



VISIONS ON CURAÇAO

Technology & Innovation

SPECIAL
Investment Platform
EDITION



03.

WELCOME

We welcome you to the 2nd edition of Visions On Curaçao. The key factor for the growth and sustainable development of every economy is the extent in which its social and economic infrastructure supports and facilitates innovation and the implementation of technological advances.

One cannot deny the correlation that exists between innovation and the rise in living standards. Curaçao has always prided itself on being an island with a highly-educated population, that is well-connected through a robust infrastructure and that enjoys one of the highest standards of living in the Caribbean. Together we have achieved this in the past and now more than ever we are focused on ushering in a new era of innovation and technological advances that will encourage our national development and international competitiveness.

As the vision is clear and the mission is set to transform the island into a Smart Nation, the participation of every citizen, entrepreneur and private and public organization is a must. This publication illustrates the ideas, vision and efforts of our local talents and community as to advancements in innovation and technology that set Curaçao apart. Our island distinguishes itself from the others by having a diverse sector representation, all contributing significantly to our GDP with its potential to impact the next economic developments.

I would like to congratulate the “Visions” team on the 2nd edition of this publication. It is publications such as this one that showcases the potential, opportunities, and greatness of this island. It unites the visions of all to ultimately achieve the collective goal of a stable and sustainable economic development for our nation. The Curaçao Investment and Export promotion Agency (CINEX) will continue doing its part in attracting and assisting all international businesses and investors who want to contribute to our nation’s development. It is a great honor for us be part of this initiative and we hope this inspires you to further seek opportunities in Curaçao. We are always ready to assist in any endeavor embarked on.

Ramon Koffijberg
Executive Director CINEX



05.

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06. (SEMI) GOVERNMENTAL



FACILITATING THE DEVELOPMENT OF CURAÇAO AS ONE OF THE CARIBBEAN REGION'S PREMIER TECHNOLOGY & INNOVATION HUBS

A new type of economy and society is emerging rapidly in the world: the digital economy and society. The distinct feature of this emerging economy and society compared to previous ones is a digital revolution, fueled by rapid technological innovation.

By technological innovation we do not only mean innovative applications of technology in the markets for commercial goods and services, but also innovations in the network-based sectors that facilitate the sound development of mentioned markets, such as the energy, electronic communication and transport sectors, as well as in education, health, security and law enforcement, waste management, and other vital public services.

Because of the speed of technological innovations, the societies that are not currently investing in innovative technology and infrastructure, and building capacity and experience in technology management, will have a challenging time participating in the world economy of tomorrow. It is evident from the recent developments in technological innovation that developments in the areas such as data analytics, artificial intelligence, robotics and/or the Internet of Things, will not only disrupt traditional business models, markets and economies, but may also have a negative effect on a country's future economic and social position if it does not remain technologically relevant and effective.

The only way for us to stay relevant and effective is if we invest in a robust digital infrastructure, an effective regulatory environment, a tech savvy workforce, and can count on the necessary support from the political and private sectors to make the transition from a multiple networks telecommunications infrastructure to a Smart Nation, based on the concept of a converged (single) state of the art next generation network, upon which all content and service providers have equal rights.



As far as it concerns the role of regulation, our core-business, studies have shown that adequate regulation, policymaking and sector development, are the three development levers available to governments to unlock the economic value that results from technological innovations. In this case policymaking establishes the national vision and aspirations for the electronic communication sector, sector development provides the means for tactical market intervention, while regulation is the critical enabler of efficient markets and consumer safeguards. At its best, regulation protects broader national interests through three principal means:

- a) Market efficiency: regulation ensures the sustainability of industry players and promotes market competition and efficiency;*
- b) Scarcity management: regulation manages access to, and the utilization of, scarce national resources, such as spectrum in the ICT sector, and;*
- c) Safeguarding customer welfare: regulation protects customer rights and interests, and maximizes net customer advantages.*

Therefore, as a small and developing island nation, Curaçao has no option but to ensure the right policies are put in place, the necessary regulatory environment exists and the electronic communication sector is further developed by, amongst others, facilitating investments in technological innovation to ensure future economic growth in an era of digital revolution and economic transformation. In other words: if we want our economy and society to remain internationally relevant, socially vibrant and economically competitive in the era of technology enabled business and government solutions and services, we must start a process of comprehensive and thorough preparation towards that goal.

It is therefore a *conditio sine qua non* for creating a viable economic society for the future, that we develop a best of class technological infrastructure and economic environment. Because of the Bureau's unique position as government regulator for the energy and telecommunication sectors, specific developments in electronic communication require us to be an important part of the national conversation on electronic communication development and therefore to be at the forefront of technological innovations that have the capacity to transform Curaçao into a premier technology and innovations hub in our region. This in turn requires a regulator that adopts an active digitization-focused approach.

In conclusion, we firmly believe that Curaçao has the potential to become one of the region's best developed digital economies and as regulatory body we are committed to make a significant intellectual contribution in the years to come towards the realization of Curaçao as a Small Safe and Smart Nation. We intend to keep that promise!



Franklin Sluis
CEO • Bureau Telecommunication, Post and Utilities

10.

CDI: FUELING INNOVATION & TECHNOLOGY

CDI is committed to remain true to its core to assist in paving the way to a new era of economic growth and prosperity for the island of Curaçao. It is in this role that CDI has been matching small and medium businesses with the appropriate resources so they can reach their next level.



Small and medium sized businesses (SMEs) play a key role when it comes to innovation. Especially in small nation states, it is one of the areas where great innovative ideas are developed. Not only that, they are the group that more easily adopt innovation of third parties. CDI is convinced that entrepreneurs and SMEs will play a key role in the future of innovation and technology in Curaçao and is committed to continue to provide support to this group. CDI firmly believes that in Curaçao, with the appropriate support, SMEs can apply technological innovation that will contribute to the growth of the economy. As a development institute we therefore put great emphasis on technological innovation and lend support to new initiatives in the creative sector.

CDI is committed to the entrepreneurs and SMEs that are shaping the future of Curaçao in the area of technology and innovation. It does so by assisting primarily in helping to take entrepreneurs and business startups to the next level through its various programs and initiatives. One way in which CDI does this is through the Business Boost programs.

Business Boost aims to help create resilient SMEs managed by knowledgeable leaders with the right mind-set to continuously improve and innovate, to grow their business and hence contribute to the local economy by creating jobs, substituting imports and ultimately becoming able to export their product or service. Business Boost is an incentive based program that focuses on capacity building to help entrepreneurs upgrade and professionalize their organization through innovative business solutions and the effective use of technology.

Furthermore, CDI works in close cooperation with organizations like CINEX, CiTi and Present Your Startup to promote innovation and technological advancement among the new breed of entrepreneurs. Through the use of app development, SMEs are encouraged to help create new business opportunities and improve operational processes. The organization also works to create new and alternative sources for access to finance through its initiatives related to micro lending programs and a new fundraising platform.

CDI is optimistic about the future of SMEs in Curaçao and the impact they will have on innovation and technological advancement in the economy of Curaçao.

This optimism is based on our vision on technology and innovation and our commitment to the new breed of entrepreneurs, startups and SMEs in Curaçao.



Luis Santine
Interim Managing Director • Curaçao Development Institute

12.

CURAÇAO IS NOT YOUR TYPICAL CARIBBEAN ISLAND

Curaçao stands out as the pearl of the Caribbean, a unique expression of the contemporary and the development characterized by much larger nations, but with a local twist.



The vitality of the islands' main resource, its people, can be traced along advances which are progressively transforming the island into a SMART NATION. Modern history has shown a collaborative effort across its participants in different economic sectors, to increase the standard of living for the citizens through innovative and technological advancements. These advancements are changing the economic spectrum globally and are making a change in the way value of life is created and perceived in every area of lifestyle and business.

As these shifts are occurring globally to society and to the workplace, locally Curaçao is focusing on increasing its value proposition not only for its citizens but also for all those who want to call this island home and invest, whether it is an established business or a startup. Smart Nation is a collaborative effort for locals to expand opportunities for all. Ultimately if we want to ensure progressive and sustainable transformation, welcoming foreign direct investment is vital. Curaçao through the years has demonstrated to have the platform and infrastructure for both private and public investments to achieve sustainable growth with a global reach. As we are focused on transforming the traditional services into technological & data-driven services, opportunities for investments are presenting itself in all sectors.

Investment opportunities

For the future development of Curaçao and its UNESCO listed capital city, Willemstad, investments in a digital economy and other technological advancements are essential; we are focused on transforming this architectural masterpiece into a Smart City. Our local innovative technology companies have been developing high level and competitive services and products such as CRM, ERP, Mobile Apps and IBeacon applications; however the incorporation of more creative and innovative ideas and industries to our portfolio will

contribute to the progressive (economic) development of our nation and the region.

The creative industry has developed substantially over the past couple of years. This sector is growing fast and its effects are inclusive, reaching relating and non-relating industries. The recent installation of an official film commissioner, formally introducing the new film industry, proves that Curaçao is focused on exploiting its full potential beyond the traditional tourism, financial and trade industries. This is why we welcome creative and innovative investment initiatives; we have the habitat where disruptive concepts have a safe port, protected by international IP laws and enhanced by high-quality living standards. For us, hospitality is the key.

The Curaçao Investment & Export Promotions Agency (CINEX) is an independent organization that facilitates investors and mediates with the private and public sector to fast-track the investment process. The government of Curaçao, the Ministry of Economic Development, together with CINEX, remain committed to further developing the island as an attractive and friendly business environment offering a gateway from Europe towards the United States of America, Latin American and Caribbean Markets and vice versa.



Ramon Koffijberg
Director • CINEX

ISLAND OF ENTREPRE- NEURS AND INNOVATORS

In the region, Curaçao traditionally has had the reputation of being more developed than our neighbors and having a better developed technology and ICT infrastructure. Projects and initiatives like the establishment of the Caribbean Internet Exchange (currently the AMS-IX Caribbean) and the presence of high level data centers underline this. Also in the area of renewable energy, Curaçao has quietly become a regional front-runner. As a non-profit organization, CITI often plays the part of aligning private sector initiatives, in an effort to combine strengths to compete on an international level.



Pioneers in Technology and Financial Services

Innovation has always been a great part of Curaçao's legacy: an example of this is the role Curaçao has played, decades ago, in the development of new business models in the financial services industry, establishing Curaçao as one of the premier international financial centers with a politically stable environment and jurisdiction and a transparent, secure and stable financial sector.

In other areas Curaçao has also been a pioneer. For example, almost 20 years ago, Curaçao was among the first countries to introduce e-commerce legislation and a comprehensive plan for the introduction of eGovernment. It has also been a front runner in the use of internet and the availability of broadband, to name a few examples. More recently, Curaçao was among the first countries to introduce legislation for the realization of a Space Port and in 2012 opened the first FabLab, filled with new technology like 3D printers, in the Caribbean.

Curaçao continues to demonstrate and support innovative initiatives that combine two or more of its strengths, like the development of the FinTech industry or the establishment of Curaçao as an attractive location for Digital Nomads. Other concrete opportunities that Curaçao is working on include becoming a DataHub for Latin America, becoming the creative 'maker' capitol of the Caribbean and becoming a knowledge and test center for alternative / innovative agriculture.

Breeding ground for entrepreneurs

As a government foundation for Innovation & Technology, CITI constantly strives to create a playground for innovators and a stepping stone for startups. Together with the Ministry of Economic Development and the Association of OCT's (OCTA), CITI recently introduced the "Startup Launchpad", a program that offers almost US 100.000 in combined support for startups. This is one example of how Curaçao has grown significantly in the past years as a breeding ground for start-ups and entrepreneurs. Private sector initiatives like the establishment of flexible workspaces 'Creative lab' and 'Workspot', as well as the realization of support programs like 'Business Boost' and the 'Startup Launchpad' have resulted from this renewed attention for entrepreneurship and partnerships between public and private sector entities. Initiatives like the 'Connecting the Dots' platform and 'Street Art Skalo' not only highlight Curaçao's creative side, but also prove that we can do more when we work together.

Curaçao continues to provide the infrastructure that is needed to develop new business ideas and innovative products and services. Combining the institutional strength with the spirit of pioneers, we are expected to be a breeding ground for new business for decades to come. Curaçao invites startups, entrepreneurs and digital nomads to Curaçao and realize their dreams.

Curaçao Innovation & Technology Institute

CITI is the Architect of Curaçao's Innovation Eco-System and aims to help businesses and people achieve excellence in Technology, Innovation, Entrepreneurship & Sustainability.

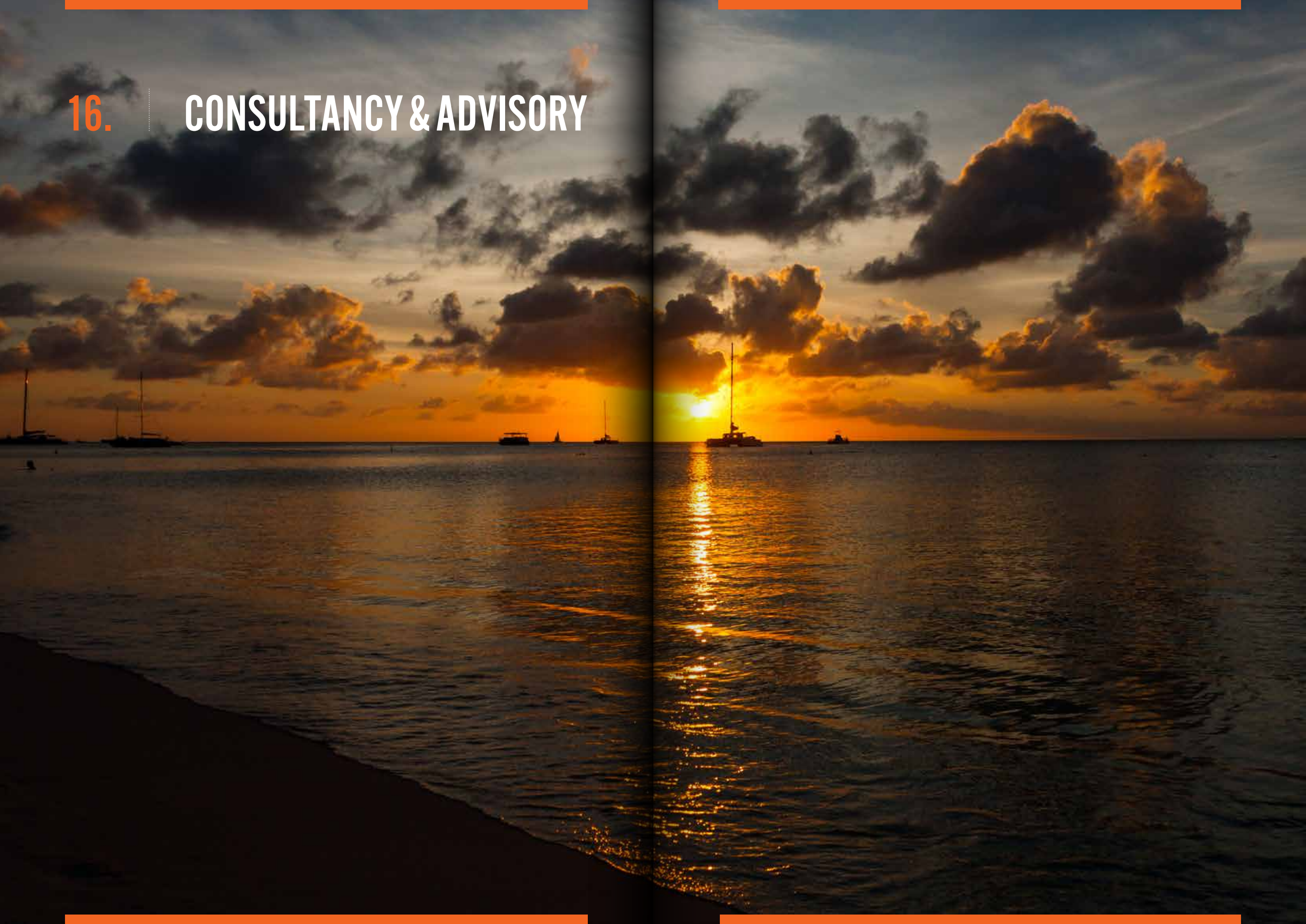
CITI focuses on initiatives that improve the competitive position of businesses in Curaçao through innovation and use of technology. We help translate the opportunities of innovative industries into concrete business opportunities for local businesses. In addition, we work on improving the technological and innovation capacity of the Curaçao population, to create a bigger launchpad for internationally competitive innovations and startups.



Monique Raphaëla

Director • Curaçao Innovation & Technology Institute

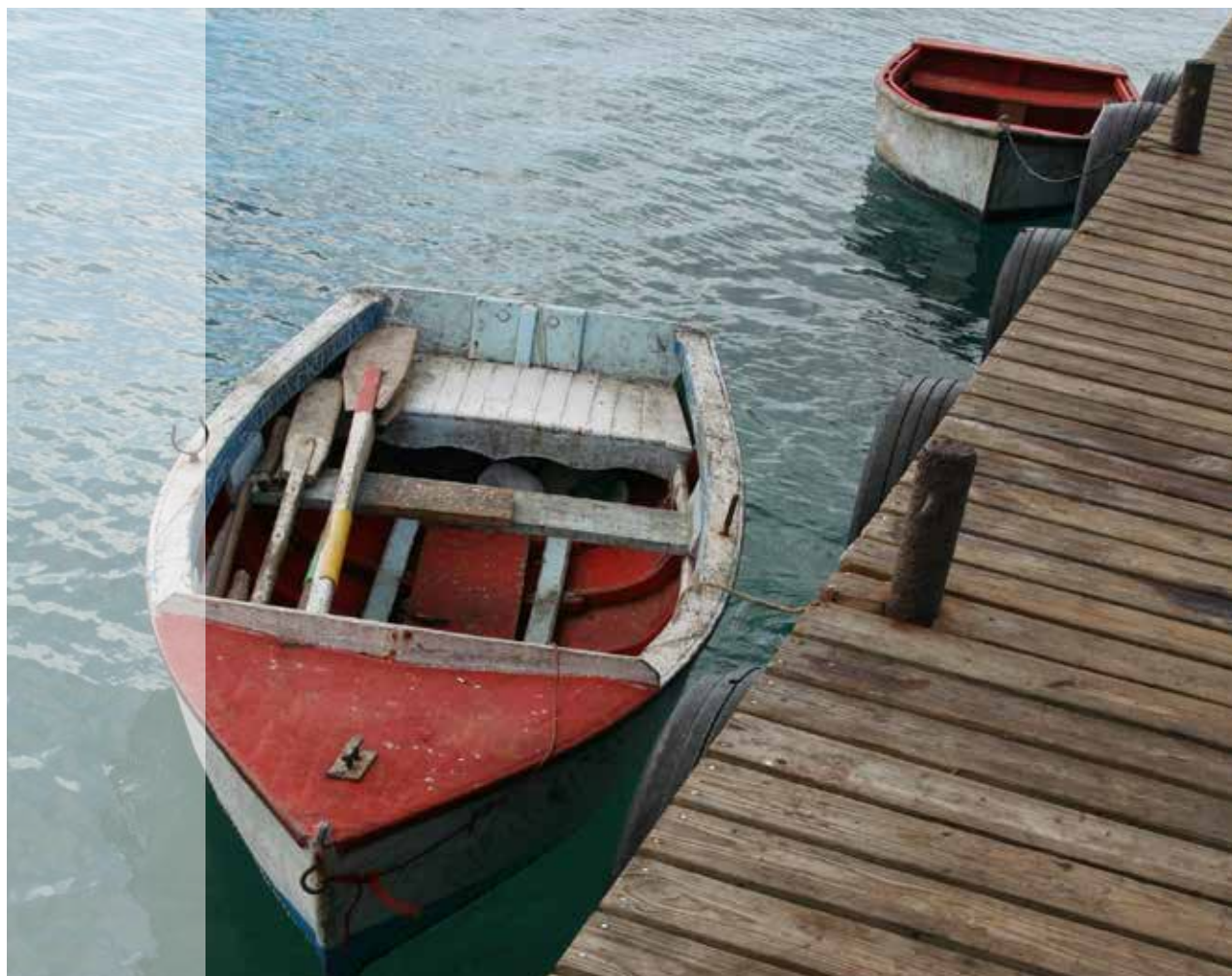
16. | CONSULTANCY & ADVISORY



18.

AMS-IX CARIBBEAN HELPS DEVELOP OPEN AND RELIABLE “CURAÇAO DIGITAL PORT”

‘When it comes to bringing about high-speed internet in Curaçao, we provide an important added value’. It sounds so simple, but what Nico Scheper, director of AMS-IX Caribbean, has pulled off is a real tour de force, even though he remains very modest about it himself. ‘Our task is nothing more than to facilitate digital infrastructure on the island, making internet accessible, reliable and easy to use.’



Thanks to the arrival of the Internet Exchange in the Caribbean in 2008, developments in the digital economy have been rapid. Over the past few years, the volume of internet traffic has doubled and a new type of service has emerged.

‘Until a few years ago, we had to stand in line to submit our tax returns,’ says Scheper, ‘but now we can do that online. The same applies to internet banking, taking out an insurance policy, reading a newspaper, watching Netflix, or simply viewing a restaurant menu.’ New digital services are reinforcing mainstream services, creating new economic opportunities for local residents. As a result, Internet usage is increasing rapidly. The more digital the economy, the more demand there is for fast and accessible Internet. Partly because of this boom, Internet in Curaçao has become the third mainport, alongside the international airport and transshipment port. The so-called Digital Port. Due to the unique facilities of the Internet Exchange, it has succeeded in attracting international businesses such as Google, Facebook and Netflix.

In 2004, a group of visionaries decided to investigate whether it was possible to use Curaçao as a hub for Internet traffic between South America, Europe and the United States. This seemed like a logical step, given that the region already fulfilled this function in the air and on water through its major international air and sea ports. Nico Scheper was involved in this innovative project from the outset. The AMS-IX (Amsterdam Internet Exchange) soon came on board, not least because of their expertise in deploying internet exchanges in Amsterdam and Hong Kong. ‘We use the same high-quality international technology, and are as Internet Exchange part of the digital ecosystem.’

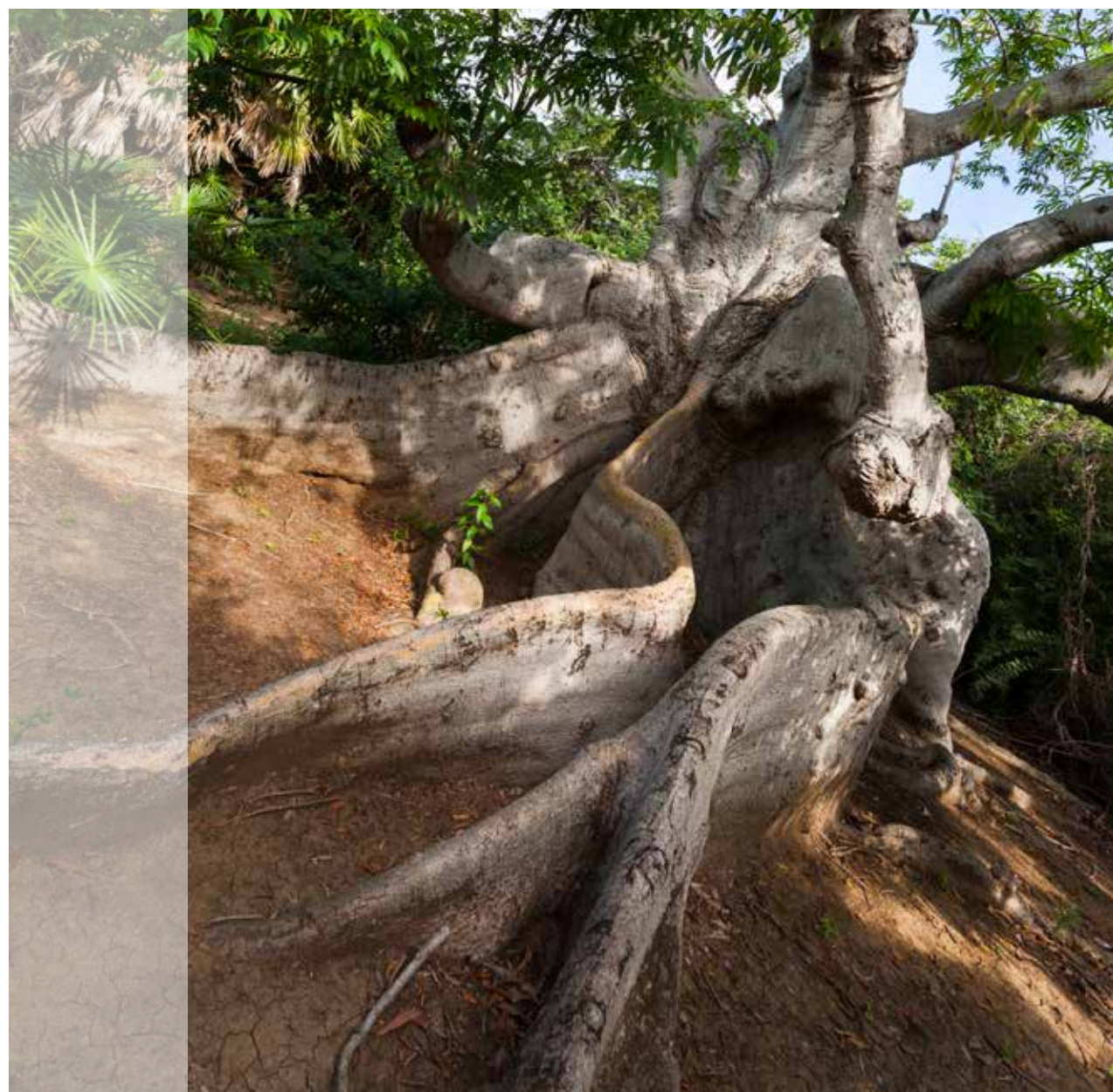
The number of internet connections on the island has risen sharply and will keep on doing so. And this growth is set to continue. Because the Caribbean internet market is a relatively small one, Scheper is looking for partners beyond Curaçao. ‘It would be great if we could also serve Latin America, so this is a market we are currently focusing on.’ In the meantime, Scheper is keeping a close eye on his core business and AMS-IX Caribbean is helping to ensure that there is a reliable and open internet in Curaçao 24/7.



20.

TECHNOLOGY AS A CATALYST

We live in a world in which technology has rapidly evolved and technological advancements cascade across every industry. We live in a time when digital technologies cause wide-scale disruption and customer expectations are completely redefined. As the pace of change and innovation continues to accelerate, the ability to adapt and transform is more critical than ever before.



Although there are some promising initiatives on their way, Curaçao and many countries in the Caribbean have yet to tap into the full potential of the digital revolution. Success in the digital future will depend on Curaçao's ability to implement innovative digital technologies. It's do or die – the world is changing and we cannot miss the boat. Better yet, the digital revolution presents us with great opportunities and we have the chance to be at the forefront of our region.

BearingPoint Caribbean believes the transformation of Curaçao begins with the public sector. Reshaping Curaçao's public services into a digital government will act as a catalyst for our digital future. A Smart Government makes use of more transparent, integrated and efficient automated processes. Making it possible to connect the dots when individuals or businesses interact with the government, either by paying taxes, qualifying for social security benefits or requesting a government permit or license. The government obtains a comprehensive 360° view of the population leaving no room for inconsistencies. The result: higher productivity, lower costs of operations and better enforcement.

A Smart Government also creates value for individuals and businesses, making it easier for them to interact and engage with the government. Make it simple to do the right thing and, in turn, further enhance compliance. BearingPoint Caribbean specializes in the digitalization of governments and offers technology solutions that help to create superior public services. Every day we bear witness to the impact of digital transformation. A Smart Government is in better control of its administration and has the tools to obtain a balanced budget and a healthy financial state of affairs.

A digital Curaçao starts with a digital government. Successfully utilizing digital technologies will lead to

more government revenue, making it able to invest in sustainable development and economic growth. It raises funds that can be used across all industries to further seize the opportunities the digital revolution brings.

Let's push boundaries, overcome obstacles and pave the way for our digital future. For public services, for businesses and citizens, for Curaçao.

We are BearingPoint Caribbean. For more than 30 years we have partnered with governments, providing them with tailored technology solutions and consultancy to improve their processes. Our strength lies in understanding their core business and the specific challenges they face.

Our IT and Management solutions help make public services better, faster and smarter. We provide governments with the tools to obtain a balanced budget and a healthy financial state of affairs. Becoming more transparent, integrated and efficient, enabling them to achieve their economic and social aims.

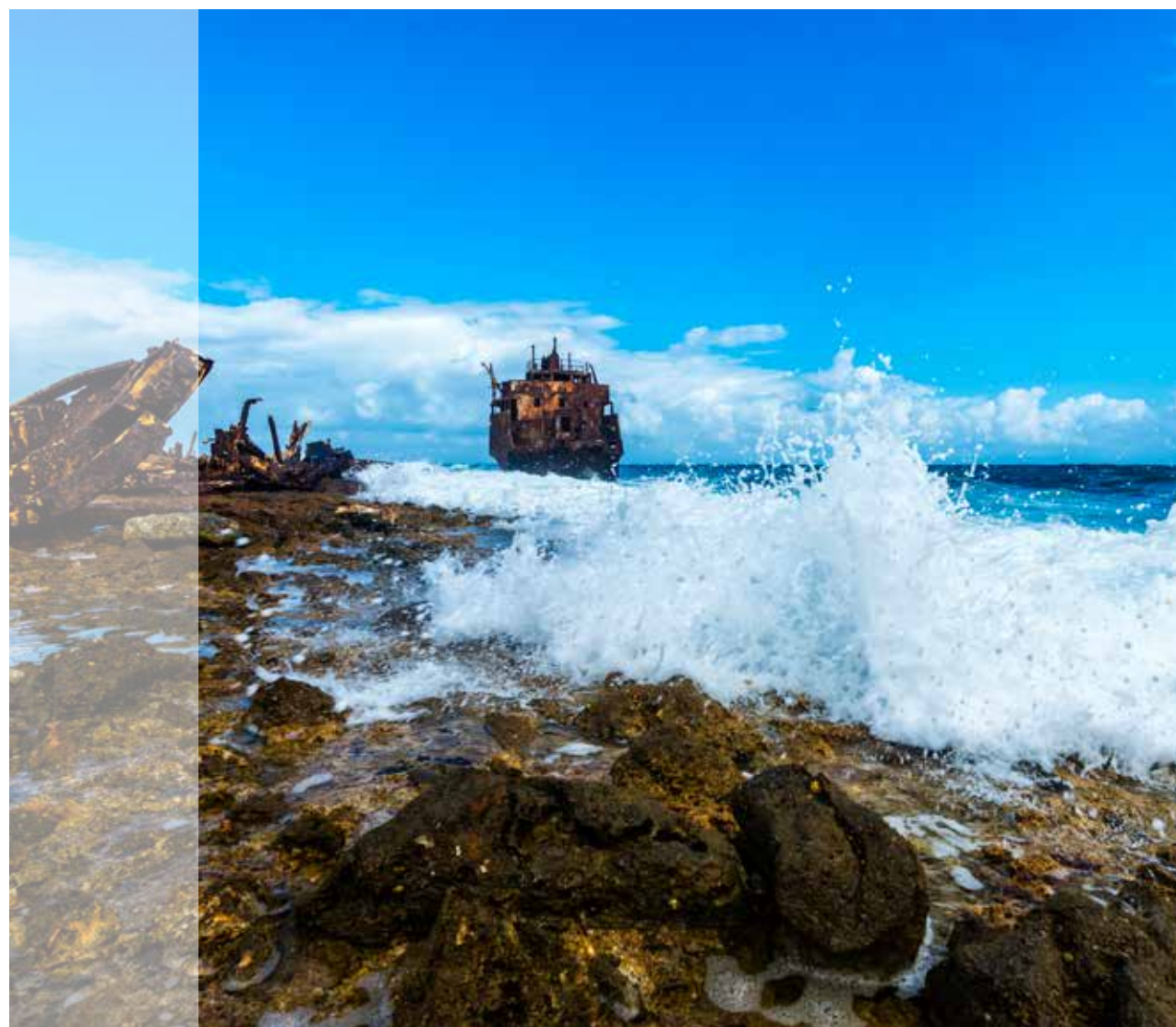
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BearingPoint®

CICA, LET'S CREATE, COMMUNICATE AND COLLABORATE

The development of Curaçao in the Information Technology field is of crucial importance to our social and economic development as an autonomous nation. We of the Curaçao Information & Communication Association are convinced of the possibilities and the opportunities our island has to offer and it is our belief that we could create a position for ourselves among the developed nations by transforming our economy into a Knowledge and Digital economy.



Knowledge as a tool to enable the people of Curaçao to create their own future and earn a decent living for themselves and their family. With the "It's a Community Tool" we want to get into the community and the local business sectors, promoting and enhancing the importance of IT in our daily activities.

Create

Designing and improving our quality of life is a matter of courage and perseverance. It is not about solving a problem or dealing with the daily challenges without meditating on the priorities of a society. Curaçao has always been a standard for development in the Caribbean. Knowing our past and the exciting future ahead of us in the vulnerable but resilient Caribbean we of CICA are expecting a diversity of creativity implemented by our local technology companies together with their global partners.

Communicate

Dependence on technology based solutions nowadays is the heartbeat of a nation. We of the association have always been aware of the developments taking place and their consequences for the way we communicate, create and collaborate with one another in the coming years.

Communication is key to opening doors but it is also a key to "lock" unwanted actions and reactions from other parties. A beautiful island like Curaçao has always catered for different languages starting from the native indians Caiquitos and Arawaks who managed on the island with simple ways to communicate. Nowadays it is up to us to be skilled and to manage the coding languages that will deliver value added applications and solutions that will honor our past and enhance our future.

Collaborate

Cities are collaborating and sharing knowledge with each other. Collecting and sharing data in a safe environment is worthwhile and we have data to share in Curaçao and in the Caribbean. Exploring and researching Caribbean data will produce significant results for scientist and developers of future solutions. With a diaspora spread worldwide, we are able to provide our partners with a marketplace of uniqueness

and diversity. Discipline combined with critical behavior can transform our nations into important knowledge sharing centers evaluated by renowned scientists. We must share best practices and measure their value according to global requirements and make sure that Curaçao and the Caribbean will be trustworthy partners for the future of mankind and its habitat.



Raymond Jamanika

Chairman • Curaçao Information and Communication Association

24.

DO TECHNOLOGICAL INNOVATIONS GO TOGETHER WITH CYBER SECURITY?

We all know that significant technological changes are inevitable in this era. In order to survive almost every business is developing high-tech, newly innovative products and services to overcome/outsmart competition and be the leading producer of innovations. Unfortunately, these technological innovations do not come without (cyber) risks.



Ever since technology has developed in such ways, it has become more and more attractive for hackers to attack us. This threat has increased immensely over the past years, as hackers get more creative and organizations neglect the core of the threats: security of the organization itself. Cyber attacks in the past have made a huge impact on our businesses and society. An example is the WannaCry ransomware that came into the news in May 2017. This cyber attack infected organizations worldwide.

What we see is that most of the businesses in the organization have an "it will not happen to us" mentality. Most people think that because of the size of our island hackers are not interested in attacking us. This is exactly what makes a small region like ours the most vulnerable. The prominent players in the world, United States and Europe, are highly involved in securing their cyber environment. Hackers are trying to harm organizations in more creative and easy ways. Often these hackers are not locals, yet people from abroad. Due to the regional mentality on cyber security mentioned before, hackers will eventually switch to attacking those who are not focused on securing their cyber environment. This will not be a matter of if, but when it will happen.

Our mission is to break this mindset and share our view on cyber security as a whole. Deloitte's Cyber Risk services support organizations to become more secure, vigilant and resilient. Being secure means maintaining foundational security capabilities and data management, to protect against threats and comply with industry cyber security standards and regulations. Being vigilant means establishing capabilities for detecting cyber-attacks and vulnerabilities, anticipating emerging threats and bad behaviors. Being resilient means being prepared to handle critical cyber incidents, repair damage to businesses, and return to normal operations as quickly as possible. This core helps us to advise, implement and manage the right and suitable options that adjust to our client's requirements.

Deloitte has developed an advanced model of managed security services. These services are designed to monitor, detect and respond to cyber threats. With our Cyber Risk professionals around the world we offer services based on a managed model. This standard is done by our professionals via a multi technological platform with extensive integration capabilities. This offers an efficient, flexible, and easily scalable, intelligence, operation and remediation service. This is key to the establishment of a detailed strategy and the mitigation of risks associated with cyber threats. So, do technological innovations go together with cyber

security? Our answer is: yes! However, organizations need to be sufficiently aware of the threats they are facing in today's digital environment and act on this in an adequate manner. Deloitte is leading an initiative on securing the region from (cyber) threats that can affect our ways of doing business. This helps organizations to execute their business strategy and lead the industry with confidence. Every business has its own approach. Deloitte's continuous improvement of processes help organizations to focus on their core business and continue with their technical innovations, while we focus on securing it.

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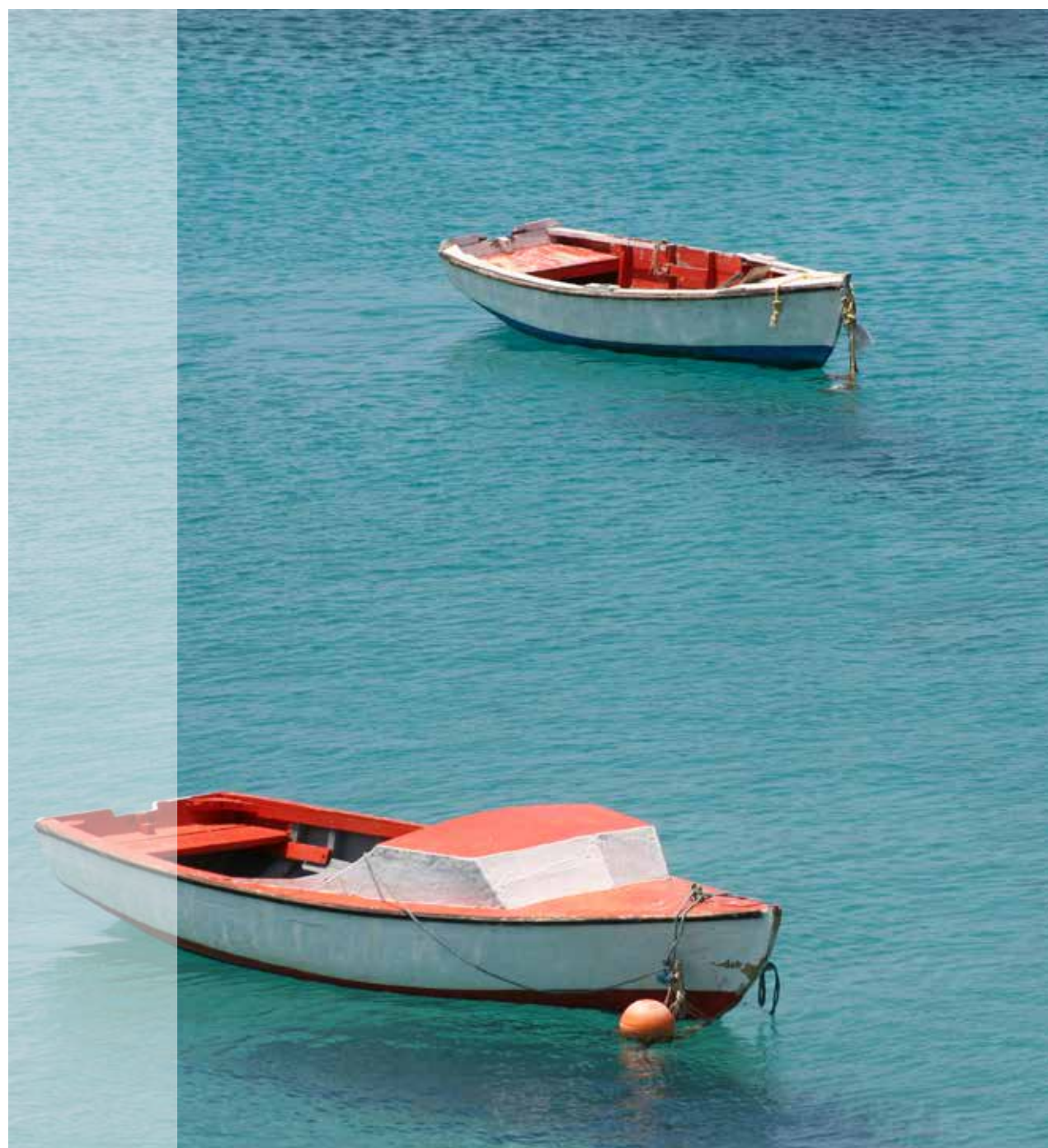
Deloitte.

Roy Jansen
Director • Risk Advisory Deloitte

26.

BUILDING A BETTER WORKING WORLD

Following our motto "Building a better working world" EY Dutch Caribbean acknowledges tremendous potential in the Caribbean region and especially in Curaçao! With innovation and technology as catalyst tools, major impacts on traditional and new sectors can be achieved.



The first step in unlocking this potential is to create a willingness to change, to drive for excellence, renew our way of thinking and work together. We need to motivate the new initiatives of Curaçao's creative minds by establishing our own start up eco-system that will innovate and change Curaçao.

Digital transformation

The cultivation and the further expansion of existing sectors, such as the international financial services sector in Curaçao is only possible if we leverage our position, adapt new technologies and truly innovate our (financial) services. Digital transformation is needed to capitalize the power of technology to revisit business models and create essential (new) user experiences. Developing Curaçao as a regional center of excellence for regulated financial services in the global digital economy will attract (new) global investors thanks to the ample and solid legal protection in Curaçao. We need to push the development of Fintech and Cryptocurrency-use forward. Not only regulation is needed, but we need to start thinking about providing Fintech startups with incentives to operate their business from Curaçao. This will help to develop Curaçao as the center of excellence.

Innovation must be a priority

Oil refining activities have been an important pillar of the economy of Curaçao for decades. The infrastructure of the upgrading refinery and new LNG terminal can be used as a hub for oil & gas across the region. New technologies in combination with our local industry knowledge and infrastructure makes a transition possible to less pollution.

Our abundance in wind and sun can be used to reach the greatest potential of renewable energy. We could produce our own clean power, reduce costs, reduce our carbon footprint and for example drive electric cars. The impact this will have on our economy will be incredible, but also on our nature, above and under our pristine waters. A clean, eco-friendly island, with beautiful beaches and corals will attract tourists from all over the world to our year round sunny and warm (outside the regular hurricane belt) island.

Use of innovation and technology can attract specific tourists. Today's empowered customers demand more choice, different products and better service. New forms of hospitality, using technology, like data-analytics will give the possibility to deliver products and services that comply with specific customer needs.

EY understands the digital transformation is imperative and how organizations can and should move forward. Our deep functional knowledge, long industry experience, our commitment towards startups and broad set of capabilities make EY ready to collaborate to develop programs that drive immediate value and set a strategic course to an analytics-driven and highly innovative future.

Working as strategic advisors, leading implementation support and services teams, or serving as full business partners in industry utilities, EY is ready to help Curaçao innovate - starting today.

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

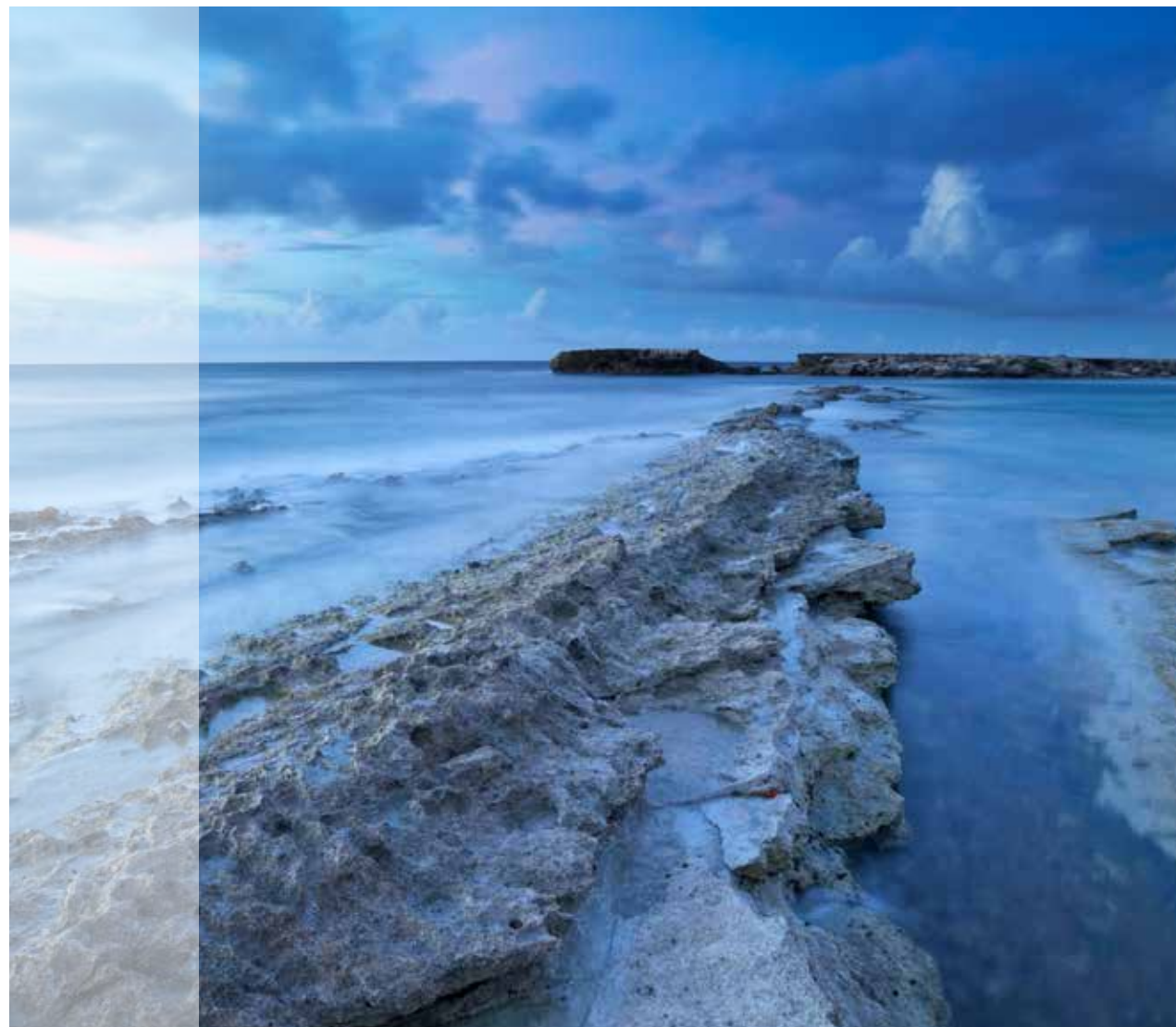
Please contact our office at +5999 4305000 or secretaries. curacao@an.ey.com for more information.



28.

MAINTAIN THE STATUS QUO OR DISRUPT AND GROW?

The use of technology as a means for innovation within businesses is now more critical than ever before. The advantages of using innovative technological solutions are well known and has given businesses multiple opportunities to become more successful in their operations. Using technology solutions on a strategic level has become more common in recent years, as business processes for a grand part rely on technology.



However, keeping the status quo is in our perspective no longer an option. To be able to react properly to change, you need to be agile and fast-paced or you're toast. To stay ahead of competition, maintaining the drive of innovation and enabling disruption is extremely important.

Involve your people in the implementation of new technology

What is technology without the people? What is the purpose of innovation in organizations if it was not to help the people to do their work more efficiently, more accurately, and with the aim to achieve a higher success rate? Defining and implementing a technology and innovation strategy must be accompanied with a solution on how to bring the people (user) up to par. User participation in decision making, during the implementation by extensive user training and workshops, are some of the many possibilities to ensure a smooth and successful transition. Failing in doing so may have serious consequences as a result. Consequences such as budget overruns, users not using the solution (correctly), or engaging in a behavior of unawareness for cyber-attacks and security risks.

The customer experience is key

Defining and implementing a technology and innovation strategy is also very important for your greatest asset: the customer. Most customers are technology minded and expect businesses to have solutions in place that satisfy their technological (e.g. shopping and services) needs. An Internet presence like a website or web shop is a minimum requirement, but is still not very common on our islands. Data analytics, mobile solutions, cloud computing, automated supply chains, digital services (banking, insurances, government), and proper integration between systems are in our region still in their beginning stages of maturity.

Make the right choices

The multitude of options adds complexity to decisions around technology investments and with time this will only get more complex. Making the right choices about applications, software and platforms, to support future business needs, will require management to have a keen understanding of technology changes and trends. Bringing independent, objective, and experienced technology professionals on board is not a luxury these days but a must.

KPMG in the Dutch Caribbean & Suriname combines a wealth of expertise with market, industry, and customer insights to guide you in your IT transformation programs. Whether it is to leverage business applications to drive small-scale process improvements or to implement a large-scale business intelligence transformation, KPMG can guide you. Having a trusted advisor helping you with your technological ambitions will turn out to be a key advantage.

Interested? Contact your usual contact at KPMG DC&S or one of our KPMG Technology experts at +599 9 7325100 or email:

Wilko Odijk: Odijk.Wilko@kpmg.com

Gianni Nicolaas: Nicolaas.Gianni@kpmg.com



PRESENT YOUR STARTUP CONNECTS

Present Your Startup is an incubator and accelerator program and a successful pitch event initiated by Valerie Vallenduuk in Haarlem, the Netherlands in 2014. It functions as a platform that connects startups to capital through the organisation of events, coaching of startups, and through identifying the right financing possibilities for startups. We connect innovation and technology to capital.



Present Your Startup was inspired by the TV programs Dragons Den and Shark Tank, but recreated the concept in a new and innovative way. Then an idea grew out to an extensive program for investors, startups and scaleups which is nowadays expanding internationally. Through the connection of investors and startups Present Your Startup aims to stimulate innovation all over the world.

The program of Present Your Startup consists of a competition between startups in which startups are given the opportunity to pitch their ideas for an audience of investors and experts through several rounds. Competitors are also offered a variety of workshops through the Present Your Startup Academy like pitch training, business model sessions and legal and tax sessions. Through these workshops, startups are coached to improve and strengthen their concepts. Through three pitch events a final winner will be selected by a panel of investors and experts.

In order to join Present Your Startup, your startup needs to fulfill some requirements. First of all, it needs to be innovative. Innovation is key to economic development and to a better world, we believe. Second, your startup needs to be able to scale. This means that your startup needs to be able to expand.

In 2016 Present Your Startup expanded to New York where selected Dutch startups were invited to meet and compete with startups based in the U.S. Startups were able to pitch to each other, learn from each other and were offered a variety of workshops.

This year we also came to Curaçao for the first time with Present Your Startup. Six startups, both from the Netherlands and Curaçao, were invited to pitch for an audience of international experts and investors.

The winner of Present Your Startup 2017 had the opportunity to pitch for an audience of 1000 people on the ATECH Conference at Aruba. We are looking forward to expand our network and activities at Curaçao as we are very positive about the innovation capabilities that the island has to offer. WE believe that connecting innovation and capital can take Curaçao to a higher level internationally. Through the organization of workshops and networking events, Present Your Startup can give the innovation on Curaçao a boost. Let's innovate together!

More info?

Go to www.presentyourstartup.nl or send us an email info@presentyourstartup.nl



VISION, LET'S TALK ABOUT VISION

Vision is defined as the act or power of imagination. Think about it. Pretty much everything pertaining to our society, our surroundings, started once as a simple thought, an idea.



Albert Einstein once said imagination is everything, it's a preview of life's coming attractions. If there's one thing that I've come to learn during my young years of "sailing the entrepreneurial seas", it's that this statement is very true. Our companies Profound Projects and Skempi started as a mere thought, an idea, that was followed with action. Relentless and continuous action. Therefore imagination needs to be met with resolve in order to have power. Hence vision, requires action in order to materialize and make a tangible and lasting difference.

Turn to Curaçao, 2017. I could cite the rhetoric that we've been hearing for years. We should focus on our tourism, our refinery, and yes our financial sector. All of this is very true, but it's not enough. If we never truly tackle the fundamental issues of our society, we are just going to fall back into endless and arguably meaningless dialogue. It is time for us to face the facts. The real facts. In order for Curaçao to truly prosper, we need to empower our citizens. Not a few, no, all of them! Through bold investments in our education that are aligned with our most important economic sectors, by enhancing our social safety net eradicating local poverty once and for all, and by facing crime head on with a zero-tolerance approach. Our relatively small size should be a favorable condition for us to achieve these goals.

Only then can we truly empower our citizens and create the grounds for a society that dares to imagine. A society that dares to believe that anything is indeed possible. The power of vision truly comes from empowering our citizens. Individual vision and collective vision, transcending all physical and mental barriers, turning obstacles into opportunities.

At Profound Projects we are all about making imagination happen, making innovation happen. By challenging the status-quo we show that "impossible is 'I'm possible' in disguise."

What is my vision for Curaçao? It's 2022. Imagine waking up on our 'dushi' island, and being surrounded by visionaries. By people that see possibilities and believe in doing. By people that choose collaboration over individual pursuits. Then, and only then, will Curaçao truly prosper and achieve its full potential. Remember, whatever the mind can conceive, it can achieve. In 2022 all local music artists will be earning royalties through Skempi's blockchain-powered platform. In 2022 Profound Projects will have developed the smart contracts powering our local real estate market. Vision starts with action and we are leading by example. Who will join the 'make it happen' movement? #MIH

PROfound
jects

Boudino de Jong
Director • Profound Projects & Skempi

34.

THE FUTURE IS HERE... BUILDING A DATA-DRIVEN DECISION MAKING CULTURE

As data grows in volume and complexity, the effective use of it is critical for making better, faster, and more knowledgeable decisions.



Organizations are increasingly seeking staff that can analyse data and generate insights that bring new value to business.

However, relatively few companies have developed analytics capabilities and an embedded integrated approach to analytics. Along the way, we have experienced missteps and setbacks. The lessons we have learned should benefit everyone embarking on their own analytics journeys or those attempting to overcome false starts of the past. Some of these hard-earned insights are what one might expect. Difficult access to enterprise data stores marks a widespread pitfall, as does insufficient planning. Investing in robust technical skills training and analytics tools implementation often can be a distraction to get an analytics program off the ground. By knowing what to avoid, organizations can keep a data analytics program on track to reach its full potential. So how can companies initiate and advance their analytics capabilities?

Create awareness rather than a silo

Management should resist the inclination to start by creating a data analytics silo within the larger function. While dedicated analytics functions are present within many companies with advanced analytics capabilities, this structure should be treated more appropriately as a long-term goal or possible target state than an immediate to-do item when getting started. Dedicated analytics functions and externally hired analytics experts are common characteristics of top-performing analytics capabilities. However, neither of these elements should be used in place of the initial establishment of the right analytics mind-set throughout the internal audit function.

Understand the data before investing in a tool

One of the most common start-up lessons involves resisting the desire to acquire the latest and greatest analytical tool. Given the impressive power, look and feel of analytics tools, it's difficult to not be sold on a new piece of software with the promise that, within hours, the company will be generating a flurry of queries and new intelligence insights. Before using a tool, companies should carefully evaluate a high-value area to target, understand the data source, validate it, and identify how the results will be evaluated and shared. When it comes to analytics tools, it is helpful to adhere to the 80/20 rule: 80 percent of the analytics team's work should consist of understanding the data, the business process it supports, and the activities and decision-making that it drives, along with

the business value the analysis is designed to deliver. The focus of 20 percent of the effort should be on the technical aspects of the analysis, including the audit tool.

At present, data is being created and collected at a pace that is far beyond anything seen before. Therefore the time is right to shift to a data-based decision-making model. Your decisions can be based on reality, rather than on momentary perception. While there is always some risk in undertaking a new program - and a desire to prove the return on investment - the bigger risk is doing nothing. The 2 points mentioned prior form part of an extensive Big Data road map that we use to help companies through their change cycle. Our team at PwC will gladly help you discover how Big Data can help you achieve "intelligence at the moment" to help you take decisive action when opportunities or risks arise.

About the author

Farouk de Windt is leading the Risk Assurance practice as a director at PwC in the Dutch-Caribbean. With a dedicated team of Risk Assurance professionals in the area of data, risk, process, (cyber security) and technology they help organizations to build a data-driven decision making culture.

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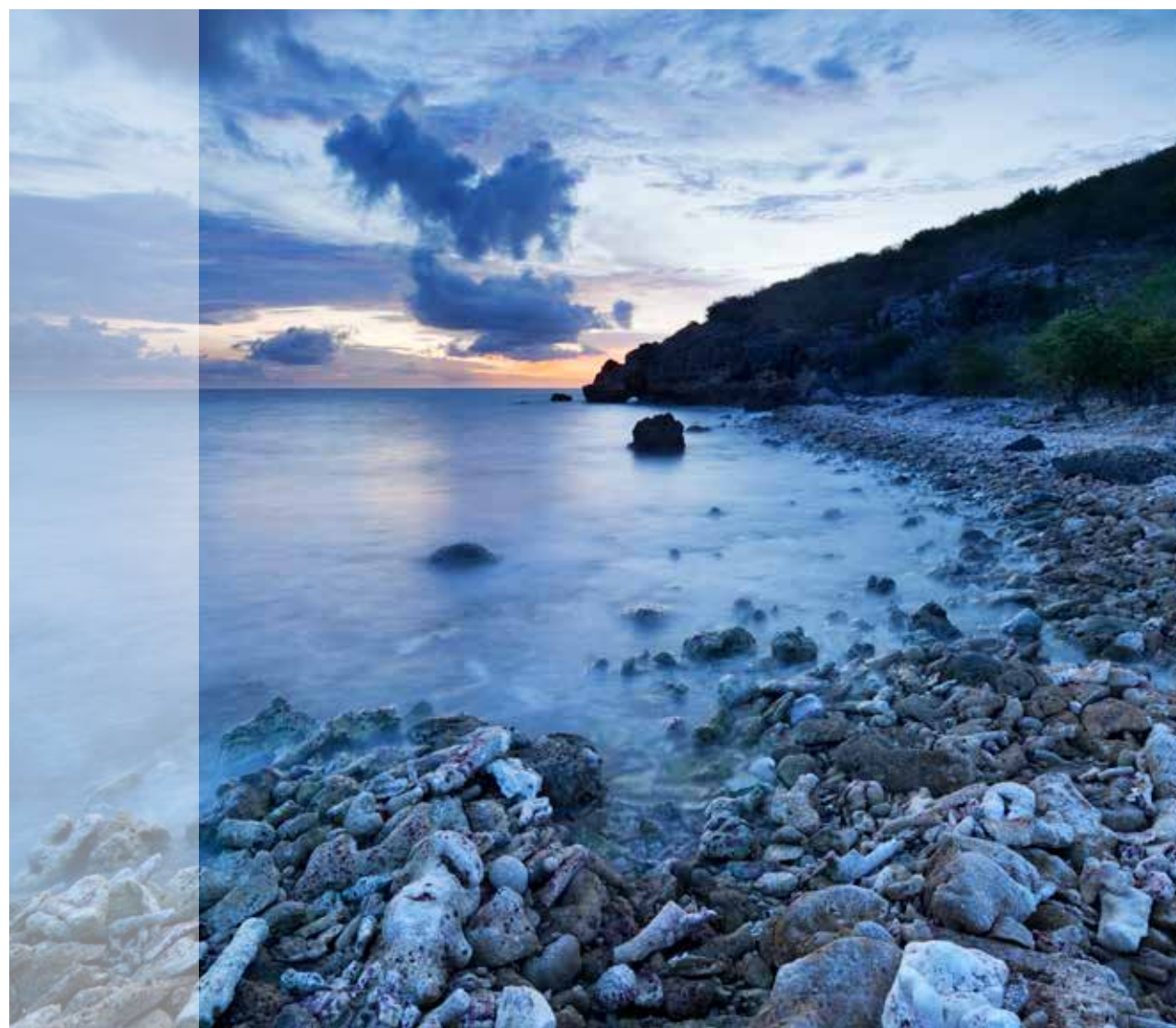
Farouk de Windt

Risk Assurance Director • PwC

36.

NOT EVERY INTERACTION CAN BE REPLACED BY A DIGITAL SOLUTION

SIM has over 15 years of experience in working together with clients and partners to create better digital solutions for all types of businesses, from local governments to non-profit organizations. In the beginning SIM's digital solutions were primarily focused on providing information, however SIM is now capable of completing all types of service processes in a digital environment. Keeping in mind that not every interaction can be replaced by a digital solution.



Proud

Aside from being market leader in The Netherlands, SIM is also a leading company when it comes to offering front office solutions for organizations. The solutions are based on a strong vision of the online service environment and fully focused on improving digital features. "Every day we make it easier for millions of people to manage their affairs digitally."

Experience

More and more people and businesses want to deal digitally with organizations at any time, from anywhere, from a personal, reliable, user-friendly and secure platform. Therefore, companies want to increase the self-reliance of their customers and lower costs by making online services more attractive. SIM thinks these two developments are well-matched in all their digital solutions.

Strength

Together with their customers and partners, SIM is continuously working on improving and expanding the cloud solution to achieve the perfect service; a service in which the user comes first. Partly through these cooperations they are able to establish a long-term and personal relationship with their customers in facilitating digital solutions for their businesses.

SIM Caribbean

By establishing a Caribbean branch of SIMgroep in Curaçao the company is close to their customers. With customers in Aruba, Bonaire, Curaçao and St. Maarten, SIM has now become one of the leading companies when it comes to digital service solutions in the Dutch Caribbean.

Customers see SIM Caribbean as an experienced advisory partner and not as a random IT supplier from the Netherlands, who doesn't know anything about the local business environment. All SIM's solutions can be customized and are based on a clear vision and focus on the necessary functionalities for a digital front office.

Clients in the region include local governments, housing and healthcare foundations, tax advisory organizations and various social service providers.

Contact

www.simcaribbean.com
info@simcaribbean.com



Wesley Eleonora
Managing Director • SIM Caribbean

Being and becoming SMART has many benefits for companies and organizations of all sizes. The use of technology will not only lower costs, but ensures more efficiency and a better connection with your target B2C or B2B markets. A SMART process is however a never-ending process, full of challenges to get the maximum output.



The following services of Sportential BV can help organizations of all sizes to upscale to the next SMART level.

Webinars for training and education

The continuous upgrading of staff and personnel is important to maintain a high-quality knowledge within the company and organization. For some time now, visiting seminars or attending certification programs no longer requires travelling around the world.

The platform "Webinar Curaçao" has been launched to support local training and educational initiatives in order to make participation no longer location based.

Smartphone apps

The use of smartphone and tablets have made a big impact on the business communities all around the world. They give you direct contact and communication with your clients. We help companies answer questions such as where to start, what is possible and how to implement apps in your SMART strategy.

Paperless solutions

More and more companies and their employees prefer to work location independent, which requires that the administration, files and tools all should be digital. We do not only support you setting up your online paperless solution, but also offer electronic signature solutions together with intranet portals to manage your people and products in the market.

The time of purchasing external software that never is a good fit is over; get your own customized solution and never look back.

Big Data

The economy, its stakeholders and the market all thrive on numbers. Analyses, management reports and forecasts are highly important to set strategies and adjust plans. In many cases however, data is still not being stored or accumulated, so that it can be analyzed and used.

Sportential BV offers services to collect Big Data, large volumes of data, which lead to better decisions and strategic business moves.

We automate tasks – You optimize time!

Business automation is the strategy to automate processes in order to contain costs and efficiency. Our aim is to help companies of all sizes optimize their efforts by the implementation of online tools throughout the organization.

Sportential BV supports and advises companies in analyzing their current projects, products and services, in order to see how the implementation of technology can give them that competitive edge.

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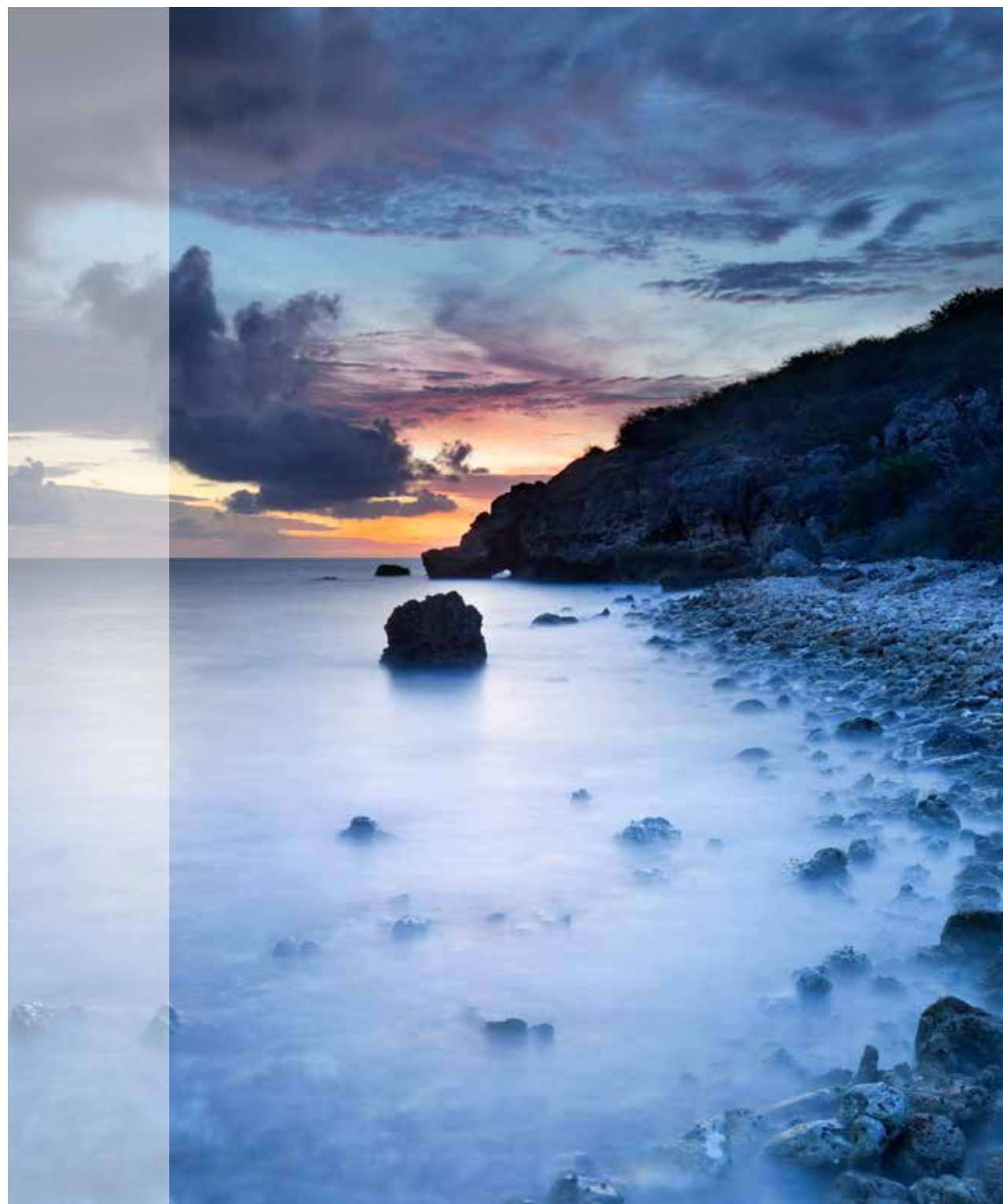
Remco Tevreden, EMBA
 Managing Director • Sportential BV

40. | ICT: SOFTWARE, APP & WEB DEVELOPMENT



BLUE NAP AMERICAS

Launched in December 2016 by Dataplanet N.V. in Curaçao, Blue NAP Americas is a carrier-neutral international data center and internet exchange point designed, built and operated according to the Uptime Institute® Tier-IV certification standards.



The company's facilities also serve as an aggregation/distribution hub for network traffic and network-based services. A carrier neutral nucleus serves as the foundation upon which Fortune Global 2000 companies, governments, service providers and enterprise customers can deploy their mission critical infrastructure and systems.

In addition to serving the region as a Network Access Point (NAP), it offers a comprehensive portfolio of data center solutions including: Physical IT Infrastructure Co-location, Private Cloud Services, Business Continuity and Managed Services.

Blue NAP Americas is connected to a diverse network of fiber optic submarine cables that allows direct access to multiple global carriers.

Aside from running and operating a world-class Tier-IV certified data center, Blue NAP Americas' facility has been purposely designed to support the latest high-density Cloud computing infrastructures, thus enabling companies to pool computing, storage, networking and power needs on an 'on-demand' basis. Customers can build private virtualized environments leveraging VMware™ and other technologies to maximize their investments while fully controlling expenditures.

The newly built data center is situated in Curaçao, Dutch Caribbean, which offers many benefits including but not limited to:

- The only Tier-IV certified Constructed Facility in the region offering an unparalleled 100% Uptime Guarantee.
- Curaçao is part of the Dutch Kingdom, which means an immense level of stability and security. Having the highest court in Holland as the court of last resort brings peace of mind for international companies that conduct business in the Caribbean and Latin America region.
- Data Privacy protected by European (Dutch) based privacy Laws. Peace of mind that data residing in the Blue NAP Americas data center is protected against unwarranted inquests.
- The island also lies outside the traditional hurricane belt and major seismic zones.
- The island today has connections via six major submarine fiber optic cables with one more planned to arrive onto the island by the second quarter of 2018, thus providing immense global connectivity.
- The data center is located in an e-Zone, which offers excellent fiscal benefits for international companies that conduct business on the island including 0% import

duties on equipment, a maximum of 2% profit tax.

- Curaçao has a multilingual workforce. Most speak at least four languages.

Together with international partners such as Schneider Electric, Cisco Systems, IBM, HPE, VMware™, VCE and others, customers located in the Caribbean and Latin America now have access to a world-class Tier-IV certified data center facility. Rather than having to house their critical data and systems in far-flung data centers in the USA or Europe, customers are assured that their data is maintained in the region.

Blue NAP Americas is more than just a data center. It is a place where extraordinary people come together to create a better, more connected world. Come and join the most advanced multi-tenant Tier-IV certified data center in the Pan-Caribbean region.



44.

CAAG IS AN ENTERPRISE SOFTWARE COMPANY BASED OUT OF THE DUTCH CARIBBEAN

We develop clever and user-friendly software solutions for Small and Medium Enterprises. We aim to build a long-term relationship with our clients where we provide the software tools that help our clients become more efficient and take their business to the next level.



Caag is an Enterprise software company based out of the Dutch Caribbean. We develop clever and user-friendly software solutions for Small and Medium Enterprises. We aim to build a long-term relationship with our clients where we provide the software tools that help our clients become more efficient and take their business to the next level.

Caag offers solutions such as Customer Relationship Management (CRM), Document Management, Reservations Management, e-commerce and Business Process Management. No matter what the solution is that we implement, our main objective is always to create smart Management Dashboards that allow management to steer the company based on Key Performance Indicators.

The Caag solutions are offered as a modular system, which means that clients can choose which modules are activated. The number of solutions and also the userbase determine the monthly or yearly pricing of the software.

Established in 2012, the team has grown into a well-oiled machine that can build high quality solutions. Currently the team consists of 8 people working remotely throughout the region. Our client base is becoming more diverse with clients from Europe, North America, South America, Asia, Africa and of course the Caribbean.

One of our most successful spinoffs is HQ Rental Software. This is one of the most complete rental solutions in the market.

HQ includes an online reservation plugin that will be installed on the rental website. Our backend system allows the client to manage their vehicles, rates, add-ons and vehicle maintenance.

As a young and dynamic company in a competitive landscape we are always looking to build partnerships and joint ventures to find interesting opportunities. Often times we will offer our technical platform and expertise and our partner will in turn bring the specific market expertise.

Caag Software
Bitterstraat 3, Willemstad, Curaçao
Tel. +599 9 697 5454

Websites:
www.caagsoftware.com
www.hqrentalsoftware.com



Ries van Lomwel Jr.
Founder & Director • Caag Software

COMPREHENSIVE SOFTWARE RESEARCH & DESIGN

Comprehensive Software Research & Design (C.S.R.D.) has been providing software since 1995 and primarily develops software geared to the logistics industry. Our vertical software portfolio is used by many Ship Agencies, Freight Forwarders, Custom Brokers as well as institutions indirectly related to this market segment.



Our in-depth knowledge and understanding of the logistics industry allowed the firm to develop a unique industry-specific and state of the art software product line. This specific software incorporates all the industry processes and takes all updates and adaptations into account. This expertise is what sets us apart!

C.S.R.D. is also a long-standing partner of *AccountMate*® upon which some of its proprietary software packages are developed allowing for a fully integrated and complete software system. We offer software advice and reliable customer support providing all necessary tools to automate each facet of the vast logistics industry. Our software brands conform to industry rules, regulations and standards and are adaptable, versatile and interchangeable.

Curaçao economy is very diverse and dynamic, and the logistics sector has always played a vital role. In fact; the island of Curaçao has been sought after by the early settlers due to her geographic location and connectivity advantages. These factors are still prized today.

Air and sea freight activity has substantially increased in the Caribbean region which requires more sophisticated logistics software solutions.

CSRD's cutting-edge product line was specifically developed to address this growing need and is used by small and mid-sized businesses directly and indirectly related to the logistics industry, namely: Ship Agents & Brokers, Freight Forwarders, Custom Brokers, as well as companies such as Car Dealerships, Food & Beverage Distributors, Hardware Stores, Warehousing, E-commerce, Manufacturers, and Free Zone Importers and Exporters.

What's highly advantageous about our software solution is that all modules are integrated and seamlessly linked through their interface with *AccountMate*®, a top-notch customizable financial solution which is affordable, user-friendly and also links with ASYCUDA.

C.S.R.D. developed its software solutions to connect Curaçao with the rest of the logistics world and our mission is to "Transform Logistics with software that fits!"

We welcome all international investors and entrepreneurs to Curaçao and please rest assured that all your logistics software requirements are taken care of by our company.

C.S.R.D. CARIBBEAN

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www.csrd-cur.com



AccountMate
SOFTWARE THAT FITS

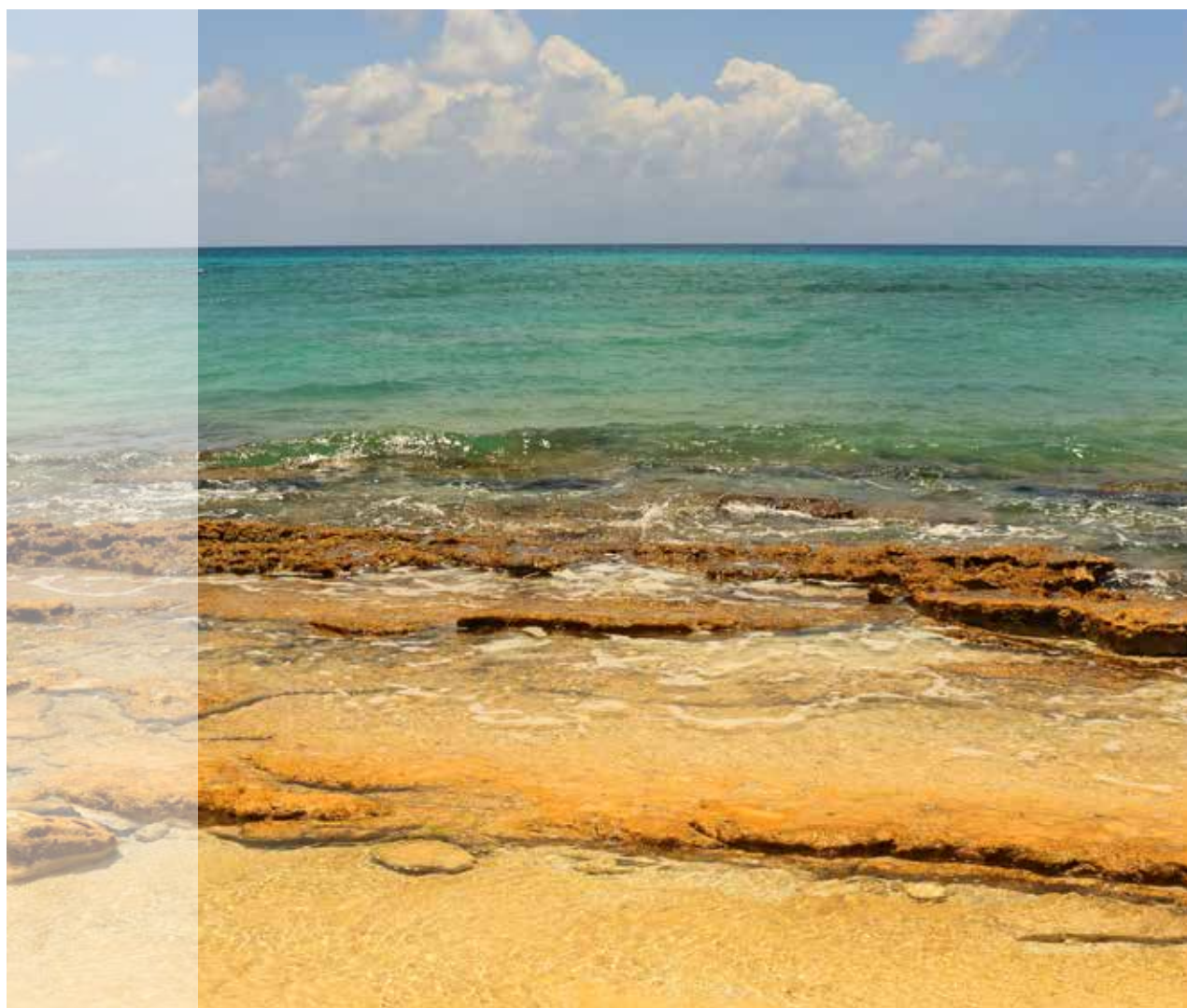

CustomsMate™


FreightMate™


ShipMate™

EXCELLENCE IN PAYMENT PROCESSING, THROUGH IMPROVED EFFICIENCIES, COMPLIANCE AND PROFITABILITY

IBIS Management Associates Inc. is driven by its mission to help Financial Institutions and Corporates reach Operational Excellence in payment processing, through improved efficiencies, compliance and profitability.



With its headquarter in Curaçao and established since 2000, IBIS Management is considered the leading solutions provider and consulting firm specialized in the development and rollout of best practice Straight Through Processing (STP) payment solutions and concepts, Internet Banking, and Mobile Banking.

IBIS Management Associates Inc. rapidly grew from a specialized banking consulting firm into a payment workflow and compliance expert with best in class in-house developed solutions. The company is privately owned and managed by a seasoned team of professionals including its founders with decades of experience in the international banking and payment-processing operations. Throughout the years, IBIS Management completed many mission critical core system implementations at financial institutions in the Caribbean, Central & South America, as well as Europe.

A deep knowledge and expertise on a multi-jurisdictional and local level, also allows IBIS Management to by-pass the typical learning curve with regional and international project implementation, resulting into greater levels of efficiency and success rates. IBIS Management's, in-house- and partner solutions have a proven track record throughout and have gained acceptance on an international level, by small to large size Financial Institutions. The company is present in over 40 Financial institutions, ranging from Central banks, to Commercial banks and retail banks as well as Credit Unions. In recent years, Corporates have also become clients in their search for methods to improve their local as well as international payment transfers to Financial Institutions.

The flagship solution is Alchemy Connect, consisting of Alchemy Payment Processing Suite, Alchemy Global Internet Banking, Alchemy Mobile Banking and other innovative banking modules and features. Other solutions include SWISSRoute for hosted connectivity to the SWIFT Network, FUZE for payment process automation for Trust companies and other vendor partner solutions such as Entrust for heightened digital security.

The IBIS Team

The company's growth is attributed to continuous investments in its people's professional development as well as research and development to respond to payment processing demands and changes in the regulatory environment. Recently, IBIS Management founded its in-house Blockchain Think Tank to strengthen its commitment to delivering innovative tools and to ensure the Caribbean

Financial sector is prepared to utilize the opportunities in a compliant manner.

IBIS management's pillars consist of experienced banking consultants, software engineers, project managers, client support staff, and business and product developers. The company's flat organizational structure allows for an agile and collaborative atmosphere, that ensures efficient and on-time responses to clients. This team has significant experience in their specialty fields, payment processing, compliance and payment networks such as SWIFT, RTGS, ACH and others.

Social Awareness and Corporate Responsibility

IBIS Management continuously seeks ways to connect with communities and inspires positive transformational change in people's lives in the different communities in which its clients operate. "Banks for Kids" was founded to bring hope and inspiration through financial and physical support to the children in more than 20 countries where clients are based.



DAVID & GOLIATH, SMART ANALYTICS AND FINANCIAL INSIGHT

Palm trees swaying in the wind and little waves from light blue waters gently breaking up on sandy white shores: a Caribbean tourist destination comes to mind rather than a center of cutting edge software solutions.



The grey building situated along Curaçao's Emancipation Boulevard is however home of an advanced software engineering company. Called Ictual, short for Actual (current) ICT, it is one of the bigger ones on the island. Nonetheless, in the grander scheme of things, Ictual must be considered a little "David" in the global IT Industry.

IBM on the other hand is no doubt a "Goliath". Where it used to be known mostly for its hardware, nowadays IBM is also considered a world wide leader in software and services. Just to name two of their highly successful software platforms: both IBM's Watson Analytics and Cognos Analytics are deemed front runners in AI, Big Data and Business Intelligence applications.

Being a certified IBM Business partner it is precisely these platforms that Ictual used in cooperation with IBM to create Financial Insight (FI), a highly sophisticated solution that provides an intuitive and cognitive view into a company's overall financial performance across a multiple of financial back-office applications. Using both their financial domain knowledge as well as their in depth knowledge of IBM's analytical tools, Ictual consultants devised a smart architecture that allows FI to be deployed regardless of the underlying financial application and regardless of any fixed structures therein.

Users are presented with guided analysis of key performance indicators and financial metrics through rich, pre-built executive dashboards and reports. Also, Financial Insight allows users to get from a very high-level view of the business to the lowest level of detail quickly and efficiently to identify areas of concern and determine the root cause. Financial analysts have the ability to plan, budget and forecast using what-if analysis, across all key dimensions of their business, to see the future impact of any changes to make better, more informed strategic financial decisions. All while being IFRS IAS 21 Consolidation compliant, providing rapid month, quarter and year-end report generation.

Deployed as a web application FI gives its users smart access anywhere any time, through desktop or mobile device, connected or disconnected, allowing them to run their business whenever or wherever they need to.

FI is currently being used by multiple government institutions and financial corporations both in and outside of Curaçao. Another example of Ictual's advanced software engineering capabilities is its Jiver Suite. The Jiver platform is a suite of applications offering cutting edge capabilities like mobile

self-service apps and real-time service provisioning to telecom operators. This is a 24x7, high availability solution allowing Telco's to offer their subscribers instant activation and de-activation of their desired services right from a smart-phone app. The solution integrates with telecom operator billing systems to apply immediate charging, service expiration and automatic prolongation scenarios. As shown Ictual is a dynamic and innovative provider of software solutions. Established in Curaçao in 1992, Ictual has grown to be an internationally operating company manned by highly educated software engineers and now consists of several business units:

- Mobile Apps & Web applications
- Jiver Mobile Telecom solutions
- Business Analytics & Business Intelligence
- Oracle software development & DBA services
- Decos Document & Case Management solutions

From its headquarters in Curaçao, Ictual aims to serve the entire Caribbean & Latam market providing IT solutions, consultancy and support to customers in for example Aruba, Bonaire, Sint Maarten, Belize, the Bahamas, Brazil and Suriname. With a subsidiary in the Netherlands, its multi language consultants and in depth knowledge of the regional business cultures, Ictual is also an ideal partner for European or North American software companies looking to expand into the LAC market.

The sun is shining. Palm trees are waving in the wind. Little, light blue waves are gently breaking up on sandy white shores. A small Island like Curaçao might not exactly come to mind first when thinking of cutting edge software solutions. Think again.

Ictual. Riding the wave of Information Technology



ENTERPRISE MOBILITY IS BECOMING AS INDISPENSABLE AS ACCOUNTING SOFTWARE AND E-MAIL

The adoption of mobile devices in Curaçao is very high compared to other islands in the Caribbean. The need to work and collaborate through mobile devices will only continue to grow in the future.



Mobile and deskless employees form 80% of the global workforce. Companies are looking for new ways to improve efficiency and lower costs at the same time. The essence of enterprise mobility is essentially far greater than just the mobile technology, and actually allows for the relationship between an employer and employee to change – creating more flexibility in working environments, where results, rather than the number of hours per day an employee is at his desk, determines their success.

Minubia, founded February 2013, empowers the driving forces of our economy by developing mobile solutions for mobile workers such as fieldworkers and sales reps, automating inefficient processes and improving performances on the go. Today Minubia is well underway to becoming a multinational company that offers a variety of enterprise mobile solutions to businesses in Latin America and the Caribbean, supporting big brands such as Coca-cola, Heineken, Frito Lays, Nivea and Johnson & Johnson. Minubia supplies easy to use and effective mobile software for the management of mobile processes such as sales, merchandising, delivery, logistics, field service, surveillance, cleaning and maintenance.

Digital on the go

Our solutions put managers directly in contact with the mobile workers and automate complex data input between the field and the back office. For instance Managers can program the customers which the sales reps or fieldworkers need to visit that day. Sales reps can perform customer visits, close sales, and receive feedback on their performance. Technicians can finish their tasks, share a picture of the result or ask their colleagues for advice, all using our solutions. Customers can sign work orders and receive a digital invoice real time. Our dashboards will automatically evaluate their performance and show where improvements are needed. And by our integration with Financial or ERP systems, all tasks, orders and invoices are automatically sent to the Financial or ERP system. Our solutions take care of all planning, tracking, automation and communication between mobile workers and the office.

Curaçao, a magnet for innovation

Curaçao has always managed to attract and stimulate innovation on the island. Starting as a hub connecting Europe with Latin America, disrupting the oil industry during the oil boom in the 1940's and becoming a safe haven for big corporations during the off shore years. Curaçao's strongest

feature has always been it's people; these are the Dreamers, bridge builders and explorers. The mix of cultures, languages and access to good education keeps its people open minded and searching for opportunities beyond the horizon. Curaçao doesn't have a big software industry, however Curaçao is starting to reinvent itself strategically to attract and stimulate technological development on the island, making technology a pillar of the economy. Both the legislative and the tax infrastructure is ideal for software companies, incentivising export and the development of intellectual property. Curaçao can reach far beyond the island borders and increase its competitive position in the region by continuing to adopt and stimulate technology.

Curaçao, mobile leader in the Caribbean



Renato Ignacio
Founder CEO • Minubia

54.

CURAÇAO IS RAPIDLY BECOMING A KNOWLEDGE-BASED ECONOMY

Curaçao has always been a center for trade and commerce due to its strategic location and natural harbor. Nowadays, Curaçao offers an ideal environment for international business.



The island thrives on a stable political structure, modern international airport and state-of-the-art telecommunication facilities. On top of that, Curaçao is rapidly becoming a knowledge-based economy: enriched with disruptive thinking, creative development and dynamism.

Innovation and technology are the key drivers of a knowledge-based economy. As a diverse and imaginative digital agency, Ngrane wants to foster the spark to translate Curaçao's latent potential into a realized one. We do this by helping construct an ecosystem of highly skilled professionals through deep-rooted relationships. We use a hybrid model for this new workforce: part traditional agency and part freelance talent platform. Our digital platform model serves for efficiency in attracting, organizing, developing and managing talent. We're on a quest to find the very best and brightest to join us in the ongoing digital evolution. At the same time, our physical environment builds on human connections through seamless co-working, organizing events, coaching and creating a sense of comradeship between freelancers. Furthermore, our presence in the Netherlands and Curaçao helps us contribute to the braingain of Curaçaoan professionals that have moved abroad.

We believe that deep-rooted relationships between all stakeholders are critical success factors for Curaçao to live up to its potential, truly becoming an innovation and technology hub. We envision an island of synergy, where companies and institutions are brought together in innovation incubators. An island where the same companies are connected with creative startups, business incubators, accelerators and high-value industry researchers. Together we ingrain an entrepreneurial, creative spirit in Curaçao's DNA.

We envision our government focusing on the maximization of economic impact of the research sector and high-tech industries. The government will work closely with the industry to bring innovative local products and technologies to global markets. This will drive job creation and build Curaçao's reputation as a center for innovation and entrepreneurship.

Research institutions will drive our local tech ecosystem. Universities and research labs will provide assets and services around which the ecosystem thrives. Universities will encourage their faculty, staff and student entrepreneurialism to get its lab-based research into the commercial bloodstream.

Reinforcing innovation and technology will encourage

the sustainable development of Curaçao. We envision an island where business and industry can thrive. An island with a modern and creative work mentality. A smart island where great quality of life goes hand in hand with a sense of community and passion.

We're here to help Curaçao make it happen.



Joeri Oltheten
Chief Strategist • Ngrane

SECOND MINDS: THE KEY TO DIGITAL SUCCESS

Our modern society has embraced all digital inventions since the birth of the internet. The internet has caused a transformation of our lives in such a short period of time, which is truly a modern miracle. As time passes, we will continue to use the internet in ways that will impact not only our lives, but also our businesses. Each company has different goals and it's good to know what you want to reach online. This can help determine priorities when setting up a digital strategy and implementing it.

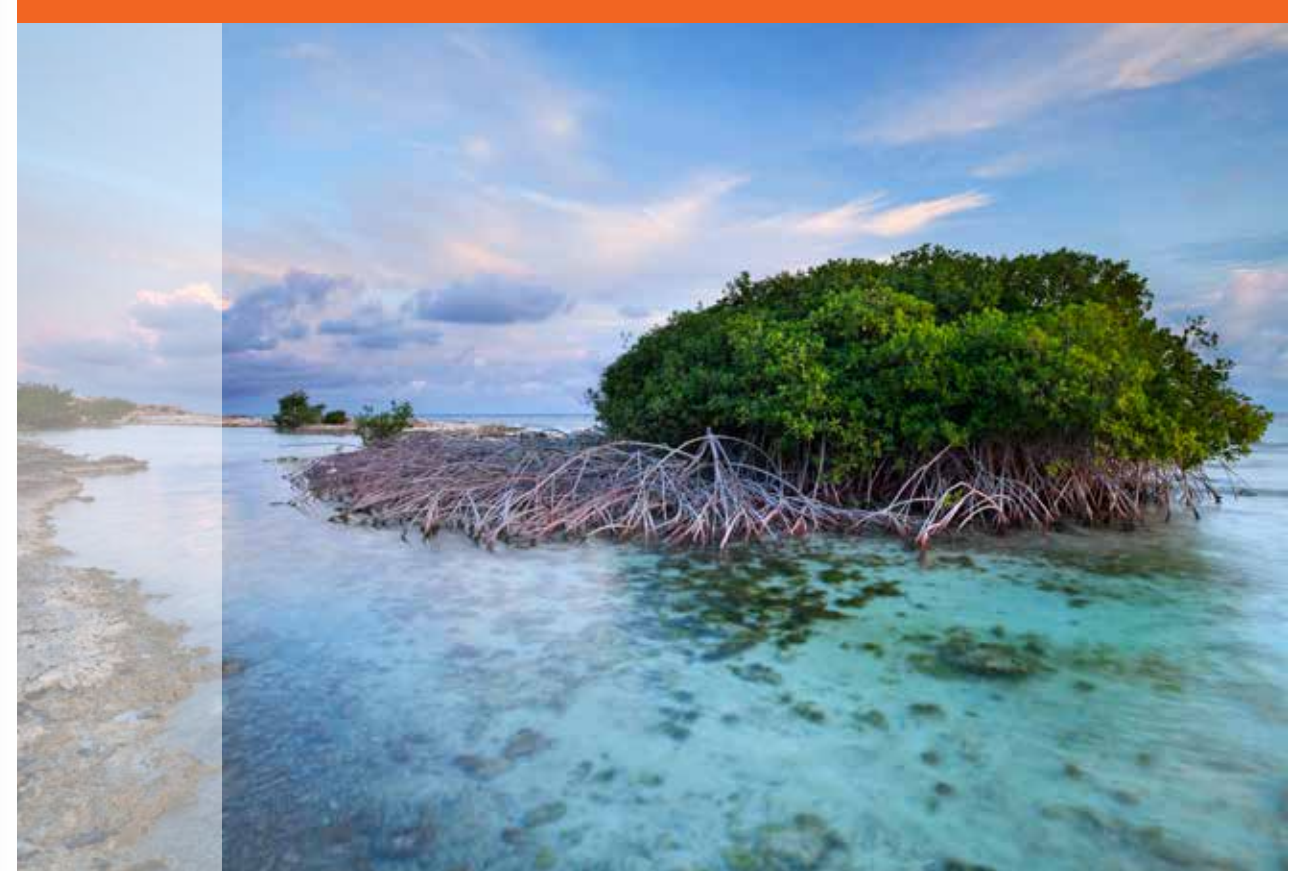
Premier Google Partner

Second Minds, as a Premier Google Partner, is the only agency of its kind in Curaçao. In the past four years we have handled over two millions of dollars in advertising spend for more than 100 clients all over the world. The success of our clients became our success, as we were rewarded by Google with a top 5 ranking of Google Premier Partners in the Netherlands, winning a trip to the headquarters of Google in Mountain View, California.

To help other local startups become successful online, we launched Hosting Caribbean. Hosting Caribbean provides an all-in-one solution for digital services and makes digital marketing more accessible to companies in the Caribbean that don't have a large marketing budget.

The key to digital success

So how can your company become successful in this digital revolution? Whether you are selling products or services (online), any business in Curaçao should utilize all digital channels to show both the local and global market they are the number one in their market. Not being visible on all "new media" is not being connected to your customers. Connectivity is the key to success, not only for your customers but especially for your company itself. The digital connectivity is measured by various KPI's that are set in a decent digital strategy. Many Caribbean businesses cope with a lack of direct sales, after sales or service related traffic towards their website. There is a clear shift towards mobile devices and the different target groups can very easily be targeted accordingly. Most often, there is no distinction between these different target groups in digital campaign targeting and planning. To be present within all channels during the entire customer journey, a company has to win all "micro moments" that customers use to do research about their services. Whether they are in need of a specific service already, or not even aware that your company can improve their day to day lives. Using advertising channels like search engines, YouTube, display & social media will instantly increase brand awareness, brand activation and direct sales traffic, however these channels come with a price. Organic reach is important but also becoming more



and more difficult, since all channels shift towards paid traffic. Online video has seen triple-digit growth in the last five years, with millions watching video every day on social sites or via websites such as Netflix and YouTube. People are spending hours socializing and sharing and nearly a third of their time spent online is on social media.

Use data to increase your ROI

Curaçao is one of the countries in the Caribbean with the highest mobile connectivity. It is safe to assume that a large amount of digital information is being created in the Caribbean at a higher rate than developing countries in other regions. Tools like Google Analytics and Google Tag Manager help to interpret, analyze and optimize information into actionable data. They will give you a clear view on your website visitors' behavior, their online customer journey and cross device effectiveness. The advantages your business can get of big data analytics are more than just visitor data. Nowadays we can gather insights that can be applied immediately into your digital strategy. With the help of these insights your company will see more opportunities to use data to help customers better, make your day to day tasks more manageable, and to turn your digital strategy into a highly profitable approach.

The perfect digital hub

We like to see Curaçao as the digital capital of the Caribbean. Many great digital inventions are founded on our island and are now conquering the world.

A great example is Stampwallet (<https://stampwallet.io>), a loyalty platform that won the Curaçao Innovation Award in 2016. We are proud to be their digital partner and to help with advertising this unique platform around the world.

Just recently, we combined forces with Caribbean Legacy and Media599, to form a unique cross media powerhouse that offers more digital services you can ever imagine. With a team of more than 25 professionals, working on 4 continents, with clients in 15 countries, we are truly the most broad and experienced communication partner in the Caribbean.

Second Minds (www.secondminds.com)

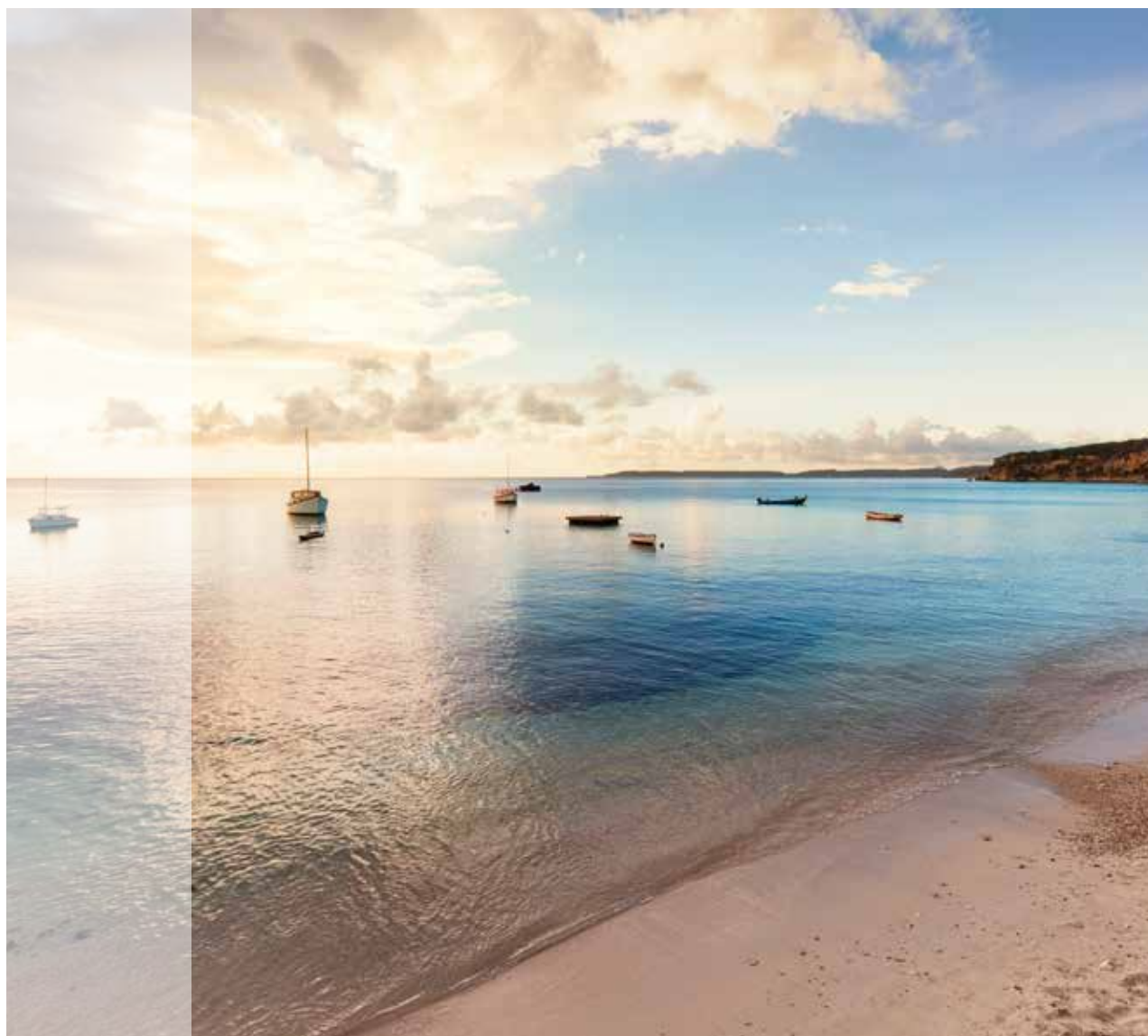
Hosting Caribbean (www.hostingcaribbean.com)



58.

HIGH QUALITY AND UP-TO-DATE INTERNET PRESENCE FOR ALL CARIBBEAN ORGANIZATIONS

SPIN Internet Media was founded in 2003 and since then we have designed more than 250 websites for a large variety of big and medium-sized companies, creating a powerful portfolio that has given SPIN a recognized name in Curaçao.



SPIN is a team of highly educated, motivated and client focused professionals who will strive to give our clients a big, sustainable increase in sales and brand awareness.

We constantly research, develop and implement new tools and methods that our clients can use to reach their market in the fastest time possible. We produce and deliver only high quality marketing materials and designs and will work according to a solid process to reduce mistakes. We assist our clients to define who their market is, what internet media their customers can be reached through and to reach the lowest possible Customer Acquisition Cost. Our clients are quality minded and understand the importance of high quality marketing materials. They will be willing to try new marketing methods and measure the results of all their marketing efforts. We deliver on time and will work with our clients to achieve measurable results, which will result in a better Curaçao economy.

Our vision: "High quality and up-to-date internet presence for all Caribbean organizations."

SPIN Internet Media can provide you with the following services and solutions:

- Complete digital strategy and online ads management
- Web design and custom application development
- Content management systems
- Intranet design and development
- Webhosting
- Search Engine Optimization
- Email marketing
- Facebook, Instagram and Youtube advertising
- Google Adwords management
- Programmatic advertising & marketing automation
- Domain name registration and webhosting

For a free consultation please visit our website at www.spin.cw or call our office at +599 9 738-5611.



60.

20% OF THE CUSTOMERS GENERATE 80% OF THE REVENUE

The past years we learned there is a fundamental problem within a lot of companies worldwide. 20% of your customers generate 80% of your revenue. So when they walk away you are in big trouble. Take physical retail for instance. They are losing the battle against online retail. This is not only a problem for them, but also for all stakeholders involved, like banks and suppliers.



We are Stampwallet from Curaçao. We are proud winner of the Curaçao Innovation Award 2016 and selected as the first company from Curaçao in the history of Startupbootcamp in Amsterdam. We have been selected out of 541 startups worldwide from 73 countries!

Stampwallet is a loyalty platform companies can use to generate more sales from returning customers using loyalty transactions. With the data from these transactions we help companies make better business decisions and serve their customers better.

With our in-house developed hardware we can connect our platform to every POS on the market, machinery like a carwash and vending machines. Unique in our kind and fully adaptable so we can integrate our solutions in existing setups, apps or other platforms.

As a next step we connect a blockchain infrastructure so users can exchange loyalty points into cryptocurrency they can use in a marketplace we create among Stampwallet partners. We call this 'the value beyond loyalty transactions'.

The coming months we will be in Amsterdam for Startupbootcamp. Startupbootcamp FinTech & Cybersecurity program is a roadmap to acceleration. The 10 selected startups will get extensive support, workshops, training, and access to a large network of entrepreneurs, top executives, and investors.

Stampwallet will get access to free office space and many more boosts, services, and perks from the partners, mentors, and investors affiliated to the Startupbootcamp; all working to help Stampwallet scale up and become an industry leader.

We think our roots (Curaçao) had a positive influence to our selection. Why? Because we think Curaçao is the perfect location to launch a product. In Curaçao you are close to your users and customers so you can listen, analyze and adapt when needed. Our plan is to keep promoting Curaçao as a Caribbean Tech Hub to the world, so other startups can jump in and have the same positive experiences as we did.



Stampwallet

Wouter Meeuwisse
CEO & Founder • Stampwallet

62. FINANCIAL SERVICES



FINTECH, BLOCKCHAIN TECHNOLOGY EN CRYPTOCURRENCIES HAVE POTENTIAL FOR CURAÇAO

Curaçao companies, individuals and government organizations can benefit from disruptive technologies like blockchain, smart contracts and fintech. That is, if they know what it is, how it works and how to benefit from it.

Since 2015 / 2016, Fintech, Blockchain and Cryptocurrencies are at the top of the Media - Hype Cycle. Sources like Bloomberg, Forbes, New York Times, Coindesk and more are spending hundreds of hours on research and reporting about technology, its disruptional capabilities, rising stars in the technology based start-up scene and its economic significance.



But then, what exactly are Fintech, Blockchain and their economic significance?

FinTech has many definitions. In general, people will refer to it as payments, credit cards and back office applications. But FinTech is much more and is in fact a "container". It refers to disruptive technologies, used in the financial services industry. It contains technologies like IoT, BlockChain, Artificial Intelligence, Data Analytics and more. Altogether, those technologies, related developments and investments, are growing into one of the world's largest new increasing economic sectors of this moment. And this is exactly how the economic significance can be explained: innovation drives economic growth while (disruptive) technology is an important driver for innovation.

What are the trends?

Areas such as Western Europe, (South East-) Asia and Australia are ahead of the rest of the world when it comes to adopting different innovation - and technology trends. What can be observed in these regions is that trends are reinforcing each other and disruptive technologies, in their initial stages, were not prohibited but in fact embraced; both by entrepreneurs, regulators, start-ups and eventually, the larger audience. Embracing instead of prohibiting in those areas has led to the origin and strong growth of a set of ecosystems of tech companies, investors, users, educators and most importantly: an acceptance and culture of innovation.

Why is this important to Curaçao? and what should be done?

In economic terms, no change means no progress. No progress means no economic growth and no growing prosperity. If Curaçao wishes to turn this around and grow its economy, attract investors, offer more perspective to young talented people and create prosperity, it should start embracing the drivers for this: innovation and technology.

What should be done?

Currently, Curaçao is heading in the right direction but much more can be done and at a higher speed. As technology consultants, we meet many people and business that, for example, have heard about

blockchain and want to learn more. As we help them with expertise and advise, we also learn that many fintech related things are just not possible in our country - think of convenient e-commerce models or mobile payments using a debit card. Also think of buying or trading cryptocurrencies; this requires a foreign credit card and a foreign platform.

Our current government can organize important first steps in the right direction. In fact, our government can play a critical role in spurring innovation - actively creating new markets. Overall, the government should start with cultivating an economic and business climate that rewards innovation - such as lower income-tax rates - and limit the regulatory hurdles that can impede a new product or process improvement.

Most importantly, Curaçao must speed up the pace of adopting innovative change and technology. Not just for its internal market but primarily for the region. If Curaçao, with all of its benefits, highly educated people and relationship with Europe, develops towards a tech savvy country / smart nation: businesses will move to Curaçao, bring or hire talented people, increase our economic activity and other countries will then be calling in our help as the island at the forefront of innovation and technological development in the region.

bluevalley
digital strategy, innovation, fintech

Jan Willem de Waard
Owner/Director • Bluevalley / Associate Axveco

CX PAY: YOUR GATEWAY TO E-COMMERCE & INNOVATIVE PAYMENT SOLUTIONS

CX Pay is specialized in transaction services for online merchants and provides payment solutions that facilitate online and mobile transactions for any business or consumer.



Our focus on payment technology and e-commerce innovation is geared towards simplifying collection of funds for business owners through different payment methods.

Based in the Dutch Caribbean with offices in Curacao and Aruba, CX Pay provides local and international payment solutions to facilitate online and mobile transactions for any business or consumer with online access. Our platform uses the most advanced compliance & fraud prevention technologies available on the market to guarantee a safe, secure and flexible online payment environment. CX Pay offers multiple payment methods to assist merchants across the world with online payments through our extensive network of international acquiring partners that make it possible to accept recurring payments in over 200 countries and territories, including Europe, the USA, Canada, Latin America and the Caribbean.

CX Pay bundles its products, services and expertise into one package for an easy one-stop e-commerce and payment solution. Our offering includes website development, shopping carts, payment gateway, web hosting services as well as advisory services in e-commerce and payments. We have access to a wide range of alternative payment methods, acquiring banks and processors enabling banks and financial institutions to expand their offering, streamline processes, and offer new API-based services to their clients.

Our solutions serve as a basis to provide innovative new services to existing customers and agents, allowing CX Pay to provide market leading payments solutions. In addition to gateway services, CX Pay has a suite of products and services ranging from solutions for retail storefronts, payment processing for both online and mobile devices, electronic invoicing, digital vouchers, as well as a crowdfunding platform and e-wallets.

Our fundraising solution empower businesses, entrepreneurs, non-profit organizations and charities to raise money in a transparent and reliable way from all over the world for the causes they care about. The platform serves as a crowdfunding site for personal or social projects, ideas, and causes, as well as for business startups and entrepreneurial initiatives seeking access to capital. We offer local and international donation options with a direct integration with CX Pay's payment gateway to facilitate all our fundraisers by adding trust in the flow of money.

CX Pay's e-wallet platform is a versatile and dynamic payments system that enables value added services, mobile commerce and online transactions. Our system includes a multi-channel rules driven transaction engine and a variety of application modules such as Mobile Payments, International Remittance, Mobile Money, Bill Pay, Electronic Voucher and pre-paid top-up. It's an agile omni-channel platform, making it possible to transact using a wide variety of devices including social media platforms, mobile handsets, bank cards, smartphones, web portals and POS terminals.

Thanks to our advanced solutions and expertise, businesses can broaden their product range and enhance customer experience while meeting the highest standards in technology, regulation, and usability. This makes CX Pay a trusted partner of banks, fin-techs, and e-commerce businesses all over the world.



For more information about the solutions and services CX Pay can assist you with, please visit www.cxpay.global or email us at Hello@cxpay.global

LinkedIn: CXPAY | Facebook: cxpay | Twitter: @cxpay



DUTCH CARIBBEAN SECURITIES EXCHANGE

The Dutch Caribbean Securities Exchange (DCSX) is an international exchange based in Curaçao, for the listing and trading of bonds, equities, funds and any other accepted securities.



Key to its success is its time- and cost-efficient listing procedure. The DCSX has all the regulatory processes in place to set the stage for the successful listing of domestic and international securities.

The DCSX ensures transparency to the investor and guarantees visibility for the issuer at all times whilst its listing fees are highly competitive. DCSX operates in an exchange-regulated market and is a membership-owned self-regulatory organization which also falls under ultimate supervisions of the Central Bank.

The exchange has the status of Correspondent Exchange by the World Federation of Exchanges (WFE). The WFE is an international trade association of 59 publicly regulated stocks, futures and options exchanges and its market operators are responsible for the functioning of key components in the financial world. Membership of WFE is considered by some governments and national associations of asset managers as an essential criterium for preferential investment policy and taxation for these markets. Any company, regardless of its industrial sector or country of origin, may request a listing on the DCSX. In this respect we are happy to confirm having listings from several countries on our platform. As per the date of this writing we can now also confirm having accepted the listing of 3 Chinese holding entities that invest ultimately in their group operational companies in China.

Besides time- and cost efficiency benefits of listing on the DCSX include Curaçao's common law and Dutch legal court system, strong regulatory regime supervised by the Central Bank of Curaçao and St. Maarten and an Appeals Committee consisting of members of the DCSX Foundation and representatives of the financial sector.

The DCSX is noticing an increased local and international interest in the possibilities presented by the exchange and its positioning as an entrepreneurial platform is catching on.

Our mission and vision are clear on our radar and well underway: connecting businesses from all over the world with investors and doing that by becoming the exchange of choice. Doing so in a cost realistic and efficient way and with clearly streamlined processes in place is what we strive for. With decentralized blockchain based developments also affordable and efficient exchanges become necessary. We the DCSX offer exactly that. Curaçao's financial sector is regaining its status as a reputable financial center providing a platform for investments to and from Latin America, Pan-European, Far East and other markets. As the DCSX we are focused on playing an ever bigger and important part in this development.

Our exchange will assist in further enhancing the position of Curaçao as a leading financial services jurisdiction with in-depth knowledge of financial, fiscal and legal requirements and providing products and services that meet those requirements geared towards international businesses and investors.

For more information on the DCSX and its services please visit www.dcsx.cw or send an email to info@dcsx.cw



R. Römer
CEO • DCSX

ZINICA GROUP: GLOBAL TECHNOLOGY VENTURES

Zinica is led by a group of global technology industry veterans focused on building impact businesses in the Global FinTech, CommTech and MediaTech markets.



Our goal in FinTech is to enable crypto-assets to be accepted into the Global Financial Markets. We have spent over a year researching, analyzing and obtaining feedback from the marketplace regarding the challenges related to crypto-assets. Compliance and lack of Transparency emerged as the key drivers. Zinica is introducing crypto-asset investment products to the global market based on solutions to Compliance and Transparency, and leveraging Curaçao as a launching pad.

The Funds

Curaçao Digital Assets Holdings B.V. (CDAH), is our first investment fund. This Mutual Fund will seek to provide investors with exposure to the daily change in the U.S. dollar price of Bitcoin, as measured by the Bitcoin Real Time Index (BRTI); the only pricing index provided by a regulated exchange, the CME (Chicago Mercantile Exchange). The fund will be listed on the Dutch Caribbean Stock Exchange (DCSX).

In parallel, Zinica Group is also establishing a Hedge Fund with an investment focus on crypto-assets and hedging strategies. The Hedge Fund registered in Curaçao will be part of an international Hedge Fund structure.

Compliance Framework

Zinica has developed a compliance framework that includes crypto-asset filters, third party audit capabilities, compliant custody infrastructure and mining pool operations. We have partnered with various local service providers in establishing this framework, including Ernst & Young, HBN Law, Amergeris GLE, Amicorp Fund Services, BlueNap Americas and Baroud Group.

These efforts have resulted in the successful application and granting of an Exemption from the Central Bank of Curaçao & St. Maarten. This represents the first central bank approval of any kind provided to a crypto-asset investment fund anywhere in the world.

Zinica FinTech Education

The global blockchain market has an urgent need for additional trained professionals at all levels. We believe that this represents an opportunity not only to build a business, but also to provide opportunities to the communities of our respective home countries to grow an educated, advanced labor market.

To meet this demand, Zinica Group launched the BlockChain Institute of Technology (BIT), an online educational enterprise that is closely linked to our development engineering operations in Buenos Aires, Argentina. In addition to the courses already offered by BIT, we have also signed an MoU with the University of Curaçao to develop a set of courses for interested and qualified students in Curaçao to develop into blockchain professionals. The course will include study time at the Universidad Tecnológica Nacional in Buenos Aires.

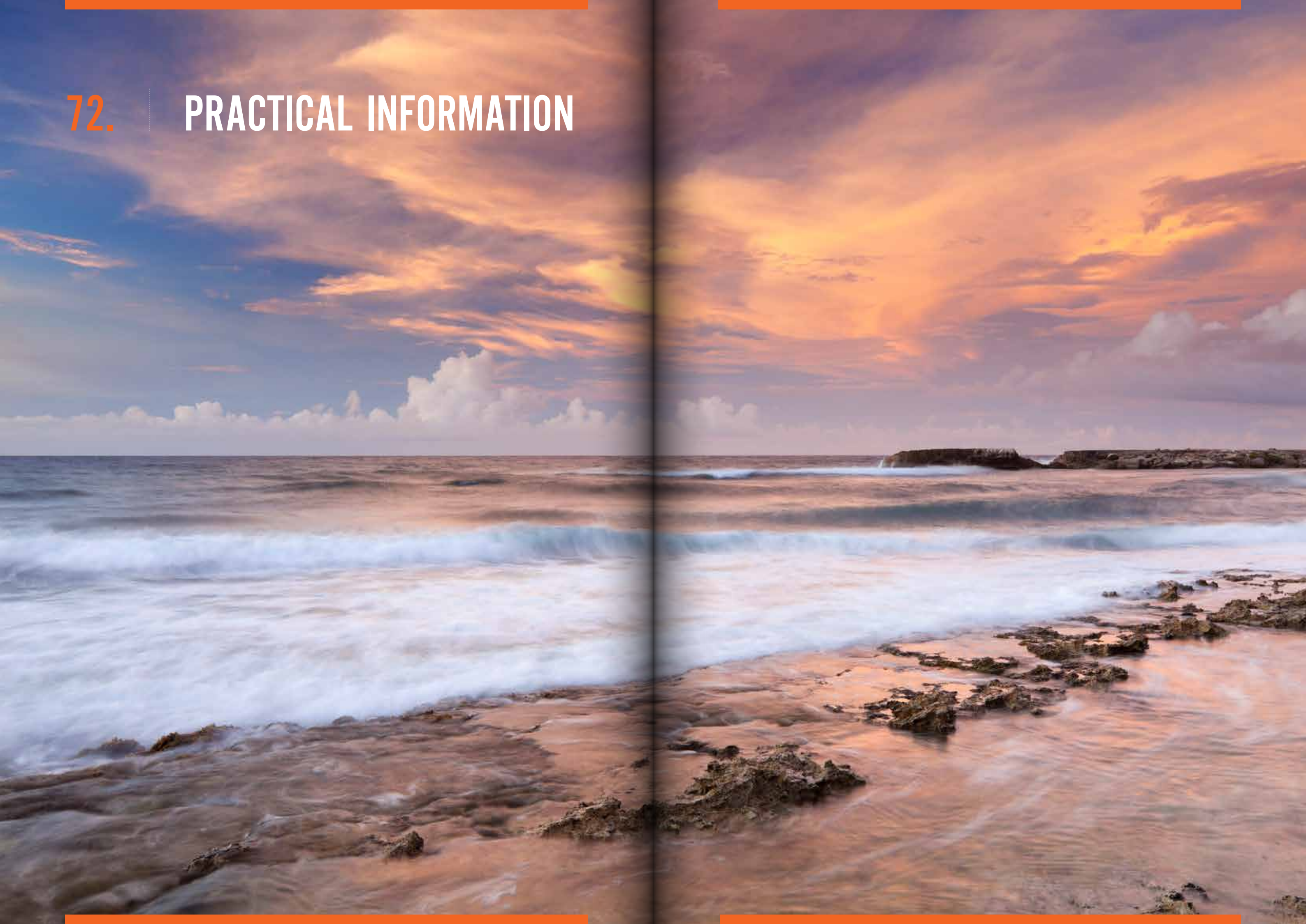
Our Curaçao Roots

Our goal is to help Curaçao become a regional center of excellence when it comes to blockchain and crypto-asset investment solutions. Curaçao's history as an advanced international financial services center makes this new role a natural evolution that is well within reach. The island has already lived up to this potential through the creative, expert and dedicated work of all the partners we have already mentioned. We are confident that the ecosystem of local expert professionals will enable us to achieve many world firsts in the near future.

Our three partners, Oswin Eleonora, Oscar Coen and Juan Garavaglia are all committed to making an impact in the communities of our respective countries of origin in addition to building successful businesses. This means that we make a concerted effort to ensure that Curaçao, the Dominican Republic and Argentina benefit as communities from everything that Zinica Group achieves.



72. | PRACTICAL INFORMATION



75. FACTS & FIGURES

Geographical features

Area in square kilometers	444
Population density per square kilometer <i>(January 2016)</i>	361
Average temperature in degrees centigrade	27.5
Total average monthly rainfall in millimeters	629

Population and workforce

Total population <i>(per January 2017)</i>	160.337
Labor force <i>(2016)</i>	75.070
Participation Rate <i>(2016)</i>	47.9%
Unemployment rate <i>(2016)</i>	13.3%

Employment population by economic activitiy *(2016, 3-year moving average)*

Agriculture, fishing and mining	485	(0.8%)
Manufacturing	3.947	(6.6%)
Electricity, gas and water	749	(1.2%)
Construction	4.755	(7.9%)
Trade, restaurants and hotels	15.658	(26.1%)
Transport, storage and communication	4.431	(7.4%)
Banking, insurance and business services	11.813	(19.7%)
Public administration / social services	5.349	(8.9%)
Education	3.067	(5.1%)
Health / social work	5.916	(9.9%)
Other services	5.872	(9.8%)
Total	60.042	(100%)

Media Usage *(6 years an older)*

Computer	69.8%
Internet	68.2%
Mobiel Device	87.3%
Newspaper	54.4%
Radio	67.3%
Social Media	70.3%
TV	84.7%

GDP

Gross Domestic Product <i>(x mln)</i> , 2016	5.587,4
Gross National Income <i>(x mln)</i> , 2016	5.629,9

Source: CBS, Statistical Orientation 2016

76. | COLOPHON & SPONSORS



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