's Tourism





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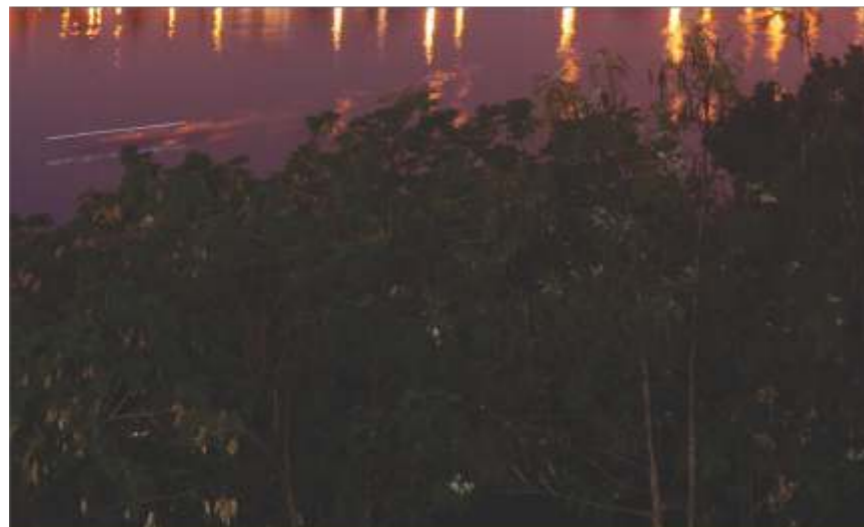
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1. FOREWORDS



If you are interested in investing in our sector, below you'll find relevant information on the potentials for tourism development in our country, coupled with business opportunities with foreign investment, broken down by sought-after tourism-related territories.



2. ADVANTAGES OF INVESTING IN CUBA'S TOURISM SECTOR



A favorable business environment in Cuba is built on the passage of Act 118 and its complementary regulations. Fiscal incentives are joined by other advantages that encourage foreign investors to pick Cuba as an investment place, including:

The outlining of sectoral policies for the identification of investment opportunities with foreign capital that give access to the Cuban market and its consumers.

Safe and hassle-free legal body.

Political, social and legal stability.

Geographic location in the middle of an expanding market.

Safety for foreign personnel.

High indicators in education, social security and healthcare of the population.

Governmental policy that prioritizes research and technological innovation.

Institutions at the disposal of investors, with highly qualified staff.

Basic infrastructure all across the country: communication networks, more than 20 airports, ports where deep-draft ships can dock, over 95% of the island is hooked up to the national power grid, railroads and highway communication.

3.LEGAL REGIMEN FOR FOREIGN INVESTMENT

- Act 118/2014: “Foreign Investment Law”.
- Decree No. 3 25/2014: “Foreign Investment Law Regulations” from the Council of Ministers. Some of its articles were recently amended by the Cabinet by means of Decree No. 347/2018, which streamlines the approval processes.
- Resolutions 46/2014 and 47/2014 issued by Central Bank of Cuba.
- Resolutions 128/2014 and 129/2014 issued by the Ministry of Foreign Trade and Investment.
- Resolutions 16/2014 and 42/2014 by the Ministry of Labor and Social Security.
- Resolution 535/2014 by the Ministry of Finance and Prices.
- Resolution 920/2014 by the Ministry of the Economy and Planning.
- Agreement 7567 from the Council of Ministers.
- Decree 327/2014: Investment Regulations and Guidelines



International agreements related to foreign investment:

- Cuba has signed agreements to prevent dual taxation with Spain, Barbados, Italy, Russia, Portugal, Qatar, Lebanon, China, Vietnam, Austria, Ukraine and Venezuela, and has signed 63 Agreements of Promotion and Reciprocal Investment Protection (APPRI).
- The island nation has inked international agreements with the Latin American Integration Association (ALADI), the Caribbean Community (CARICOM), the Bolivarian Alliance for the Peoples of the Americas (ALBA), the South Common Market (MERCOSUR), the European Union (EU) and the World Trade Organization (WTO).

4. SECTORIAL INFORMATION



Cuba is the largest Caribbean island and, like no other Caribbean destination, boasts a tourism product characterized by popular hospitality, exceptional natural attractions, an autochthonous historical heritage, abundant artistic and cultural life, a unique health development, political stability and security for tourists.

Cuba's travel and tourism portal, www.cuba.travel, provides accurate and detailed information on luring products, arrangements, accommodation, among other information of Cuban tourism.

By the end of December 2017, a grand total of 4,689,898 visitors had arrived in the country.

Infrastructure for the tourism operation:

- 4 Cruise Terminals
- 7 Tourism Marinas
- 10 International Airports

Interesting Facts

Cuba is a member of the World Tourism Organization (UNWTO); the International Confederation of Travel Agencies; the International Civil Aviation Association; the World Association of Chef Societies; the Culinary Academy of France; Restauradores y Gastrónomos de las Américas and the Pan-American Confederation of Hotel and Tourism Schools (CONPEHT).



The Gran Caribe hotel group, founded on 1 August 1994, with 6,297 guestrooms. Over the years, its development has continued to ramp up, doubling the number of initial rooms that today peaks at 12,830 as the company features a diversified tourism product recognized by all outbound markets.

“The Authentic Art of Hospitality” is the slogan that features and speaks volumes of Cuban people's exclusive hospitality, high comfort of its facilities, security guaranteed for all guests, high professionalism of the staff working in the facilities, which is rendered in the customized and exclusive service only a well-differentiated product can deliver, always with an excellent fair in terms of the quality-price ratio.



The Cubanacan hotel group, established on August 5, 1987, is one of Cuba's most prestigious tour companies, holding an important position in the international market. It currently has 100 hotels with a total of 16,471 guestrooms.

The group's commercial brands stand out as one of the company's many attributes, all of them designed to take into account the reasons for travel: Brisas and Club Amigo brands, designed for visitors to enjoy the best beach destinations, are aimed at families, as well as wedding and honeymoons programs. The Horizontes brand, designed for those who seek direct contact with nature; Hotels E, small-scale facilities marked by high standards and customized service, cut out for those who love culture and heritage cities; and last but not least, Cubanacan Hotels, created to guarantee long stays and facilitate city tours all across Cuba.



The Gaviota S.A. tourism group was founded in 1988 with a 164-room hotel. Since then, the company has grown rapidly to a staggering number of 29,236 guestrooms by the end of 2017, let alone a large investment plan which intends to double up this figure in 10 years. With a work philosophy designed to deliver tourism services in all main travel destinations across the island nation, Gaviota presents itself today as a group of companies with transportation services, marinas, a travel agency and a hotel supplier. Within its portfolio of commercial partners, the company has 14 international hotel chains with which it has cut business deals in the category of Management and Marketing Contracts, which comprises as much as 85 percent of the group's guestrooms.



The Islazul S.A. hotel group counts on 110 hotels of 2 and up to 4 stars, houses and apartments throughout Cuba's beaches, cities and mountains, some of them also very close to springs of mineral-medicinal waters. All in all, the group runs 9,093 rooms.

From the specialization of a diversified product, Islazul puts at the disposal of guests three brands to choose from: Solarena, Aldaba and Masnatura.



The Campismo Popular S.A. business group opened on May 16, 1981, with the mission of providing quality tourism services distinguished by educational, recreational and leisure environments in direct contact with nature. Today, Campismo stands out all across the country, with 97 accommodation facilities, including 4 tourism villas of two and three stars, as well as 93 camping sites. Campismo has facilities perched on major natural attractions, such as rivers, forests, caves, local-history sites, wildlife reserved, geo-sites and other sightseeing spots. From its vocational standpoint, Campismo is identified with campouts, log cabins, outdoor activity and hands-on recreation.

The Cubasol S.A. non-hotel business group is made up of the PALMARES, CARACOL, TRANSTUR, MARLIN and TURARTE agencies, tasked with guaranteeing non-hotel tourist services throughout the national territory by promoting history, culture and natural values with quality, professionalism, security, efficiency, science and sustainable development. Foreign investment is chiefly promoted in the Marlin and Palmares companies.

Marinas y Nautica Marlin S.A., owned by the Cubasol S.A. group, is dedicated to promoting overall marine and nautical business and the operation of such facilities. Marlin currently has 5 Tourist Marinas, 8 Nautical Bases and 20 Diving Centers, plus 2 ship repair shops.

Palmares S.A. offers recreational and gastronomic services to both domestic and foreign tourists, thus putting customers in touch with Cuba's history, culture and nature. In the same breath, it totes the opening of franchises from major Cuban gastronomic and cultural establishments overseas, including such boldface restaurants, bars and cabarets as Floridita, La Bodeguita del Medio, Gato Tuerto and Tropicana.

CUBAGOLF S.A. belongs to Cubasol S.A. and caters to the development of a program aimed at promoting Cuba as a golf destination. It's currently preparing new tourism development projects, in a second stage, for the creation of joint ventures entitled to build, operate and manage tourism real-estate compounds throughout the country.

SERVITUR S.A. is a business group engaged in tourism services. The companies the group is made up of are providers of material and logistical support the development of tourism nationwide is based on. Compliance with the general principles of the foreign investment policy, in the case of Servitur, is: Access to advanced technologies, the acquisition of managerial methods, import substitutions, access to outer financing sources, the creation of new jobs and productive links within the national economy, the fostering of modernization, infrastructure, and changes in the technological patterns.

SERVISA S.A. is a commercial company fully bankrolled with Cuban capital, co-founded on March 3, 2005. It is part of the SERVITUR Business Group, belonging to the Ministry of Tourism. This company, among other production lines, is dedicated to the production of ice cream for the hotels, as well as to the network of non-hotel facilities throughout the country. This fundamental product for tourism, as a result of the deterioration of its mesh of factories and the lack of adequate distribution channels, fails to meet the demand for this highly-demanded product in the sector.

5. SECTORIAL POLICY FOR FOREIGN INVESTMENT IN CUBA



Foreign investment in the tourism sector is directed, as much as possible, to grow and develop in association with world-class companies worldwide, which have previously been identified as potential investors in Cuba, bearing in mind –among other aspects- their profile, financial capabilities and international experience.

The participation of foreign investment in the sector is aimed at:

Promoting, as modalities of foreign investment in tourism, joint ventures and international economic association contracts whereby contracts for hotel, service and/or productive management are found.

Promoting hotel activity through new builds or the restoration of existing accommodation facilities, as well as complementary infrastructures.

Promoting real-estate developments linked to tourism (all-Cuban golf courses and marinas), as well as in the construction of theme parks where cutting-edge

technology is the main attraction. Activities related to dolphin aquariums are ruled out.

Diversifying the management and marketing of tourism facilities by recognized foreign chains.

Prioritizing the Cienfuegos area; Santa Lucia beach, north of Camagüey; Covarrubias, north of Las Tunas; Guardalavaca, north of Holguín; and exceptionally, Havana and Varadero, by the hand of joint ventures.

Havana's Historic Center and the country's offshore keys are included.

It will be possible to assess developments with foreign investment in products linked to medical tourism and quality of life, together with Empresa de Servicios Médicos de Cuba.

6. CURRENT SITUATION OF FOREIGN INVESTMENT IN TOURISM

Today, the country counts on 27 joint companies created for the construction of new tourism-oriented hotels and real-estate developments. Of these, as many as 13 companies have implemented investment plans, with 4,995 rooms of 4 and 5 stars in 15 hotels –under this type of investment. In addition, four of the joint ventures target real-estate developments related to tourism.

In the area of Hotel Management and Marketing Contracts, 95 have been approved to date for a total of 45,333 guestrooms run by 21 foreign managers, for a total of 124 hotel facilities (42 from Gaviota, 27 from Gran Caribe, 24 from Cubanacan and 2 from Islazul). Out of these contracts, eleven of them are run under loan contracts, as a means to obtain external financing which will eventually facilitate the renovation and updating of the room portfolio.

In addition to this and as a complement to the hotel service, we have one (1) service management contract for marinas, involving the operation of life onboard at Jardines del Rey (Marlin-Azulmar).

As for the developments of real-estate projects likened to tourism, the four joint ventures are El Salado, in the Mariel Special Development Zone; Punta Colorada in the province of Pinar del Río; Bellomonte S.A. in Havana, Carbonera S.A. in Matanzas. This segment will let in a new market niche in the country. So far, headway is being made in the preparation of the projects in a bid to enable the beginning of the investment process as soon as possible.



7. TOURISM PRIORITIES

- Raising the quality of the tourist offer.
- Come up with new and better products.
- Generalize the use of new technologies in tourism.
- Enhance diving and nautical
- Promote cultural tourism.
- Promote travel and tourism related to:
 - Events and incentives,
 - Health,
 - Tour and circuits,
 - Nature
- Promote real estate developments associated with tourism.
- Improve marketing by taking advantage of the attributes and strengths of our destination.

8. OPORTUNIDADES DE NEGOCIOS POR MODALIDAD DE INVERSIÓN EXTRANJERA

A. BUILDING AND MARKETING OF NEW HIGH-END HOTEL ACCOMMODATIONS AND HIGH-END VILLAS UNDER JOINT VENTURE PARTNERSHIPS (Total: 30 projects)

Territory of preference tourism use: Havana

Havana, the capital of the Republic of Cuba, was the first city founded by the Spaniards in the western part of the island back in 1519. Next to celebrating its 500th anniversary, the city holds the status of Wonder City of the Modern World. It is one of the most cosmopolitan cities in the Caribbean area and stands out for its well-preserved heritage values. Its historic center, as well as its system of military fortresses, was declared World Heritage by UNESCO in 1982. Havana is the most important urban center in the country and hosts frequent international events. This destination offers mostly city-based products, in which patrimonial values, culture, technical-scientific breakthroughs and education are enhanced. It boasts the largest infrastructure in the country as far as hosting events is concerned.

Market targeted by products and/or services resulting from business actions:

Based on concrete objectives, it seeks to strengthen both existing and growing markets, such as the United States, France, Italy, Mexico and Spain. It's also intended to win back markets that are either slumping or remain bogged down in an effort to reel in new markets.



Parte cubana: Cubanacan

PARCELAS VENECIANA, BRISAS DEL MAR, LA HABANA								
Proyecto	Monto Estimado Inversión (MCUC)	Resultados anuales estimados						
		Habitaciones Día Existentes (HDE)	Ocupación (%)	Habitaciones Día Ocupadas (HDO)	Turistas Día (UNO)	Ingreso medio por turista (CUC)	Ingresos Turísticos (CUC)	Densidad ocupacional
Parcela 1 240 hab. en 2.60 Ha	48 000	87 600	70	61 320	91 980	80	7 358 400	1.5
Bungalow Veneciana 208 hab. en 2.60 Ha	41 600	75 920	70	53 144	79 716	80	6 377 280	1.5
Villa Turística Veneciana 240 hab. 2.60 Ha	48 000	87 600	70	61 320	91 980	80	7 358 400	1.5

Parte cubana: Gran Caribe

PARCELAS LA HABANA								
Proyecto	Monto Estimado Inversión (MCUC)	Resultados anuales estimados						
		Habitaciones Día Existentes (UNO)	Ocupación (%)	Habitaciones Día Ocupadas (UNO)	Turistas Día (UNO)	Ingreso medio por turista (CUC)	Ingresos Turísticos (CUC)	Densidad ocupacional
Monte Barreto Parcela 3era y 84. Playa. 250 hab. en 1.0 Ha	50 000	87 600	80	91 250	73 000	80	8 760 000	2.0
Malecón Parcela Línea Esquina Paseo. Vedado. 200 hab. en 0.5 Ha	50 000	73 000	80	58 400	116 800	90	10 512 000	2.0
La Rampa Parcela 23 y B. Vedado. 150 hab. en 0.5 Ha	37 500	54 750	80	43 800	87 600	80	7 884 000	2.0
La Rampa Parcela 23 y J. Vedado. 300 hab. en 0.2 Ha	54 500	109 500	80	87 600	175 200	90	14 016 000	2.0

TERRITORY OF PREFERENCE TOURISM USE: CIENFUEGOS

The attractions of Cienfuegos, known as the Southern Pearl or the Pearl of the South, as a travel destination hinge on the practice of cultural, nautical, nature and sun-and-beach tourism.

The city's eye-popping historic center, declared World Heritage in 2005, awes visitors for its historical, cultural and architectural values. In addition, Cienfuegos is a MICE travel stronghold. All these benefits of Cienfuegos are complemented by broad infrastructure that includes road networks, an airport and transport services.

Market targeted by products and/or services resulting from business actions:

The top markets investment might be targeted to there are mainly covered by traditional research studies on this territory of preference tourism use. In the case of Cienfuegos, Canada, France, Germany, United Kingdom, Holland and Italy top the list. The goal is to augment the number of visitors and recover losses by expanding market shares in the Caribbean region.

The strategy is to make the number of visitors grow by expanding market shares in the Caribbean. The list of developing markets includes Argentina, the United States, Cubans living overseas, Belgium, Luxembourg and Denmark.



Parte cubana: Gran Caribe

PARCELAS SECTOR ZONA SUR, CIENFUEGOS								
Proyecto	Monto Estimado Inversión (MCUC)	Resultados anuales estimados						
		Habitaciones Día Existentes (HDE)	Ocupación (%)	Habitaciones Día Ocupadas (HDO)	Turistas Día (UNO)	Ingreso medio por turista (CUC)	Ingresos Turísticos (CUC)	Densidad ocupacional
Hotel Puesta de Sol. 200 hab. en 0.75 Ha.	38 000.0	73000	75	54750	104025	90	9 362 250	1.9
Hotel Marilope. 200 hab. en 0.9 Ha.	57 000.0	73000	75	54750	104025	90	9 362 250	1.9

**TERRITORY OF PREFERENCE TOURISM USE:
SANTALUCIA, CAMAGÜEY**

To the north of Camagüey there are two (2) sites in tourist development, the Santa Lucía beach destination and the city of Camagüey. The first with a vocation for sun and beach and the second, integrated into the Circuito Cuba product and the optional ones from Santa Lucía beach, with great potential for event, cultural and historical tourism based on its rich heritage

Market targeted by products and/or services resulting from business actions:

The pent-up demand in the Canadian market is evident in this destination, so the need for commercial actions in order to branch out markets and win back shares from such markets as Germany, Italy and Argentina, continues to be a top priority.

What's more, the development of these investments would contribute to strengthening markets like Mexico, Spain and the Netherlands, with the objective of positioning the product by increasing tourist arrivals to the destination.



Parte cubana: Gran Caribe

PARCELAS SECTORES LA BOCA, NUEVAS GRANDES Y AMIGOS DEL MAR								
Proyecto	Monto Estimado Inversión (MCUC)	Resultados anuales estimados						
		Habitaciones Día Existentes (HDE)	Ocupación (%)	Habitaciones Día Ocupadas (HDO)	Turistas Día (UNO)	Ingreso medio por turista (CUC)	Ingresos Turísticos (CUC)	Densidad ocupacional
La Boca. Hotel Parcela 19, Sector Residencial 985 hab. en 29,5 Ha.	162 525.0	359 525	75	269 643	512 323	80	40 985 850	1.9
Hotel Parcela 106, Sector Nuevas Grandes. 155 hab. en 3.9 Ha.	25 575.0	56 575	80	42 315	80 600	80	6 449 550	1.9
Hotel Parcela 83, Sector Amigos del Mar. 495 hab. en 13.7 Ha.	81 675.0	180 675	80	135 135	257 400	80	20 596 950	1.9

Parte cubana: Cubanacan

PARCELAS SECTOR TARARACOS								
Proyecto	Monto Estimado Inversión (MCUC)	Resultados anuales estimados						
		Habitaciones Día Existentes (HDE)	Ocupación (%)	Habitaciones Día Ocupadas (HDO)	Turistas Día (UNO)	Ingreso medio por turista (CUC)	Ingresos Turísticos (CUC)	Densidad ocupacional
Hotel Parcela 71, Sector Residencial Tararacos. 780 hab. en 20.97 Ha.	128 700.0	284 700	75	213 525	405 698	80	32 455 840	1.9

**TERRITORY OF PREFERENCE TOURISM USE:
COVARRUBIAS, LAS TUNAS**

Located in eastern Cuba, Las Tunas is not only one of the newest tourism destinations, but also a place teeming with beaches, nature, history and culture.

It provides tourists with beautiful beaches and nature tourism based on the richness of its medicinal waters. In addition, it offers adequate space for speleological research. Cuba's most important steel industry is nestled in this neck of the woods.

On the northern coast, some 40 km from Puerto Padre and 70 km from the provincial capital, lies its most beautiful beach destination, Covarrubias, boasting comfortable hotel infrastructure, protected by untapped vegetation and 8-meter-wide sand strips. In addition, the foreshore is protected and guarded by a barrier of coral reefs that stretch out for approximately 6 km long.

Market targeted by products and/or services resulting from business actions:

High dependence on the Canadian market is evident in the destination, which has not had the opportunity to achieve greater sales of its hotel accommodations. Therefore, there's a proposal in the offing to search for other markets that could eventually diversify the mix.



Parte cubana: Cubanacán

PARCELAS SECTOR COVARRUBIAS								
Proyecto	Monto Estimado Inversión (MCUC)	Resultados anuales estimados						
		Habitaciones Día Existentes (HDE)	Ocupación (%)	Habitaciones Día Ocupadas (HDO)	Turistas Día (UNO)	Ingreso medio por turista (CUC)	Ingresos Turísticos (CUC)	Densidad ocupacional
Hotel Parcela 2-A. 546 hab. en 13.10 Ha.	92 820.0	199 290	75	149 468	283 989	80	22 719 120	1.9
Hotel Parcela 3-A. 535 hab. en 12.85 Ha.	90 950.0	195 275	75	146 456	278 266	80	22 261 280	1.9
Hotel Parcela 2-B. 475 hab. en 11.40 Ha.	80 750.0	173 375	75	130 031	247 059	80	19 764 720	1.9
Hotel Parcela 3-B. 670 hab. en 16.12 Ha.	113 900.0	244 550	75	183 413	348 485	80	27 878 800	1.9
Hotel Parcela 4-B. 1000 hab. en 13.19 Ha.	170 000.0	365 000	75	273 750	520 125	80	41 610 000	1.9

TERRITORY OF PREFERENCE TOURISM USE: GUARDALAVACA, HOLGUÍN

Holguin is today Cuba's best travel destination in terms of service and levels of satisfaction. In this area of eastern Cuba, a group of values is well combined because, in addition to having optimal beaches and lavish nature, it boasts rich historic and cultural heritage, let alone a majority of hotels labeled as four-star and five-star resorts.

With beaches of white, powder-thin sands, areas of shade, lush vegetation and mountains, diverse flora and wildlife, and cities that show off rising economic development and a historical cultural heritage, the Holguín travel destination meets the expectations of customers as it provided a sustainable product. For this purpose, the destination counts on the right technology to deliver services to sunbathers and lovers of nature, nautical to-dos, diving, medical tourism, businesspeople, event goers and culture vultures. It preserves where Christopher Columbus landed during his first trip to the Americas. It's penciled in as the archaeological capital of Cuba and is the ideal destination for those who seek relaxation, cultural visits, peace, good health and safety.

Market targeted by products and/or services resulting from business actions:

Specific objectives include the need to increase the market share of the destination in terms of tourist arrivals; beef up existing and growing markets alike, such as Canada, United Kingdom, Germany, the Netherlands and Italy. It pursues the recovery of slumping markets and others that remain stagnated –some of them with airlifts to Cuba- such as Germany and Finland. It also wants to attract new potential markets (Spain, Scandinavia, Russia, Mexico and South America).



Parte cubana: Cubanacan

PARCELAS SECTOR CENTRO, GUARDALAVACA								
Proyecto	Monto Estimado Inversión (MCUC)	Resultados anuales estimados						
		Habitaciones Día Existentes (HDE)	Ocupación (%)	Habitaciones Día Ocupadas (HDO)	Turistas Día (UNO)	Ingreso medio por turista (CUC)	Ingresos Turísticos (CUC)	Densidad ocupacional
Hotel Parcela 8. 923 hab. en 17.84 Ha.	230 750.0	336 895	80	269 516	539 032	80	43 122 560	2.0
Hotel Parcela 8-A. 150 hab. en 2.68 Ha.	37 500.0	54 750	80	43 800	87 600	80	7 008 000	2.0
Hotel Parcela 9-11. 1000 hab. en 18.00 Ha.	250 000.0	365 000	80	292 000	584 000	80	46 720 000	2.0

PARCELAS CABO DE LUCRECIA, BAHÍA DE BANES								
Proyecto	Monto Estimado Inversión (MCUC)	Resultados anuales estimados						
		Habitaciones Día Existentes (HDE)	Ocupación (%)	Habitaciones Día Ocupadas (HDO)	Turistas Día (UNO)	Ingreso medio por turista (CUC)	Ingresos Turísticos (CUC)	Densidad ocupacional
Hotel Parcela 5. 750 hab. en 12.16 Ha.	187 500.0	273 750	80	219 000	438 000	80	35 040 000	2.0
Hotel Parcela 6. 700 hab. en 7.51 Ha.	175 000.0	255 500	80	204 040	408 800	80	32 704 000	2.0

PARCELAS SECTOR PUERTO RICO								
Proyecto	Monto Estimado Inversión (MCUC)	Resultados anuales estimados						
		Habitaciones Día Existentes (HDE)	Ocupación (%)	Habitaciones Día Ocupadas (HDO)	Turistas Día (UNO)	Ingreso medio por turista (CUC)	Ingresos Turísticos (CUC)	Densidad ocupacional
Hotel Semicompacto 1, Playa Morales 400 hab. en 6.5 Ha.	100 000	146 000	80	116 800	233 600	80	18 688 000	2.0
Hotel Semicompacto 2, Playa Morales 500 hab. en 7.5 Ha.	125 000	182 500	80	146 000	292 000	80	23 360 000	2.0
Hotel Parcela 16 750 hab. en 9.79 Ha.	187 000	273 750	80	219 000	438 000	80	35 040 000	2.0
Hotel Parcela 17 800 hab. en 13.24 Ha.	200 000	292 000	80	233 600	467 200	80	37 376 000	2.0

B. HOTEL AMANAGEMENT AND MARKETING CONTRACTS (HMMC) IN NEW AND EXISTING FACILITIES

This category is by far the biggest implementation within the sector. With a view to further enhancing it, details of the facilities that can be managed and marketed by foreign managers are provided.

OSDE GRAN CARIBE S.A.: (14)							
No.	Provincia	Polo Turístico	Hotel	Producto	Cat. (*)	Cantidad de habitaciones	Modalidad propuesta
Isla de la Juventud		Hoteles para Construcción					
1	Cayo Largo del Sur		Pelicano	Sol y Playa	4	307	CACH
2	isla de la Juventud		Colony	Sol y Playa	3	80	CACH
La Habana		Hoteles en Operación					
3	La Habana		Villa Trópico	Sol y Playa	4	154	CACH
4			Deauville	Ciudad	4	144	CACH
		Hoteles para Construcción					
5			Isla de Cuba	Ciudad	4	80	CACH
6			Nueva Isla	Ciudad	4	80	CACH
Matanzas		Hoteles en Operación					
7	Varadero		Sunbeach	Sol y Playa	3	272	CACH
		Hoteles para Construcción					
8			Hotel Parcela 66, Sector Histórico de Varadero	Sol y Playa	4	400	CACH
9			Hotel 3era Ave., Sector Histórico de Varadero	Sol y Playa	4	240	CACH
10			Hotel Donaire, Sector Histórico	Sol y Playa	5	90	CACH
		Hoteles para Construcción					
11	Ciudad de Matanzas		Antigua Casa Almacén	Ciudad	4	20	CACH
12			Antiguo Banco Español	Ciudad	4	10	CACH



PARTE CUBANA: CORPORACIÓN DE COMERCIO Y TURISMO INTERNACIONAL CUBANACAN S.A							
No.	Provincia	Polo Turístico	Hotel	Producto	Cat. (*)	Cantidad de habitaciones	Modalidad propuesta
1	Pinar del Río	Cayo Levisa	Cayo Levisa	Sol y Playa	4	50	CACH
2		Viñales	Los Jazmines	Naturaleza	3	70	CACH
3			La Ermita	Naturaleza	3	62	CACH
4			Rancho San Vicente	Naturaleza	3	53	CACH
5			Valle Ancón	Naturaleza	4	200	CACH
6	Artemisa	Soroa	Villa Soroa-Casas - Castillo de las Nubes	Naturaleza	3	78	CACH
7	La Habana	La Habana	Comodoro	Ciudad	4	424	CACH
8			Villa Capdevila	Ciudad	4	7	
9			Portales de Paseo	Ciudad	5	25	
10	Matanzas	Ciénaga de Zapata	Villa Guamá	Naturaleza	3	44	CACH
11			Batey Don Pedro	Naturaleza	-	17	
12			Playa Larga	Sol y Playa - Naturaleza	3	69	
13		Matanzas	Hotel E Velasco	Ciudad	4	17	CACH
14	Trinidad	Centro Histórico	Complejo Las Cuevas-Trinidad 500	Ciudad	3	122	CACH
15		Trinidad	Villa Ma. Dolores	Naturaleza	3	65	CACH
16		Playa Ancón	Costa Sur	Sol y Playa	3	132	CACH
17	Las Tunas	Covarrubias	Brisas Covarrubias	Sol y Playa	4	180	CACH
18	Holguín	Guardalavaca	Atlántico Guardalavaca	Sol y Playa	3	746	CACH
19	Santiago de Cuba	Santiago de Cuba	Club Amigo Carisol-Los Corales	Sol y Playa	3	310	CACH
20			Los Galeones	Sol y Playa	4	34	CACH
21			Versalles-Punta Gorda	Ciudad	3	90	CACH
22			San Basilio II	Ciudad	4	8	CACH
23			Venus y ampliación	Ciudad	4	56	
24			América	Ciudad	4	10	
25			Jagüey (Miramar)	Ciudad	4	16	
26			Enramadas y ampliación	Ciudad	4	50	CACH
27			Instalación El Gallo	Ciudad	4	40	

PARTE CUBANA: GRUPO DE TURISMO GAVIOTA S.A				
No.	Polo Turístico	Hoteles	Apertura	Habitaciones
1	Cayo Cruz	Quebrada 21	Junio 2019	450
2	Cayo Cruz	Quebrada 21 A	Julio 2019	121
SUBTOTAL 2019				789
3	Cayo las Brujas	La Salina Suroeste	Febrero 2020	621
4	Cayo Paredón Grande	Roca Este 1	Mayo 2020	600
5	Ramón de Antilla	Baracutey	Mayo 2020	828
6	Cayo Cruz	Quebrada 21 B	Septiembre 2020	528
7	Holguín	Ampliación Yuraguanal	2020	482
8	La Habana	Corona Tabaquera	Diciembre 2020	120
SUBTOTAL 2020				3179
9	Ramón de Antilla	Baracutey (61)	Abril 2021	700
10	Varadero	Chapelín Tainos (Las Olas)	Junio 2021	564
11	La Habana	Parcela 1 (L) Playa 70 e/ 1ra y 3ra (hotel 2)	Julio 2021	500
12	La Habana	Parcela 1 (L) Playa 70 e/ 1ra y 3ra (hotel 1)	Julio 2021	500
13	Cayo Cruz	Quebrada 24	Julio 2021	450
14	Cayo Paredón Grande	Roca Norte 1	Julio 2021	650
15	Varadero	Hotel de Golf	Agosto 2021	500
16	La Habana	Parcela 5 1ra y B	Noviembre 2021	400
SUBTOTAL 2021				4264
17	Cayo Santía	Villas Saetía	Febrero 2022	50
18	Ramón de Antilla	Baracutey (61A)	Abril 2022	700
19	Cayo Paredón Grande	Roca Centro	Mayo 2022	600
20	La Habana	Parcela 2 (L) e/70 y 76 y e/3era y 5ta	Mayo 2022	400
21	Cayo Cruz	Quebrada 24 A	Septiembre 2022	450
22	La Habana	Parcela 8 Malecón e/ 25 y Humboldt	Octubre 2022	400
23	La Habana	Parcela 7 (L) Malecón e/ Calzada y J	Diciembre 2022	400
SUBTOTAL 2022				3300
24	La Habana	Parcela 4 (L) Calzada e/ 2 y Paseo	Enero 2023	400
25	Cayo Paredón Grande	Roca Centro Norte 2	Marzo 2023	600
26	Ramón de Antilla	Baracutey (63)	Marzo 2023	650
27	Cayo Sabinal	Isabelita 9	Mayo 2023	500
28	Cayo Cruz	Punta Cocina Parcela 32	Febrero 2023	500
29	Cayo Coco	Uva Caleta 1	Octubre 2023	595
SUBTOTAL 2023				3245
30	La Habana	Parcela 3 e/70 y 66 y e/3era y 5ta	Mayo 2024	100
31	La Habana	Parcela 9 Calle 23 y e/ N y O-Rampa	2024	400
32	Cayo Coco	Uva Caleta 2	Enero 2024	525
33	La Habana	Parcela 10 Calle 23 y esq. M-Rampa	2024	300
SUBTOTAL 2024				1325
34	La Habana	Parcela 12 Ave. Boyeros e/ 19 de Mayo y Aranguren (hotel 1)	2025	400
35	La Habana	Parcela 12 Ave. Boyeros e/ 19 de Mayo y Aranguren (hotel 2)	2025	400
SUBTOTAL 2025				800
TOTAL			17102	



PARTE CUBANA: OSDE ISLAZUL S.A								
No.	Location	Building	Name	Product	Cat. (*)	No. rooms	Total rooms	Proposed modality
1	Pinar del Rio	Hotel	Mirador de San Diego	Naturaleza	3	30	30	CACH
2	Artemisa	Hotel	Las Yagrumas	Naturaleza	2	120	120	CACH
3	La Habana	Hotel	Bella Habana	Ciudad	4	88	88	CACH
4		Hotel	Tulipán	Ciudad	3	333	333	CACH
5		Hotel	Bruzón	Ciudad	3	50	50	CACH
6		Hotel	Panamericano	Ciudad	3	886	886	CACH
			Bacuranao	Sol y Playa	4	20		
7	Complejo de Villas Playas del Este		Villa Sirena	Sol y Playa	3	51	112	CACH
			Marea Blanca	Sol y Playa	3	17		
			Rombo Celimar	Sol y Playa	3	24		
			Hotel Avenida	Sol y Playa	3	18		
8	Complejo Hotelero Playas del Este		Gran Vía	Sol y Playa	1	10	45	CACH
			Vía Blanca	Sol y Playa	1	17		
	Varadero		Dos Mares	Sol y Playa	3	34		
9		Complejo Hotelero		Pullman	Sol y Playa	3	16	69
			Ledo	Sol y Playa	3	19		
	Complejo Hotelero		Club Karey	Sol y Playa	3	116	137	CACH
10			Punta Blanca	Sol y Playa	1	21		
11	Complejo		Acuazul- Varazul	Sol y Playa	3	147	147	CACH
12	Complejo Hotelero		Delfines	Sol y Playa	3	103	276	CACH
			Club Tropical	Sol y Playa	2	173		
13	Cienfuegos	Hotel	Pasacaballo	Ciudad	2	188	188	CACH
14		Hotel	Punta La Cueva	Ciudad	1	67	67	CACH
15		Hotel	Yaguanabo	Naturaleza	1	56	56	CACH
16	Villa Clara	Hotel	Santa Clara Libre	Ciudad	3	165	165	CACH
17		Hotel	Elguea	Naturaleza	3	135	135	CACH
18		Hotel	Hanabanilla	Ciudad	3	126	126	CACH
19	Sancti Spiritus	Hotel	Rancho Hatuey	Ciudad	2	77	77	CACH
20		Hotel	Los Laureles	Ciudad	2	92	92	CACH
21		Hotel	Zaza	Ciudad	2	128	128	CACH
22		Hotel	Rijo	Ciudad	4	16	16	CACH
23		Hotel	San José del Lago	Naturaleza	2	74	74	CACH
24		Hotel	Don Florencio	Ciudad	4	27	27	CACH
25		Hotel	Plaza	Ciudad	3	12	12	CACH
26	Ciego de Ávila	Hotel	Morón	Ciudad	3	153	153	CACH
27		Hotel	Ciego de Ávila	Ciudad	3	143	143	CACH
28		Hotel	Santiago Habana	Ciudad	2	76	76	CACH
29		Casa	Don Gregorio	Sol y Playa	1	15	15	CACH
30		Hotel	Aparthotel Azul	Sol y Playa	3	318	318	CACH
31	Camagüey		Hotel Plaza	Ciudad	3	67		
		Complejo Hotelero	Hotel Puerto Príncipe	Ciudad	3	79	188	CACH
			Hotel Isla de Cuba	Ciudad	3	42		
32		Hotel	Florida	Ciudad	2	74	74	CACH
33		Hotel	Caonaba	Sol y Playa	1	48	48	CACH
34	Holguín	Villa	Villa Don Lino	Sol y Playa	3	Ampliación a 200 hab		CACH
35		Villa	El Bosque	Naturaleza	2	69	69	CACH
36		Hotel	Mirador de Mayabe	Naturaleza	2	24	24	CACH
37		Hotel	Pernik	Ciudad	2	200	200	CACH
38	Granma	Hotel	Sierra Maestra	Ciudad	2	207	207	CACH
39		Hotel	Royalón	Ciudad	4	33	33	CACH
40		Villa	Bayamo	Ciudad	2	34	34	CACH
41		Hotel	Balcón de la Sierra	Naturaleza	2	21	21	CACH
42	Santiago de Cuba	Complejo Hotelero	Hotel Las Américas	Ciudad	3	70	181	CACH
			Villa San Juan	Ciudad	3	111		
43		Hotel	Balcón del Caribe	Ciudad	2	94	94	CACH
44		Hotel	Costa Morena	Ciudad	2	115	115	CACH
45	Guantánamo	Villa	La Lupe	Ciudad	2	51	51	CACH
46		Hotel	Guantánamo	Ciudad	2	124	124	CACH
47		Hotel	Martí	Ciudad	1	21	21	CACH



C. SERVICE MANAGEMENT AND MARKETING CONTRACT WITH FINANCING (17 projects)

in recreational centers

Cuban party: PALMARES S.A. (8)

Palmares S.A. offers national and international tourism a number of recreational and gastronomic services. With 14 branches, three of them in the Cuban capital and the rest in the country's top travel destinations, Palmares manages 851 facilities in all.

Its business lines include mainly natural products, sports tourism, art and entertainment, catering, event and convention centers, nightclubs and cabarets, franchises of important Cuban brands, accommodation and specialized trade. The current situation of the industry or the services to be implemented lay bare the need to count on foreign capital. Palmares proposes the promotion of 7 projects as part of the portfolio of opportunities, which respond to the fundamental programs identified within the development plan mapped out by the Ministry of Tourism and the recreation subprogram, linked to recreational linked to high-tech parks.

The capital invested in these projects will be refunded once they are implemented, with occupancy forecasts of somewhere between 70% and 80%, with prospects of getting better as the product goes stronger.



Travel Destination	Project	Objective of the Proposal	Estimated Investment Volume:	Location	Estimated Outcomes
Havana	Giraldilla Leisure Center	This investment requires the restoration of the facility and the realization of the family leisure complex concept, including a playground for children, an area for teens and a coffee-bar.	4 Million CUC	Calle 222 e/ 37 y Autopista, La Coronela, Municipio La Lisa.	Investment refund estimated in three years.
	Water park	A water park of 10 ha with a maximum capacity of 6,000 people. It will have catering, leisure and recreational areas.	25 Million USD	Coastal strip of Havana.	Investment refund estimated in eight years.
	Comodoro Leisure Center	A leisure center for the families is in the offing.	10 Million USD	Calle 86 y Ave 3ra, Reparto Miramar, Municipio Playa.	It is estimated that 500 customers will walk past the turnstile on a daily basis, with an average entry fare of 25.00 CUC each, which would account for 4, 500,000 CUC every year and an investment refund estimated in four years.





Travel Destination	Project	Objective of the Proposal	Estimated Investment Volume:	Location	Estimated Outcomes
Mayabeque	Abra de Canasí Nature and Adventure Park	Nature and Adventure Park that integrates a set of attractions, both maritime and on the ground, by cashing in on the benefits of nature this place has to offer. It is intended to develop a combination of nature, adventure, cultural traditions and local history.	45 Million USD.	Boca de Canasí, Santa Cruz del Norte.	Investment refund estimated in eight years.

Travel Destination	Project	Objective of the Proposal	Estimated Investment Volume:	Location	Estimated Outcomes
Varadero	Water park	Aquatic Park of 10 ha, for a maximum capacity of 6,600 people. This project pursues the development of the concept carried out by Spain-based company Amusement Logic, taking into account the regulations of the area, as well as detailing the most significant technical aspects. The attractions of the park will bank on a concept to be known as The Varadero Jungle.	25 Million USD	To the south of the Varadero highway, right between the exit to 64 Street and the channel of Laguna Villa Cuba.	Investment refund estimated in eight years.
	Plaza America Complex	This investment includes the restoration and raising of quality standards for three restaurants at Plaza America.	4 Million USD	11 ½ Km Marker, Autopista Sur, Plaza America Convention Center, Varadero. Matanzas.	This investment will be recovered from the income of the complex, with an occupancy rate of 70%. Investment refund estimated in three years.
	Josone Park	The investment includes the recovery of the lake, the restoration of the facilities and the addition of new technologies, let alone the acquisition of managerial methods, without losing its concept of getaway and retreat area.	5 Million USD	Avenida 1ra y Calle 57.	Investment refund estimated in three years.



C. CONTRATOS DE ADMINISTRACIÓN Y COMERCIALIZACIÓN DE SERVICIOS

En Marinas:

Por la parte cubana Náuticas y Marinas MARLIN (2)

La empresa Marinas y Náuticas Marlin S.A., adscripto al Grupo Empresarial Cubasol S.A ofrece servicios náuticos especializados para el turismo que contempla las actividades de buceo, pesca, operaciones de chárter o vida a bordo, los servicios de marina y las actividades náuticas recreativas.

En este sentido, se relacionan a continuación los proyectos vinculados a las marinas que se incluyen en la cartera de oportunidades.



Travel Destination	Project	Objective of the Proposal	Estimated Investment Volume:	Location	Estimated Outcomes
Holguín	Naranjo Bay Adventure and Nature Park	A 37-ha. lot intended to be developed in a first stage of 12 ha., distributed in 3 recreational areas: Adventure Area, Adrenaline Area and Aquatic Area, with a grand total of 10 attractions for a maximum capacity of 1,500 visitors a day. It targets the family segment.	40 Million USD 15 Million USD on first stage.	Carretera Holguín-Guardalavaca, access in front of the bay and just 6 km from Guardalavaca beach.	Based on the tickets sold, two stages of development and expansion for the park are foreseen, justified and backed up by an increase in demand. Investment refund estimated in five years for the first stage.

Travel Destination	Project	Objetive of the Proposal	Estimated Investment Volume:	Location	Estimated Outcomes
Havana	Expansion and remodeling of the MARLIN ship repair shop	Repair and/or remodeling of existing facilities, including technical networks. Assembly of equipment and technology necessary to achieve the uptick in operations for the repair and building of small and medium-sized vessels, which includes a Travel Lift and the dredging of the hangar.	20 MM CUC	Vedado, on the bank of Almendares River and on the Marina Hemingway Beach Residential.	This investment will be refunded from the use of the capacities created and their revenues, estimated at 1.4 million USD in the first two years after the work is finished, with prospects of peaking \$8 million annually. Investment refund estimated in eight years.
Santiago de Cuba	Expansion of the MARLIN Marina	Enhancement up to 200 slips and supply of the corresponding technical services. Rehabilitation and remodeling of existing facilities and offices. Need to add ship chandler, repair shop, marina dry dock and other services to meet the 775-5/2010 Cuban standard for a Class A international marina.	11 million CUC.	Bay of Santiago de Cuba.	This investment will be recovered from the exploitation of the marina at an occupancy rate that should eventually reach 80%. Its estimated revenues would grow from USD\$1 million in its first year, following completion of the work, all the way to reach 2.5 million in its fifth year and 7.5 in the tenth year. Investment refund estimated in nine years.

In accommodation facilities (6 projects)
Cuban party: Campismo Popular S.A.

Travel Destination	Project	Objetive of the Proposal	Estimated investment Volume	Location
Pinar del Río	Villa Brisas del Mar	Rely on the required standards to enable accommodation of 20 cabins, which are currently operated as part of the campsite at the Copey-Brisas del Mar Complex.	2.5 MMCUC	Campismo Brisas del Mar, located in Río del Medio, Santa Lucía, belonging to the Municipality of Minas de Matahambre
Mayabeque	International Campsite at El Narigón Adventure Park	Give a new lease on life to this adventure park and bring the 20 accommodation units back to its former splendor.	30 MMCUC (Period of validity 20 years)	Campismo Narigón, located in Vía Blanca Km 82, belonging to the Santa Cruz del Norte Municipality.
	Escaleras de Jaruco Campsite	Remodel the campsite at Escaleras de Jaruco with the purpose of creating standard accommodations suitable for international tourism once the Escaleras de Jaruco Nature Park is created.	5 MMCUC	Campismo Escalera de Jaruco, located in Km 6 of the National Park road, belonging to the Jaruco Municipality, Mayabeque Province.
Camagüey	Guajimico International Diving Center	Recover and raise the quality standards and qualification of the existing diving center and services provided at the Villa Guajimico facility.	6 MMCUC	Villa Guajimico, at Km. 42 of the Cienfuegos-Trinidad highway.
	Cangilones del Río Máximo Nature and Adventure Park	Build on the current infrastructure the facilities at the Cangilones Campsite have to offer.	5 MMCUC	Over-the-sea rock road from Las Américas to Caidije, Km 14
Santiago de Cuba	Playa Larga International Campsite	To develop an International Campsite as a sustainable alternative at the current Paya Larga campsite, where only three cabins remain rentable on the premises. Infrastructure is available and there is a saltwater pool and other facilities suitable for complementary services.	2.5 MMCUC	Baconao Highway, Km 36, Santiago de Cuba.

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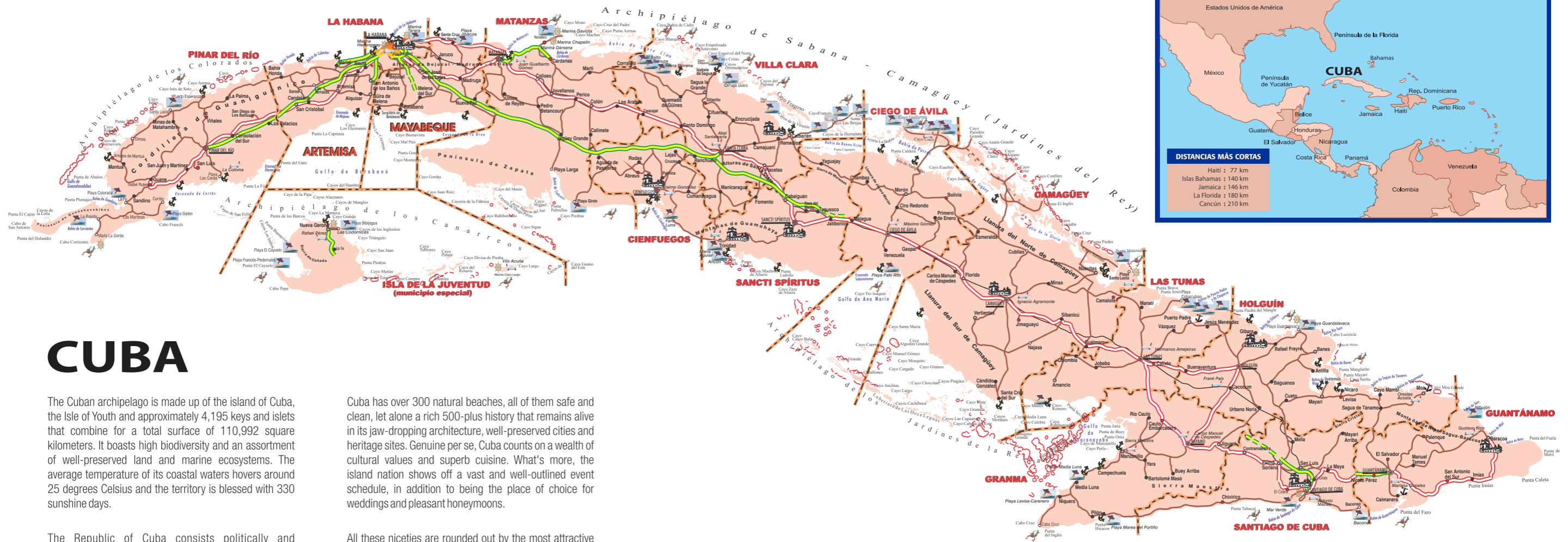
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CUBA

The Cuban archipelago is made up of the island of Cuba, the Isle of Youth and approximately 4,195 keys and islets that combine for a total surface of 110,992 square kilometers. It boasts high biodiversity and an assortment of well-preserved land and marine ecosystems. The average temperature of its coastal waters hovers around 25 degrees Celsius and the territory is blessed with 330 sunshine days.

The Republic of Cuba consists politically and administratively of 15 provinces. They are, from west to east: Pinar del Río, Artemisa, Mayabeque, Havana, Matanzas, Cienfuegos, Villa Clara, Sancti Spiritus, Ciego de Ávila, Camagüey, Las Tunas, Holguín, Granma, Santiago de Cuba and Guantánamo. The special municipality of Isla de la Juventud is on the southwest.

Cuba has over 300 natural beaches, all of them safe and clean, let alone a rich 500-plus history that remains alive in its jaw-dropping architecture, well-preserved cities and heritage sites. Genuine per se, Cuba counts on a wealth of cultural values and superb cuisine. What's more, the island nation shows off a vast and well-outlined event schedule, in addition to being the place of choice for weddings and pleasant honeymoons.

All these niceties are rounded out by the most attractive and luring element of all: the joyful, warm and friendly Cuban people.



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