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Tüm Oda ve Borsalar
(Genel Sekreterlik)

İlgi : Ticaret Bakanlığı'nın 17.08.2026 tarih ve 00125365215 sayılı yazısı.

İlgide kayıtlı yazıda, Arjantin'in Tierra del Fuego Eyaleti'nde başta su ürünleri yetiştiriciliği olmak üzere liman altyapısı, denizcilik lojistiği, soğuk zincir tesisleri ve deniz mahsullerinin işlenmesi gibi çeşitli alanlarda yatırım imkânları bulunduğu; ayrıca, yatırımcılara yönelik teşvikler ile ilgili hukuki ve kurumsal çerçeveye ilişkin bilgilerin ekte yer alan yatırımcı rehberinde sunulduğu bildirilmektedir.

Konuya ilişkin detaylı bilgi için Buenos Aires Ticaret Müşavirliği *(buenosaires@ticaret.gov.tr)* ile iletişime geçilmesi gerekmektedir.

Bilgilerinizi ve konunun ilgili üyelerinize duyurulmasını rica ederim.

Saygılarımla,

e-imza
Mustafa BAYBURTLU
Genel Sekreter Yardımcısı

EK: Yatırımcı Rehberi (30 Sayfa)





Investor Guide | Aquaculture

Invest in Tierra del Fuego

Investment opportunity, competitive advantages and the institutional framework of Tierra del Fuego



Gobierno de
Tierra del Fuego
Antártida e Islas del Atlántico Sur





Institutional presentation

Tierra del Fuego. A new frontier for investment

Tierra del Fuego is entering a new stage of development. Its southern location, proximity to the South Atlantic, operational link with Antarctica, availability of strategic natural resources and existing industrial, scientific and logistics capacities make the Province a platform for productive investment.

The Province has a long-standing economic promotion regime, a consolidated industrial base, an internationally recognized tourism sector, energy resources, scientific infrastructure and a public agenda aimed at diversifying its productive matrix. On this basis, the blue economy emerges as a concrete opportunity to transform territorial advantages into new value chains.

Tierra del Fuego is consolidating itself as a strategic investment hub. In a world that demands quality food, sustainable proteins, traceability, differentiated origin, specialized logistics and environmental security, the Province offers conditions that are unique at the global level.

A unique hub at the global level

Distance, once perceived as a limitation, can now become a competitive differential: southern origin, cold waters, low anthropogenic pressure, territorial identity, Antarctic logistics and premium positioning.







Competitive advantages of the Province

Why Tierra del Fuego?

Regulatory Framework

Tierra del Fuego has an institutional framework designed to support long-term productive investments.
The Province combines three central tools:

1. A specific law for the sustainable development of aquaculture.
2. A national economic and customs promotion regime that is unique in the country: exemption from VAT and income tax, as well as exemption from import and export duties.
3. A provincial private initiative regime to channel strategic projects.

These tools make it possible to organize investment, provide predictability, assess impacts, define appropriate instruments and support projects with economic, territorial and social potential.

Strategic location

The Province is located at the southern end of the continent and is projected as a natural hub of the South Atlantic. Its geographic position connects it with bioceanic trade, maritime logistics, Antarctic operations and international markets seeking products differentiated by origin, quality and traceability.

Within the blue economy, location has additional relevance. It is not merely a question of producing near the sea, but of doing so from a territory with southern identity, proximity to cold waters, low anthropogenic pressure and international

positioning associated with extreme nature. For premium products, origin can be a central component of value.

Human capital and population dynamics

Tierra del Fuego has a young, qualified and growing population, with population growth of 33.3% over the last ten years. This demographic dynamism strengthens the availability of human capital and the capacity to absorb new productive activities.

In labor terms, the Province has a labor force of 89,300 people, an activity rate of 49.1%, an employment rate of 45.7% and an unemployment rate of 6.8%.

For new aquaculture projects, this is relevant because the development of the sector will require technical profiles, specialized operators, maintenance services, environmental professionals, logistics, food processing, cold chain services, security, administration, marketing and foreign trade. The opportunity is not isolated from the rest of the provincial economy: it can build upon an existing productive culture.

Industry and installed capacities

Tierra del Fuego's industry represents one of the main foundations of confidence for investment. The Province has more than five decades of development under the promotional regime, with experience in regulated production processes and traceability.

This industrial base implies capacities to operate under standards, comply with processes, manage logistics, adapt technology, sustain qualified employment and scale

activities with greater complexity. The transition toward processing, high value-added food, applied technology or marine biotechnology requires precisely these types of capabilities.

Exports, markets and international openness

Tierra del Fuego already participates in international trade flows. In 2025, accumulated exports reached USD 457.1 million, with year-on-year growth of 8.2%, and strategic imports totaled USD 2.597 millon, of which 70.8% were allocated to capital goods for productive investment. The destinations identified include Chile, the Netherlands, the United States and Japan.

For the blue economy, this export dimension is central. Seafood products are not conceived solely for local supply, but for premium markets. Tierra del Fuego exported more than 9,000 tons of fisheries products between January and September 2025, for a value exceeding USD 34 million, with the United States and Japan as key destinations. This demonstrates that the Province already has commercial insertion in marine products and an export base on which to scale.

Tourism, territorial brand and international reputation

Tierra del Fuego is a globally recognized destination. Between January and November 2025, tourism consolidated its role as a high value-added driver, with 901,334 overnight stays, 172,633 hosted travelers and an average stay of 5.2 nights. This international reputation is directly relevant to investment promotion.

Tourism positions the Province in the global imagination as a singular territory: extreme nature, gateway to Antarctica and aspirational destination. This positioning can be transferred to products of origin, especially premium foods. A blue economy strategy can rely on the same territorial brand: marine products from the South Atlantic, produced in cold and pristine waters, with traceability and environmental standards.

Scientific infrastructure and applied knowledge

Aquaculture development requires science. It requires monitoring, laboratories, microbiological analyses, toxin control, production protocols, genetics, environmental information, traceability and response capacity. The Province has already made strategic investments in scientific and technical infrastructure, strengthening microbiological and marine toxin analysis laboratories, applied research centers and local sanitary monitoring capacities.

Provincial Law No. 1601 creates the Fisheries and Aquaculture Development Center of Tierra del Fuego within the Secretariat of Fisheries and Aquaculture, with the objective of promoting applied research, aquaculture production, the enhancement of genetic resources, knowledge transfer and technological linkage. This scientific institutional framework is a differential for investors seeking to produce under international standards and reduce technical uncertainty.

Summary of advantages

Advantage	What it means for investors
Southern location	Differentiated origin, access to the South Atlantic, Antarctic projection and premium positioning.
Human capital	A dynamic labor market, growing population and experience in industrial and service activities.
Industrial base	Production, process, logistics and technological adaptation capabilities.
Export-oriented economy	Foreign trade experience and marine products with consolidated international destinations.
Global tourism	A strong territorial brand for premium foods and products with identity of origin.
Applied science	Laboratories, monitoring, research and an institutional framework for responsible aquaculture development.
Incentives	Law No. 19,640, provincial instruments and private initiative mechanisms to structure projects.

Tierra del Fuego offers a unique combination: differentiated natural resources, industrial capacities, scientific infrastructure, international positioning, fiscal incentives and a public agenda aimed at diversifying the productive matrix.





Aquaculture, premium foods and marine value chains

The Opportunity: Blue Economy



The blue economy is the opportunity axis most directly associated with the South Atlantic. In Tierra del Fuego, it should not be understood solely as primary production at sea, but as a development platform that integrates aquaculture, fisheries, processing, logistics, port infrastructure, biotechnology, environmental services, scientific research, monitoring, high value-added foods and exports.

The investment presentation defines Tierra del Fuego as the new aquaculture frontier of the South Atlantic. That phrase summarizes the proposal: to turn an exceptional geographic and environmental condition into a new productive ecosystem based on innovation, science and investment.

Why this is the moment

At the global level, demand for marine proteins is growing, extractive fisheries face structural limits and aquaculture is increasing its share in global seafood consumption. More than 50% of seafood products consumed globally already come from aquaculture, and the sector continues to expand in order to meet sustained demand.

At the provincial level, Tierra del Fuego has advanced a new development framework for aquaculture, focused on sustainability, science, environmental assessment, traceability and territorial planning. In addition, the Secretariat for Development, Investment and International Trade has been carrying out an agenda of meetings with embassies and international organizations aimed at opening markets, identifying investors and positioning premium Fuegian products abroad.

Differentiated natural conditions

The Province's natural conditions are one of the foundations of the opportunity: cold, pristine waters with low anthropogenic pressure. These conditions make it possible to project aquaculture production under international sanitary and environmental standards, with the capacity to respond to markets that require traceability, quality designed from origin and reduced use of antibiotics.

Its privileged sanitary status is another differentiating factor. The territory is free from many diseases that affect other global producing regions. In a market where health status and origin reputation are decisive, this condition can become a central competitive advantage.

A sector that does not start from zero

The development of Tierra del Fuego's blue economy does not start from zero. The Province already has a productive base linked to the sea, scientific infrastructure, sanitary monitoring experience and export capacities. The aquaculture presentation identifies fisheries exports of more than 9,000 tons between January and September 2025, with a value exceeding USD 34 million and main markets in the United States and Japan.

Mussel farming in Puerto Almanza appears as a concrete experience of local aquaculture, with approximate production of 108 tons of mussels and an estimated economic value exceeding ARS 454 million. These data make it possible to present visible results: technical knowledge, territorial experience, real production and scaling capacity.

The institutional presentation also reports USD 7 million secured for the mussel farming mega-project, ARS 325 million in state-of-the-art infrastructure for the CECAFMA Center, ARS 80 million in STCW simulation equipment and more than USD 1 million in R&D. This public and secured investment shows that the Province has been building conditions to expand the value chain.

>50%

of seafood products consumed globally already come from aquaculture

9.075 t

fisheries sector exports, Jan-Sep 2025

USD 34,2 M

export value of the fisheries sector, Jan-Sep 2025

108 t

approximate mussel production in Puerto Almanza

$454 M

estimated economic value of local mussel farming

USD 7 M

secured for the mussel farming project

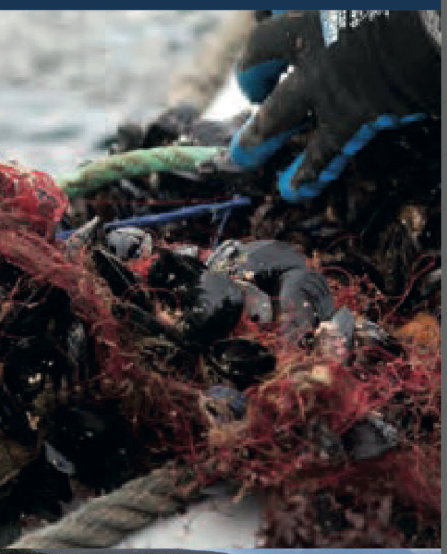
From primary harvesting to the full value chain

The strategic opportunity is not only to farm or harvest. It is to move from primary production toward processing, traceability, cold chain, packaging, high value-added foods, certifications, exports, logistics services and applied technology. A strategic transition is therefore proposed: fisheries, processing and exports.

Aquaculture with environmental safeguards

Provincial Law No. 1601 promotes the sustainable development of continental and maritime aquaculture under a triple environmental, social and economic approach, with environmental protection as an unwavering premise. It also prohibits the farming and production of salmonids in the waters of the Beagle Channel, with the objective of fully protecting and preserving this singular coastal ecosystem.

Far from being a limitation, this positions Tierra del Fuego with an institutional advantage: sustainable, diversified, planned aquaculture, based on science and compatible with its ecosystems. This positioning is consistent with the requirements of international markets that demand products with verifiable environmental standards.





Clear rules, incentives and structuring instruments

An institutional framework designed for investment

An investment opportunity requires territory, market and an institutional framework. Tierra del Fuego has instruments that make it possible to present an investment environment with rules, incentives and procedures.

The institutional framework is organized on three levels: Provincial Law No. 1601 for the sustainable development of aquaculture; the Economic Promotion Regime under National Law No. 19,640, which establishes differentiated fiscal and customs benefits; and the Provincial Private Initiative Regime, Provincial Law No. 1555 and Provincial Decree No. 2865/24, which allows the private sector to submit strategic projects for assessment and potential development.

Provincial Law No. 1601: Aquaculture with clear rules

Provincial Law No. 1601 regulates the sustainable development of aquaculture as an integrated agricultural activity in continental and maritime waters under provincial jurisdiction. Its purpose is to promote the sustainable development of continental and maritime aquaculture, considering the triple environmental, social and economic approach, under the principal premise of environmental protection.

The value of this law for investors is that it establishes a clear direction. Tierra del Fuego enables aquaculture development, but does so under principles of sustainability, environmental assessment, institutional coordination and planning. The law creates the Fisheries and Aquaculture Development Center,

provides for Strategic Environmental Assessment to delimit suitable areas, requires prior environmental assessment instruments and establishes the enforcement authority within the Ministry of Production and Environment through the Secretariat of Fisheries and Aquaculture.

The law also coordinates competencies with environmental, water and natural resource regulations. This is relevant because aquaculture projects usually involve multiple areas: environment, water, fisheries, production, health, territory, infrastructure and trade. Institutional coordination improves predictability and reduces the risk of disorganized overlap.

What does law No. 1601 mean for investors?

Legal certainty, environmental assessment, territorial planning, a defined enforcement authority, institutional coordination, applied research, traceability, sanitary control and orientation toward comprehensive projects.



Law No. 19,640: Fiscal and Customs Advantages

The regime established by Law No. 19,640 is one of Tierra del Fuego's most important institutional assets. Established in 1972, it created a special fiscal and customs regime with geopolitical, settlement and economic promotion objectives. The system defines a Free Area and a Special Customs Area, with benefits designed to offset location disadvantages and stimulate productive activity.

Law No. 19,640 allows certain goods produced, transformed or accredited as originating in Tierra del Fuego to access fiscal and customs benefits. The regime includes exemptions from national taxes (VAT and income tax) for activities and operations carried out in the territory, benefits for the importation of inputs and goods, and preferential treatment for exports and the movement of goods according to origin and destination.

The key point for blue economy projects is the concept of origin. To access benefits, goods must be entirely produced or have undergone substantial transformation within the Special Customs Area. In the case of seafood products, processing, transformation, value addition, industrial packaging, prepared foods and other links may be assessed within the logic of productive origin, in accordance with the applicable regulations and procedures.

Projects linked to seafood products and industrial processing may be integrated into a productive scheme with unique fiscal and competitive advantages.

Provincial private initiative regime

Provincial Law No. 1555 creates the Provincial Private Initiative Regime throughout the Province. Its purpose is to encourage, promote and channel the submission of innovative or original private initiatives, or initiatives involving productive investment, applied research, technological innovation or scientific innovation by private investors.

The regime allows individuals or legal entities to submit projects to the Executive Branch for declaration of public

interest. It includes proposals for infrastructure works, public works concessions, public service concessions, the generation of goods or services, licenses and other modalities to be developed within the Province. In all cases, financing must be private.

Provincial Decree No. 2865/24 regulates the regime and presents it as a tool to promote a wide range of activities that may qualify as being of public interest and be framed within contractual relationships in which the Province may be a party. It also highlights the pursuit of agile procedures, access to public information and transparency, with the creation of the Registry of Private Initiatives within the scope of the enforcement authority.

The law recognizes rights for the promoter: authorship for two years from the date of submission, a right of preference in certain cases, the possibility of improving the proposal and reimbursement of fees and expenses by the successful bidder when the promoter is not selected. It also requires admissibility requirements, background information, technical and financial capacity, pre-feasibility, feasibility, estimated investment amount, private financing sources, environmental compliance and prioritization of local labor.

Tierra del Fuego offers not only natural resources: it offers an institutional framework to transform those resources into sustainable, traceable and competitive productive projects.







Expanded map of opportunities

Where to invest

Aquaculture development opens possibilities in primary production, genetics, technology, infrastructure, processing, cold chain, logistics, ports, environmental services, biotechnology and technical training. This breadth makes it possible to attract different investor profiles: producers, technology developers, logistics operators, food companies, infrastructure funds, equipment suppliers and scientific actors.

1. Farming centers

Farming centers represent the first visible link in aquaculture activity. They may focus on species compatible with the Province's environmental framework and territorial planning, within a diversified basket of coastal-marine hydrobiological resources: mollusks, algae, crustaceans and different fish species as part of a diversification approach.

2. Hatcheries and genetic development

Hatcheries are strategic for reducing external dependence and controlling quality from origin. They allow work on reproduction, genetics, health, species adaptation and the provision of juveniles or seed for aquaculture projects.

This type of investment is directly linked to applied science, research and technology transfer. It may also be articulated with the Fisheries and Aquaculture Development Center, laboratories, universities, research centers and technical agencies involved in production protocols.

3. RAS Systems and Controlled Production

Provincial Law No. 1601 refers to standardized rearing system designs, including closed-circuit recirculating aquaculture systems, known as RAS. These systems allow greater control of variables, efficient water use, biosecurity and production in controlled environments, always adapted to the characteristics of each undertaking and the requirements of each species.

The opportunity associated with RAS may be especially relevant for projects requiring high sanitary standards, stable production, integration with laboratories, quality control and proximity to processing. It may also enable investments in equipment, engineering, technical operation, sensors, water treatment and biosecurity.

4. Industrial processing of seafood products

Processing is one of the links with the greatest capacity to add value. It includes cleaning, classification, cooking, freezing, packaging, transformation, food manufacturing, industrial portioning, development of ready-to-eat products and preparation for export.

Within the framework of Law No. 19,640, processing projects may acquire particular relevance because the regime recognizes benefits for goods originating in or substantially transformed within the Province.

5. Cold chain

The cold chain is critical infrastructure for seafood products. The opportunity includes cold storage chambers, freezing tunnels, ice plants, refrigerated containers, refrigerated land

and maritime logistics, sensors, temperature management and maintenance services.

For Tierra del Fuego, investing in cold chain infrastructure means strengthening the entire blue economy. It benefits aquaculture, fisheries, processing, exports, local supply and international trade. It can also be articulated with ports, plants, farming centers and air or maritime logistics.

6. Maritime logistics and port infrastructure

Maritime logistics and port infrastructure are conditions for scale.

Opportunities include operating docks, port services, storage, warehouses, mooring, supply, maintenance and cargo transfer, as well as food logistics and seafood product exports.

7. Marine biotechnology

The existence of hydrobiological resources, laboratories, applied research and an aquaculture development strategy creates conditions to explore biotechnology projects.

8. Environmental monitoring and applied technology

Environmental monitoring will be indispensable for the sector's acceptance, control and competitiveness. It includes sensors, buoys, software, data analysis, remote sensing, water quality, sanitary monitoring, digital traceability, early warning systems, toxin control, environmental reports and certification systems.

This opens opportunities for technology companies, equipment suppliers, environmental services firms, consultants, laboratories and developers of information platforms.





Regulatory summary and consultation tools

Executive annexes

Annex A. Provincial Law No. 1601 - Executive Summary

Aspect	Executive content
Purpose	To promote the sustainable development of continental and maritime aquaculture in the Province.
Approach	Triple environmental, social and economic approach under the premise of environmental protection.
Protection of the Beagle Channel	Prohibition of salmonid farming and production in the waters of the Beagle Channel in order to preserve the singular coastal ecosystem.
Fisheries and Aquaculture Development Center	Promotes applied research, aquaculture production, genetic resources, knowledge transfer and technological linkage.
Strategic Environmental Assessment	Tool to delimit suitable areas, anticipate impacts and organize the use of water and associated environments.
Enforcement authority	Ministry of Production and Environment through the Secretariat of Fisheries and Aquaculture, or the agency that may replace it.
Project assessment	Requirement to submit a Project Notice Guide and Environmental Impact Study prior to the development of aquaculture projects.
Production systems	Considers standardized rearing designs, including RAS systems, adapted to each species and undertaking.
Local consumption	Provides for the reservation of a percentage of production for local consumption and incentives for local producers.

Annex B. Provincial Law No. 1555 - Private Initiative

Aspect	Executive content
Purpose	To encourage and channel innovative private initiatives, productive investment, applied research and technological or scientific innovation.
Who may submit	Any individual or legal entity before the Executive Branch.
Included projects	Infrastructure works, concessions, public services, generation of goods or services, licenses and other modalities.
Financing	Must be private in all cases.
Promoter rights	Authorship for two years, right of preference, possibility of improving the proposal and reimbursement of fees/expenses in certain cases.
Minimum requirements	Identification, background, guarantees, project, public interest, feasibility, investment, financing, technical and financial capacity, and environmental compliance.
Assessment	The competent area assesses admissibility and recommends declaration of public interest or rejection.
Transparency	Provides for an official website for free public consultation, safeguarding confidential industrial or commercial information.

Annex C. Provincial Decree No. 2865/24 - Regulation of the Private Initiative Regime

Aspect	Executive content
Purpose	Regulates the Provincial Private Initiative Regime created by Law No. 1555.
Enforcement authority	Provincial Investment Office, with powers of preliminary analysis and institutional referral.
Procedure	Seeks a simple and dynamic procedure, with time frames and alternatives according to the complexity and characteristics of the submission.
Calls for proposals	In addition to spontaneous submissions, it allows the Province to call for initiatives on matters of public interest.
Registry	Provides for the creation of the Registry of Private Initiatives to facilitate free public access through digital means.
Transparency	Reconciles public interest, environmental responsibility, agile administrative procedures and public information.

Annex D. Law No. 19.640 - Economic Promotion Regime

Concept	Executive summary
Nature	Special fiscal and customs regime created in 1972 to promote settlement and economic development in Tierra del Fuego.
Areas	Distinguishes between the Free Area and the Special Customs Area, with differentiated treatment.
Internal exemptions	Exempts payment of national taxes on facts, activities or operations carried out in the territory, with exceptions.
Imports	Establishes benefits for imports into the Special Customs Area according to the nature of the good and applicable regulations.
Exports	Provides exemptions and preferential treatment for exports from the area, according to origin and destination.
Origin	Benefits depend on whether the goods are entirely produced, substantially transformed or fall within special cases.
Substantial transformation	May be evidenced through processes, value added, change in classification or other regulatory criteria.
Relevance for the blue economy	Seafood processing and value-added projects may analyze their eligibility under origin rules and applicable benefits.











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