

Organization



- Largest owner of industrial real estate in Puerto Rico.
- Served as benchmark for the economic development of:
 - Ireland
 - Costa Rica
 - Singapore





Public Policy

















Investment

Export

Technology

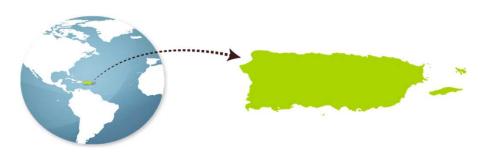
Innovation

New Business

Retain/ **Expand Business**

SME's

Why Puerto Rico?



- 1
- PUERTO RICO IS A U.S. JURISDICTION IN THE CARIBBEAN
- U.S. dollar citizenship
- U.S. Constitution, Laws & Regulations
- 2

MADE IN U.S.A.

- All goods and services produced in Puerto Rico are "Made in U.S.A."
 - 3

PRO-GROWTH/PRO-BUSINESS POLICIES

- Structural reforms to improve business climate
- Economic development initiatives to attract and retain businesses



Why Puerto Rico?



UNPRECEDENTED INVESTMENT IN INFRASTRUCTURE (US FED GOV)

- More than \$100 B in the next 10 years (CDBG-DR, FEMA)
- Public-Private Partnerships (P3's) and Opportunity Zones (OZ's)



VERY ATTRACTIVE ECONOMIC INCENTIVES

- Tax Incentives, Cash & Training Grants, Investment Tax Credits
- For manufacturing, export services, R&D, software development



WE ARE A TROPICAL PARADISE!

 Puerto Rico is a beautiful Caribbean island with a great lifestyle, incredible culinary offer, year round summer and unique culture



About Us

Privileged geographical location: Easy access to U.S., Latin America and Europe

Population: approx. 3.2 million Languages: Spanish & English

Direct flights to major cities (Miami 2.5 hrs., New York 3.5 hrs., Bogotá 2.5 hrs., Frankfurt 9 hrs.)

Puerto Rico residents and businesses are subject to the legal protection and mandates of both the U.S. and the Puerto Rico Constitutions







Our Workforce and Local Talent

Educated, bilingual, with vast knowledge in U.S. and global regulations

Top Public and Private university system

- The University of Puerto Rico Mayagüez Campus is a top engineering school in the U.S.
- Women making up more than 55% of all students
- ~1,100 engineering graduates per year

Highly competitive wage rates and salaries

New Apprenticeships Programs





LIVE AND WORK IN A TROPICAL PARADISE

Live and Work in a Tropical Paradise

- Average year-round temperature is 82°F (28°C)
- Puerto Rico ranked #1 among the 25 best Caribbean islands, thanks to the affordable hotel rates and amazing 1,056 activities travelers can enjoy (Business Insider, 2016)
- Flamenco Beach in Culebra, Puerto Rico ranked #6 among 25 World's Best Beaches

(CNN-Traveler's Choice World's Best Beaches, 2016)

 Puerto Rico ranked 15 among the 25 happiest countries in the world

(United Nation's Quality of Life Rankings, 2016)

 Over 23 golf courses designed by the likes of Robert Trent Jones, Greg Norman and Tom Kite































Our Economy

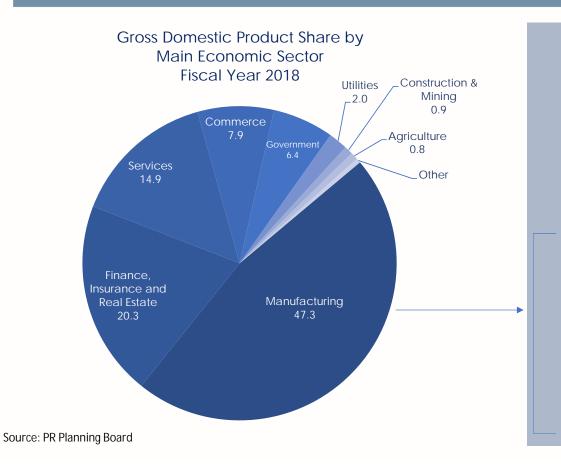


GDP = | Personal consumption expenditure +

Government consumption expenditure +

Gross public* domestic investment Gross **private** domestic investment

(Sales Exports Purchases)Imports



GNP \$68.0 billion GDP \$101.1 billion GDP Per Capita \$31,022 Exports Value \$60.6 billion Imports Value \$46.5 billion

TOURISM: 2.0% of GDP and estimated to 7.4%* in 2018 as a total contribution to the Economy GDP (including wider effects from investment, the supply chain and induced income impacts).

*calculated by the World Travel & Tourism Council (WTTC)

Contribution to Total MFG GDP FY 2018

36.3% Pharmaceutical Industry (includes Bio-Pharma)

22.0% Computer and Electronics

26.9% Basic Chemicals

5.4% Medical Devices

2.5% Beverages & Tobacco

2.5% Food

1.5% Electrical Equipment & Components

3.0% Others

Strategic Sectors

1

ADVANCED MANUFACTURING

- o Aerospace
 - o Manufacturing
 - o MRO
- o Life Sciences/Healthcare
- o Foods
- o Material Science

2

INFORMATION TECHNOLOGY

- o IOT Incubator
- o Blockchain
- o FinTech
- Sharing Economy
- o Health IT

3

SERVICES FOR EXPORT

- o Aerospace
- o Business Process Outsourcing
- Shared Services

4

AGRO INDUSTRIES

- o Specialty Crops
- o Industrial Hemp
- Medical Cannabis
- Basic Basket



OCEAN ECONOMY

- o PROTech
- o Blue Tide

6

BIO ECONOMY

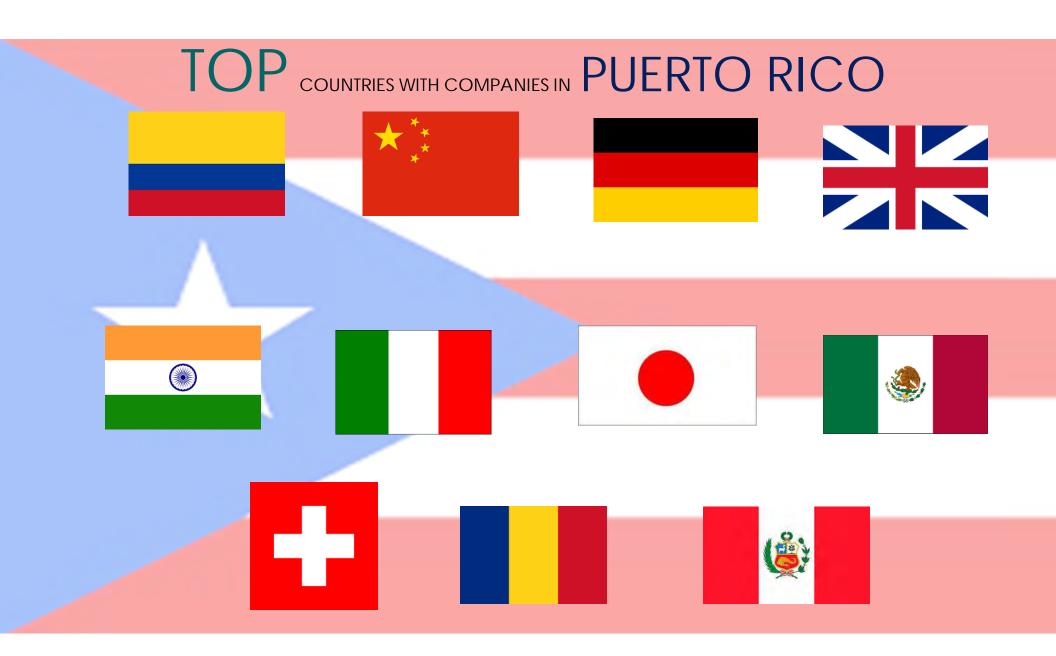
- o Bio Raw Materials
- o Bio Fuels
- o Recycling

LOGISTICS

o Air Cabotage Laws

VISITORS ECONOMY

- o Medical Tourism
- Cruise Industry
- o Nautical Tourism
- o Eco-Tourism
- Hotels Develop
- Tourist Interest District
- o Hostels
- o Agro Industries, Food & Beverages



Who's Doing Business in Puerto Rico

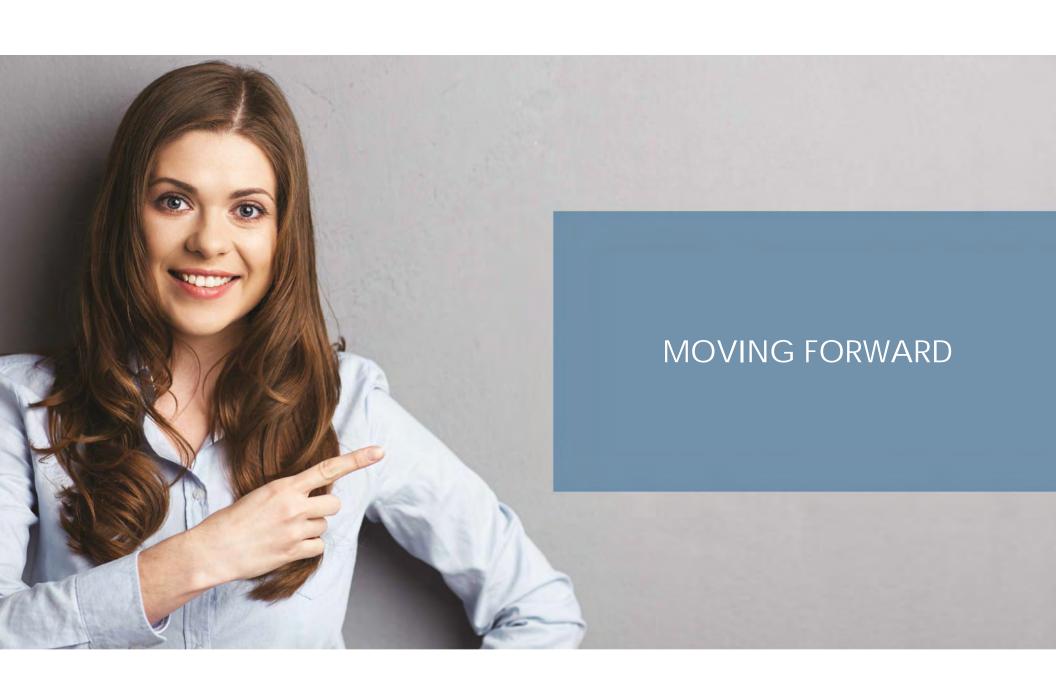


- Puerto Rico is ranked #32 out of 144 in the World Economic Forum's Global Competitiveness Report for 2015
- 12 out of the top 20 pharmaceutical and biotech companies have manufacturing sites in PR
- 12 out of the top 20 medical devices companies have manufacturing sites in PR
- A large number of the crops of the future (corn, soybean, cotton, rice, etc.) are being developed in Puerto Rico by companies such as Monsanto, Syngenta and Pioneer.

- Most of Microsoft software updates downloaded in the Americas is validated and distributed from Puerto Rico
- Honeywell operates business support operations such as engineering design, supply chain, finance, and IT among other, for the Company's defense programs
 - Amgen has its largest manufacturing facility located in Juncos, PR. More than 90% of its products are either formulated, finished or packaged at this site.







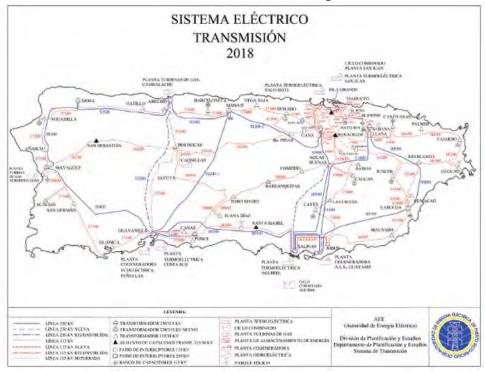


Public Energy Policy Program

Energy Situation in Puerto Rico

- The demand for electricity decreased from a peak of 3,685 MW in fiscal year 2006 to 3,159 MW in fiscal year 2014 and 3,060 MW for August 2017
- The Authority has a generation capacity of 5,839
 MW, including the 961 MW provided by Ecoeléctrica and AES through energy purchase agreements.
- The main generation units are in the southern area
 of the island, while the greatest demand for
 energy is in the north of the island.

2018 Electric Transmission System



Grid Modernization Plan(Gridmod)

Sustainable, resilient and customer-centric power grid is the key to Puerto Rico's economic growth. The Modernization Plan or "GridMod" is guided by three basic principles for "Build Back Better" after the devastation caused by hurricanes Irma and María:



- Improve the scope of a reliable service for businesses and residents of the Island
- Transform the Customer Service System and increase the customer's commitment to the electricity company
- Allow users to produce and consume energy



- Strengthen the power grid to withstand extreme weather events in the future
- Invest in emergency preparedness
- Decentralize the network to receive and isolate interruptions
- Increase capacity to meet maximum demand



- Develop an energy ecosystem that stimulates labor and business growth, improving the stability of public services, the energy sector and the economy in general
- Increase the use of liquefied natural gas to get away from fossil fuels
- Position Puerto Rico as a leader in sustainable energy in the United States with the goal of producing 100% of removable generation by 2050



Implementation Calendar

Phase 1 Foundation [Years 1-4]:

Focus on:

- Codes and standards
- Strengthen transmission, substations and distribution
- Repair and strengthening of critical infrastructure and assets
- Communications
- AMI or "Smart Meters"
- Cybersecurity framework
- Emergency Preparedness

Phase 2 Standardization [Years 5-7]:

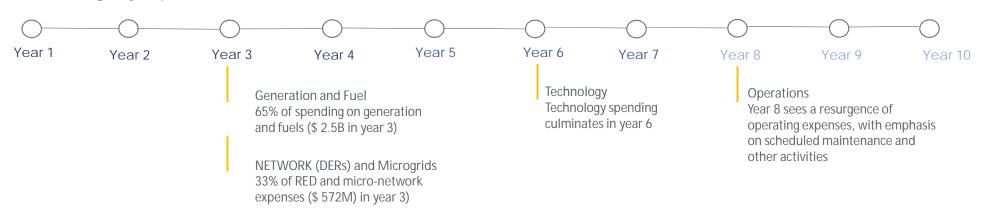
Focus on:

- Evolution to a "flexible" network
- Decentralized generation supported by fuel infrastructure
- Integration of renewables and battery storage
- Directed Voltage Conversion
- Fault isolation and distribution automation
- Selective underground

Phase 3 Transformation [Years 7-10]

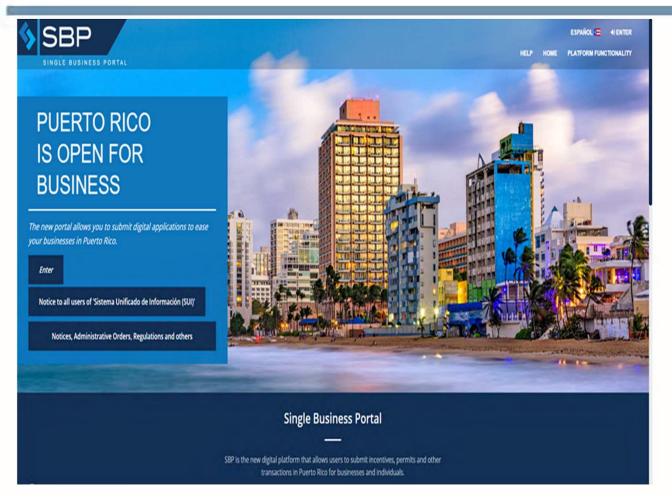
Focus on:

- Microgrids
- Systems and technology for the client
- Bidirectional Energy Flow Operations
- Network surveillance, analysis and intelligence
- Emergency Operations Center
- Security Operations Center





Ease of Doing Business



New tool that facilitate the process of doing business in Puerto Rico:





The Single Business Portal (SBP) is the one-stop-shop digital platform for all businesses to apply for permits and economic incentives.

businessinpuertorico.com/sbp

Invest Puerto Rico (Act 13-2017)



investpr.org

Discover Puerto Rico (Act 17-2017)



Puerto Rico investment-promotion entity appoints new CEO

By Eve Llorens Vélez on February 21, 2019











Rodrick Miller, sitting second from left, was appointed CEO of InvestFR (Courtesy)

SAN JUAN – Invest Puerto Rico's (InvestPR) board announced Thursday the appointment of Rodrick T. Miller as its CEO, to lead the entity's mission in attracting new business and investment capital to the island.

Although a nonprofit, the island's new investment-promotion entity is private-sector fed, and selected Miller for his experience at economic development agencies in Detroit and in New Orleans.

The new CEO, who will be making \$200,000 a year and moved with his family to the island, met earlier this week with Gov. Ricardo Rosselló to talk about InvestPR's mission and what other jurisdictions are doing.

"The results he delivered in markets similar to Puerlo Rico are proof that the right promotion strategies can help drive job growth, innovation and private investment. We're confident he'll deliver results for Puerlo Rico, "InvestPR Chairman Manuel Labby said in a statement.

During his career, Miller has led such efforts as the attraction of Microsoft Regional Headquarters to Detroit and helped structure transactions that led to developments such as the Outlets at the Riverwalk in New Orleans and the Coyotes Stadium in Phoenix.

He was named Young Economic Developer of the Year by the International Economic Development Council and one of the top 50 economic developers in North America by Consultant Connect.

"I have found Puerto Rico to boast armazing potential, boundless energy, a unique culture and a fantastic opportunity to shift its competitive position and create new value. Although competition for investment is fierce, Puerto Rico is in the middle of an economic pivot and the long-term upside is limitiess," said Miller, who speaks Spanish and has been in Puerto Rico numerous times.

InvestPR is taking over the role of attracting foreign investment from the Puerto Rico Industrial Development Co. and the island's Economic Development Department (DDEC by its Spanish initials) while the agencies focus on expanding and retaining local companies.

Miller said the tasks have to be separated because the private sector is better suited to attracting foreign investment.

Among the CEO's immediate priorities will be to deepen InvestPR's relationships with its private sector partners, finish the organization's team-building process and complete and roll out its work



CARIBBEAN

Puerto Rico taps Brad Dean to head marketing organization

By Say Nagle Myers W 2 1 Mar 16, 2018

The newly established Puerto Rico Destination Marketing Organization (DMO) named Brad Dean as CEO, effective in late April.

The private, not-for-profit DMO was created in March 2017 through bi-partisan legislation as a merger of the Puerto Rico Tourism Co. (PRTC) and Meet Puerto to develop the destination's brand, promote Puerto Rico, attract visitors and increase exposure.

The DMO will manage all global marketing, sales and promotion of Puerto Rico in collaboration with local government and tourism partners.

The legislation reflects the government's aim to transfer more responsibilities to the private sector to improve the destination's development initiatives with one message and one brand.



Brad Dean

Dean most recently served as the president and CEO of the Myrtle Beach Area Chamber of Commerce for 15 years. He is a member of the federal National Advisory Committee on Travel and Tourism Infrastructure and the U.S. Travel and Tourism Advisory Board.

He currently serves on the Global Leadership Committee for Destinations International and on the U.S. Travel Association's executive committee.

"I am honored by this opportunity to develop and introduce a new and powerful brand for the island," Dean said. "Puerto Rico's recent past has been challenging, but the future is bright for its tourism industy. I look forward to using the transformative power of travel and tourism to help catapult Puerto Rico, its residents and its businesses forward."

Roger Dow, president and CEO of the U.S. Travel Association, said that "Dean is the perfect fit for this challenging role and will have a significant impact on Puerto Rico's visitor economy."

Public Private Partnerships (P3)

Puerto Rico has a proven track record in Public Private Partnerships Emblematic projects such as the tolls of the PR-22 / PR-5 and the Luis Muñoz Marín International Airport show our competitiveness in the planning and implementation of P3 projects successfully

Act 1-2017: Key amendments to strengthen the P3 framework It allows the private sector to submit unsolicited proposals, which allows collaboration and partnerships to accelerate the development of critical infrastructure and the optimization of government operations

Attractive tax incentives

Income tax rate of 10% (operations covered by the P3 contract) 100% exemption for real estate taxes (contract duration)



Projects

- ✓ Ferry Systems (Metro and Islands Municipalities)
- Replacement of water meters to electronic meters
- ✓ Student Life Project
- ✓ Comprehensive Cancer Center
- ✓ Port Facilities Project
- ✓ Relocation project of Fernando Rivas Dominicci Airport in Isla Grande

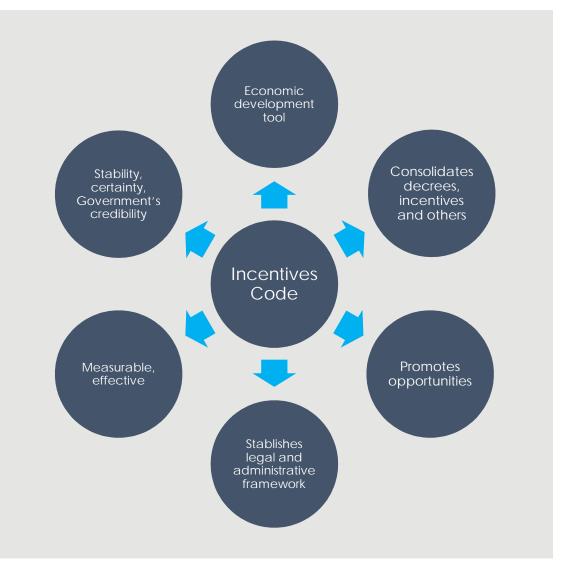
For more information, visit www.p3.pr.gov







Puerto Rico's Incentives Code Simple | Agile | Transparent



PUERTO RICO INCENTIVES CODE







Infrastructure & Green Energy





Agriculture



Finance and



Creative Industries





Entrepreneurship



Manufacturing



Other Incentives



General Benefits



Income Tax Rate



Distribution of Dividends Rate



Property Tax Exemption



Exemption over Construction Taxes



*Volume of Business Tax Exemption

- 15 year term Tax Exemption decrees subject to renegotiation for 15 additional years.
- Creation of a digital portal to grant the incentives.
- Incorporation of Difficult Recruitment Professional Resident incentive.

Additional benefits for small and medium size businesses (income less than \$3MM) and exempted businesses in Vieques and Culebra:

- Small and Medium Size Businesses
 - 2% income tax rate
 - 100% municipal taxes exemptions during the first 5 years
- Viegues and Culebra
 - 2% income tax rate
 - 100% municipal taxes exemptions during the first 5 years

^{*} The 100% exemption over 3 semesters of Act 73 patents is maintained.



Cash Grants

- Workforce Innovation & Opportunity Act (WIOA)
 - Federal Funding
 - □ 50% Matching Funds for OJT up to \$13.23 /hour payrate
 - □ 50% of the training costs for specialized training.
- Displaced Workers Re-training Program
- JUVEMPLEO (New workforce incentive)
 - Program will allocate funding to give young graduates of trade schools their first work experience. The program funds the first 520 hours of payroll of the youth under the program.
- DEDC Cash Grant Program
 - Job creation
 - Infrastructure
 - Machinery & Equipment

Opportunity Zones

- The Opportunity Zones
 Program aims to encourage investment in low-income urban and rural communities in exchange for tax benefits
- More than 95% of Puerto Rico has been identified as an Opportunity Zone





Strategic Projects

- Redevelopment of the PR127 Corridor (Old CORCO) Peñuelas & Guayanilla
- Port of Ponce
- Science City San Juan
- Dorado Beach Health John Hopkins
- District Live San Juan
- Bahía Urbana San Juan
- Film District San Juan
- Roosevelt Roads Waterfront Master; Downtown &
 South Area; New Technology Park; Micro Grids
- Micro Grids (Santa Isabel, Jayuya, Añasco & Aguadilla
- Cronos San Juan
- Puerto Rico Ocean Technology Park (PROTech) –
 (Arroyo, Maunabo, Patillas, Humacao and Yabucoa)









CDBG-Disaster Recovery Funds: Economic Development Programs

Construction and **Small Business Financing Workforce Training Energy & Water** Agriculture Commercial Loans \$100M \$100M \$40M \$436M \$200M Tourism and **Small Business Incubators Economic Development Strategic Projects Business Marketing** and Accelerators **Investment Portfolio** \$125M \$800M \$35M \$25M





Puerto Rico is an island full of opportunities



Manuel A. Laboy Rivera, Eng.

Secretary

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GOVERNMENT OF PUERTO RICO

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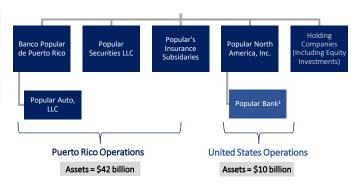
Popular, Inc.

Franchise							
Industry	Financial services						
Headquarters	San Juan, Puerto Rico						
Assets	\$52 billion (among top 50 BHCs in the U.S.)						
Loans	\$27 billion						
Deposits	\$44 billion						
Banking branches	163 in Puerto Rico, 51 in the U.S. (40 in New York and New Jersey and 11 in Florida) and 9 in the Virgin Islands						
NASDAQ ticker symbol	ВРОР						
Market Cap	\$5 billion						

Summary Corporate Structure



Assets = \$52 billion



Selected equity investments

EVERTEC and Banco BHD León under Corporate segment and joint ventures under BPPR segment



- Transaction processing, business processes outsourcing
- 16.20% stake
- Adjusted EBITDA of \$58 million for the quarter ended June 30, 2019



- Dominican Republic bank
- 15.84% stake
- 2018 net income of \$161 million

PRLP 2011 Holdings, LLC

- Construction and
- commercial loans vehicle
 24.90% stake

PR Asset Portfolio 2013-1 International, LLC

- Construction, commercial loans and OREOs vehicle
- 24.90% stake



Market Leader in Puerto Rico

Competitive

Position¹

· Leader in all financial services except for Retail Assets Under Management

	Q2 2	Q2 2019			
Category	Market position	Market share			
Total Deposits (Net of brokered) *	1	54%			
Total Loans *	1	46%			
Commercial & Construction Loans *	1	48%			
Credit Cards ²	1	52%			
Net Mortgage Loan Production ²	1	25%			
Personal Loans *	1	26%			
Auto Loans & Leases	1	44%			
Retail Assets Under Management	3	20%			

Customers

1.79 million customers, up by 37,000 from December 2018

Digital Transformation

- 1.45 million customers enrolled in online banking, 110,000 new enrollments since 2018
- 893,000 active online customers³; 78% use mobile devices
- Captured 52% of total deposit transactions through digital channels



¹ Source: Puerto Rico Office of the Commissioner of Financial Institutions, COSSEC, and 10K Reports.*Information included pertains to P.R. Commercial Banks and Credit Unions

² Net mortgage loan production and credit card data for certain competitors is not publicly available; figures presented for competitors were estimated

³ Customers who have logged on to Popular's web and/or mobile platform in the past 30 days

Puerto Rico's Competitive Landscape

\$ in millions	Total Assets			Total Loans			Total Deposits (Net of Brokered)		
Institutions		Balance	Market Share		Balance	Market Share		Balance	Market Share
1 Banco Popular de Puerto Rico	\$	38,766	55.9%	\$	17,857	51.4%	\$	33,801	60.0%
2 FirstBank		9,942	14.3%		6,596	19.0%		6,300	11.2%
3 Oriental Bank		6,316	9.1%		4,361	12.6%		4,564	8.1%
4 Banco Santander de Puerto Rico		6,181	8.9%		3,075	8.9%		5,023	8.9%
5 Scotiabank*		4,268	6.1%		2,290	6.6%		2,820	5.0%
6 Citibank		3,764	5.4%		392	1.1%		3,679	6.5%
7 Banesco		164	0.2%		165	0.5%		121	0.2%
Total	\$	69,401	100%	\$	34,736	100%	\$	56,310	100%

Data of as June 30, 2019

Source: Puerto Rico Office of the Commissioner of Financial Institutions / Information included pertains to P.R. Commercial Banks only

- Banco Popular de Puerto Rico is the leader in total assets, total loans and total deposits
- Recently announced acquisitions will solidify the market positions of the second and third players
 - FirstBank Banco Santander de Puerto Rico
 - Oriental Bank Scotiabank
- After consolidations, five commercial banks will remain in Puerto Rico (down from 13 in 2005)



^{*} Includes figures from the Bank of Nova Scotia operations.

Featured Industries



Hotels



Commercial Real Estate - Retail



Pharma - Manufacturing



Energy



Infrastructure – Public Private Partnerships (airports, highways, ports)



Featured Programs (Enhancements)

- CDBG Participation
- Opportunity Zones
- EB-5
- Act 20 Incentives







FOUNDED: 1913

JOSE E. LEDESMA-FUENTES President

THE PUERTO RICO CHAMBER OF COMMERCE

MISSION

To strengthen the development of our members by providing knowledge, multi-sector representation and protecting the values and foundations of free enterprise. Foster the sustainable economy development of Puerto Rico and a better quality of life.

VISION

To create sustainable socioeconomic conditions that energize Puerto Rico's competitiveness, promoting innovation and the entrepreneurial spirit.







"ACCREDITED" STATE CHAMBER

- The U.S. Chamber of Commerce, has awarded accreditation to the Puerto Rico Chamber of Commerce as a "Accredited State Chamber", for its sound policies, effective organizational procedures, and positive impact on the community. Accreditation honors a chamber's work to enhance the quality of life for its members and its region.
- The only program of its kind in the country, U.S. Chamber accreditation recognizes excellence in chamber planning and performance. To achieve accreditation, a chamber must demonstrate quality programs, clear organizational procedures, and effective communications by meeting minimum operation and program standards in the areas of governance, program development, government affairs, and technology.
- There are currently only 4 Accredited State Chambers in the USA.



- Over 700 corporate members representing all economic sectors, and nearly 90% of the private sector economy.
- 30 Affiliated Associations composed of over private sector Organizations.
- 30+ Working Committees that represent all major economic sectors of the island.



The best resource for making industry contacts

- The Chamber has all of the best licensed professional service providers in all major areas, such as:
 - Accounting, Taxes, Audit & Advisory
 - Legal Services
 - Human Resources Administration
 - > Finance & Insurance
 - Real Estate & Tourism
 - Engineering & Architecture, Technology, Telecomm.
 - > Construction, Energy, Public Private Partnerships
 - Retail Sales, Marketing & Public Relations
 - Healthcare





Excellent woking relationships with:

- Local Government entities, including the Executive Branch, the Legislature, and Municipal Governments.
- The U.S. Government, both the Executive Branch and the U.S. Congress.
- U.S. and International Chambers of Commerce
- Strong believer in Diversity and Inclusion: 11 University Chapters; Young Entrepreneurs; Businesswomen's Network.





3 Main Areas of Work

- Lobbying at the US Federal, Puerto Rico and Municipal Level
- Organizing various forums, conferences and convention to educate our members, and provide opportunity to present and exchange views with regards to socioeconomic development initiatives. These events are also a way to exchange ideas with government officials regarding legislation and public policies.
- Holding numerous business networking events and activities.





CURRENT PRCC PRIORITIES / ACTIVITIES

- Puerto Rico Economic Development / Fiscal Stabilization.
 Push for parity in Medicare/Medicaid Funding, Nutritional Assistance, PROMESA.
- Puerto Rico Economic Competitiveness (taxes, labor regulations, permits, utilities' reform, P3's, etc.)
- Promote Municipal Reform, and Opportunity Zones Investing
- Building STRONG ALLIANCES with other Chambers of Commerce and private sector organizations throughout the Americas



UPCOMING EVENTS

- February 26 CCPR Investment Summit
- March 27 CCPR Health & Insurance Conference
- April 21-23 WTTC (世界旅行ツーリズム協議会)
 2020 Global Summit
- May CCPR Microgrid Conference with NEMA (アメリカ電機工業会)
- June 12-13 CCPR Annual Convention & Exhibition



どうもありがとうございます!

OUR ADDRESS:

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