

2025 2026



CORPORATE MANAGEMENT SUMMARY





2025

2026



CORPORATE MANAGEMENT SUMMARY




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MESSAGE FROM THE CHAIRMAN

Dear Members:

In compliance with the Corporate Bylaws of the Santiago Free Trade Zone Corporation (CZFS), and on behalf of its Board of Directors, it is my honor to present the 2025 Annual Report.

This act of transparency represents much more than merely recounting figures. Personally, it is an opportunity to reflect on the impact of our management and reaffirm our vision for the future within an increasingly complex global environment.

The Dominican Republic now faces the challenge of maintaining its competitiveness, attracting foreign investment and consolidating its position as a reliable nearshoring destination.

In the face of these challenges, free trade zones have reaffirmed their role as a strategic economic policy tool. Santiago Free Trade Zone Corporation has established itself as a key driver of national economic development through the Víctor Espaillet Mera Industrial Park (PIVEM). This park is notable for its mixed-use nature, integrating traditional manufacturing with technology industries, global services, and advanced logistics.

PIVEM hosted dozens of multinational companies, including several with global reach—organizations that are leaders in their respective industries during 2025. More than 80 manufacturing and specialized service companies generated approximately

22,000 direct jobs and achieved exports totaling USD 679.5 million, maintaining its position as one of the country's leading export parks. These results significantly contribute to the economic dynamism of the Cibao region, which represents nearly 37% of the country's Gross Domestic Product.

This success is thanks to modern infrastructure, consolidated specialized production clusters and a strategic vision focused on innovation, sustainability and global competitiveness.

Distinguished members, If there were ever a moment that encapsulated our history, identity and purpose, it was undoubtedly the celebration of our 50th anniversary.

Held at the Grand Cibao Theatre, this flagship event brought together the highest-ranking national and international leaders. We were honored by the presence of President Luis Abinader and Vice President Raquel Peña, as well as investors, members of the diplomatic corps, government officials and representatives from the business community, arts organizations, academic institutions and social groups from across the country.

We presented the publication 'Santiago: Business Hub and Investment Epicentre', which recounts our history and outlines our vision for the future. I would now like to thank and congratulate the members



Miguel A. Lama Rodríguez
Chairman of the CZFS
Board of Directors

and employees of our corporation who made up the 50th-anniversary task force. I am thrilled that we are inspired to continue building the institution for the next 50 years.

This celebration transcended institutional boundaries, becoming a display of Dominican pride. It was a tribute to five decades of uninterrupted work during which time the Corporation has transformed challenges into opportunities, created decent employment, and established Santiago as a model for investment, innovation, and growth.

Since our establishment in 1974, we have been a key driver of economic development in the northern region, and today we reaffirm that legacy with an even more ambitious vision. We are continuing to establish ourselves as a competitive leader in the Caribbean region through infrastructure projects, technological modernization, industrial expansion and strategic partnerships.

In this vein, we are moving forward with our integration into the World Trade Center's Association, marking the beginning of a new era for Santiago and the Corporation.

Joining this global network will transform our industrial park into a world-class business platform. It also establishes us as a gateway for global trade

in the Caribbean, strengthening our ability to attract investment, forge international connections and promote knowledge exchange.

This strategic decision aligns with our vision of evolving from a regional industrial park into a global business hub connected to major economic centers worldwide.

As a nearshoring hub in the Americas, connecting North America, Latin America, and Europe, we are well placed to offer agile supply chains, skilled talent, and investment-ready infrastructure. Ladies and gentlemen, that is the unique value we bring to the world today..

At the same time, we have strengthened our commitment to innovation and technology. We have started modernizing our internal systems by implementing an ERP system, due to begin in 2026. This will form the basis for the comprehensive digitization of our services.

This effort is complemented by our close partnership with the Pontificia Universidad Católica Madre y Maestra through the Business-Academia program, which promotes talent development aligned with the demands of Industry 5.0.

Similarly, we reaffirm our role as an investment hub by aligning our strategy with regional development



plans, such as Santiago 2030, and the initiatives of the Santiago Strategic Development Council. Our objective is to contribute to the national goal of doubling GDP by 2036.

Santiago de los Caballeros is establishing itself as a city with a dynamic and diverse economy, strong ties to global markets, and a growing population. Home to thousands of active businesses and with growing sectors such as healthcare, manufacturing and services, the city offers unique investment opportunities.

Throughout 2025, the Santiago Free Trade Zone Corporation kept strong financial performance, achieving approximately 8.4% growth in total revenues compared to the previous year. Within this result, operating revenues reached a new all-time high, increasing by about 8.3% compared to 2024, reflecting a greater capacity to generate income from core business operations. Similarly, the surplus represented around 41% of total revenues, showing efficient, sustainable financial management with continued supporting growth capacity, reinvestment, and institutional strengthening.

Furthermore, net assets rose from DOP\$8,473,765,832 to DOP\$9,513,811,696, representing a 12.3% increase, indicating the Corporation's financial strength and sustainability.

Ladies and gentlemen, these memoirs provide a detailed overview of the various projects currently underway at the Víctor Espallat Mera Industrial Park, as well as an insight into the scope and scale of the corporation's support units, including MEDICA, CAPEX, CEGESTA and the fire department.

You will also be able to review the statistics and results of the pillars that define our corporation's corporate social responsibility. These were particularly robust and innovative in 2025.

Dear members: We recognize that the road ahead remains challenging, requiring greater innovation, efficiency and global integration.

Therefore, we reaffirm our commitment to continuing to build an institution that adapts to changes and leads them.



I would like to express my heartfelt gratitude to the Corporation's team, whose dedication has been invaluable during this highly transformative period. I am also grateful to the business leaders who continue to choose PIVEM as an investment destination, and to the thousands of employees whose daily efforts reinforce Santiago's position as one of the most attractive cities for global investment.

I am very grateful for the support and trust that you have placed in us, our partners, and the members of the Corporation's Board of Directors. I urge you to continue getting involved with enthusiasm and embracing these projects, which will leave behind a legacy that we can all be proud of.

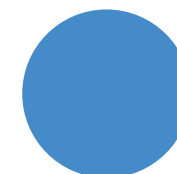
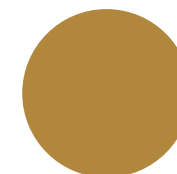
Let us work together to establish Santiago as a city of opportunity, an investment hub and a leader in development in the Dominican Republic and the Caribbean.

Thank you very much!

Miguel A. Lama Rodriguez
Chairman of the CZFS Board of Directors

Chapter 1

**AN EVER-EVOLVING
CORPORATE CAMPUS**



Santiago Free Trade Zone Corporation (CZFS)

The Santiago Free Trade Zone Corporation (CZFS, per its acronym in Spanish) leads the industrial, technological, and socioeconomic development of the northern region of the Dominican Republic. As operator of the Victor Espailat Mera Industrial Park (PIVEM, per its acronym in Spanish), it manages a hybrid production ecosystem that brings together companies engaged in the processing and manufacturing of goods for export—such as tobacco, footwear, and textiles—alongside high-value-added industries such as software development, electronic component production, shared service centers, and logistics services.

With over five decades of experience, CZFS has consolidated PIVEM as a reference point for innovation, competitiveness, and sustainable growth. Its administration drives not only the industrial and commercial expansion of Santiago de los Caballeros but also the strengthening of the free trade zone sector as one of the strategic pillars of the national economy.



Our Institutional Philosophy

CZFS manages PIVEM as a world-class industrial ecosystem, designed to maximize productivity, profitability, and competitiveness for its clients.

Serve as a vehicle for wealth creation, improved **quality of life**, and responsible, sustainable economic and social development.

Serve as the **leading ecosystem** that fosters a culture of entrepreneurship, responsibility, and sustainability.

Sustainability
Reliability
Innovation
Continuous Improvement

Mission

Vision

Values



BOARD MEMBERS OF THE SANTIAGO FREE TRADE ZONE CORPORATION (CZFS)



Miguel Lama Rodríguez
Chairman



Ricardo José Fondeur Victoria
Vice-Chairman



Nicasio Pérez Zapata
Treasurer



Mauricio Haché Álvarez
Secretary



Félix M. García Castellanos
Member



José Armando Bermúdez
Member



Fernando A. Capellán
Member



Carlos Iglesias Rodríguez
Member



Daniel Antonio Liranzo
Ex Officio Member Representative
National Council of Export Free Zones (CNZFE)



José Ulises Rodríguez
Ex Officio Member Representative
Santiago City Council



Juan Alfonso Mera Montero
Ex Officio Member Representative
Association for Development, Inc. (APEDI)



Marcos Santana
Ex Officio Member Representative
Santiago Association of Merchants and Industrialists (ACIS)



Luis Campos Jorge
Ex Officio Member Representative
Santiago Chamber of Commerce and Production



Edwin Reyes Arias
Ex Officio Member Representative
ISA University



R. P. Secilio Espinal
Ex Officio Member Representative
Pontifical Catholic University Madre y Maestra (PUCMM)



Luis José Bonilla
Ex Officio Member
Association of Industrialists of the Northern Region (AIREN)



Marco Cabral Franco
Ex Officio Member
Association of Free Zone Companies of Cibao (AEZFC)



José Augusto Vega Imbert
AD VITAM Member



Juan José Batlle
AD VITAM Member

PARTNERS OF THE SANTIAGO FREE TRADE ZONE CORPORATION (CZFS)

INSTITUTIONAL PARTNERS

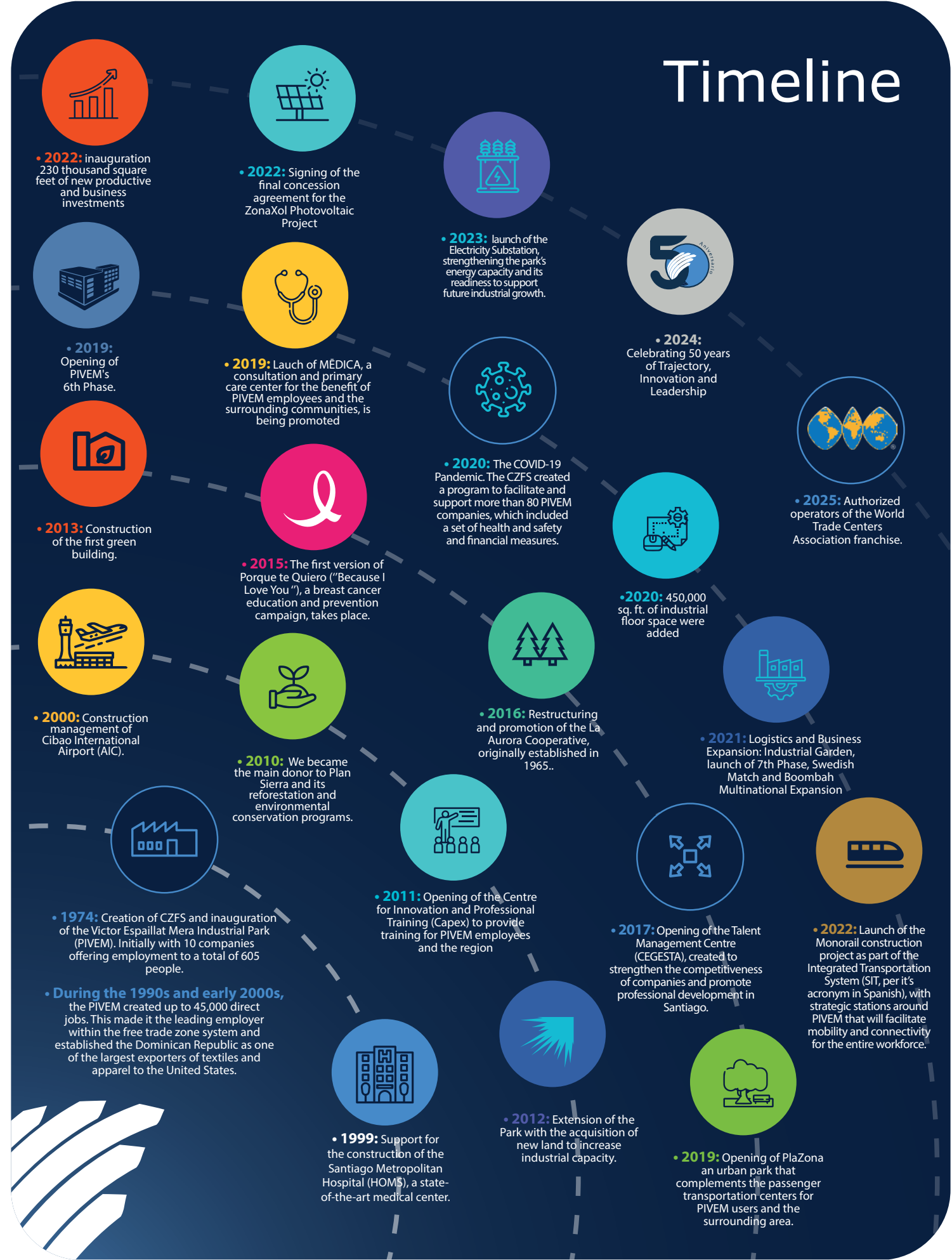


INDIVIDUAL MEMBERS

Alejandro J. Fondeur Mera
 Benito A. Ferreiras
 Carlos Iglesias Rodríguez
 Cristian Reyna Tejada
 Edwin Pereyra Gross
 Félix M. García Castellanos
 Fernando A. Capellán Peralta
 Fernando M. Lama Capellán
 Fernando Puig Miller
 Francisco José Thomén
 Inmaculada Adames Pichardo
 Iván Reynoso Santana
 José Armando Bermúdez
 José Augusto Vega Imbert
 José Luis Ventura Castaño
 José Octavio Pérez Zapata

José Ramón Vega Batlle
 Juan Ernesto Batlle Garrido
 Juan José Batlle Álvarez
 Juan Manuel Ureña Rodríguez
 Juan Mera Montero
 Lina García de Blasco
 Luis José Bonilla Bojos
 Mauricio Haché Álvarez
 Miguel Andrés Lama Capellán
 Miguel Lama Rodríguez
 Mikael Guerrero Durán
 Nicasio Pérez Zapata
 Oliverio Espaillat Torres
 Rafael Emilio Yunén Zouain
 Ricardo Fondeur Victoria
 Víctor García Sued

Timeline



Our People

1. **Emmanuel De La Rosa**
Project Manager
2. **Manuel De Peña**
Operations Manager
3. **Scarlet Muñoz**
Corporate Administration Manager
4. **Ingrid Fernández**
Engineering Manager
5. **Julio Polanco**
Marketing Manager
6. **Onis Polanco**
Accounting Manager
7. **Cecilia Buchanan**
Institutional Strategy Director
8. **José Sánchez**
Planning and Development Manager
9. **Fernando García**
Chief Operating Officer
10. **Laura Santelises**
PIVEM Services Manager
11. **Lourdes González**
Purchasing Manager
12. **Rafael Paredes**
Human Resources Strategy Director
13. **César Céspedes**
Senior Administration and Finance Manager



CZFS Administrative Team - 2025

ADMINISTRATION

Fernando J. García G.
Cecilia Buchanan
Scarlet E. Muñoz B.
Emmanuel De La Rosa L.
Laura M. Santelises V.
Yuleisy Almonte R.
Emely Taveras
Belkis A. Salcedo D.

PROCUREMENT

Lourdes Y. González B.
Raquel M. Díaz M.
Yordania P. Reyes R.
Micaelina Peguero M.
Darewin González

MARKETING, COMMUNICATIONS, AND CORPORATE AFFAIRS

Karen Y. Gómez A.
Julio A. Polanco N.
María José Balaguer J.
Mabely T. Jiménez T.
Yoleidy Almánzar B.
Aschly Cruz A.

FINANCE AND ACCOUNTING

César H. Céspedes R.
Onis A. Polanco P.
Australia S. Polanco C.
Natalia Mago
Wendy Y. Lantigua C.
Ericson J. Peña J.

HUMAN RESOURCES

Rafael Paredes C.
María Fernanda Olivo H.
Ana Patricia Hernández N.
Wendy Calderón P.
Leidy V. Núñez M.
Lisa M. Núñez V.

CEGESTA

Laura M. Mena H.
Elvis de Jesús Peralta
Ranyelis A. Bencosme C.
Stefanía Valdez P.

ENGINEERING

Ingrid E. Fernández M.
Ruth Reyes C.
Anginette M. Rivera R.
Polibio R. Collado G.
Amanda J. Brito L.
Randy T. Henríquez R.

OPERATIONS

Manuel B. De Peña G.
Dionisio A. Bisonó P.
Luisa P. García M.
Raymond Cid
Yulisa Reyes
Diony J. Peralta A.
Gioconda M. Castillo P.

PLANNING AND DEVELOPMENT

José R. Sánchez C.
Albania L. Fadul L.
Jorge E. Wehbe D.
Yamilex M. Román C.
Lissette D. González P.

TECHNOLOGY

Josué Herrera C.
Wilmer J. Almonte D.
Dinanyeli M. Díaz

SECURITY AND ACCESS CONTROL

Luis A. Rosario B.
Manuel De Jesús Cruz C.

Competitiveness Ecosystem

CZFS continues to strengthen a competitiveness ecosystem that integrates specialized service companies, increasing PIVEM's added value. This process is driven both by attracting new complementary service companies to the park and through internal investments in initiatives that expand ecosystem capabilities, promoting conditions that enhance productivity, efficiency, growth, and sustainability for clients.



Cayra Bencosme
Executive Director CAPEX

CAPEX

The Innovation and Professional Training Center (CAPEX) continued its efforts to strengthen human capital in 2025, bolstering its agenda through its three core components: Education, Projects, and Events.

The academy, which has been operating for 14 years under PIVEM, continues to consolidate its profile and prestige through its impeccable staging of corporate events, which bring together key local figures from the government, industry, education, and private sector.

The scope and relevance of CAPEX's initiatives were evident in 2025, as more than 6,700 people participated in its programs. In terms of projects, over 3,000 people were impacted, while an equivalent number attended the corporate events held throughout the year.

In the academic sphere, more than 700 people were impacted through strategic training initiatives. The Academic Department aims to position itself as a key driving force for

growth, innovation, and talent transformation, both within the institution and in the broader business ecosystem, contributing to the sustainable development of human capital.

Outstanding initiatives:

- International Human Talent Week
- Innovation Lab
- 10th Training Symposium: Educational Renewal - Innovation and Impact
- Business Luncheon: Santiago's Standing - Growth and the National Economy.
- Business Roundtable: Global Outlook – Keys to Making Business Decisions in a Changing World.
- Keynote Lecture: Redesigning the Game – Standing Out Has Never Been More Important.
- Keynote Lecture: The World Ahead – Change, Transformation, and Purpose.



Over the course of 2025, CEGESTA consolidated its position as a strategic partner in human talent management, strengthening its institutional visibility and expanding its reach both within and beyond the Víctor Espaillet Mera Industrial Park (PIVEM).

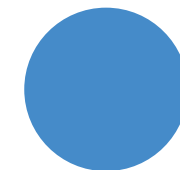
Active participation in three Job Fairs, as well as in key events such as International Human Talent Week and Expo-Cibao, allowed the unit to showcase its value proposition, share best practices, and forge strategic partnerships with various stakeholders in the business ecosystem.

As part of its strategic evolution, CEGESTA carried out a comprehensive update of its service portfolio, structured around the following pillars: Employee Experience, Talent Strategy, Organizational Transformation, and Recruitment and Selection. This reaffirms its role as an organization that integrates a

human-centered approach, strategic vision, and sustainable impact, generating value for both companies and individuals.

During the third quarter of the year, CEGESTA continued expanding its client base, strengthening its presence both within and outside PIVEM, and advancing in the diversification of its portfolio. It also maintained a high recurrence in demand for its services, reflecting client trust and loyalty, while continuing to promote an ongoing improvement process aimed at better responding to the needs of companies within the park.

Overall, these results confirm CEGESTA as a key player in boosting formal employment and strengthening talent management, consolidating its role as a reliable and strategic partner for business and human development.





Dr. Marcel Morel
President of MÉDICA

Over the course of 2025, MÉDICA significantly strengthened its impact on healthcare by expanding access to specialized services, consolidating preventive programs, and promoting comprehensive, community-centered care. New medical specialties were added—including Neurology, Hematology, and General, Laparoscopic, and Vascular Surgical Services—benefiting more than 250 patients, which expanded treatment capacity and healthcare coverage.

Mapfre Salud, and ARS Monumental, which allowed for continuous monitoring of chronic conditions such as hypertension and diabetes. These programs ensured timely access to appointments and medications without out-of-pocket costs and also served as a key tool for evaluating the quality of care through the systematic monitoring of clinical indicators that facilitate timely decisions and improve patient management.

A strategic pillar this year was the effective implementation of Promotion and Prevention programs in partnership with ARS Primera,



Jesús Rodríguez Torres
President of Cooperativa La Aurora

In 2025, La Aurora Cooperative strengthened its financial and organizational performance, ending the year with 10,925 members, 5,127 of whom belong to PIVEM, thereby reinforcing its commitment towards inclusion and business development.

and in multiple conferences, workshops, and strategic meetings. These initiatives strengthened governance, fostered innovation, and promoted financial sustainability. Similarly, progress was made in exploring new financial solutions, digital security, and inclusive financing models, along with ongoing training for the team in regulations, leadership, credit assessment, and sustainability.

Institutionally, the cooperative played an active role in the FECOOPCEN National Conference



Juan Carlos Vargas Reyes
Fire Station Manager
Santiago Free Trade Zone

Emergency prevention and timely response are fundamental pillars for safeguarding human life and productive infrastructure. The Free Zone Fire Department's Emergency Unit plays an essential role in protecting the Víctor Espallat Mera Industrial Park (PIVEM) and surrounding communities.

training, education, and operational practice program was fully implemented, ensuring the continuous strengthening of the staff's physical, technical, and logistical skills.

The presence of this on-site fire station contributes to risk mitigation at the industrial facilities, while providing safety and peace of mind to the workforce and the community at large.

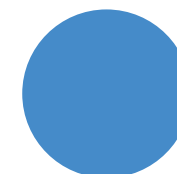
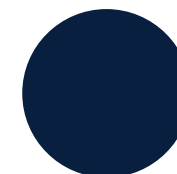
The unit consists of 45 highly trained staff members who operate from a facility strategically located within the industrial park. The 2025





Chapter II

**INSTITUTIONAL DEVELOPMENT,
INNOVATION, AND OUTREACH
IN 2025**



Over the course of 2025, the Santiago Free Zone Corporation continued to strengthen its role as a driver of economic, industrial, and social development for the Northern Region and the Dominican Republic, promoting strategic projects, consolidating business growth within the Víctor Espaillet Mera Industrial Park (PIVEM), and fostering initiatives focused on innovation, sustainability, and institutional partnerships.

The Santiago Monorail is one of the most significant infrastructure and urban development projects that continues to shape the institution's strategic planning. Its construction is in an advanced stage of planning and building, bringing us closer to its inauguration.

This project will significantly transform the city's urban mobility; therefore, the Corporation has maintained an active role in providing institutional support and coordinating with relevant government agencies, ensuring that the park's infrastructure and surroundings are efficiently integrated into this new transportation system.

Furthermore, significant progress was made in 2025 on work carried out by the Ministry of Public Works and Communications (MOPC, per its acronym in Spanish) on the so-called "Avenida Eléctrica," a strategic road connecting Presidente Antonio Guzmán Fernández Avenue (Cienfuegos) with Tamboril Avenue, which is slated to connect with Augusto Lora Avenue in the future.

Its name comes from the presence of major power transmission lines that cross the area, running from the substation located near PIVEM to areas such as La Barranquita and the municipality of

San José de las Matas. These are approximately 128,000-volt lines, which are part of the national power grid and form a critical energy hub for the region.

This new road represents a significant change in the dynamics of access to PIVEM, as a significant proportion of the people who visit or work at the park come from precisely these parts of the city.

As part of these enhancements, the Corporation plans to implement improvements aimed at optimizing internal and external mobility within the park, particularly regarding the flow of cargo vehicles. This measure aims to allow trucks to merge directly onto the North Beltway, avoiding congested urban roads and reducing the need to travel through downtown areas.

This initiative will try to improve the logistics efficiency for companies located in the park, while supporting efforts to reduce traffic gridlock in Santiago, making the park more accessible and functional for industrial and commercial operations.

Growth through innovation and technology

Alongside infrastructure improvements, technological innovation remained a strategic priority for the Corporation.

In 2025, we began research and planning processes for the modernization of internal systems through the implementation of a new ERP (Enterprise Resource Planning) system, which will formally begin in 2026 as part of an institutional project for the 2026–2027 period.

According to CZFS Operations Director Fernando García, this technological platform will enable the consolidation of the digitization



of internal processes, optimize administrative management, and strengthen the services the Corporation offers to both its clients and its employees. The ERP is conceived as a strategic technological pillar that will enable the continued development of digital solutions, including artificial intelligence based initiatives, aimed at improving operational efficiency, strengthening decision-making, and enhancing competitiveness and service quality within the organization.

Growing and expanding businesses in the free trade zone

The year 2025 was marked by sustained growth in the business sphere. Among the most notable examples is Eaton Bussmann, which, following its establishment and opening in September 2024, exceeded its originally projected production and export targets in 2025.

The company, dedicated to the manufacture of electrical products, recorded superior performance both in terms of the volume of units exported and the hiring of new staff, achieving the operational objectives set for that year approximately three months ahead of schedule. This performance reaffirms the park's appeal as a destination for international investment and showcases the growth potential of multinational companies within Santiago's industrial ecosystem.



Similarly, the tobacco sector continued to consolidate its presence within the industrial park, maintaining stable levels of sales, productivity, and employment. This sector, which has historically been significant for the region's economy, displayed balanced growth throughout 2025, contributing to the overall stability of the industrial park.

Another noteworthy case of growth is that of Boombah Dominicana, which has been based at PIVEM since 2016. In 2025, this company recorded a significant increase in its operations, particularly in the sports apparel sector.

As part of its expansion process, a new building of approximately 35,000 square feet was added, allowing the company, through the addition of local parcel distribution and warehousing operations, to expand its logistics capacity.

Boombah's expansion reflects its effective response to new trends in international trade and logistics, particularly the Business-to-Customer (B2C) business model, which has become an established long-term practice within the textile and sports industry.

The company has experienced remarkable growth in terms of employment, creating nearly 1,400 jobs since setting up operations in the park. Despite the challenges posed by the pandemic, Boombah has exceeded initial growth expectations by more than 300%.

In terms of industrial infrastructure, the park continued to operate at full capacity throughout 2025, maintaining a constant process of renovating and modernizing its buildings. Remodeling and upgrades were carried out on

approximately 200,000 square feet of facilities during the year, allowing existing companies to expand their operations within spaces that have been renewed and adapted to current technological requirements.

Specifically, Boombah's infrastructure expansion will bring the number of operational buildings to seven by the end of 2025, with plans to reach eight buildings by 2026, totaling more than 300,000 square feet within the park.

Actividades relevantes, visitas y reconocimientos

The Corporation also received significant recognition and strengthened its network of relationships with stakeholders in the public, academic, and business sectors.



In 2025, the Corporation was included for the first time in the national ranking of **Best Companies to Work For**, published by Mercado Magazine. This award evaluates aspects such as organizational leadership, innovation in human resources management, opportunities for professional growth, work environment, and best organizational practices, reflecting the institution's commitment to its employees' well-being and development.

In addition, the Corporation received international awards from the British firm



Capital Finance International (CFI), which honored it with **Best ESG Industrial Free Zone in Latin America and the Caribbean, Champion in Foreign Investment and Business Competitiveness, and Outstanding Contribution to the Dominican Economy**. These awards reinforce the institution's international standing and validate its commitment to responsible, sustainable, and economically development-oriented business practices.

In the academic sphere, the second phase of the partnership agreement between the Santiago Free Zone Corporation and Pontificia Universidad Católica Madre y Maestra (PUCMM) was consolidated. Through the renewal of the **"Academia-Business Partnership"** agreement, both institutions reaffirmed their commitment to training highly skilled professionals aligned with global market demands. This project includes the

modernization of university laboratories with state-of-the-art technology, as well as the strengthening of academic programs focused on engineering, already impacting more than a thousand students and consolidating Santiago as a key hub for innovation and industrial development.



The signing of the agreement was attended by Miguel Lama, president of the Santiago Free Trade Zone Corporation, and Reverend Father Dr. Secilio Espinal, rector of PUCMM, with Mercedes Carmen Capellán, president of the Madre y Maestra Foundation, serving as honorary witness. Ana María Barranco, dean of the PUCMM Faculty of Science and Engineering, also spoke during the ceremony.





Below is a summary of the most outstanding visits and activities of 2025:

Key event: 5 Decades of History

During the celebration of the 50th anniversary of the Santiago Free Zone Corporation at The Cibao Grand Theatre, attended by President Luis Abinader and Vice President Raquel Peña, the book "Santiago: Business Mecca and Investment Epicenter" was presented, bringing together senior representatives of the national government, investors, diplomatic corps, authorities, and business leaders from across the country.

The half-century of significant achievements and progress by the entity—an essential pillar in the economic development of our region and a benchmark for innovation and business leadership—was celebrated with a splendid event honoring Dominican culture. Since its founding in April 1974, this institution has promoted initiatives that foster hope, transforming challenges into opportunities, creating jobs, and positioning Santiago as an investment and growth epicenter.



Visita de estudiantes participantes del Seminario FOCUS Seminar Student Visit.



The Corporation welcomed the committee, along with students from the Industrial and Systems Engineering program (CEIIS, per its acronym in Spanish) at Pontificia Universidad Católica Madre y Maestra (PUCMM), as part of the 30th Industrial and Systems Engineering Seminar, FOCUS: “Beyond the Obvious,” who gained firsthand insight into the operational dynamics of the industrial park and its impact on employment generation and productive development.

Participation in the 30th FOCUS Industrial and



Systems Engineering Seminar. Fernando García, Operations Director of CZFS, spoke at the panel “Industry and Employment: Present and Future of the Free Trade Zone Sector,” where he addressed the opportunities and challenges facing the industrial sector within the global economy context.

Visit by trade officials from the Ministry of Foreign Affairs (MIREX, per its acronym in Spanish).

The Corporation welcomed a delegation of newly appointed representatives from the Dominican Republic’s diplomatic and consular missions in countries such as Spain, China, Egypt, Qatar, India, South Korea, Canada, the United States, Guatemala, Honduras, and Jamaica.

Visitors were welcomed by Fernando García, Operations Director, and Cecilia Buchanan,

Institutional Strategy Director, who presented the economic impact and development model of the industrial park.

Young people from the Innovation Hub meet with journalist Jessica Hasbun.

Renowned journalist Jessica Hasbún visited the Corporation’s Innovation Hub, where she spent time with young participants and shared insights on leadership, communication, and professional development. The meeting was led by Miguel Lama.

Visit by Martin Ibarra.



Martín Ibarra, president of Araújo Ibarra International Business Consultants, visited the Corporation to learn about its management model and explore opportunities for cooperation in international trade and investment attraction.

Visit by El Dinero newspaper delegation.



Senior management from the business publication made an institutional visit during which they interviewed Miguel Lama and Fernando García, as well as touring the facilities of the companies Ibex Dominicana and Boombah Dominicana. The agenda also included activities at the Monument to the Heroes of the Restoration and the Santiago by Curio hotel.

Visit by the Cluster of Electrical and Electronic Devices.

Representatives from the sector visited the park to learn about industrial capabilities and opportunities for collaboration in the development of this industry in the region.

Visit by DP World representatives.



Executives from the global logistics and port operations company visited the park to exchange perspectives on international trade and supply chains.

Participation in Expo Cibao.



The Corporation, together with its competitiveness ecosystem—CAPEX, Cegesta, MÉDICA, Cooperativa La Aurora, and the Zona Franca Fire Station—participated in Expo Cibao, the Dominican Republic’s multisectoral trade show organized by the Santiago Chamber of Commerce and Production. At the event, institutional initiatives were presented, and ties with companies, institutions, and stakeholders in the productive sector were strengthened.

Official visit by New York State Governor Kathy Hochul.

The Corporation received a visit from New York Governor Kathy Hochul, accompanied by Dominican Congressman Adriano Espailat. During the meeting, held at CAPEX, the visitors learned about the impact and track record of the Santiago Free Zone Corporation as a model for economic



development, innovation, and the creation of opportunities for the Dominican Republic.

“Leadership in Times of AI” Conference.



The “Leadership in Times of AI” conference took place, featuring Georgi Jekov, Senior Vice President of TechOps at Fresenius Kabi MedTech, alongside executives and business leaders from the industrial ecosystem, in a forum for reflection on leadership and technological transformation in the wake of artificial intelligence.

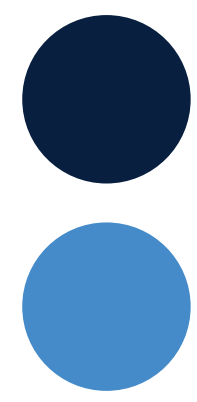
CZFS and ProIndustria

In December 2025, the Santiago Free Trade Zone Corporation held meetings with ProIndustria Director Rafael Cruz to discuss cooperation initiatives and outline actions that would contribute to the region’s and country’s growth. Our president, Mr. Miguel Lama Rodríguez, led this meeting to foster ties between public and private sectors collectively, the initiatives carried out in 2025 underscore Santiago Free Zone Corporation’s commitment to innovation, sustainability, employment generation, and strengthening the business community.

Through infrastructure projects, technological modernization, industrial expansion, and strategic partnerships, the institution continues to establish itself as a leading driver of economic development and competitiveness in the Dominican Republic and the Caribbean region.

Chapter III

**JOURNEY TO THE SANTIAGO
FREE TRADE ZONE WORLD
TRADE CENTER**



Profile: What Are Free Trade Zones?

Article 2 of Law 08-90 defines a free trade zone as a geographically defined area of the country subject to special customs and tax controls, within which companies that direct their production or services toward the foreign market are authorized to establish operations, through the provision of incentives designed to promote their development. Consequently, the main distinguishing feature of a free trade zone is its extraterritorial customs; in other words, the goods entering these zones are considered, from a legal and tax perspective, as if they were outside the country.

Free trade zones represent a strategic mechanism of government economic policy, designed to attract foreign direct investment, boost employment, and strengthen export activity.

Various types of free trade zones exist, depending on their area of specialization: industrial, service, and commercial. In terms of the Víctor Espaillet Mera Park (PIVEM) – managed by the Santiago Free Trade Zone Corporation (CZFS) – it is a mixed-use zone, as it houses companies engaged in the processing and manufacturing of goods for export, such as tobacco, footwear, and textiles. It also hosts activities such as software development, electronics, shared service centers, and logistics.compartidos y logística.

CZFS foundation and development

The first manufacturing facilities were established at PIVEM in April 1974 on land provided by the Santiago City Council, driven by the initiative of Mayor Joaquin Balaguer Ricardo and following a recommendation from the Association for Development, Inc. (APEDI, per its acronym in Spanish) to the Santiago City Council to lay the groundwork for an industrial park in the city of Santiago.

The formal opening of what is now the Santiago Free Trade Zone Corporation (CZFS)—the first public-private mixed-use industrial free trade zone—included among its founders Victor Espaillet Mera, Simon Tomas Fernández, Alejandro Santelises, Jose Armando Bermudez, and Jose Augusto Vega Imbert, among other prominent figures in the business community.

The Victor Espaillet Mera Industrial Park (PIVEM) is an institution committed to the social, environmental, economic, and civic development of the region and the country. With more than five decades of service, it continues to consolidate the industrial and commercial growth of Santiago de los Caballeros; contributing to the socioeconomic development of the entire Northern region; and increasingly strengthening the competitiveness of the Free Trade Zone sector as a pillar of the national economy.

Moving towards Santiago 2030 and the province's comprehensive development

The Santiago Free Trade Zone Corporation has played a key role in boosting GDP in the Cibao region by 2025 (estimated at 37%), while also generating 21,836 direct jobs and RD\$679.5 million in exports. This has been possible because PIVEM has established itself as a modern infrastructure and service hub that promotes specialized clusters for various production sectors.

As part of its commitment to the region's comprehensive development, the Santiago Free Zone Corporation has supported high-impact projects that strengthen the city's

competitiveness and international presence; this is further consolidated through direct air service to Europe via the Santiago–Madrid flight, operated from Cibao International Airport, initiative supported by the Santiago Free Zone Corporation. Similarly, the Corporation supported the development of the Santiago Metropolitan Hospital (HOMS, per its acronym in Spanish), a leading institution in the provision of healthcare services, distinguished by its incorporation of cutting-edge medical technology.

As of December 2025, PIVEM houses companies that supply finished products and raw materials such as machine-made and hand-rolled cigars, electrical connectors, woven belts, coats and T-shirts, tobacco leaf cuts, backpacks and suspenders, manufacturing machinery, labels, men's shirts, medical supplies, shoes, uniforms and sports emblems, electrical and electronic components, software and information technology, call centers, among others, which demonstrates the Corporation's diversification and PIVEM's capacity to contribute to the national economy.

In 2025, PIVEM made progress toward joining the World Trade Centers Association (WTCA), a global network that establishes CZFS as a regional hub for global trade, attracting investors, merchants, and skilled professionals to shape Santiago's future while connecting its operations to a worldwide trade network.

World Trade Centers Association (WTCA)

The World Trade Center network ushers a new global era for the Cibao region. However, what does it mean to be a WTC park? It means joining a group of iconic buildings, organizations, and professionals united by a shared mission to welcome global businesses. With this membership, the Santiago Free Zone





Corporation becomes the gateway for global business, innovation, and investment in the Caribbean basin, making us the leading platform for sustainable industrial development in the region.

Obtaining the WTC license was a strategic decision to align our long-term transformation agenda—transitioning from a regional industrial park to a world-class business city—with the credibility and connectivity of the World Trade Center’s Association (WTCA) global network. With this integration, the CZFS will strengthen its ability to attract partners, investors, and talent, showcasing the Dominican Republic as a competitive, sustainable, and innovation-focused economy; specifically, facilitating B2B (business-to-business) and B2G (business-to-government) connections between our tenant companies and global markets, participating in trade missions and investment forums, and contributing to knowledge exchange between region.

This license was granted in recognition of PIVEM’s unique characteristics, which position it as a strategic nearshoring hub in the Americas, as we connect North America, Latin America, and Europe, offering global partners agile supply chains, a skilled workforce, and infrastructure ready for investment. Similarly, innovation, development, and collaboration policies align with the WTCA’s mission: promoting responsible trade, green manufacturing, and inclusive prosperity without borders.

Following the implementation, WTC Santiago will be the only World Trade Center in the Caribbean operating within an active free-zone industrial ecosystem: companies in sectors such as medical devices, electronics, textiles, and advanced manufacturing operate within PIVEM.

Innovation and Technology Hub

“Clearly, technology is a top priority within the institution. We have already begun research into updating the corporation’s internal systems using an ERP system, which is set to go live in 2026.” Fernando Garcia, PIVEM’s director of operations, is referring to the update aimed at completing the digitization of internal services, which will be implemented over the next two years. The executive notes that this is the foundation for “continuing to develop digital and technological processes across the various services the corporation offers to its clients and internal users.”

The Innovation and Technology Hub category is based on close ties with entities that support technological initiatives. García mentions, for example, the support provided to technology laboratories through the Academia-Empresa agreement between the Pontificia Universidad Católica Madre y Maestra (PUCMM) and the Santiago Free Trade Zone Corporation (CZFS), which is detailed later in this report.

Santiago Free Trade Zone Corporation: an investment hub

The Santiago Free Trade Zone Corporation (CZFS) has been the driving force behind these investments, as it has successfully analyzed market trends to position the City of Hearts as a business hub and investment epicenter, aligning with the vision of the Santiago 2025–2030 Strategic Plan, with the planning of the Santiago Strategic Development Council (CDES, per its acronym in Spanish) and the Santiago Oeste 2030 initiative, in order to contribute to the national goal of doubling the Gross Domestic Product (GDP) by 2036.

Thanks to the regulatory framework of Law 16-95 on foreign investment and the regulations governing the creation of industrial companies

and expansion projects within PIVEM, the industrial environment established more than five decades ago now features cutting-edge technology, renewable energy, and logistics hubs that connect Santiago to the world in record time, serving a production sector that goes beyond the traditional manufacturing that PIVEM knew at its founding. This enables more than 80 companies to operate from the main industrial hub in the First Santiago of the Americas.

The following four factors are among the key reasons to invest in Santiago de los Caballeros and can have an impact on the decision-making process:

- 7,000 companies across a wide range of sectors, making the City of Hearts a diversified economy;
- Over 5,400 active businesses, reflecting a booming trade sector;

- Health, manufacturing, and service sectors, signs of growth;

- Connections to global markets reflect an export-oriented industry.

Western Santiago: expansion and development on the horizon

Western Santiago has transcended its status as the country’s 156th municipality by consolidating itself as a region with its own economic vitality. Its emergence as a hub for urban expansion in the Santiago de los Caballeros metropolitan area is underpinned by a population exceeding 200,000 people, its strategic location near the Victor Espallat Mera Industrial Park (PIVEM); positioning it as a residential area for thousands of workers; and projections of improved land connectivity through the future implementation of the Santiago Monorail.

With the implementation of the Western Santiago 2030 Development Plan, the area will be transformed into a safer place, complete with green spaces, modern infrastructure, and well-functioning public services, which will attract new investment and improve the quality of life for its residents. This plan is supported by CZFS



and other institutions that believe in the area’s potential for expansion and development, both on a large-scale industrial level and for SMEs.

This plan includes high-impact initiatives such as Santiago Business City and the ZonaXol Solar Park, which, together with the Santiago Integrated Transportation System, are key projects in shaping the future of Santiago, based on innovation and sustainability.

New urban mobility and corporate growth

With the launch of the Santiago Integrated Transportation System (SIT Santiago, per its acronym in Spanish)—which includes the cable car, monorail, and a network of buses connected to both—urban mobility in Santiago is evolving and aligning with the business growth vision proposed by the Santiago Free Trade Zone Corporation.

According to reports from the Ministry of the Presidency, as of December 2025, the Santiago

Monorail project achieved an overall progress rate of 87.8%. Of this percentage, Stage I was at 96% completion, with stations nearly finished and viaduct work in its final phase. This is the longest stage, which includes the San Lorenzo, Espailat, Las Flores, and Pueblo Nuevo stations.

The second section had an average progress rate of 71.5%, with construction sites at various stages, particularly at the Central, Las Carreras, and Yagüita stations, and the segments between stations E11 and E13. The monorail comprises 14 stations spread over 12.8 kilometers from western Santiago to the southern part of the city, passing through the center of “Ciudad Corazón” (City of Hearts)

Three railway stations near PIVEM are included in the SIT route: Ensanche Espailat, La PlaZona (Zona Franca), and Circunvalacion.



Ciro Cascella
President and CEO of Arturo Fuente Cigars

“For us at Arturo Fuente Tobacco Company, the Víctor Espailat Mera Industrial Park represents the heart where our passion takes shape. We are filled with a sense of pride to see how the Park’s growth in 2025 translates into tangible benefits for our beloved Santiago community, transforming lives through dignified employment.

Together, we have fostered a legacy of excellence that transcends borders and strengthens our foundations. Looking ahead to 2026, we reaffirm our commitment to continue sowing opportunities and hope, always honoring the tradition of this land that is, and always will be, our home.”



Diamela Hernández
Meridian Srl

“In 2025, we forged closer ties with other companies and leveraged the diversity of activities taking place in the Park, which allowed us to strengthen inter-institutional relations. For example, our outreach to HR leaders enabled our organization to become part of a dynamic business community committed to excellence.

Looking ahead, our expectation for 2026 is to continue strengthening our presence in the Park, leveraging the opportunities for collaboration and growth that this environment provides. We aim to consolidate strategic projects, expand our participation in joint initiatives, and continue fostering an environment that drives both innovation and the welfare of our employee.”

Northern free trade zones account for 37.6% of employment under this national regime, with 74,440 employees. Of these, 57,757 are part of our “Ciudad Corazón”, working in an inclusive and gender-equitable environment.

Source: National Free Trade Zones and Exports Council (CNZFE).



Leidy López
Eaton Executive

“Our business is focused on the production of aerospace components. We are the only company in the country within this category of the Eaton Group.

The addition of a new manufacturing company to the group and to PIVEM represents a very positive strategic move. This type of expansion strengthens the advanced manufacturing ecosystem, creating synergies among companies that share know-how, infrastructure, and specialized talent.

The outlook for 2026 is encouraging: precision manufacturing and the high-tech sector will continue to be drivers of growth. We expect Santiago to remain a center of interest for foreign investment.”



Chapter IV

**CORPORATE SOCIAL
RESPONSIBILITY**

Corporate social responsibility in the free trade zone sector is an essential component for sustainable development. Apart from its physical infrastructure, an industrial park must establish itself as a driving force for progress, where operational efficiency and ethical commitment serve as cornerstones for fostering sustainable economic growth while maintaining harmony with the wider community and the environment.

Education and Entrepreneurship Pillar

• Industry-Academia Program

The second phase of the Industry-Academia Program, a partnership between Pontificia Universidad Catolica Madre y Maestra (PUCMM) and Santiago Free Trade Zone Corporation (CZFS), was launched in March 2025, with a 50 million pesos investment to create new laboratories and facilities at PUCMM.

The first tranche was awarded during the launch ceremony for the first phase, to be invested in three key areas. The first is Industry 5.0: for integrating automation, artificial intelligence, and emerging technologies into academic training. The second is Energy Audits: allowing students to work on energy efficiency for real companies, thus contributing to the sustainability of the manufacturing industry. And the third is Industrial Equipment: involving the implementation of new certified equipment that will strengthen future engineers' technical skills.

“Through this partnership, we reaffirm our commitment of making Santiago a talent and innovation hub, ensuring that our alumni will be highly competitive both nationally and internationally,” said Miguel Lama Rodríguez, Chairman of CZFS.

Knowledge sharing

CZFS works closely with the Center for Innovation and Professional Training (Capex) in the education pillar. Notable projects include:

•Education for Employment

A training program that maximizes the likelihood of retaining a job and equips graduates with competitive skills, enabling them to stand out in the job market and ensuring future employment opportunities. 225 participants benefited from the program in 2025, bringing the total to 4,660.

•Technology Development Program: Future Entrepreneurs

With 123 participants this year, the initiative—now in its 13th summer session—lays the groundwork for the region’s future generations, providing 14- to 19-year-olds with the skills they need to contribute to the development of their community, city, and surroundings.

The program’s reach this year extends to Santiago, Santo Domingo, La Vega, San Jose de las Matas (Sajoma), and Jánico, consolidating an initiative that invests in young talent as a driver of social and regional transformation.



Education and Entrepreneurship Pillar

2025: 225
people affected
Historical: 4,660

This training maximizes the likelihood of job retention and provides graduates with competitive skills that differentiate them and ensure greater future job attraction.

Development of global communication skills in the participants, so that effective and meaningful communication in the English language is demonstrated.

Pilot Project English at the Polytecnic Don Bosco

Project Education for Employability



Technological Development Program: Future Entrepreneurs

- Executed by Capex, the project developed two programs: Introduction to Python Programming and Power BI Analysis.

- **123** young benefited from the program in 2025. To date, the initiative sponsored by the Free Trade Zone Corporation Santiago (CZFS) has trained 1,960 young people between th



Academy-Business Partnership Agreement (PUCMM y CZFS)

- Inauguration of the Ergonomics and Work Study and the Simulation and Quantitative Methods Laboratory.

- Technical visits to PIVEM companies: Resonance, SAKIRA, Swedish Match, Arnold André, Tabacalera La Alianza, RJ Torres and Sewn Products Inc (SPI), EATON, United Tobacco Processing (UTP), and Joe Anne Dominicana.

- Updating and management of the subject Current Topics in Industrial Engineering.

- TEP-Capex Offerings Alignment.
- Panel Educational Dialogue: Balance

between the Human and the Technological for an Integral Formation”

- Panel: “The Present and Future of the Free Trade Zone Sector,” as part of the 30th Industrial and Systems Engineering Seminar “FOCUS: Beyond the Obvious”

Other projects were also implemented, including: the 2025 Innovation Fair, the Comprehensive Well-being Program, and the development of the Innovation Lab, among many others.

• **PIVEM and the Community**

In July 2025, a meeting was held with community leaders—all residents living near the Park—to conduct a workshop titled Community Leadership: Transforming Communities from Within, an event organized by CZFS Community Coordinator Emely María Taveras. The training, attended by 28 individuals, including leaders and members of neighborhood associations, aimed to empower participants with strategies and tools to improve the management of their organizations and address issues affecting their communities.

living in the neighborhoods surrounding this industrial complex, Médica continues to expand its services and reach for everyone’s benefit.

The following care statistics were recorded this year:

- More than 17,000 specialist visits.
- 1,700 emergency room visits.
- 7,000 laboratory tests.
- 6,000 imaging studies.

This shows sustained growth in demand and consumer confidence in services offered.

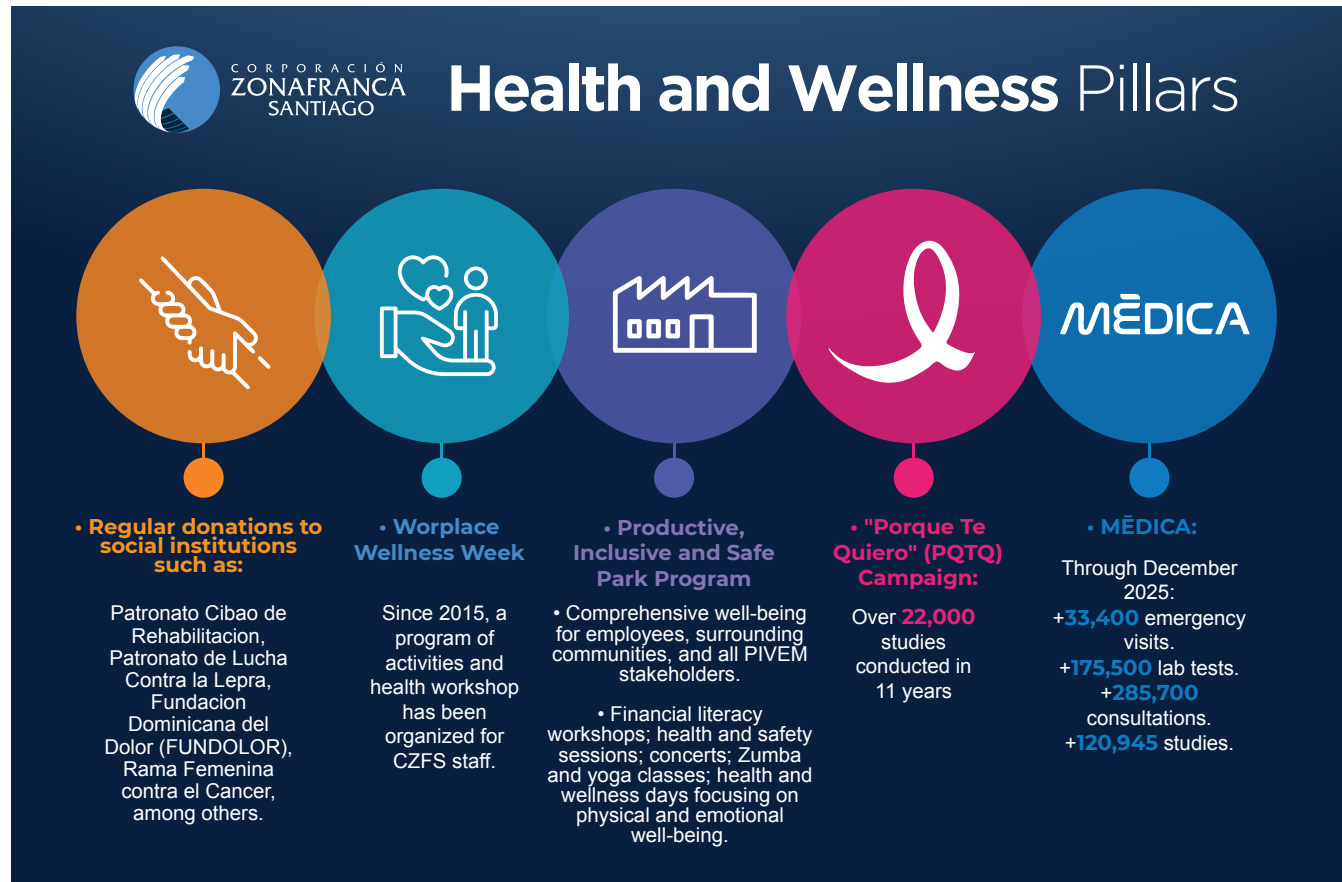
Similarly, Médica impacted more than 1,300 individuals through educational activities on healthy living, mental health, family planning, and disease prevention. Additionally, screening campaigns were conducted, allowing for the screening of more than 2,700 individuals, reinforcing early detection of risk conditions.

As a significant advancement in innovation and

Health and Wellness Pillar

MÉDICA

With an aim to protect the health and well-being of PIVEM’s workforce, as well as the families



“One of our greatest achievements has been caring not only for the health of our employees, but also for that of their families, because when women take care of themselves, they are protecting their children, their partners, and their communities”.



Mercedes Carmen Capellán
Vice President of MÉDICA

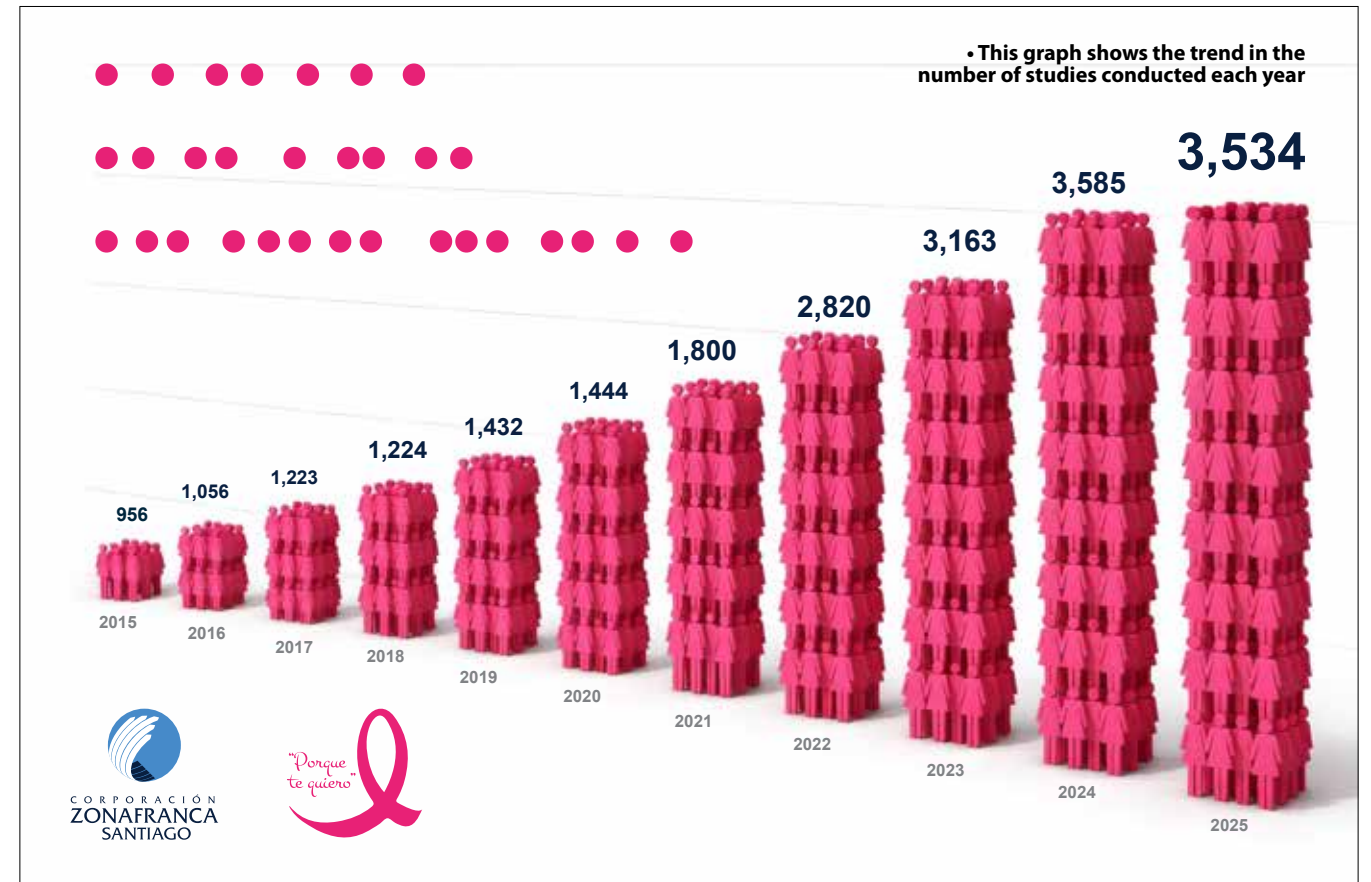
access, MRI services were contracted through SENASA’s subsidized program, integrating state-of-the-art technology that will directly benefit the western Santiago community by enabling more accurate diagnoses, with higher image quality and shorter processing times.

Porque Te Quiero 2025 (Because I Love You 2025)

The “Porque Te Quiero” (Because I Love You, PQTQ in Spanish) campaign—a valuable initiative focused on breast cancer awareness and prevention—reaffirms the commitment of the Victor Espailat Mera Industrial Park (PIVEM) and its surrounding community towards women’s health and well-being. The eleventh edition: **“PQTQ Starts with You”** was presented during a roundtable titled “Taking Care of Ourselves is Also Talking About It,” featuring emotional coach Santiago Morel alongside Gendy Munoz and Joselyn Sanchez, who shared their personal stories of how they coped with the disease.

In late October, the **Great Human Ribbon** event took place, a tradition and symbol of PQTQ. This event was attended by approximately 1,000 women and men, all PIVEM employees.

In 2025, the campaign facilitated more than 3,500 mammograms and Sono-mammograms for 2,423 women, reaffirming its commitment to



“ Behind every diagnosis there is a woman, a family, a battle. . . but also hope. For, as we have said on other occasions, when a woman takes care of herself, she protects her entire community ”.



Fernando García
Operations Director, CZFS

women’s health. Since its inception, the campaign has reached the impressive milestone of more than 21,600 screenings performed for female workers in the free trade zone and their families.

Among the highlights of this edition are the satisfaction survey given to participants, which showed a high level of satisfaction and a clear demand for the campaign to continue. Additionally, MÉDICA now has the most advanced breast MRI machine in the Northern region, allowing for more accurate diagnoses, which translates into prevention and hope.

Promoting well-being

International Human Talent Week at CAPEX

International Human Talent Week 2025 can be seen as a turning point in how human and organizational development is supported. Taking place on September 9-11, the event brought together experts, leaders, and professionals to share trends, innovative practices, and high-level insights on leadership, culture, purpose, and management of organizational change.

The opening session, as well as the presentation titled “Strategic Leadership,” was led by Oscar Frías, general manager of Swedish Match Dominicana and vice president of FUNCAPEX. The following day, presentations and discussions led by Miguel Hernandez, Martha Reynoso, Rafael Paredes, Philippe Laraque, Ely Ureña, and Hamlet Estrella provided an opportunity for discussion and the sharing of knowledge and experiences.

To close the event, the session titled Human Management 2025 featured a presentation entitled “Architects of Organizational Value” by Colombian expert Ciro Perez, CEO of Change Americas, who asserted that to create value, companies must implement these habits: identifying and defining problems, adopting processes, and experimenting with ways to solve them.

Sign Language Workshop

In 2025, as part of the Productive, Inclusive, and Safe Park Project, a Sign Language Workshop was offered to PIVEM employees, providing them with basic knowledge and tools in sign language through hands-on training that promotes awareness and inclusive communication with individuals with hearing impairments.

Over the course of 10 weeks (30 hours in total), facilitators Carmen Liriano and Angela Batista trained 39 employees, who successfully completed the workshop, gaining fundamental skills in sign language communication and becoming more aware of the importance of inclusion in the workplace. The companies participating in this initiative organized by CAPEX were CEGESTA, SPI, General Cigar, A&E Threads, Manojos Tobacco Process, R.J. Torres MFG, and Swedish Match.

Peace Monitors Program

The Culture of Peace Project, which promotes harmonious coexistence and gender equality in the workplace to create safe, respectful, and violence-free environments, extends to PIVEM members and the larger community. These individuals participate in training and awareness programs, which since 2013 has resulted in more than 3,000 employees being trained through the implementation of this program.

PIVEM participants (FUNCAPEX, UTP, Sewn Products, Fuente Cigar, and General Cigar), along with members of the community (Don Bosco Polytechnic, Amadita Laboratory, and SNS), are now trained to identify violent situations and, as a result, serve as change agents and sources of support within their workplaces, thereby contributing to the creation of a peace culture that spreads from the workplace to society.

Environmental Pillar

Green Point

Sustainability is one of the Corporation’s core commitments and serves as a cornerstone for future development; it is reflected in various projects, particularly in the environmental area. Phase 3 of PIVEM includes the Green Point pilot program, which involves sites within the industrial park where single-use plastic is collected.

During the period from August to December 2025, this Green Point managed 12 large-capacity bags, representing a total of 822 pounds (~ 373 kg) of plastic that was diverted from the landfill, which is equivalent to ~1.19 metric tons of CO₂e avoided. The figures are endorsed by Ocean Group, SRL, who certifies weightings and collects the material, which is recycled under a circular economy scheme.

This project reached cafeteria users and employees of Swisher Dominicana, Sewn Products, and Swedish Match in 2025, who received in-person training, as did the cleaning

staff, in addition to the placement of infographics on the containers and separate collection of plastics. The plan is to have Green Points throughout PIVEM.

Tree Planting in the Industrial Park

Regarding the Eco-Diversity pillar, the reintroduction of native trees from the industrial garden to new areas of the industrial park has been successful: 19 trees from the 700 plants planted in 2022 complement the planting of trees and plants in various blocks of the park. This shows the importance of a sustainable industrial park that can generate its own supply of trees. The impact of these measures can be seen in the improvement of PIVEM’s microclimate (cooler temperatures in the area and increased rainfall, among other factors, to enhance human comfort, energy efficiency, and biodiversity), the increase in green coverage, and the reduction of carbon dioxide (CO₂) and pollution. Other benefits of this initiative have included the reduction of hot spots (temperature increases in urban environments, particularly common in industrial zones), CO₂ capture, and an increase in both shade and biodiversity.

Environmental Pillar

- Solar Panels:** a 2-megawatt solar farm installed on 15,000 square meters of roof space
- Industrial Garden:** CZFS is developing a 165,000-square-meter botanical park that will serve as a green lung for its users, the surrounding communities, the city, and the region.
- Wastewater Treatment System** In 2025, it treated and reused 16 million gallons of water from industrial processes at companies within the park.
- Green Point:** A circular economy pilot within PIVEM, through which 822 pounds of recovered plastic were collected over a 5-month period.
- Partner of:** Fondo Agua Yaque del Norte (FAYN) and Santiago Central Park..



“ Building today the first sustainable industrial city of tomorrow ”.

Miguel Lama R.
Chairman of the CZFS Board of Directors

ZONAXOL: PIVEM’s path to sustainability and energy efficiency

The Corporation has taken significant steps toward implementing clean energy solutions through the ZonaXol project, designed as a complementary initiative aimed at promoting energy efficiency within the industrial park.

This project began its implementation phase in late 2025 with the installation of the first test equipment and the start of the technical work necessary for the deployment of solar photovoltaic systems on the park’s rooftops.

In 2025, the administrative, regulatory, and permitting processes associated with the project were completed, paving the way for the widespread deployment of solar installations in 2026. Currently, the project is being carried out in accordance with strict planning criteria and in close coordination with the companies involved, ensuring that the energy systems are adapted in a way that does not interfere with their production processes.



Water Management

PIVEM’s Wastewater Treatment Plant continued to operate throughout 2025. Between January and November, the volume of treated and reused water exceeded 16,500,000 gallons, sourced from industrial processes at companies located in the park. Thanks to the efficient management of the treatment plant, the treated water is reused for: irrigation of green areas, street cleaning, and operational maintenance activities in the park. This, in turn, represents a significant reduction in the use of tap water and less strain on the municipal system, marking a step forward toward eco-industrial park standards.

The plant operates with a COD removal rate of 91% for organic matter, an undeniable indicator of the process’s effectiveness.



“ That leadership workshop gave me a lot of hope, both personally and community-wise. Thanks to Emily Taveras’s presentation, we’ve learned how to navigate our community, especially how to resolve certain situations that arise—situations we didn’t know how to handle before. Sometimes we’d get stuck on an idea and didn’t know how to handle it. And it wasn’t just me—other community members, including neighborhood association presidents, felt the same way. That workshop truly taught us that when there’s a problem, we should first exhaust the proper channels before thinking about a strike—like sending a letter to the relevant agency to resolve the issue affecting us. For example, when there was no water, we wanted to go on strike instead of sending a letter to Coraasan, or to Edenorte for electricity, or to Public Works when the street is in bad condition. Or to the Free Trade Zone Corporation—when we need assistance or for them to clean the sidewalks on the side of the building that’s their responsibility, I call Manuel De Peña and that gets resolved. ”

Arturo Peralta Guzmán
President of the Juan Pablo II Neighborhood Association, Rafey

“ I took part in the leadership workshop organized by the Corporation. It was very productive because we learned how to manage our emotions, as well as how to take care of ourselves as neighborhood association presidents. There were even people who thought they could handle everything, but they explained that there are things that can put us at risk and that we need to contact the appropriate authorities. For example, drug dealing and other issues can affect the community. You can’t file those reports directly because we would be putting ourselves at risk. Because sometimes you think that as a neighborhood association leader, you can handle every situation in the community, but they taught us that shouldn’t be the case—that you should seek help from appropriate institutions. ”

Noris Celeste García Morel de Sánchez
President of the Altos de Rafey Neighborhood Association

Chapter V

**BUILDING THE
FUTURE TODAY**



Toward Santiago 2030

In 2025, the Santiago Free Trade Zone Corporation (CZFS) consolidated its role as a key driver of economic development in the Cibao region. This achievement reflects the performance of the companies operating within the industrial and logistics export park, which has established itself as a modern, service-oriented infrastructure designed to promote specialized clusters and foster competitiveness across various productive sectors.

Development Hub

The year 2025 also brought significant progress in technology and digitalization. Under Fernando García, CZFS Director of Operations, processes were initiated to implement a corporate ERP system, which by 2026 will complete the digitization of internal services. This system serves as the basis for developing technological processes across all services the Corporation offers to clients and in-house users, consolidating CZFS as a Technology and Innovation Hub.

This technological strengthening is complemented by academic collaboration, such as the University-Industry Partnership Agreement with Pontificia Universidad Católica Madre y Maestra (PUCMM), which promotes the training of highly skilled talent and the transfer to industry of scientific and technological knowledge.

Expansion and Investment

The Corporation has successfully adapted to market trends and positioned Santiago as a business and investment hub, aligning its strategy with the Santiago 2025-2030 Strategic Plan and the guidelines of the Santiago Strategic Development Council (CDES) and Western Santiago 2030. This reinforces the national goal of doubling GDP by 2036 and positions the province as a modern, competitive, and sustainable industrial hub.

Thanks to the regulatory framework of Law 16-95 on foreign investment and the regulations governing free trade zones, PIVEM offers cutting-edge technology, renewable energy, efficient logistics centers, and infrastructure ready for global operations. These conditions have allowed companies to develop their industrial activities in Santiago, with continuous growth opportunities and the potential to expand their operations.

Santiago Business City

CZFS is driving the development of Santiago Business City, a strategic project aimed at transforming 3.5 million square meters in the western wing of Santiago into a modern business, industrial, and residential district. This initiative seeks to position the region as a national leader in innovation, productivity, and quality of life through a model of planned and sustainable urban growth.

The proposal envisions the creation of an integrated ecosystem where industry, trade, services, and community life converge, promoting a balanced relationship between economic development and social well-being. Conceived as a business city with international reach, Santiago Business City aims to attract global investment, specialized talent, and new development opportunities for the country.

The master plan is structured in several interconnected stages and organized around strategic pillars that will define the layout of the new district. These include a corporate, industrial, and technology campus focused on innovation; residential and commercial areas that integrate urban life with high-end services; a health and wellness district; green and educational spaces that will form a botanical corridor; and an educational hub led by the Center for Innovation and Professional Training (CAPEX).

Between now and 2030

The Santiago Free Trade Zone Corporation envisions a comprehensive development plan that combines industrial expansion, technological innovation, and sustainability, with the aim of transforming the city into a true global hub for business and advanced manufacturing. Every project, every investment, and every strategic partnership reinforces the goal of making Santiago a Caribbean leader in competitiveness,

job creation, investment attraction, and sustainable economic development.

With eyes set on 2030, the Corporation continues to strengthen its infrastructure, talent pool, and global connectivity, ensuring that the “City of Hearts” not only maintains its regional leadership but also becomes a model of inclusive, innovative, and sustainable industrial development for the Dominican Republic as a whole.





CORPORACIÓN
ZONA FRANCA
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