

**CAYMAN
ENTERPRISE
CITY**
Special Economic Zones

**Cayman Enterprise City's economic impact
over the 10 years since inception reached
USD662 million**

**Ensuring the Industries of the
Future Are Made in Cayman.**



Cayman Enterprise City's (CEC) economic impact over the 10 years since inception reached USD662 million in 2021

Economic Impacts of Cayman Enterprise City 2011-2021

IN MILLIONS OF USD	DIRECT IMPACT	INDIRECT/INDUCED IMPACT	GOV'T REVENUES	TOTAL IMPACT
CEC spending in the local economy	45.8	0.0	0.0	45.8
Local consumption from salaries	139.1	0.0	0.0	139.1
Attorney and Registered Office fees	4.8	0.0	0.0	4.8
Setup and Annual Renewal Fees	0.0	0.0	6.7	6.7
Real Estate	211.4	194.5	15.0	421.0
Construction	17.1	26.6	1.0	44.7
Total	418.2	221.1	22.7	662.1

Source: Cayman Enterprise City, Marla Dukharan



Cayman Enterprise City: Who Benefits?

GOVERNMENT

Efficient and consistent revenue stream, inward investment promotion at no cost to the State, economic diversification supporting long-term sustainable socio-economic development.

NON-PROFIT ORGANIZATIONS

Providing expertise, research funding, coordinating multi-stakeholder collaboration.

LOCAL INDUSTRY

Vendor relationships with local companies, enhanced local talent pipeline, knowledge spillovers.

ACADEMIA

Educating workers of the future, attracting technologists, driving inquiry and research, cooperation with Special Economic Zone member companies.

CAYMANIANS

Stronger and more resilient economy, more job opportunities in new growth sectors, scholarships and internships for students.

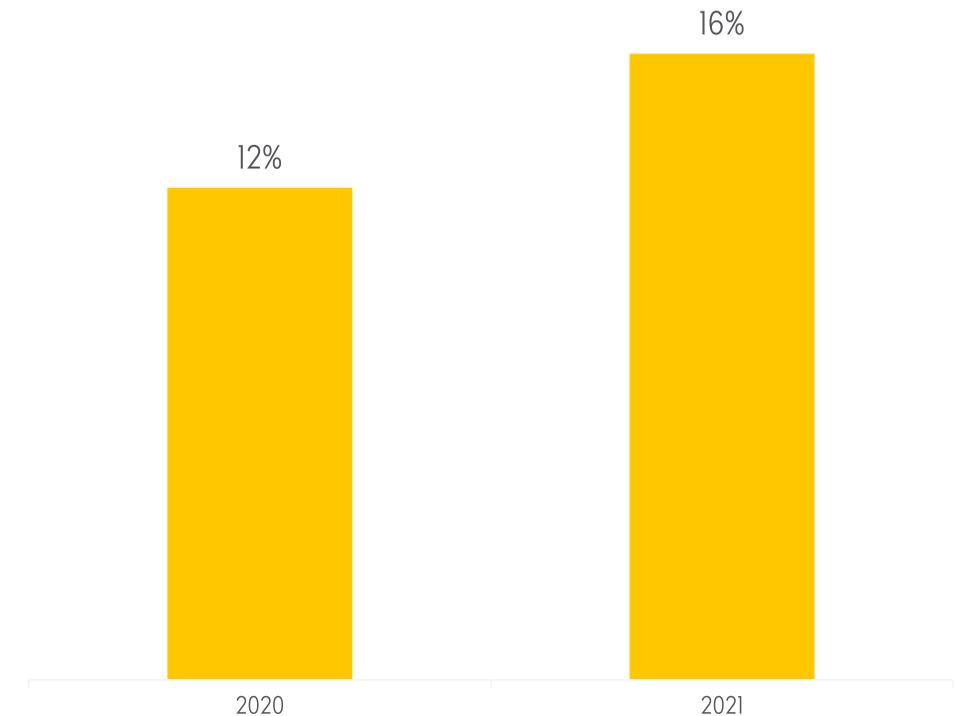


More Jobs for Locals

CEC Special Economic Zone (SEZ) companies are turning more to the local talent market. There was a growing proportion of Caymanian workers at CEC SEZ companies, from 12% in 2020 to 16% in 2021. The total number of local workers at CEC SEZ member companies increased by 19 in 2021 to 87.

Proportion of PR/Caymanian Workers at CEC Member Companies:

Percent of total workers who are PR and Citizens (%)



Source: Cayman Enterprise City, Marla Dukharan



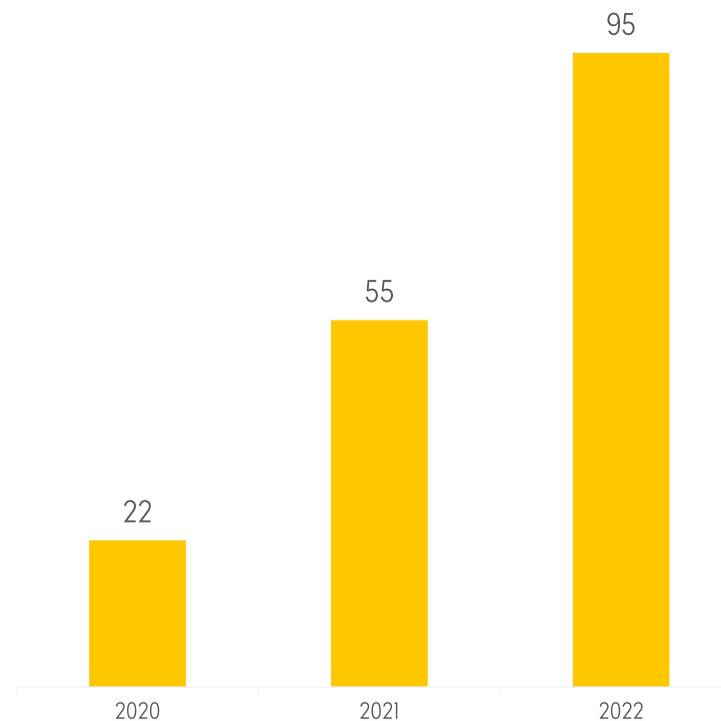
Construction ramped up on the CEC Campus

CEC spent USD8.2 million on construction in 2021, having a USD12.8 million indirect economic impact. This brings the direct impact of CEC construction 2011-2021 to USD17 million, with over USD27 million in indirect impacts, translating into a total economic impact of USD44 million since inception.

55 construction jobs were generated in 2021, doubling y/y and 95 are expected to be created in 2022.

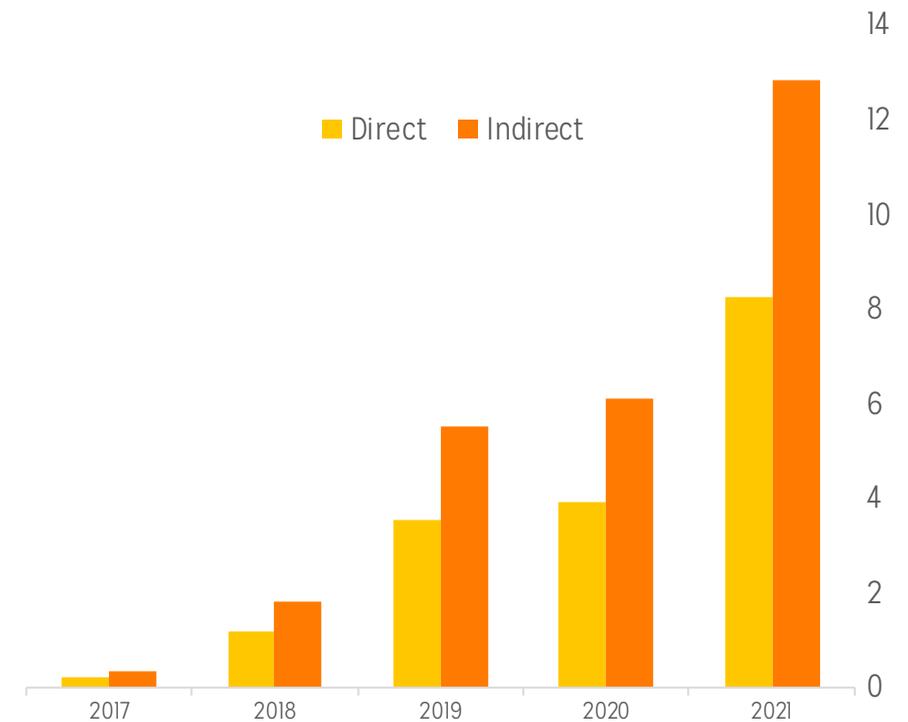
Construction Jobs Generated:

Total number of Jobs



Construction Spending:

in millions of USD



Source: Cayman Enterprise City, Marla Dukharan



Characteristics of CEC that create a win for all Caymanians

Avoids distortions in the local economy as CEC SEZ companies are unable to do business onshore

Specialized science parks attract high value-added industries, pursuing an innovation objective

Supports Cayman as a global brand and attractive place to do business, with positive spillovers for other local entities

UNIQUE BENEFITS TO THE ECONOMY

- Helps the Cayman Islands capitalize on new technologies in high growth sectors
- Facilitates knowledge transfer in technology and supports diversification into advanced global growth industries such as medicine, biotechnology, advanced analytics, communications, artificial intelligence, and virtual reality, among others



How CEC improves the competitiveness of the Cayman Islands

- CEC is the Cayman Islands' one-stop business development gateway
- Developing an advanced, adaptable workforce
- Creates an attractive business environment for companies and entrepreneurs
- Offers dynamic spaces and business parks to support successful outcomes for all
- Builds strong networks and linkages with the sectors of the future
- Staffed and operated using private funds
- Privately funded construction and investment in infrastructure
- Supports a strong and innovative business environment which creates knowledge spillovers into the wider economy
- Embodiment of sustainability and resilience against external shocks
- Investments maintain high business, social, and environmental standards





Low risk / high reward for government

Unlike other free zones ranked amongst the top globally, CEC does not receive direct funding from the government, nor does government provide any subsidies or payout direct financial benefits to companies that set up at the CEC's SEZ.



How CEC operations generate revenue for Government

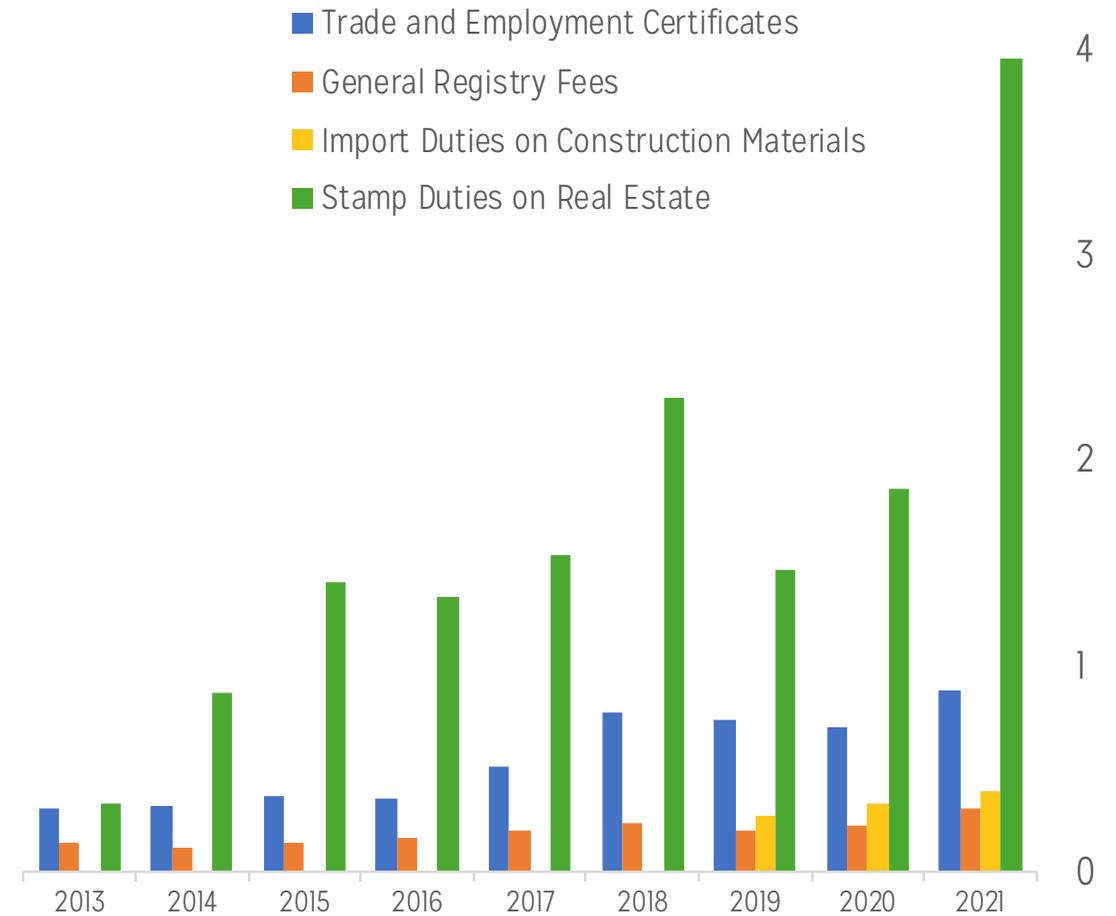
Government collects revenue from CEC through the following veins:

- 1) Trade Certificates
- 2) Employment Certificates
- 3) General Registry Fees
- 4) Import Duties on Construction Materials
- 5) Stamp Duties on home sales for CEC members

In 2021 total government revenues from CEC amounted to USD5.5 million, bringing the total since inception (2011-2021) to USD22.7 million.

Government Revenues:

in millions of USD



Source: Cayman Enterprise City, Marla Dukharan



What does it cost the Government for CEC to operate?

The following calculations are an estimate based on the median cost to the Government of the Cayman Islands (GoCI) for issuing and renewing of Trade and Employment Certificates and to process applications with the General Registry. Revenue figures represent actual amounts paid to the government.

Estimated 2021 GoCI Net Revenue from CEC Operations

IN USD	LICENSES ISSUED BY DCI	REGISTRY	WORK PERMITS	TOTAL 2021
Median cost to GoCI per CEC Activity	398	132	155	
Total Cost to GoCI from CEC	106,169	35,154	71,741	213,063
Total Revenue to GoCI from CEC	214,132	430,560	838,799	1,483,492
Net Revenue to GoCI from CEC	107,964	395,406	767,059	1,270,429

Source: CEC, Budget Statements for the 2022 Financial Year ending 31 December 2022 and the 2023 Financial Year ending 31 December 2023, author's calculations



Government payback

Payback for Government: Key Highlights

- CEC does not rely on Government funding
- As a private initiative, CEC supports a strong economic and business framework and progressive ecosystem without posing additional administrative burdens on Government
- Supports the development of new strategies that underpin innovation and policies that position Cayman as an ideal location for investment
- Provides valuable insights to policymakers on filling gaps in infrastructure and skills / workforce, supporting the development of the industries of the future
- Accelerates digital transformation and mitigates disruption risks



Government of the Cayman Islands Strategic Policy Goals 2022/2023

CEC directly supports 7 of the 10 Broad Outcomes outlined by the Government in its Strategic Policy Statement 2022/2023

BROAD OUTCOME	VARIABLE CAYMAN ENTERPRISE CITY IMPACTS
Broad Outcome 1. Improving education to promote lifelong learning and greater economic mobility	√
Broad Outcome 2. Ensuring an equitable, sustainable, and successful healthcare system	
Broad Outcome 3. Providing solutions to improve the well-being of our people so they can achieve their full potential	√
Broad Outcome 4. Strengthening good governance for more effective government	√
Broad Outcome 5. Supporting climate change resilience and sustainable development	√
Broad Outcome 6. Increasing social justice in the workforce	√
Broad Outcome 7. Utilizing sports to enhance the lives of our people	
Broad Outcome 8. Building a modern infrastructure to ensure a successful future for our Islands	√
Broad Outcome 9. Improve our financial services as an industry, product, and economic driver for our islands	√
Broad Outcome 10. Improve our tourism as an industry, product, and economic driver	



Improving education to promote lifelong learning and greater economic mobility

Preparing the local workforce for the industries of the future

- Opportunities for individuals with little or no prior experience in the industries of the future
- Creates educational programmes that benefit the public, fosters partnerships with local educational institutions
- Empowers local talent to become part of the global knowledge workforce
- Provides work-based research opportunities
- Unique career opportunities and over 100 internship placements
- Offers mentorship placements, education programmes, scholarships, and workshops in specialized fields such as coding, game design, 3D printing, and drone building
- Developing higher education programming through Enterprise Cayman in partnership with UCCI and ICCI

255 students and adults benefitted from interactive workshops, mentorships, internships, and work placements through CEC in 2021



Providing solutions to improve the well-being of our people so they can achieve their full potential

Provides technology and knowledge spillovers, and skills upgrades for Caymanians, creating jobs and a knowledge-based economy that

- Uplifts the quality of life for Caymanians
- Leverages the innovative power of global enterprises to support Caymanian prosperity
- Deepens local knowledge in new industries and fosters cross-sectoral collaboration
- Creates enthusiasm and excitement around placing innovation at the core of the Cayman brand
- Mentorship facilitates knowledge transfer, allowing Caymanians to gain new skills and expertise



BROAD OUTCOME 4

CEC was recognized with the 2021 Excellence Award in ESG Practices from fDi Intelligence by the Financial Times.



OVERALL



Strengthening good governance for more effective government

As a private investment project, CEC

- Involves zero capital outlays by government for location / premises and infrastructure
- Is profitable for Government since “operating costs” are low given there is no statutory zone authority
- Prepares a modern talent pipeline for the public sector

Good governance, Transparency and accountability

- CEC reports its financial statements and economic impact annually
- Annual public reporting since 2013 on how concessions for CEC SEZ members received from the GoCI are deployed



Supporting climate change resilience and sustainable development

Prioritizes Environmental, Social and Corporate Governance (ESG) best practices

- Won Excellence Award in Environmental, Social, and Corporate Governance (ESG) Practices by the Financial Times' fDi Intelligence Magazine in 2021
- Creates an innovation ecosystem, providing local talent with training in new skills and with new employment opportunities
- The knowledge-based model reduces energy use, waste, pollution, and promotes shared resources. CEC has also established a comprehensive recycling programme
- Co-workspaces constitute shared environments which conserve space requirements for hundreds of companies to operate at the CEC campus
- Contributes to the achievement of 7 of the UN Sustainable Development Goals



BROAD OUTCOME 6 **Increasing social justice in the workforce**

Educating and Training Caymanians in the growth industries of the future

- Provides mentorship, giving local talent access to a broad network of successful entrepreneurs from up-and-coming industries
- Enhanced educational programming to prepare the future workforce
- Multiplying force for national talent and knowledge base
- Creates diversity of expertise and experience in local labour force
- CEC's workforce development initiative connects local talent with member businesses, and offers training, internship, and mentorship programmes online

Training and workshops are delivered on a non-for-profit basis through Enterprise Cayman to eliminate constraints to participation.



Building a modern infrastructure to ensure a successful future for our Islands

Improves the doing business environment and competitiveness:

- Rapid development and deployment of new high-growth industries from the Cayman Islands
- Flexible, streamlined framework shortens the time to initiate new projects
- CEC contributes to the policies, frameworks, and practices that enable the nation to attract the industries of the future
- Improves the nation's competitive edge globally by fostering the development of a workforce trained in new technologies
- Local private sector benefits from more agile access to cross-industry collaboration, spillover technology, and knowledge transfer through the workforce



Improve our financial services as an industry, product, and economic driver for our islands

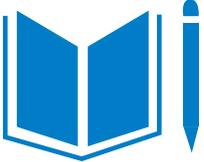
Dedicated City for financial activities: Cayman Commodities & Derivatives City (CCDC)

- CCDC supports fund managers, investment managers, virtual asset traders, and prop traders and allows virtual asset businesses and traders access to global exchanges
- 24% of CEC members are operating at CCDC, with 61 financial services sector businesses established in 2021
- Trading teams setting up at CCDC employ 4 to 5 individuals on average

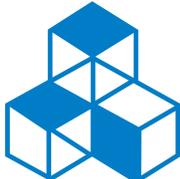
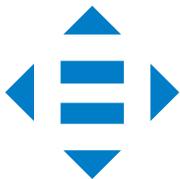
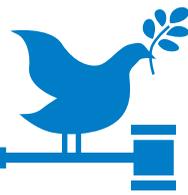


Helping the Cayman Islands achieve the UN 2030 Sustainable Development Goals

How CEC Contributes to the Achievement of the UN 2030 Sustainable Development Goals

SUSTAINABLE DEVELOPMENT GOAL	HOW CEC ACTIVITIES ALIGNS WITH SDG TARGETS
<p>1 End poverty in all its forms everywhere</p> 	<ul style="list-style-type: none"> • By providing free educational resources and programmes such as workshops, scholarships, virtual training, internships, mentorship, and networking, CEC helps reduce vulnerability to economic and social shocks. • CEC helps diversify the economy, which reduces reliance on sectors most vulnerable to natural disasters and mitigates risks to shocks.
<p>4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> 	<ul style="list-style-type: none"> • CEC and SEZ members join to provide quality technical, vocational, and specialized education to prepare the workforce for the skills that will be required in the future. • 255 youth and adults have been trained in the relevant technical and vocational skills for employment, decent jobs, and entrepreneurship, placed in jobs or involved in mentorship and internship programmes. • Training and education offered through CEC and SEZ members provides knowledge and skills that promote sustainable development, global citizenship, and appreciation of cultural diversity. • CEC has made scholarships available in the Cayman Islands for enrollment in tertiary education, partnered with Code Fellows for the creation of the Cayman Code Academy, coordinates regular jobs fairs and visits by CEC staff and SEZ members to public schools to promote creative and technology-driven jobs.
<p>5 Achieve gender equality and empower all women and girls</p> 	<ul style="list-style-type: none"> • Ensure women's full and effective participation and equal opportunities through the creation of events, courses, and partnerships focused on providing increasing opportunities for women in the fields of science, technology, engineering, and mathematics: <ul style="list-style-type: none"> • Partnership with CISCO and UCCI on the CISCO STEM Summit for girls 13-17 and CISCO Women Rock-IT programme. • Women in Technology Focused Tech Talks, Women Code Cayman Alumni Event • Creation of Women Code Cayman • Software development course for young women



<p>8 Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all</p> 	<ul style="list-style-type: none"> • CEC achieves higher levels of economic productivity through diversification, technological upgrading and innovation, with a focus on high value added sectors. • Put in place education and training programmes that support productive activities, decent job creation, entrepreneurship, creativity, and innovation and meet the needs of the labour market of today and the future. • Achieve full and productive employment and decent work for all women, men, and young people by making jobs available in sectors that promise growth in the coming decade. • Reduce the proportion of youth not in employment, education, or training by offering direct training, scholarships, internships, mentorship, networking, and direct job placement. • Enterprise Cayman’s online jobs portal promotes vacancies at SEZ member companies and CEC’s Client Experience Team works directly with employers to address needs for specific skills.
<p>9 Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation</p> 	<ul style="list-style-type: none"> • CEC’s Campus constitutes quality, reliable, sustainable, and resilient infrastructure and planning that supports economic development through diversification into new sectors and targeted immigration. • Promote inclusive and sustainable industrialization by attracting investment in high value add and high growth sectors. • Support domestic technology development, research, and innovation, creating an environment that directly supports diversification. • Promotes confluence which enriches the industrial environment and knowledge transfer spillovers that upgrade local workforce skills.
<p>10 Reduce inequality within and among countries</p> 	<ul style="list-style-type: none"> • Empower and promote the social and economic inclusion of all by offering free and equal access to training, workshops, scholarships, mentorship, and internships. • Works with SEZ members to anticipate the skills gaps of the future, partnering with local tertiary education institutions to close them. • Cayman Islands Business Design Competition, provides local innovators with access to support networks and business expertise, promoting entrepreneurship and increasing the probabilities of success for local start-ups.
<p>16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels</p> 	<ul style="list-style-type: none"> • Facilitates the implementation of planned migration policies by attracting investors and entrepreneurs that mitigate the socio-economic risks of the demographic shifts already underway. • Promotes transparent and accountable institutions by publicly reporting how concessions are deployed and how activities impact the local economy. • CEC is actively seeking inclusion of GoCI Education professionals on the Enterprise Cayman Board in 2022 to support policy development, curriculum changes, and updates and create a more resilient labour force.



A look into the future

Creating the industries of the future requires an ecosystem that will advance knowledge, drive research, spur innovation, and entrepreneurship and broaden participation of multiple sectors.

Cayman Enterprise City offers:

- An interdisciplinary and multi-sectoral environment capable of driving research and labour force development activities
- Improves the diversity and size of the talent pool through both education and mentorship and attracts talent that other entities will not
- Empowers wider participation in the knowledge workforce

Advanced communications, biotechnology, artificial intelligence, virtual reality, high-tech manufacturing, these are all examples of industries active at CEC.



How does this impact the future of Cayman's economy?

- Creating new industries enables new fields of study
- Can contribute significantly to the training of the future workforce (workforce of the future)
- Becomes an attractive employer for the future workforce with skills that are highly demanded internationally
- Leverages resources across multiple industries
- Strategic growth of CEC SEZ member companies utilizes expertise in other economic sectors such as financial and professional services
- Integrates research and development efforts
- The tight coupling of multiple sectors fosters a culture of convergence



Industries of the Future promoted by Cayman Enterprise City

Through CEC, the Cayman Islands has now tapped into some of the fastest growing industries in the world.

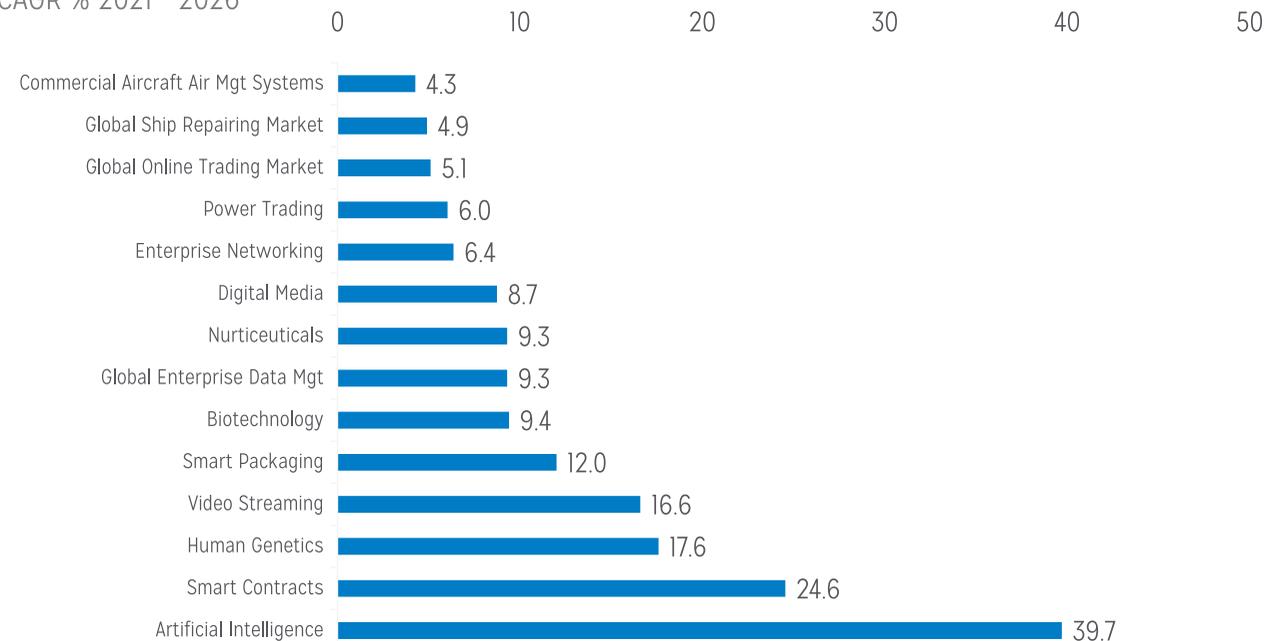
- Attracts businesses in a range of new, up-and-coming, and high-growth industries.
- All Caymanians can now get benefits from an innovation-based economy with access to jobs that previously required emigrating.
- Local suppliers and businesses have much to gain from knowledge spillovers from these industry players into the economy.

Levels of growth expected from the industries established at CEC and those targeted by the CEC project are expected to grow at a fast pace in the coming years.

Compound Annual Growth Rates Forecast:

Cayman Enterprise City Target Industries

CAGR % 2021 - 2026



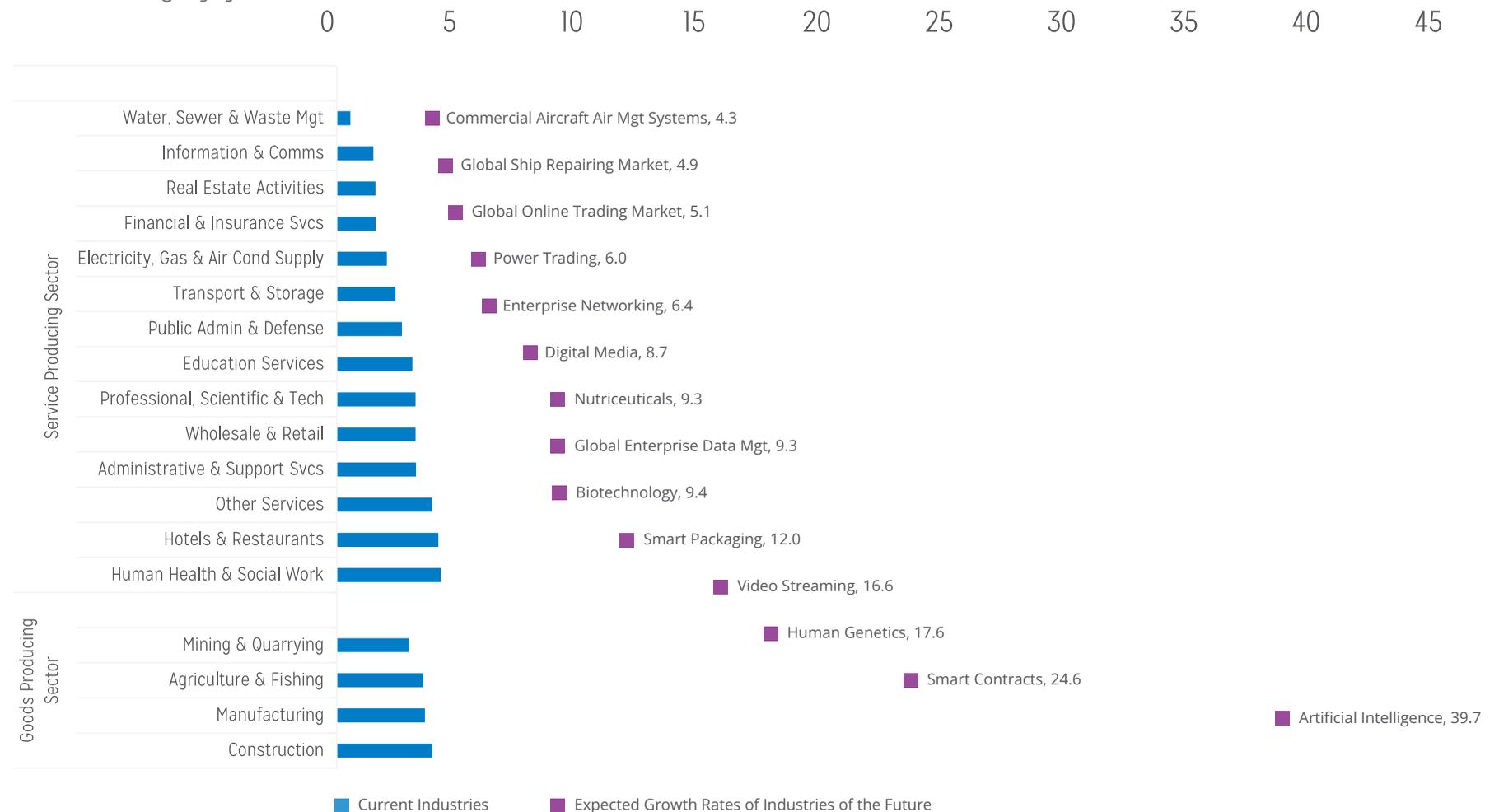
Source: Data compiled from Markets And Markets, Verified Market Research, Market Research Future, Vantage Market Research, GN Insights, Research Drive, Fortune Business Insights, Valuates, Statista, Research and Markets, Mordor Intelligence, Marla Dukharan



CEC is allowing us to tap into growth that our mature, traditional industries have not seen in the recent past. Since the Global Financial Crisis of 2009/2010, the only sector to have reached 10% GDP growth in the Cayman Islands was the Construction sector in 2019.

Average GDP Growth by Sector 2011-2019: Cayman Islands

Percent Change y/y (%)



Source: Economics and Statistics Office, Marla Dukharan





**Help Cayman Build The
Careers and Industries
of The Future.**

[Get Involved Here.](#)



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