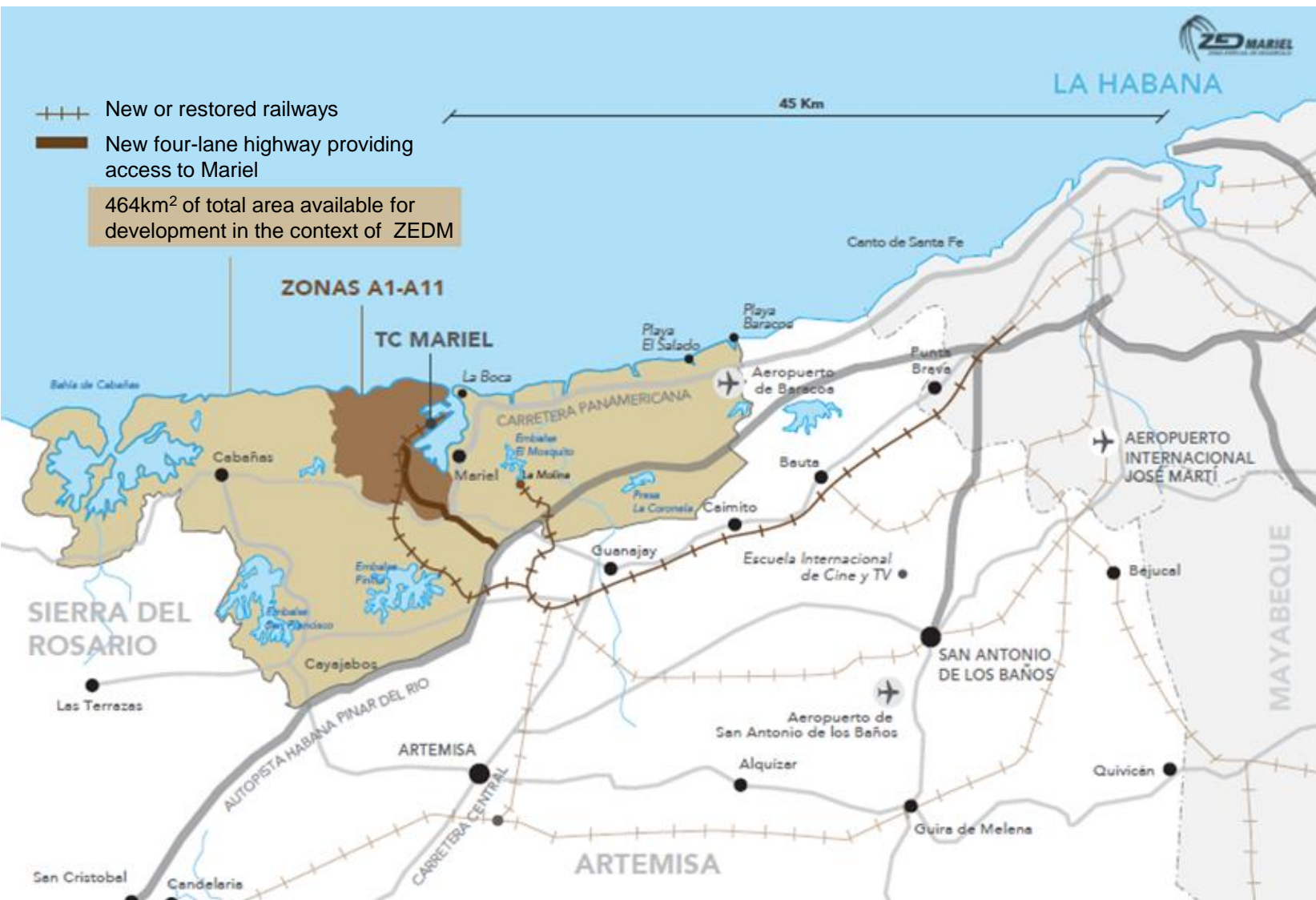


Port of Mariel

Port & logistic hub for the Americas

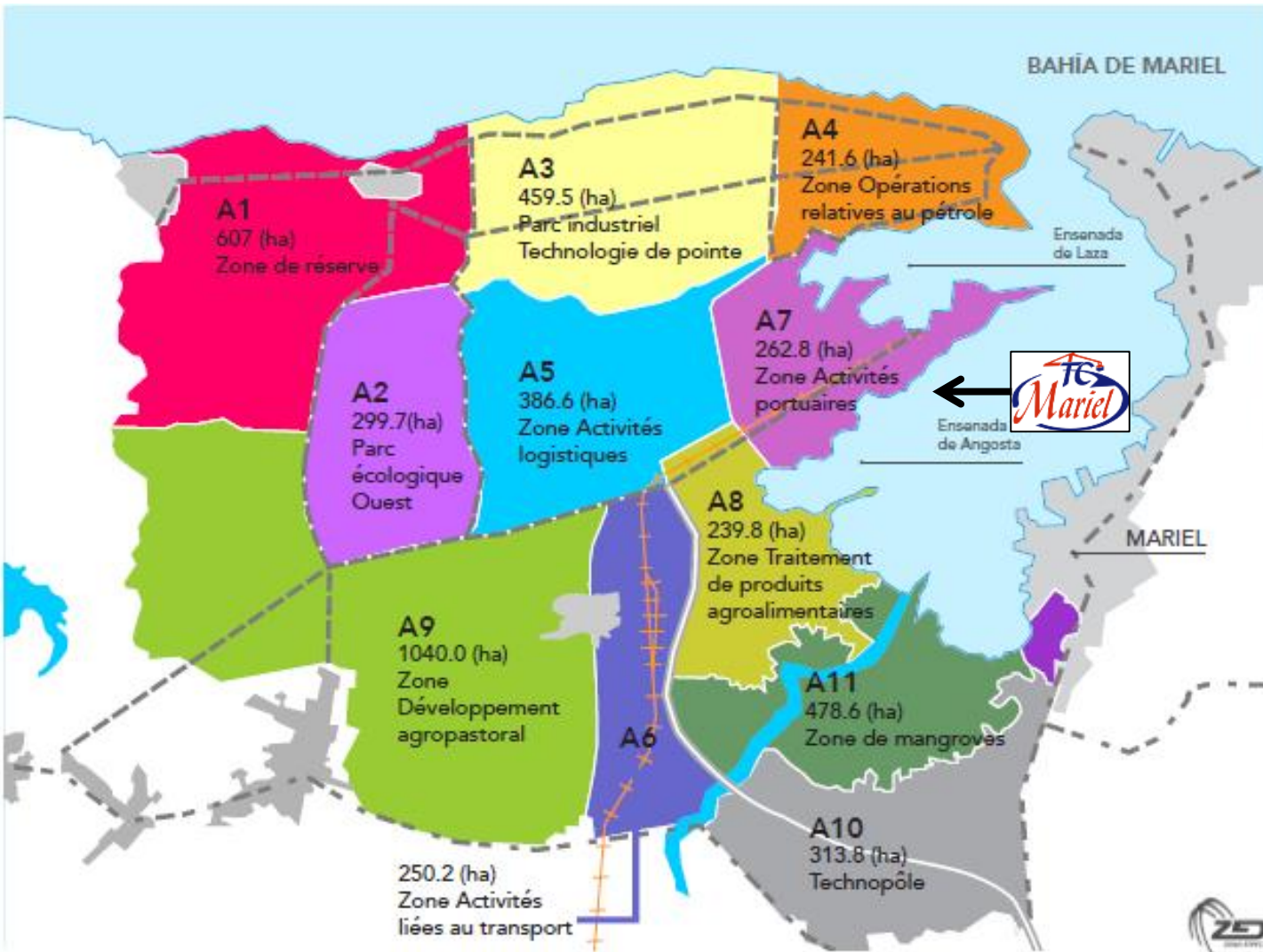


Mariel Special Development Zone



- Created in 2013 to drive foreign direct investment in economic development of Cuba.
- 45km from Cuba's capital city, Havana.
- Modern road & rail connections to Havana and beyond.
- No restrictions on foreign ownership, fast & agile project approval process, fiscal advantages versus other territories in Cuba.
- Significant international interest from investors to create manufacturing, production, farming activities.
- www.zedmariel.com

ZED Mariel (Zone A) - Investors gathering...



- TC Mariel first investor and user of the Mariel Special Development Zone (ZEDM)
- ZAL – Logistics Activity Zone opened in August 2015 (20,000m² dry and 5,000m³ refrigerated warehousing.
- 6 additional projects under construction:
 - Meat processing plant
 - Industrial paints plant
 - Juices & drinks plant
 - Heavy equipment leasing & service centre
 - Logistics provider
 - Hotel supplies logistics provider
- Considerable international interest (current investors: Spanish, Mexican, Belgian, Cuban, French.....)



TC Mariel – today and tomorrow



TC Mariel – today and tomorrow



TC Mariel

Next phase

700m

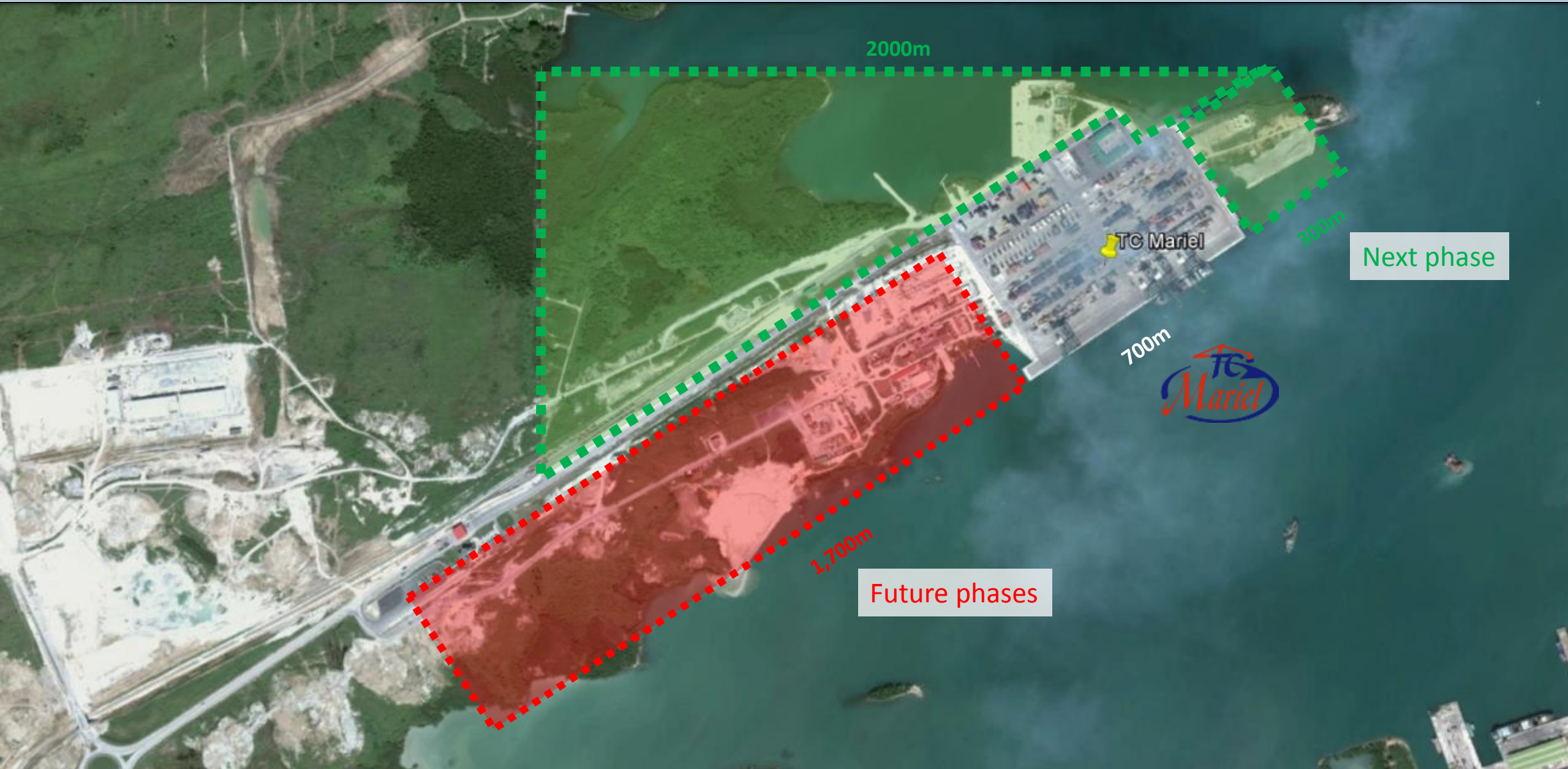
300m

1,700m

Future phases



...and general cargo, Ro-Ro, Break bulk facilities....



Next phase

Future phases



700m

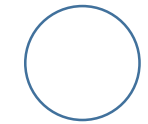
1,700m

2000m

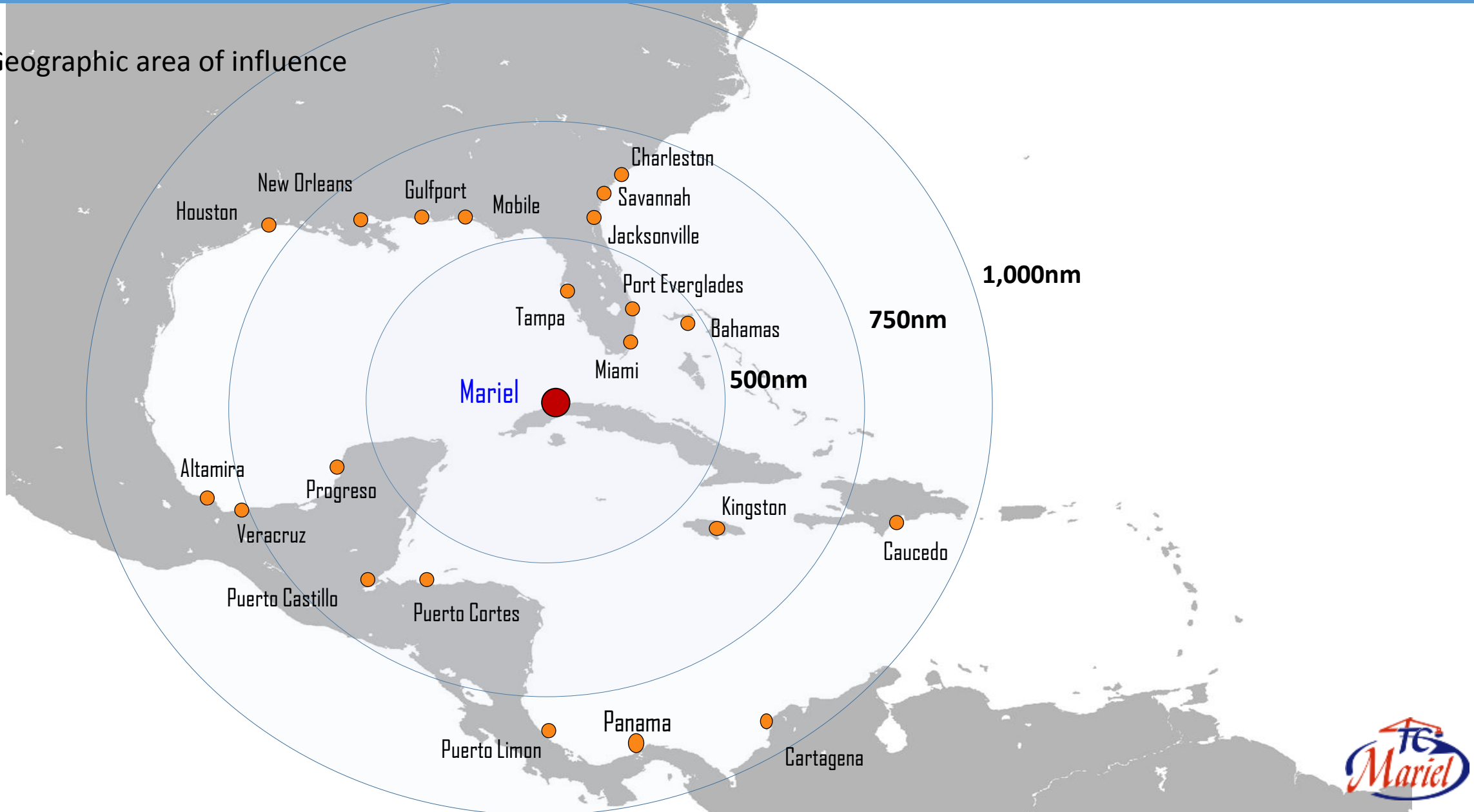
300m

TC Mariel

Mariel: "The Location" and Area of Influence



= Geographic area of influence



Today's Liner Service Patterns: Panamá & Suez AW



- Some hub & spoke in Kingston, Bahamas & Caucedo today.

- Via Suez Canal.**
Average vessel capacity :8600 TEU
- Via Panama Canal**
Maximum capacity 5100 TEU



US Hinterland – USEC GDP Sausage



- In 2014, about 35% of East Asia Container traffic docked on the US East Coast.
- BCG is projecting East Coast Ports will gain 10% additional share of FE-US container traffic, after Panamá Canal Expansion, annually 2020.



US Hinterland – USEC GDP Sausage



- The hinterland area of influence for US-Gulf and East Coast ports can extend west as a result of improved freight costs via 8,000~13,500TEU vessels and improved transit times.



Tomorrow's Service Patterns: via New Panamá Locks?



- 8,000~13,000TEU vessels on Asia – PA – Caribbean Hub – USEC routes
- Congestion free hub & gateway ports.
- Opportunities for:
 - Faster transit times
 - More direct IMP/EXP routing
 - Lower final client distribution costs
 - Relay connections
 - Reduced investment & maintenance in 2nd tier US-Gulf & EC ports (e.g. dredging)

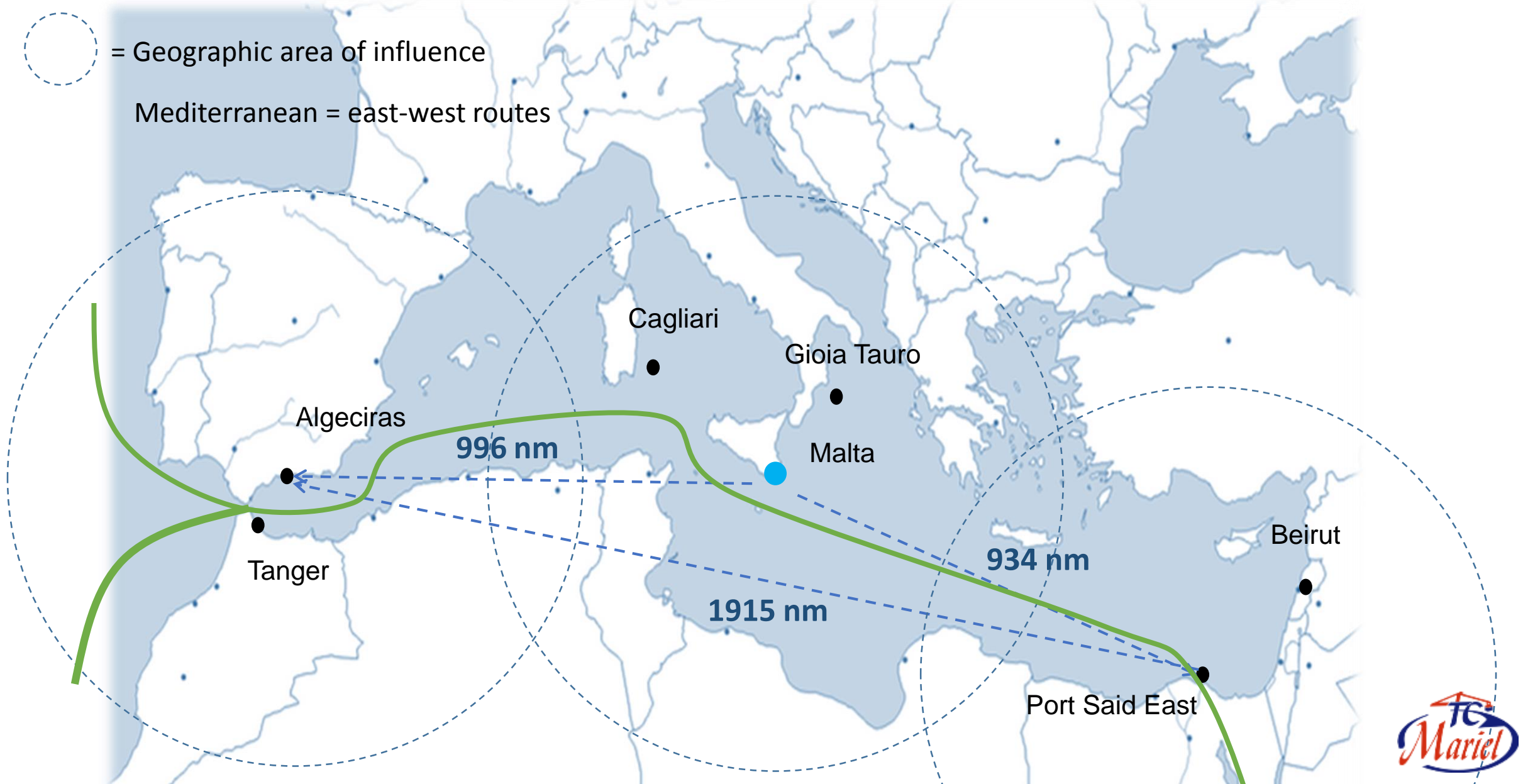


Location: Logical Area of Influence

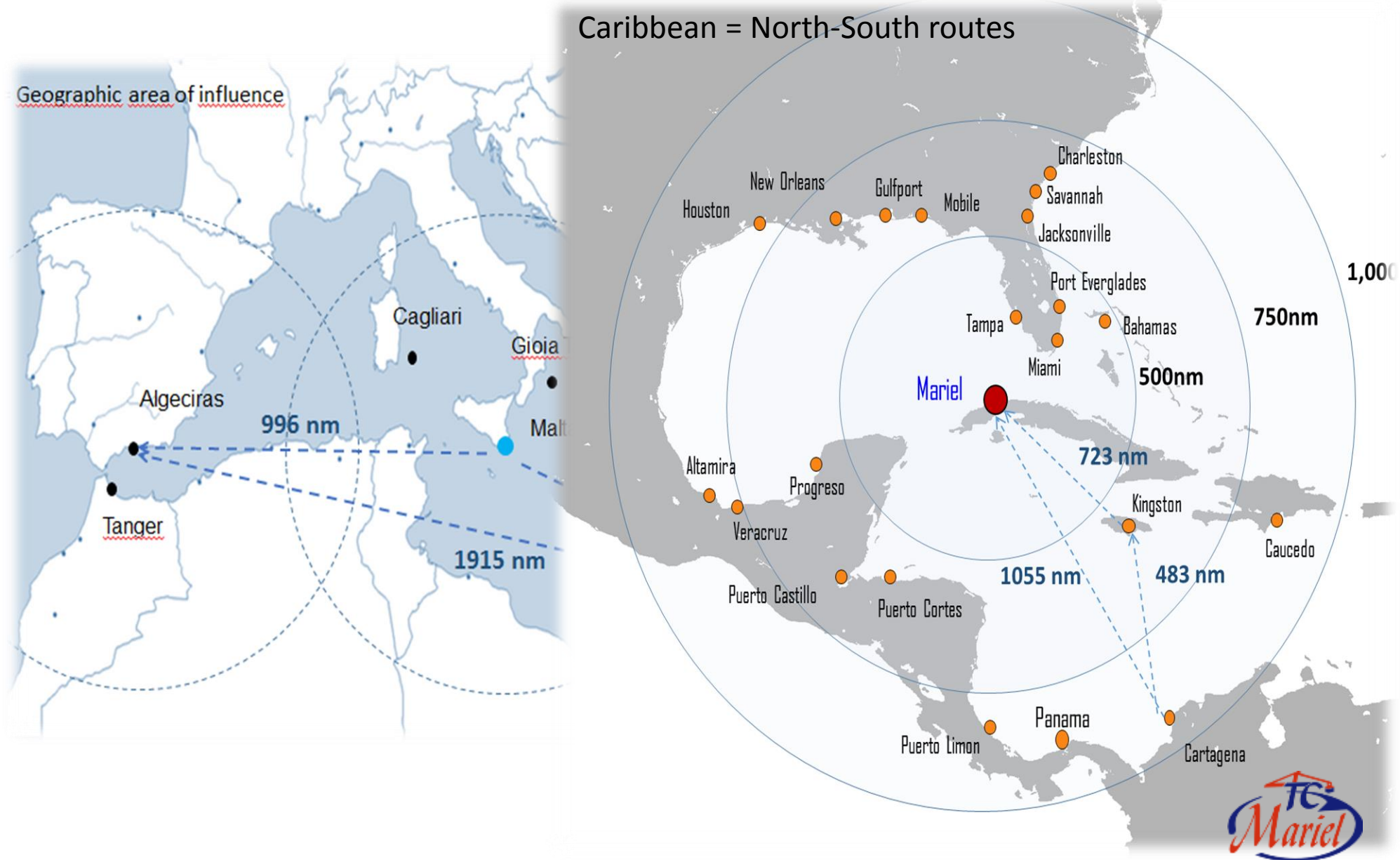


= Geographic area of influence

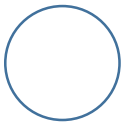
Mediterranean = east-west routes



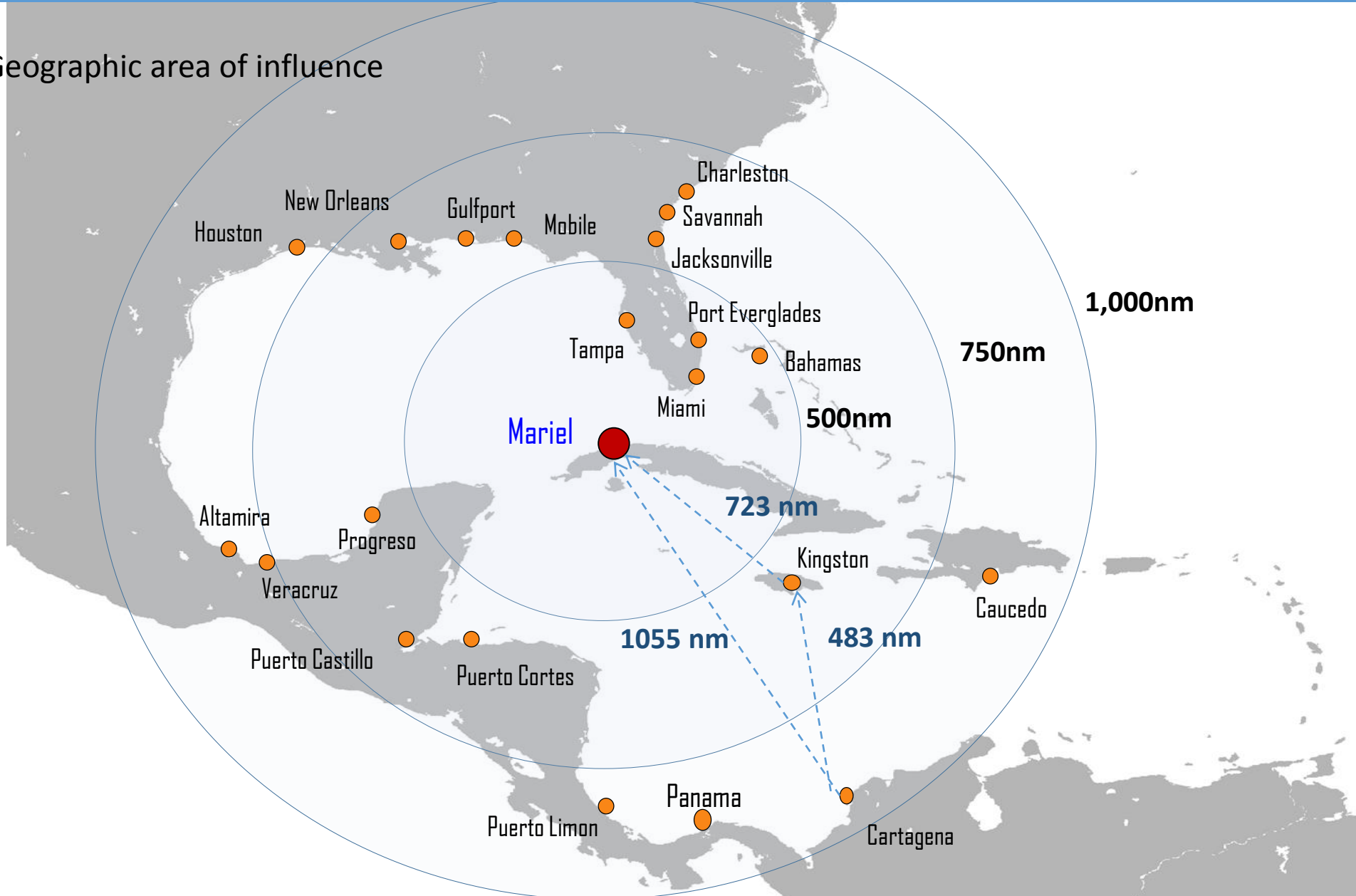
Each Hub Port in our region with own logical area of influence



Maribel: "The Location" for future USEC & Gulf Shipping?



= Geographic area of influence



TC MARIEL HELPING TO CREATE NEW HORIZONS

Thank you!

