

**JETRO**  
JAPAN EXTERNAL TRADE ORGANIZATION

**URUGUAY O HOUMON SHITE  
ITADAKI, KOKORO YORI  
KANGEI MOUSHI AGEMASU**



ZONAMERICA

# INDEX

1. Introduction
2. Free Trade Zone Law
3. Latam Distribution Centers
4. Global Services Centers
5. Zonamerica's Solutions
6. Summary



ZONAMERICA



# Introduction



ZONAMERICA

ZONAMERICA HIGHLIGHTS  
**HIGHLIGHTS**



**+10.000**  
PEOPLE WORKING



**+350**  
TENANT COMPANIES



**250.000 M<sup>2</sup>**  
OFFICE & WAREHOUSES



**300.000 M<sup>2</sup>**  
LANDSCAPED ENVIRONMENT



**30**  
FULLY OPERATIVE BUILDINGS



**92**  
HECTARES



app. **1.5%**  
OF URUGUAYAN GDP



**+25**  
YEARS OF EXPERIENCE



LATIN AMERICA'S 2014  
BEST FREE ZONE

FDI MAGAZINE | FINANCIAL TIMES

# HISTORY

1990



2019





# HISTORY



<b>1987</b>	<ul style="list-style-type: none"><li>• New Free Zone Legislation</li></ul>
<b>1990</b>	<ul style="list-style-type: none"><li>• Project was approved (50 hectares) - Construction began</li></ul>
<b>1992</b>	<ul style="list-style-type: none"><li>• Inauguration of first building: Logistics &amp; Manufacturing</li><li>• IDB / IIC provide USD 3,5 millions to the project</li></ul>
<b>1994</b>	<ul style="list-style-type: none"><li>• A Mercosur decision excludes Free Zones from regional preferences.</li><li>• The Park reinvents itself: emphasis on Services</li></ul>
<b>1995</b>	<ul style="list-style-type: none"><li>• Inauguration of the first Office Park, Mercosur Plaza</li></ul>
<b>2000</b>	<ul style="list-style-type: none"><li>• Emphasis on growth sectors: Knowledge economy</li><li>• First Stage: IT - Inauguration of the Silicon Plaza</li></ul>
<b>2003</b>	<ul style="list-style-type: none"><li>• Authorization of expansion of Zonamerica to 92 hectares</li><li>• Emphasis on knowledge economy.</li><li>• Second Stage: Biotechnology: Inauguration of the Biotec Building</li></ul>
<b>2011</b>	Award - Latin America's Best Free Trade Zone - XV Latin American Free Zone Conference
<b>2014</b>	Award - Best Free Zone of the Americas - FDi Magazine, Financial Times
<b>2018</b>	<ul style="list-style-type: none"><li>• Internalization of Zonamerica in Colombia &amp; China</li></ul>

# INDUSTRIES OF OUR TENANTS

<b>AEROSPACE</b> 	<b>APPAREL</b> 	<b>COMMODITIES   AGRO, CHEMICALS, OIL, GAS &amp; METALS</b> 	<b>COSMETICS</b> 	<b>ELECTRONICS</b> 
<b>FOOD &amp; BEVERAGES</b> 	<b>IGAMING SUPPORT SERVICES</b> 	<b>LIFE SCIENCES</b> 	<b>OUTSOURCING</b> 	<b>FINANCIAL ADVISORY</b> 
<b>PROFESSIONAL SERVICES</b> 	<b>SOFTWARE</b> 	<b>TRAVEL &amp; TOURISM</b> 	<b>TRAVEL RETAIL</b> 	<b>VEHICLES, MACHINERY &amp; INDUSTRIAL COMPONENTS</b> 

ZONAMERICA HIGHLIGHTS

# SOME OF OUR TENANTS



Japanese  
companies  
operating in  
Zonamerica

**CASIO**

**JMS**

***Thakita***<sup>®</sup>

**Mitutoyo**

  
PlayStation.

**RICOH**

 **SHIMADZU**

**SHIMANO**<sup>®</sup>

  
silhouette

**SONY**

 **TERUMO**

**TOSHIBA**  
BUSINESS SOLUTIONS

# Free Zone Regime



ZONAMERICA

URUGUAY | PRO  
BUSINESS ENVIRONMENT

**FREE ZONE  
LEGAL  
FRAMEWORK  
LAWS 15.921 &  
19.566**

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**BENEFITS**

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**Uruguay's free  
zones are not  
considered  
harmful regimes  
by OECD**



URUGUAY | PRO  
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**GOODS EXEMPT FROM  
TAXES & DUTIES,  
WITHOUT LIMIT OF  
PERMANENCE AND WITH  
THE POSSIBILITY OF  
ADDING VALUE**

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**TOTAL EXEMPTION OF  
NATIONAL TAXES  
CREATED  
OR TO BE CREATED**

URUGUAY | PRO  
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## FREE ZONE LEGAL FRAMEWORK LAWS 15.921 & 19.566

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GUARANTEED BENEFITS  
BY THE FREE ZONE LAW  
FOR THE TERM OF  
THE CONTRACT



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EXEMPTION FROM  
CONTRIBUTIONS TO  
SOCIAL SECURITY AND  
REDUCTION OF INCOME  
TAX FOR EXPATRIATES

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POSSIBILITY OF  
PROVIDING SERVICES TO  
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POSSIBILITY OF  
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NO RESTRICTIONS TO THE  
CIRCULATION OF  
FOREIGN CURRENCY



# Latam Distribution Centers

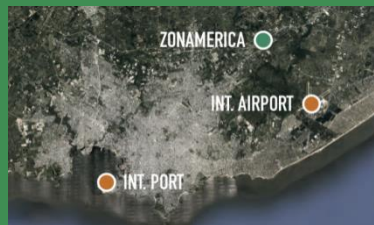


URUGUAY

## STRATEGIC LOCATION

## LEAD TIMES

TO	BY AIR	BY LAND
BUENOS AIRES	45 min	1 day
SAO PAULO	2 hrs 30 min	3 days
PORTO ALEGRE	60 min	2 days
SANTIAGO DE CHILE	2 hrs	4 days
ASUNCIÓN DEL PARAGUAY	2 hrs	3 days
BOGOTÁ	6 hrs	-
LIMA	4 hrs 30 m	-



MONTEVIDEO | URUGUAY





# HOW TO OPERATE A DISTRIBUTION CENTER WITH A FREE ZONE LEGAL ENTITY IN URUGUAY

## ONSHORE OPERATIONS

CAN LEASE FACILITIES DIRECTLY TO ZONAMERICA OR WITH A 3PL LOCATED IN THE PARK.

YOU CAN DEVELOP ONSHORE AND / OR OFFSHORE OPERATIONS. IN CASE THERE ARE OFFSHORE OPERATIONS, THE COMPANY SHOULD ALSO HAVE ITS COMMERCIAL OFFICES IN ZONAMERICA.

FOREIGN COMPANIES

INVOICE GOODS TO THE URUGUAYAN CORPORATION

**URUGUAYAN FREE ZONE CORPORATION**

THE URUGUAYAN FREE ZONE CORPORATION RECEIVES THE GOODS, STORES, PREPARES THE ORDERS AND REEXPEDITES WITH A URUGUAYAN INVOICE.

IT CAN ALSO COORDINATE ALL THE SUPPLY CHAIN.



CLIENTS / DISTRIBUTORS - COUNTRY A\*

CLIENTS / DISTRIBUTORS - COUNTRY B\*

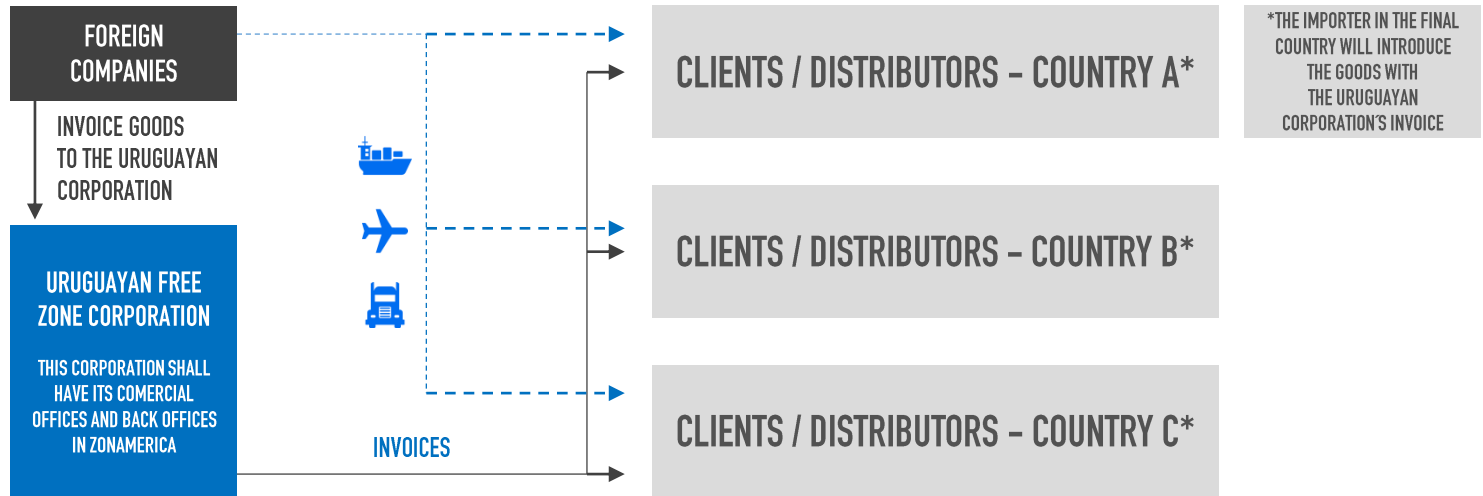
CLIENTS / DISTRIBUTORS - COUNTRY C\*

\*THE IMPORTER IN THE FINAL COUNTRY WILL INTRODUCE THE GOODS WITH THE URUGUAYAN CORPORATION'S INVOICE

SUPPLY CHAIN OPTIMIZATION BENEFITS	TAX OPTIMIZATION BENEFITS
Optimizing inbound cargo (FCL) and outbound cargo (LCL), therefore reducing freight costs	The Uruguayan free zone corporation will be exempt from all national taxes created or to be created (including corporate income tax and VAT)
One stock for the whole region that can source the market according to its needs	The Uruguayan corporation will also be able to freely manage international payments or collections without any central banking restrictions
Lower time to market strategy	The Uruguayan corporation can freely distribute its dividends
Increased flexibility in SKU management	Strong commercial presence in the region
No taxes or duties while the goods are in transit in Uruguay	Qualified and bilingual staff for regional operations (English, Spanish and Portuguese)
Labeling, packaging, assemblies or configurations for specific markets on demand and in the final markets language (mainly Spanish or Portuguese)	Geographical proximity to the main capitals in the Southern Cone Of Latin America
Deferring the import duties until final stock is introduced in the final country, therefore improving the financial position of your company or your distributors.	
Stocks can easily be relabeled and packaged if demand changes occur in any of the final markets.	

# HOW TO OPERATE A DISTRIBUTION CENTER WITH A FREE ZONE LEGAL ENTITY IN URUGUAY

## OFFSHORE OPERATIONS



### TAX OPTIMIZATION BENEFITS

The Uruguayan free zone corporation will be exempt from all national taxes created or to be created (including corporate income tax and VAT)

The Uruguayan corporation will also be able to freely manage international payments or collections without any central banking restrictions

The Uruguayan corporation can freely distribute its dividends

Strong commercial presence in the region

Qualified and bilingual staff for regional operations (English, Spanish and Portuguese)

Geographical proximity to the main capitals in the Southern Cone Of Latin America

Japanese companies operating distribution centers in Zonamerica

**RICOH**

Consumer electronics / Imaging solutions

Latam supply chain coordination offices

**Southern cone distribution center**

**Mitutoyo**

Measurement instruments and meteorology equipment

**Regional distribution center (outsourced to Costa Oriental)**

REFERENCES

**WITH URUGUAYAN LEGAL ENTITY**

**WITHOUT URUGUAYAN LEGAL ENTITY**

 **SHIMADZU**

Medical equipment and analytical/measurement equipment

Latam supply chain coordination offices

**Regional distribution center (outsourced to Schenker)**

**JMS**

Medical devices and testing instruments

**Regional distribution center (outsourced to Costa Oriental)**

**CASIO**

Consumer electronics

Regional supply chain coordination offices

**Uruguay's distribution center (outsourced to Costa Oriental)**

**TOSHIBA**  
BUSINESS SOLUTIONS

Printers

**Regional distribution center (outsourced to Costa Oriental)**



Japanese  
companies  
operating  
distribution  
centers in  
Zonamerica



silhouette

Printers

Regional distribution center  
(outsourced to Costa Oriental)



Disposable medical devices

Regional distribution center  
(outsourced to Costa Oriental)

REFERENCES

WITH URUGUAYAN  
LEGAL ENTITY

WITHOUT  
URUGUAYAN  
LEGAL ENTITY



PlayStation.

Videogames & digital entertainment

Regional distribution center  
(outsourced to Costa Oriental)



Fishing equipment

Regional supply chain coordination  
offices

Regional distribution center  
(outsourced to Costa Oriental)

**SONY**

Consumer electronics

Regional distribution center  
(outsourced to Costa Oriental)



Electric tools

Regional distribution center  
(outsourced to Costa Oriental)

# Global Services Centers



ZONAMERICA

# LATAM SERVICES CENTERS

## OPERATIONS

CUSTOMER SERVICE		SUPPLY CHAIN		PROCUREMENT CENTERS	
FINANCE & ACCOUNTING FOR LATAM BRANCHES	PAYROLL FOR LATAM BRANCHES	IT INFRASTRUCTURE FOR LATAM BRANCHES		SOFTWARE DEVELOPMENT	

## WHY DEVELOPING A LATAM SERVICES CENTER?

1. Centralization = optimization of resources
2. Open economy, which facilitates multi countries operations
3. Free movement of capital
4. Qualified & bilingual staff (English, Spanish & Portuguese)
5. Free zone tax exemptions
6. Possibility of combining the services center with the Latam distribution center
7. Zonamerica´s one-stop, redundant & flexible infrastructure solutions



Japanese  
companies  
operating Latam  
services centers  
in Zonamerica



Consumer electronics /  
Imaging solutions

**Latam Shared  
Services Center**

Southern cone  
distribution center



Consumer electronics

**Regional supply chain  
coordination office**

Uruguay's distribution  
center (outsourced to  
Costa Oriental)



Medical equipment and  
analytical/measurement  
equipment

**Latam supply chain  
coordination office**

Regional distribution center  
(outsourced to Schenker)



Fishing equipment

**Regional supply chain  
coordination offices**

Regional distribution  
center (outsourced to  
Costa Oriental)



# Zonamerica's Solutions



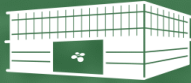
ZONAMERICA



# ZONAMERICA'S VALUE PROPOSITION



**URUGUAY  
PRO BUSINESS  
ENVIRONMENT, SAFE  
& STABLE LEGAL  
FRAMEWORK**



**REAL ESTATE  
SERVICES  
FLEXIBLE &  
SCALABLE  
SOLUTIONS**



**SAFE, REDUNDANT  
AND FLEXIBLE  
TECHNOLOGY &  
CONNECTIVITY  
SERVICES**



**ZONAMERICA TALENT  
SERVICES  
TAILORED  
SOLUTIONS**



**INFRASTRUCTURE  
& INTEGRAL  
SECURITY  
MULTIPLE  
CORPORATE  
SERVICES**



**CAMPUS  
ENVIRONMENT  
ACTIVITIES,  
AMENITIES &  
SERVICES FOR THE  
PEOPLE**



# Summary



ZONAMERICA

# SUMMARY





**The Free Zones Law  
guarantees legal  
stability for investors**





**The Free Zones Law  
guarantees legal  
stability for investors**



**Zonamerica is an ideal  
platform for  
Latam Distribution Centers  
& Global Services Centers**





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**ZONAMERICA**

**Zonamerica offers a  
one-stop and flexible  
solution for all the  
infraestructure needs,  
as well as the required  
business atmosphere for  
the investor's Project**

**JETRO**  
JAPAN EXTERNAL TRADE ORGANIZATION

**SAIGONI, GOSEICHOU  
ARIGATOU GOZAI  
MASHITA**



ZONAMERICA