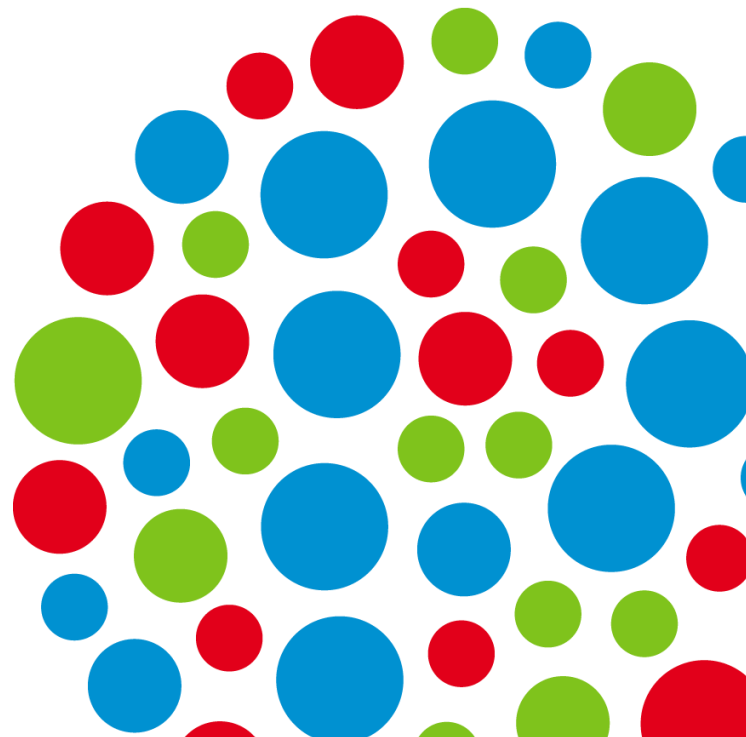


INVEST IN PORTUGAL

RIGHT CHOICE
RIGHT TIME



aicep Portugal Global



RECENT TRACK RECORD

Strengthens R&D capabilities with new engineering design centre in Porto

Vestas®

Opens a Digital Delivery Hub in Lisbon



Mercedes-Benz

Opens its "Cyber Security Operation Center" in Lisbon

SIEMENS

Opens its TV Hub, Competence Centre for Next Generation Television, in Lisbon



vodafone

Opens an IT hub in Porto to support Euronext activities



EURONEXT

Opens a second Delivery Center in Portugal

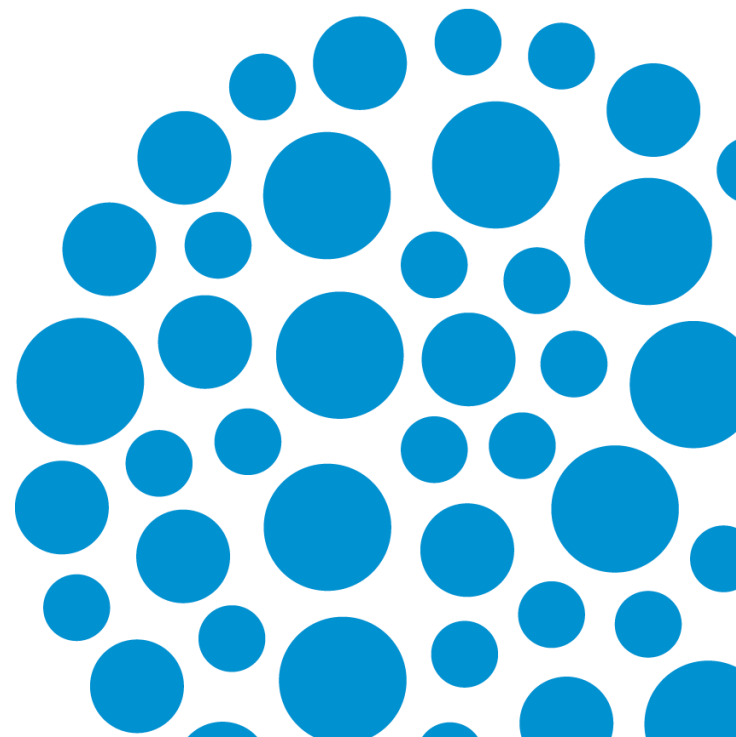
FUJITSU

New IT development center in Porto



NATIXIS

COMPETITIVENESS AND BUSINESS ENVIRONMENT



COMPETITIVENESS

Portugal is boosting its competitiveness and attracting new businesses.

Benchmarking with TOP 4 Trade Partners

DOING BUSINESS REPORT

2016/2017

190 countries



UK	Germany	Portugal	France	Spain
7th	17th	25th	29th	32nd

FORBES BEST COUNTRIES FOR DOING BUSINESS RANKING

2017

139 countries

Forbes

UK	Portugal	Germany	France	Spain
5th	19th	21st	26th	29th

GLOBAL INNOVATION INDEX

2017

127 countries



Cornell University

INSEAD
The Business School
for the World®



UK	Germany	France	Spain	Portugal
5th	9th	15th	28th	31st

ECONOMIC KEY FIGURES



3,0% **1,4% (2016)**
 GDP INCREASE
 Q2 2017-Q2 2016



> 40%
 PORTUGUESE EXPORTS AS
 PERCENTAGE OF GDP (2016)



TOP 10 CLIENTS PORTUGUESE INTERNATIONAL TRADE IN GOODS & SERVICES		2016 Jan/Dec	% Total 2016
1	Spain	16.216	21,4
2	France	10.117	13,4
3	Germany	8.244	10,9
4	United Kingdom	7.510	9,9
5	United States of America	3.936	5,2
8	Italy	2.349	3,1
10	Switzerland	1.543	2,0



9,1%
 UNEMPLOYMENT RATE
 (June.2017)



5,6%
 INCREASE OF EXPORTS TO
 EU JAN/DEC 2015 – JAN/DEC 2016

S&P Global
 Ratings

Investment grade – BBB-
 Sep. '17 upgrade

INVESTMENT TRACK RECORD



2.201 Mn Euros

INDUSTRIAL INVESTMENT
PROJECTS SUBMITTED TO AICEP



M&A OPERATIONS

MARUBENI, ALTICE, FOSUN, VINCI,
STATE GRID, APOLLO, COHORT, LA
CAIXA, ARAUCO, YILDIRIM, LONE
STAR FUNDS



AUTOMOTIVE SECTOR

NEW AND EXISTING PLAYERS:
BOSCH, HUTCHINSON, RENAULT,
VW, CONTINENTAL, FAURECIA,
PSA, BORGWARNER



AND AGRO-FOOD: AMY'S
KITCHEN, SUNDROP, DRISCOLL'S
LIFESCIENCES: VIFOR PHARMA,
ROCHE

TOURISM: SCENIC LUXURY
CRUISES & TOURS, SIX SENSES,
MINOR GROUP, W HOTELS



AERONAUTICS SECTOR

SUPPLY CHAIN REINFORCEMENT:
EMBRAER, LAUAK, MECACHROME,
CAERO/ACITURRI,
THALES/EDISOFT

INVESTMENT TRACK RECORD

ATTRACTIVE AND RELIABLE INVESTMENT DESTINATION



M&A OPERATIONS

ENERGY, RENEWABLE POWER ASSETS, TELECOMMUNICATION, BANK, INSURANCE, HOSPITALS, WATER SECTORS, ELECTRICITY GRID, ELECTRONICS PRODUCTS, WOOD-BASED MATERIALS, AIRPORT INFRASTRUCTURE, PORT TERMINALS, PHARMACEUTICAL, CLOUD SERVICES, TOURISM, SEMI-CONDUCTOR, PACKAGING,...

Marubeni



STATE GRID
CORPORATION OF CHINA



altice

FOSUN 复星

APOLLO



LONE STAR FUNDS



AUROBINDO
Committed to healthier life!



HOTELS
WORLDWIDE

Cohort plc



ARAUCO

VINCI



"la Caixa"



yildirim
GROUP OF COMPANIES

MINOR
HOTELS

THE CARLYLE GROUP

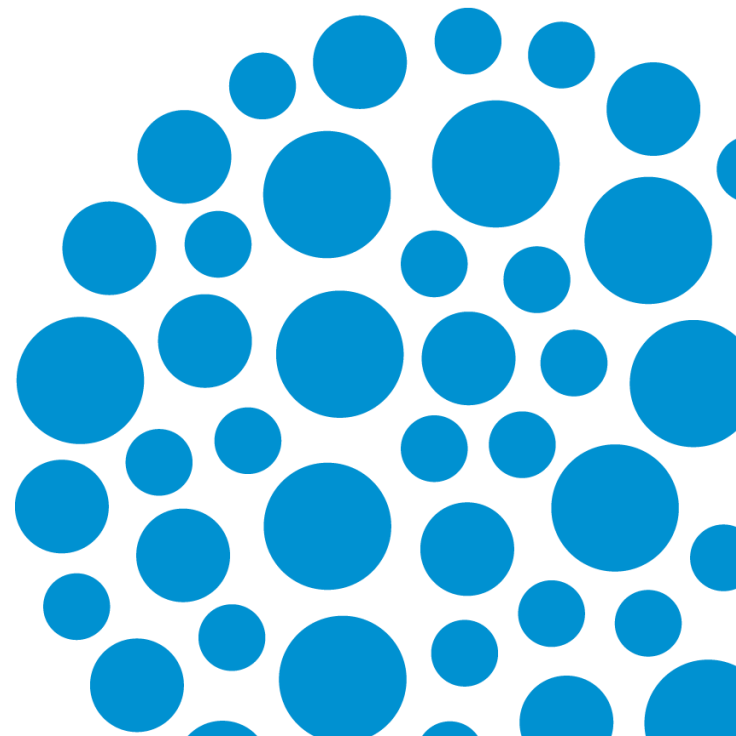
SIX SENSES
HOTELS RESORTS SPAS

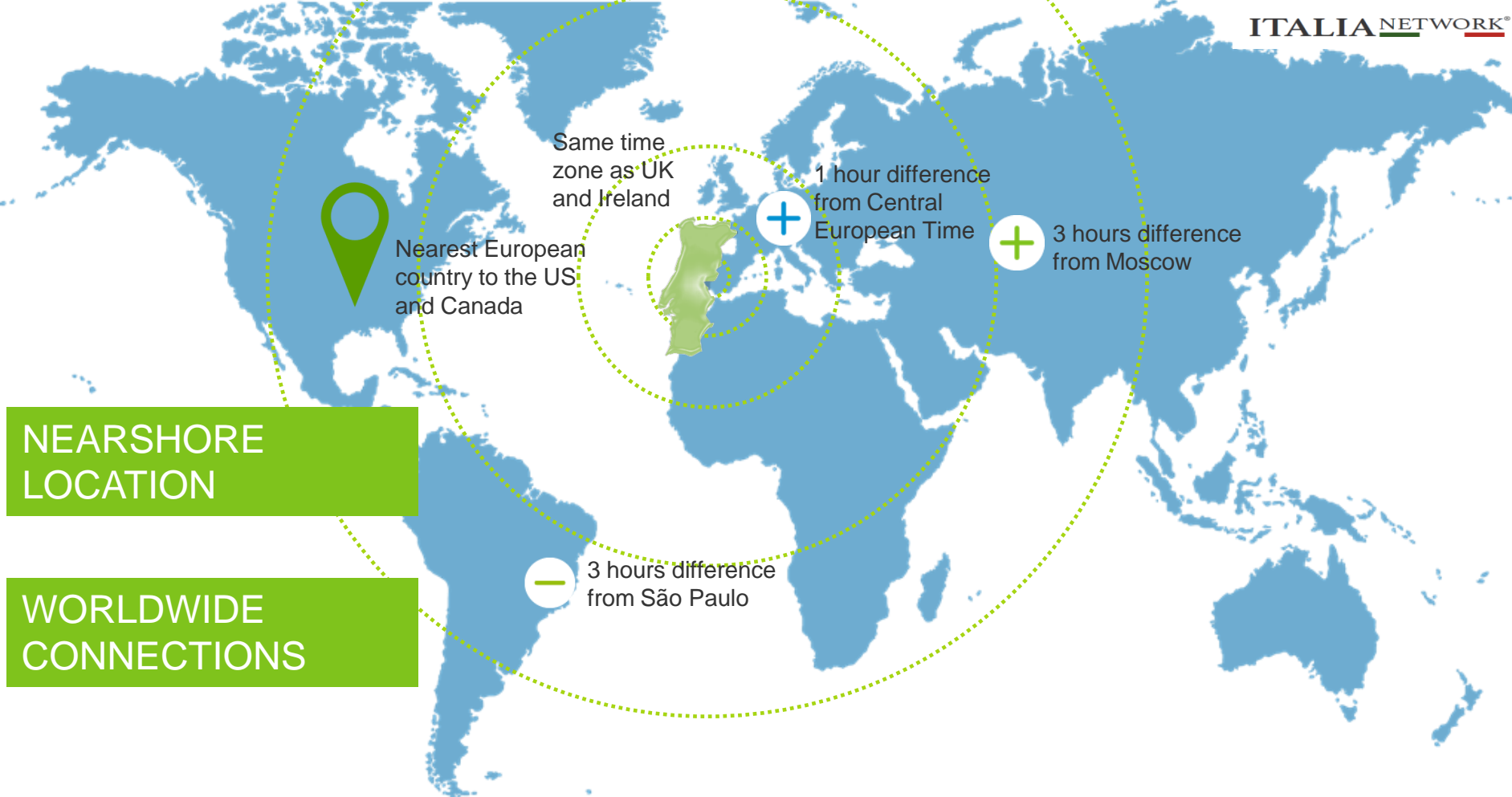
Amkor
Technology®

claranet

INVESTINPORTUGAL 6

COMPETITIVE ADVANTAGES

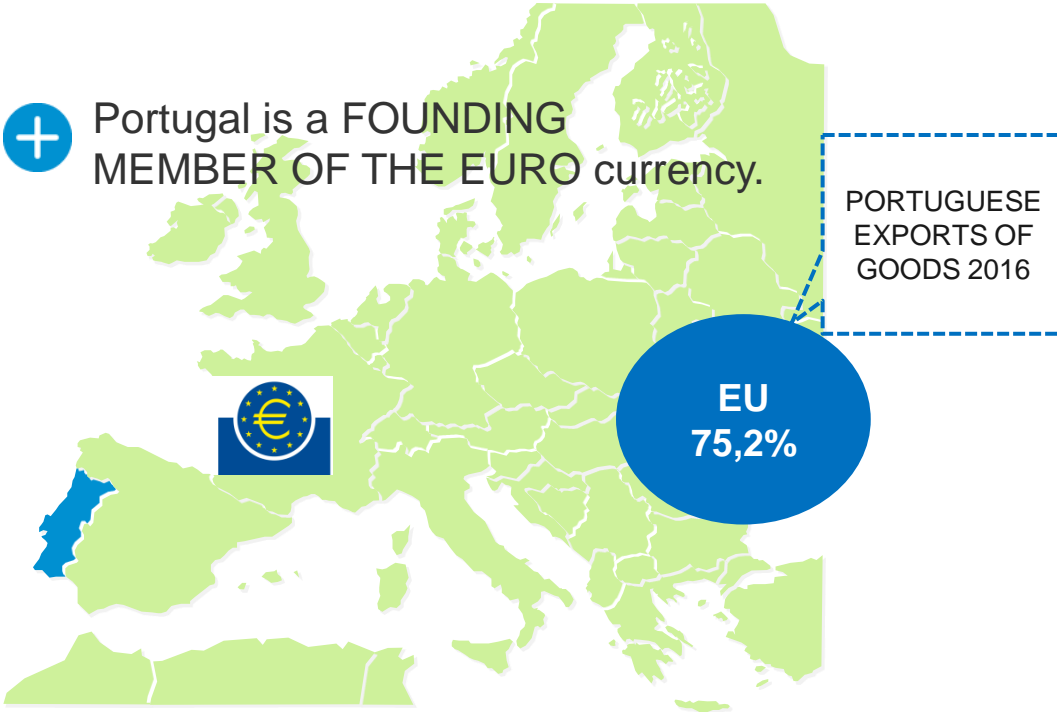




Note: In reference to UTC hours

MARKET

PORTUGAL IS AN OPEN DOOR TO EUROPEAN MARKET (500 MILLION PEOPLE) AND PORTUGUESE SPEAKING COUNTRIES



260 MILLION PORTUGUESE SPEAKING CONSUMERS



TALENT

HIGH-LEVEL TALENT. FLEXIBLE. COMMITTED.

ENGLISH PROFICIENCY INDEX 2016



Portugal is high proficiency

#15

out of 72 countries

Source: Education First, English Proficiency Index 2016



EDUCATION

Availability of qualified engineers

9th

Flexibility & adaptability

10th

Language skills that meet the needs of enterprises

12th

Source: IMD World Competiveness Yearbook 2016, 61 countries

2 SCHOOLS IN FINANCIAL TIMES RANKING



TOP 25

European Business School Rankings 2016
FT.com Business School Rankings

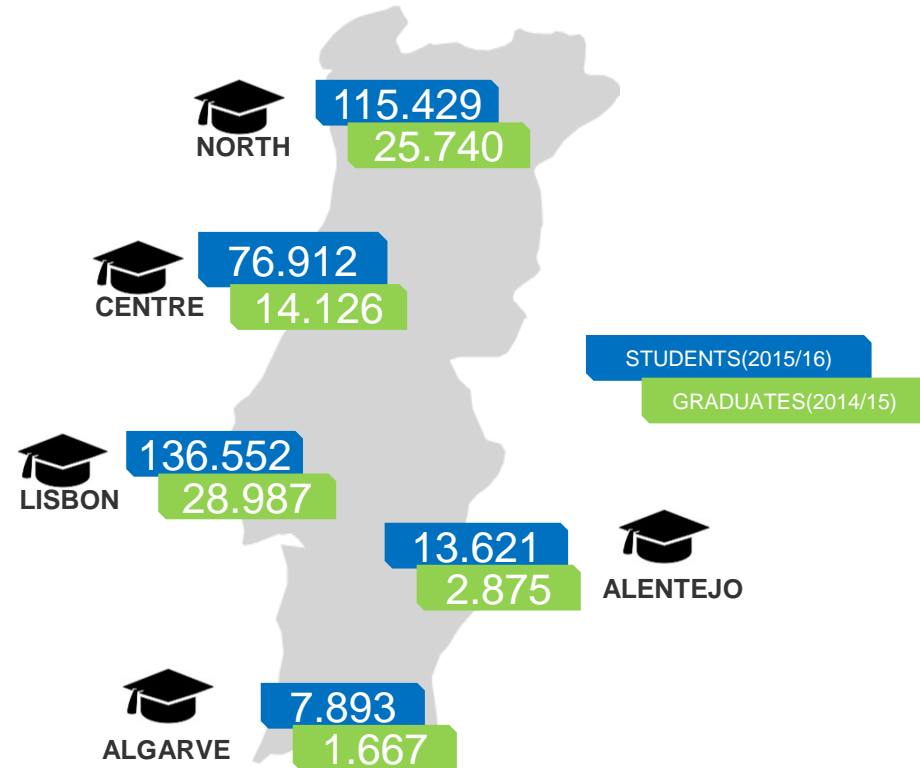
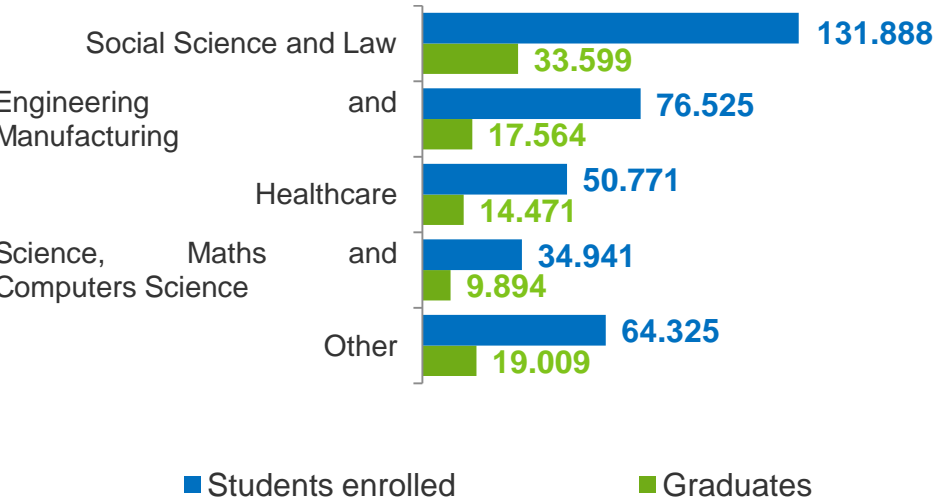
Source: European Business School Rankings 2016 FT.com



TALENT

STUDENTS ENROLLED AND GRADUATES PER GEOGRAPHIC AREA

STUDENTS ENROLLED AND GRADUATES IN HIGHER EDUCATION INSTITUTIONS BY FIELD OF STUDY IN 2014/2015.



MULTILINGUAL ENVIRONMENT

FOREIGN STUDENTS

Studying in Portugal
2015-2016

Country	Number of Foreign Students
Brazil	10 291
Angola	3 427
Spain	3 123
Cape Vert	2 650
Italy	2 081
Germany	1 355
France	1 126
S. Tomé Príncipe	1 012
China	962
Poland	897
Mozambique	778
Guinea Bissau	539
Ukraine	451
Turkey	442
Romania	426
The Netherlands	413
Belgium	309
United Kingdom	202

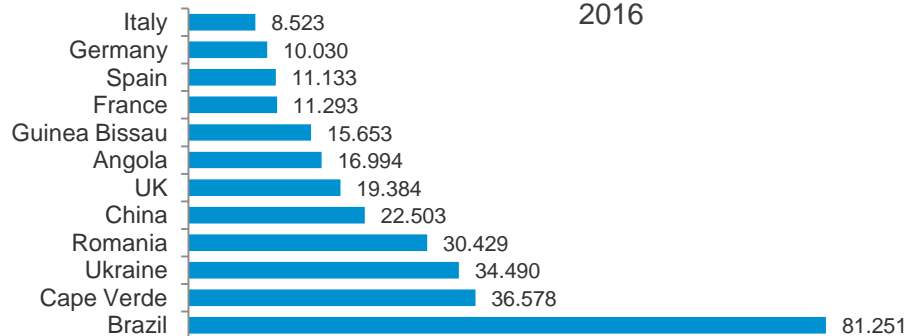
PORTUGAL is home to 400,000 foreign residents

- **46,921** new immigrants in 2016 (+24% than in 2015):
- **EU immigrants grew by 36,9%**
- **France** grew by over 33% in relation to 2015, and the **UK** became the 6th most representative nationality
- Top growing nationalities in 2016: Brazil, France, Italian, British and Chinese



FOREIGN POPULATION IN PORTUGAL

2016



TALENT

INTERNATIONAL BENCHMARKING

SKILLED LABOUR RANK

Spain	Portugal	France	UK	Germany
#20	#22	#27	#33	#36

MANAGEMENT EDUCATION

Portugal	Germany	UK	Spain	France
#15	#17	#21	#37	#49

LANGUAGE SKILLS

Portugal	Germany	UK	France	Spain
#12	#22	#51	#55	#54

UNIVERSITY EDUCATION

Germany	Portugal	UK	France	Spain
#8	#19	#22	#28	#51

SCIENCE IN SCHOOLS

Germany	France	Portugal	UK	Spain
#12	#17	#24	#29	#47

What companies say:

SIEMENS

“Portuguese people are result-oriented. If they have a problem, they deal with it. Here, workers don’t head home right when their shift ends. There is also a stable environment – inflation and salaries – and a good match of high tech and low cost.”

Peter Haendel, Chief Financial Officer, Siemens Portugal

H. B. FULLER

“At HB Fuller, our expanding Portuguese team has quickly gained a reputation for professional expertise, high energy, quick learning and cross-functional teamwork. I am delighted by the quality of the people we can attract and how fast they have developed.”

Malcolm Grey, Finance Director EIMEA, H.B. Fuller Europe.

INNOVATION & TECHNOLOGY

PORTUGAL IS A TOP COUNTRY IN PROVIDING TECHNOLOGICAL SERVICES.

AVAILABILITY OF LATEST TECHNOLOGIES

UK	DE	FR	PT	ES
#9	#16	#19	#20	#36



Global Competitiveness Report 2017-2018 (137 Countries)

FIRM-LEVEL TECHNOLOGY ABSORPTION

DE	UK	PT	FR	ES
#12	#13	#28	#30	#53



BOSCH

<<Today, the company has one of the largest dedicated R&D teams in Portugal, with over 500 highly qualified engineers working both on hardware and software solutions in Aveiro, Braga and Ovar. In this way, Bosch stands not only for Made in Portugal but also for Invented in Portugal.>> July, 2017

FDI & TECHNOLOGY TRANSFER

UK	DE	PT	FR	ES
#7	#11	#15	#28	#31

QUALITY OF SCIENTIFIC RESEARCH INSTITUTIONS

UK	FR	DE	PT	ES
#2	#7	#11	#22	#38

UNIVERSITY-INDUSTRY R&D COLLABORATION

UK	DE	FR	PT	ES
#6	#7	#35	#36	#67

STARTUP ECOSYSTEM

PORTUGAL IS A BOOMING ECOSYSTEM FOR STARTUPS

4th

Portugal ranks 4th in Fundacity's Acceleration Ranking in 2015 (measures number of startups accelerated)

2

2 Portuguese Accelerators in the TOP 20 in 2015:

- Beta-i (95 startups)
- Fábrica de Startups (35 startups)



Software



Business Analytics



Health



Cleantech



Digital Media



Fashion

90

Incubators

40

Active Venture Capital

20

Business Angels

10

Acceleration and pre-acceleration programmes

Successful cases (indicative list)

VENIAM

THE INTERNET OF MOVING THINGS

The Internet of Moving Things

feedzai

Artificial Intelligence for risk management and fraud detection

talkdesk

phone customer support

Cloud-based call center software

FARFETCH

Online marketplace for high-end boutiques

CODACY

Automated Code Review

web summit

INFRASTRUCTURE

INTERNATIONAL AIRPORTS

DIRECT FLIGHTS TO MAJOR CITIES

PORTO, 68 cities with direct flights, including:

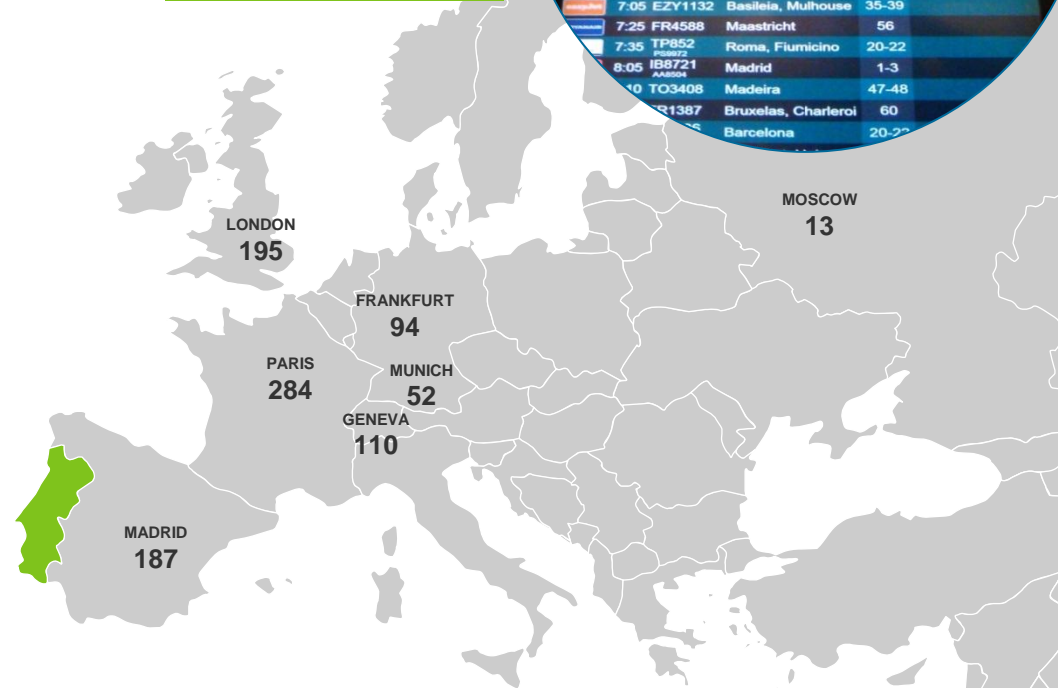
- Ireland: 1 city (Dublin)
- France: 15 cities
- Germany: 12 cities
- Brazil: 2 cities
- Italy: 3 cities
- Netherlands: 2 cities
- Poland: 2 cities
- Canada: 2 cities
- Spain: 7 cities
- Switzerland: 3 cities
- UK: 7 cities

LISBON, 110 cities with direct flights, including:

- Turkey: 1 city (Istanbul)
- Spain: 15 cities
- Africa: 16 cities
- France: 8 cities
- Brazil: 10 cities
- Germany: 8 cities
- UK: 7 cities
- Central America: 3 cities
- United States: 7 cities
- Italy: 7 cities
- Canada: 2 cities



NUMBER OF WEEKLY FLIGHTS FROM LISBON & PORTO TO



ITALIA NETWORK

Time	Flight	Destination / Escala	Duration
12:05	ZL		
19:30	TU		
20:10	TP		
21:40	TP1230	Lisboa	20-22
21:50	FR2095	Lisboa	55
22:10	TP1213	Madeira	20-22
01/11			
5:50	TP1921	Lisboa	20-22
6:00	LH1181	Frankfurt	12-15
6:20	TP452	Paris, Orly	20-22
6:25	EZY1458	Genebra	35-39
6:30	FR8344	Londres, Stansted	60
6:30	FR2093	Lisboa	59
6:50	FR7715	Carcassonne	58
7:00	FR9135	Paris, Beauvais	57
7:00	TP1002	Madrid	20-22
7:05	TP1711	Madeira	20-22
7:05	TP1925	Lisboa	20-22
7:05	EZY1132	Basileia, Mulhouse	35-39
7:25	FR4588	Maastricht	56
7:35	TP852	Roma, Fiumicino	20-22
8:05	IB8721	Madrid	1-3
10	TO3408	Madeira	47-48
	FR1387	Bruxelas, Charleroi	60
		Barcelona	20-22

INFRASTRUCTURE

BROADBAND & CONNECTIVITY

CRITERIA

RANKING



**Connectivity
Integration of Digital
Technology**

**# 10
9**

Europe's Digital Progress Report 2017, EU



**Mobile Broadband
penetration increase**

4

100 inhabitants, Dec 2016, OECD countries



Connectivity

19

GCI 2017, Huawei, 50 countries



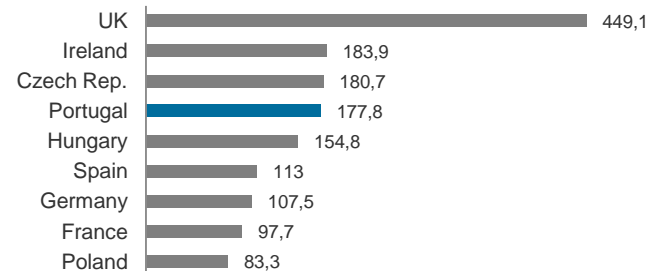
**Communication Technology
Digital/ Technological Skills**

**# 10
14**

World Digital Competitiveness Ranking 2017,
63 countries



**Internet Bandwidth SPEED
per Internet User (kbps)**



Source: The Global Competitiveness Report
2017-2018 137 Countries

LOGISTICS

Multiple logistics platforms and sea ports support crossborder business in portugal.



7 INTERNATIONAL AIRPORTS.



35 000 000 Km/year
10 000 000 tons CARGO/year

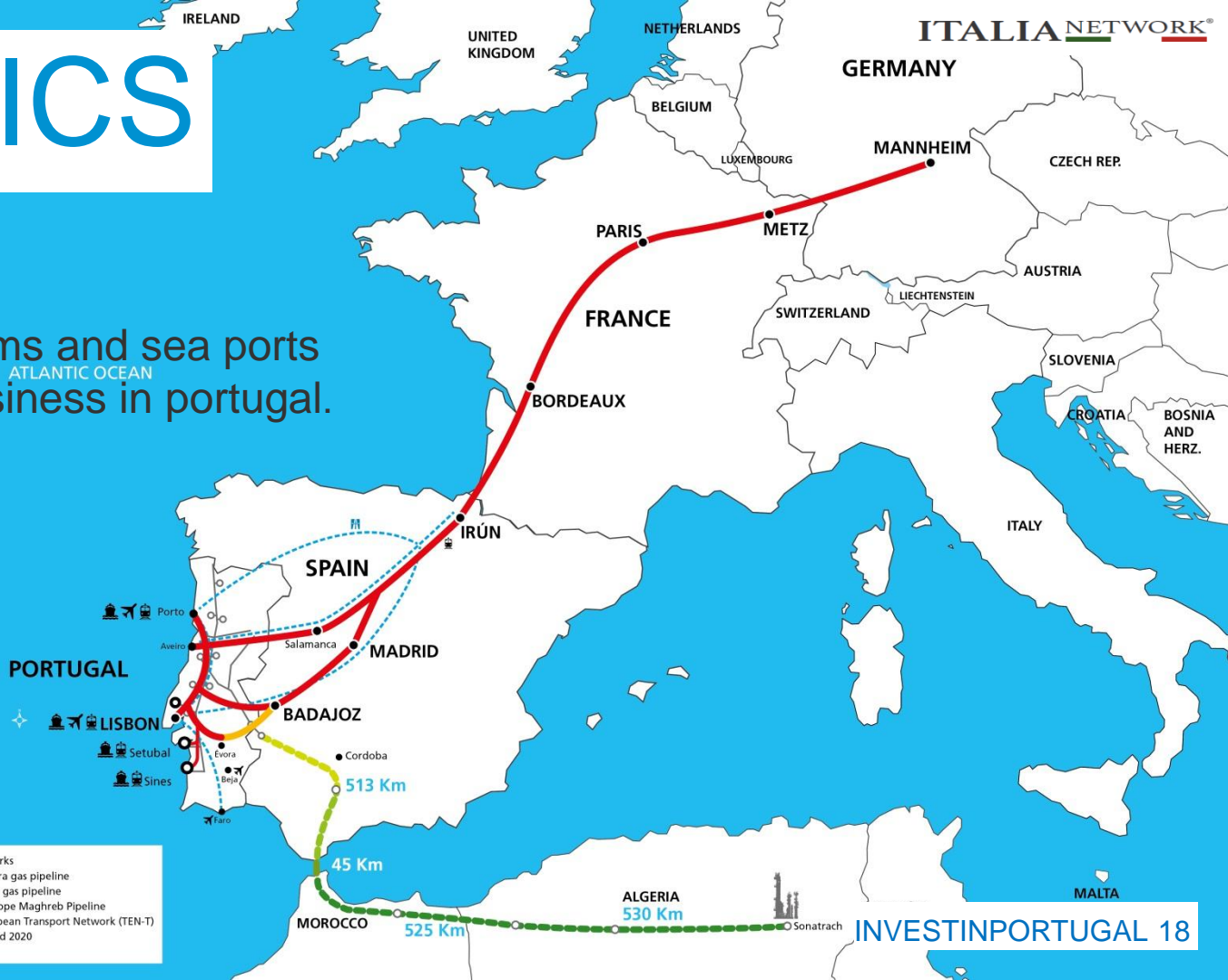


10 SEAPORTS
SINES – DEEP SEA WATER PORT



3087 Km MOTORWAY LENGTH
6# IN MOTORWAY DENSITY, OECD

- Business Parks
- Extremadura gas pipeline
- Al-Andaluz gas pipeline
- EMPL - Europe Maghreb Pipeline
- Trans-European Transport Network (TEN-T)
- Rail planned 2020
- Highway

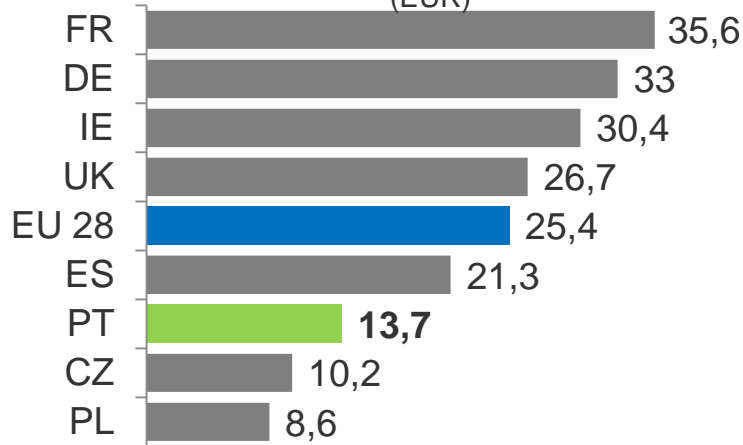


COMPETITIVE COSTS

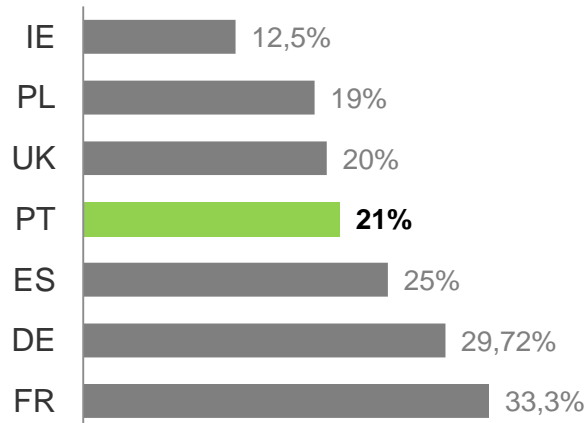
Lower operating costs and taxes also boost competitiveness of corporations implemented in Portugal.



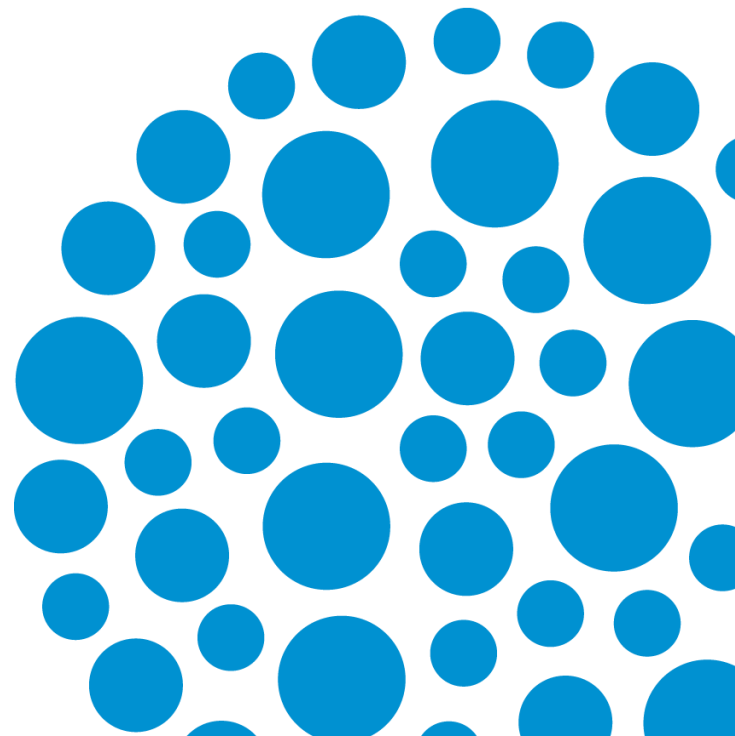
EU LABOUR COST LEVELS IN INDUSTRY,
CONSTRUCTION AND SERVICES, 2016
(EUR)



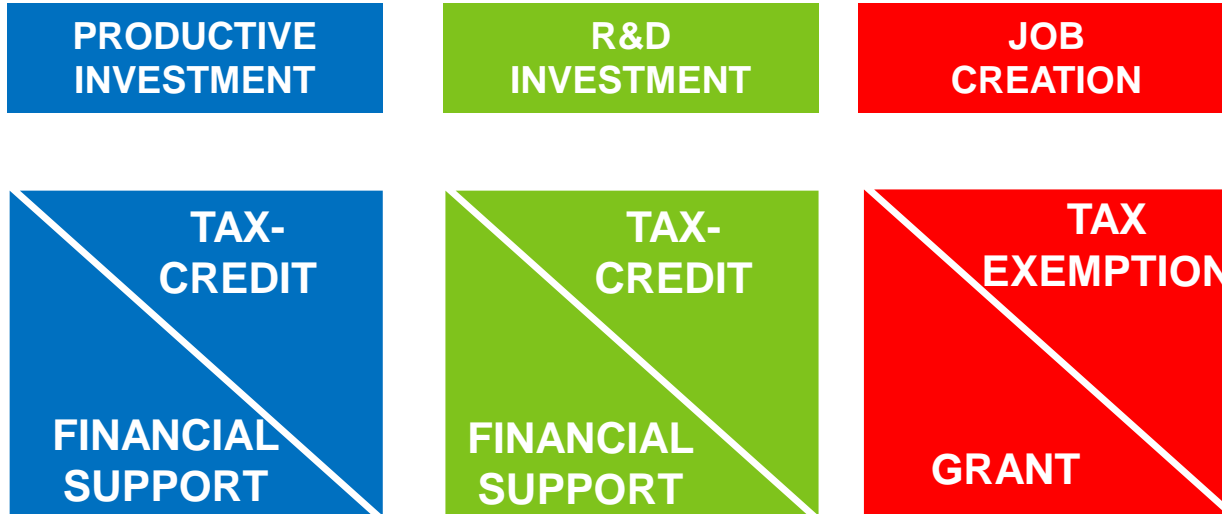
CORPORATE INCOME TAX RATE



INCENTIVES & GRANTS



ATTRACTIVE INCENTIVES



AND:

EXPATS TAX REGIME (FLAT RATE FOR INCOME TAX OF 20% FOR 10 YEARS)

QUALITY OF LIFE

Portugal is a good location for investments but also a **GREAT PLACE TO LIVE AND ENJOY**. Stable, sunny, with unique nature, rich leisure and cultural amenities, and with high quality healthcare facilities.

GLOBAL PEACE INDEX 2017

163 countries

- 1 Iceland
- 2 New Zealand
- 3 Portugal**
- 6 Czech Republic
- 10 Japan
- 10 Ireland
- 16 Germany
- 23 Spain
- 33 Poland
- 41 UK
- 51 France



BloombergPursuits

Where to Go in 2017 – Jan. 4th 2017

The 20 destinations that will be especially hot this year.

“Portugal’s position in the pantheon of European tourism has shot from “obscure” to “over-the-top,” and Lisbon, the charm-packed capital, is poised to keep climbing.”

THE HUFFINGTON POST

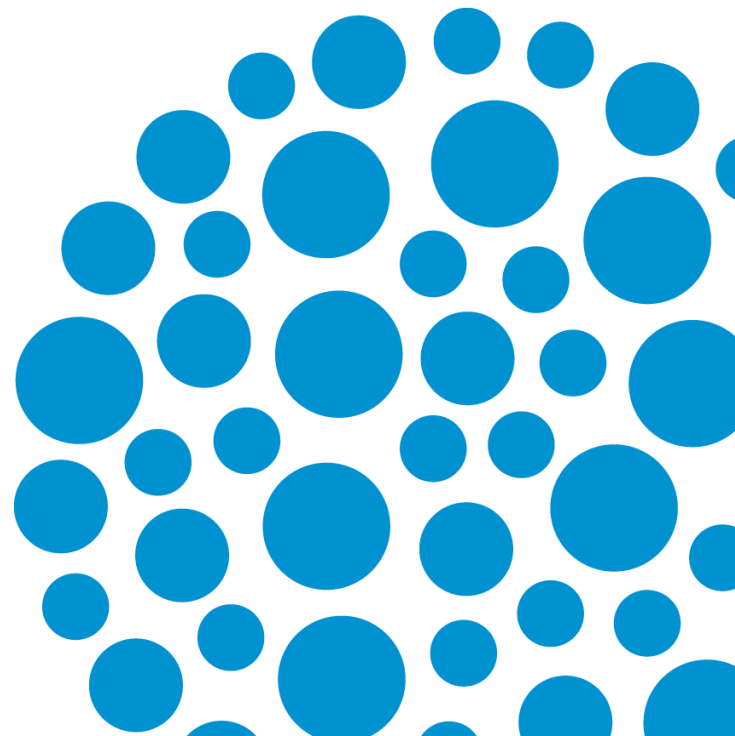
“Top 10 Countries With the Best Weather and Climate” - Aug 08, 2016

10. Portugal : “the country is considered the third most welcoming country for expats overall and ranks fifth in both, the Quality of Life and the Ease of Settling In Index”

theguardian

“Sun, surf and low rents: why Lisbon could be the next tech capital” - Saturday 29 October 2016

AICEP SUPPORT



TOP SUPPORT

aicep PORTUGAL GLOBAL IS YOUR ONE-STOP-SHOP.

CLOSE TO YOU, TO TAKE YOU FURTHER.



AICEP was recognized as top investment promotion agency in National/Western Europe in the 2017 *Best to Invest Top IPA Awards*.

Source: Site Selection Magazine.



THE WORLD BANK

AICEP is one of the Top 10 Investment Promotion Agencies that best responds to requests from investors.

Source: World Bank.



LOCATION

To help you finding the site that suits your project, AICEP will introduce you multiple location alternatives and will bridge you with utility suppliers.



HUMAN RESOURCES

AICEP will be at your side in the search of human resources and professional training, bridging contacts with Portugal's employment authorities and schools.



BUSINESS PARTNERS

AICEP will promote contacts with local suppliers and business partners that add value to your project.



INCENTIVES

AICEP will analyse your eligibility to innovation, R&D, production and employment incentives.

SITE SELECTION

AVAILABLE INDUSTRIAL LAND

The country offers a wide range of industrial areas and ready-to-use business parks, with on-site infrastructures and utilities, private or local Government-owned.

Through **Global Find**, a web based search engine for business locations in Portugal, the following sites are identified:

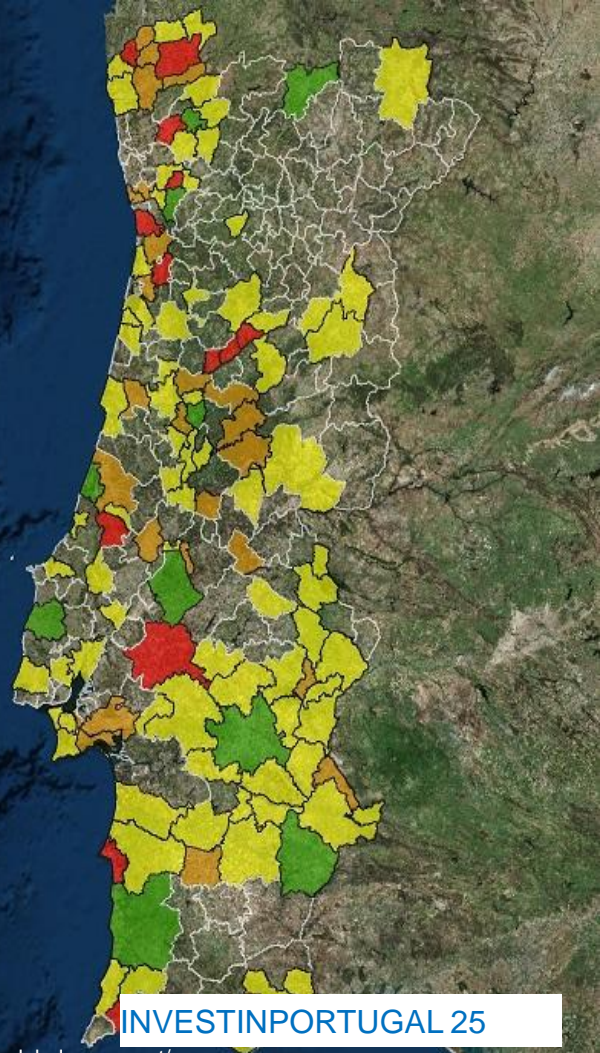
10 436 plots

4 291 available plots

271 business parks



AICEP can assist you with the site selection process. Fact-finding tours are organized to the best suited locations in close contact with local authorities.



INVESTINPORTUGAL 25

SUPPLY CHAIN

Partner with local businesses



AICEP can organize a tailor-made SUPPLIER DAY event in Portugal to help INVESTORS to identify potential local subcontractors, suppliers and service providers.

SOURCE FROM PORTUGAL

HOW TO FIND POTENTIAL PARTNER IN PORTUGAL

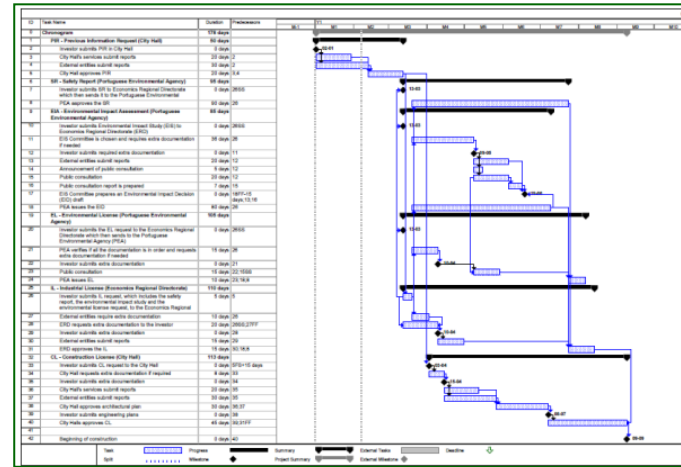
We help you to find the business partner that best matches your request for Portuguese products or services and to help you to identify the Portuguese brand, sector, product or service that you are looking for.

Online directory of companies:

<http://portugalglobal.pt/EN/SourceFromPortugal/Pages/SearchCompanies.aspx>

STREAMLINED PERMITTING

Smooth setting up



AICEP can help!

The Portuguese Government launched an Investment Committee to provide permanent support to investors to facilitate the setting up of their business, mainly by **providing assistance in obtaining all the permits and licenses required**.

This Committee consists of different stakeholders in the areas of zoning, environment, industry, etc., and they all get a global panorama of how their individual decisions impact those of others.

As a result, a **project timeline** is agreed upon: this tool comprises all the licensing process and the legal deadlines are thoroughly monitored, as well as the institutions involved at each stage, which then results in accountability: **the outcome is a rapid response from the public administration entities while overcoming procedural bottlenecks and speeding up the process.**

INVESTINPORTUGAL

investinportugal.pt



2017

Disclaimer

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