





RECENT TRACK RECORD

NEW TECHNOLOGY – BASED OPERATIONS



Expands its Lisbon Tech Hub for cybersecurity, artificial intelligence and robotics.



Opens an automotive software engineering centre entitled Critical TechWorks, a JV with the Portuguese CRITICAL Software



Opens a technology center for automated mobility in Braga



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



Opens a technology center in Lisbon for engineering, security, customer support and research to support EMEA operations/



New software development center for Volkswagen Group IT and MAN Truck & Bus AG in Lisbon



Opens a Digital Delivery Hub in Lisbon



Opens a new group wide software **ZUMTOBEL** competence centre for lighting technologies in Porto



Opens an IT development centre in Porto



Opens a new Customer Experience (CX) CISCO Centre for the EMEAR region, in Lisbon



Opens center of excellence in Lisbon to develop state-of-the-art Smart City lighting solutions.



Opens a Global Digital and Analytics Center in Lisbon

With the offices in Portugal, we are integrating a key location for development of digital services. At the same time, we will benefit from a growing and dynamic environment with young talents who fit our DNA perfectly.

> - Christoph Grote, Senior Vice-**President BMW Group Electronics**



STRATEGIC LOCATION

Same time zone as UK and Ireland

Nearest
European
country to the US
and Canada



1 hour difference from Central European Time

BRIDGE TO PORTUGUESE-SPEAKING MARKETS

> 260 MILLION PEOPLE

ACCESS

EUROPEAN MARKETS

500 MILLION PEOPLE



EU Member since 1986



Euro currency Founding member



UN and OECD Member



Stable Democracy



Political Stability



RISK PERCEPTION

CHOOSE A SAFE LOCATION



Global Peace Index 2020

Source: Institute for Economics & Peace | 163 countries



Violence and politicallyrelated instability are practically nonexistent in Portugal.



POLITICAL & SOCIAL **STABILITY**

Political Stability and Absence of Violence/Terrorism 2019

Source: The World Bank - Worldwide Governance Indicators | 214 countries; Ranking exc. Micro-states (pop. under 0.5 million)



Very low risk 2019

Food security; Governance; Socio-economic vulnerability; Population affected by Natural Disasters

Source: European Commission - Disaster Risk Management Knowledge Centre



INFRASTRUCTURE

Logistics Performance Index

2018

Source: The World Bank | 160 countries

^{*} Percentage of population affected by natural disasters in the last 12, 24, 36 months (CRED 2019) $_{4/22}$



A GREEN LOCATION

WORKING TOWARDS SUSTAINABILITY



#3

PLANET & CLIMATE INDEX RANKING

Source: goodcountry.org, 149 countries



#6

EU-28 COUNTRY WITH THE LARGEST SHARE OF ENERGY FROM RENEWABLE SOURCES (% OF GROSS FINAL ENERGY CONSUMPTION)

Source: Eurostat, 2018



#17

CLIMATE CHANGE PERFORMING INDEX 2021 HIGH-PERFORMING COUNTRY

Source: CCPI 2021, 61 countries



TOP

RANKS ON THE TOP OF COUNTRIES THAT GENERATE THE MOST WIND AND SOLAR ELECTRICITY SURPASSING NEW ZEALAND AND SCANDINAVIAN COUNTRIES

Source: Connect4Climate, 2018







ECONOMIC GROWTH

ON THE RIGHT TRACK



4,3% EXPORTS GROWTH [EU27 - 3,5%] 2018 - 2019

7,2%
UNEMPLOYMENT
RATE

[EU27 – 7,5%] Nov. 2020 44% EXPORTS /GDP

2019

8,7%
GROSS FIXED
CAPITAL FORMATION
[EU27 - 7,9%]
2018 - 2019

23,3%
YOUTH UNEMPLOYMENT
RATE
[EU27 - 17,7%]
Nov. 2020

Source: INE - Statistics of Portugal, Eurostat, PORDATA

TOP EXPORT MARKETS

TOP CLIENTS





11.2%

10.1%

6.0% 4.0% 4.0%

3.8%

2.5%

2.4%

2.2%



GOODS & SERVICES

TRAVEL	19,7%
MOTOR VEHICLES, OTHER TRANSP. EQUIP	10,4%
MACHINERY, APPLIANCES	8,9%
TRANSPORT	8,0%
OTHER BUSINESS SERVICES	5,0%
COMMON METALS	4,8%
PLASTIC, RUBBER PRODUCTS	4,5%
AGRICULTURE	4,3%
MINERAL FUELS	3,9%
CHEMICALS	3,5%



RECENT INVESTMENT



INDUSTRIAL INVESTMENT: NEW & EXPANSION





***BorgWarner**

TRACK RECORD





































() KIRCHHOFF





RELEVANT MERGERS & ACQUISITIONS









































TALENT

INTERNATIONAL BENCHMARKING



LANGUAGE SKILLS



MANAGEMENT **EDUCATION**



UNIVERSITY **EDUCATION**



GRADUATES IN SCIENCES

#15



SKILLED LABOUR RANK

#23

EU26 rank

Malta isn't considered

Source: IMD World Talent Report 2020, 63 countries



"There is an **openness to business** and a lack of ego. Some nearshoring centres are getting saturated and losing that humility. In Lisbon our people pride themselves in doing do really good work. We are looking for creativity and some thinking that is a bit different."

> Jawazil Lavia VP Global Business Services - Digital & Commercial at Carlsberg Group





"The evolution of Natixis in Portugal into an Innovation Hub is the result of the team work we have built during these 3 years, and reflects the bank's involvement with the country. We have a long-term commitment and our ambition is to continue to grow and develop. Internally, we have become a reference for the company worldwide, as a source of new ways of working, innovative solutions and disruptive projects. Porto became Natixis' second hub in Europe, just after Paris. Our mission is to continue to innovate, aiming to transform traditional banking".

> Nathalie Risacher. Former Country Manager of Natixis in Portugal



TALENT OUR KEY ASSET



396 909 STUDENTS

+3% Change YoY

2019/2020



ENGINEERING & IT

90 121



MATHS & SCIENCES

22 932



FINANCE, BUSINESS ADMINISTRATION & LAW

84 911



81 138 GRADUATES

+2%
Change YoY

2018/2019



ENGINEERING & IT

16 630



MATHS & SCIENCES

4 940



FINANCE, BUSINESS ADMINISTRATION & LAW

10 808

Source: Ministry of Education; Engineering also includes Manufacturing

DID YOU KNOW?

3rd HIGHEST RATE OF ENGINEERINGGRADUATES IN EUROPE

3 PORTUGUESE UNIVERSITIES IN THE FINANCIAL TIMES RANKING – MASTER IN FINANCE 2020

14,1% FOREIGN STUDENTS IN HIGHER EDUCATION (2019/2020)

#7 PROFICIENCY INDEX 2020
PORTUGAL IS HIGH PROFICIENCY IN ENGLISH

4 MOST SPOKEN FOREIGN LANGUAGES: ENGLISH, FRENCH, SPANISH AND GERMAN.

Source: OECD, Financial Times, PISA rankings

WØRLD ECONOMIC

INNOVATION

PORTUGAL IS A TOP COUNTRY PROVIDING TECHNOLOGICAL SERVICES

#31 INNOVATION **CAPABILITY** #34 RESEARCH & DEVELOPMENT

> RESEARCH **INSTITUTIONS PROMINENCE**

#27

EU-28 Countries STRONG **INNOVATOR** #12





GLOBAL ECONOMIC COMPETITIVENESS REPORT 2019 (141 COUNTRIES)



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.



INFRASTRUCTURE

AN INTEGRATED TRANSPORT SYSTEM FOR EFFICIENT LOGISTICS

Portugal is the 21st country in the world with better infrastructures

WORLD GLOBAL
ECONOMIC COMPETITIVENESS
FORUM REPORT 2019
(141 COUNTRIES)









4 INTERNATIONAL AIRPORTS IN THE MAINLAND



2.562 KM OF NETWORK



6 INTERNATIONAL SEAPORTS

SINES - DEEP SEA WATER PORT

PORTO – SECOND LARGEST PORT



3.122 KM OF MOTORWAY LENGTH

8# IN MOTORWAY DENSITY IN OECD

Airport connectivity

#30

Railroad density

#31

Efficiency of seaport services

#36

Quality of Roads

#8

ALL MAINLAND SEAPORTS ARE CONNECTED TO THE RAIL NETWORK ONWARDS TO **SPAIN AND CENTRAL EUROPE**

Source: Portugal Statistics and OECD; Rankings: Global Competitiveness Report 2019

14/22



TELECOMMUNICATIONS

BROADBAND & CONNECTIVITY



DIGITALISATION INDEX

Source: EIB Digitalisation Index 2020, EU28



DIGITAL PUBLIC SERVICES

Digital Economy and Society Index 2019, EU28



COMMUNICATION **TECHNOLOGY**

IMD World Talent Report 2019, 63 countries

FTTH/B*** Coverage 78,7% (EU28 39,4%)

Rural FTTP Coverage 53% (EU28 18%)

FTTH Council Europe



RESILIENT TELECOM INFRASTRUCTURE DURING LOCKDOW



TUSAGE OF OVER THE TOP (OTT) SERVICES 145%

MOBILE DATA TRAFFIC



■ Our experience so far has been very smooth, the network providers really stepped up 77 Peter Villanvi. VP Global

Business Services, ConvaTec



53% workforce working remotely**



Vodafone placed 100% of its call centres working remotely in 4 days

Source: ANACOM: *weekly growth, 16-22 March. **Survey by the University of Porto. ***FTTH/B - Fiber to the Home/Business; FTTP - Fiber to the Premises





ATTRACTIVE INCENTIVES









EXPAT TAX REGIME+ WORLD CLASS TALENT IN PORTUGAL



Qualified Expatriates in (I) high added-value activities, (II) scientific, artistic or technical activities, and (III) upper management positions



20%



ENTITY IN CHARGE

Tax Authority

Source: Portuguese Government



TECH VISA

ATTRACTING INTERNATIONAL TALENT

WHAT

Tech Visa is a certification program addressed to companies that wish to attract **HIGHLY QUALIFIED AND SPECIALIZED STAFF** from countries not included in the Schengen area.

TARGET

This program aims to ensure that highly qualified staff can access jobs created by **PORTUGUESE INCORPORATED COMPANIES OR STARTUPS**, in a **SIMPLIFIED WAY**.

WHERE

Tech Visa invites the interview candidates at the **Portuguese Embassies / Consulates** in the respective country of origin to obtain the residence visa.

20

BUSINESS DAYS to analyze the application

The certification allows a REDUCTION OF THE RECRUITMENT PERIOD from several months to a few weeks

~885

New jobs (Residence permit issued until July 2020)

91% in IT



Source:

- * Institute for Economics and Peace, 163 countries
- ** InterNations, Expat Insider 2019

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.

Bloomberg

The Unlikely Rise of the Pastel de Nata, and Why It's Suddenly Everywhere

Apr 15, 2019

"Culturally, Portugal is a must-try on an international travelers' bucket list, and budget Lisbon rents are creating a tech hub for millennials priced out of London and New York."



Portugal puts itself on the tech map

Apr 16, 2019

"As an [American] engineer, I was impressed by the knowledge in engineering in Portugal. Additionally, the country's English skills are tremendous and I have had no problems integrating." Jane Hoffer



Living in a country that thinks green

Apr 15, 2019

"Portugal was an early leader in investing in a full network of charging stations for electric cars, and has incentivised citizens to install solar power and renewable energy with lower rates and the opportunity to sell energy back to the grid."



WORLD'S LEADING DESTINATION

2019

EUROPE'S LEADING DESTINATION

2020

TRADE & INVESTMENT PROMOTION AGENCY





Was awarded as Best to Invest TOP IPA 2019 for Western Europe Region

ONE-STOP SHOP AGENCY

We inform, connect & support



ENQUIRY HANDLING

Professional handling of investor enquiries, provide comprehensive and accurate information and data, benchmark reports with other locations.



FACT-FINDING VISITS

AICEP organizes and schedule site visits with local entities, including local authorities, universities, training centre, HR companies and peer companies.



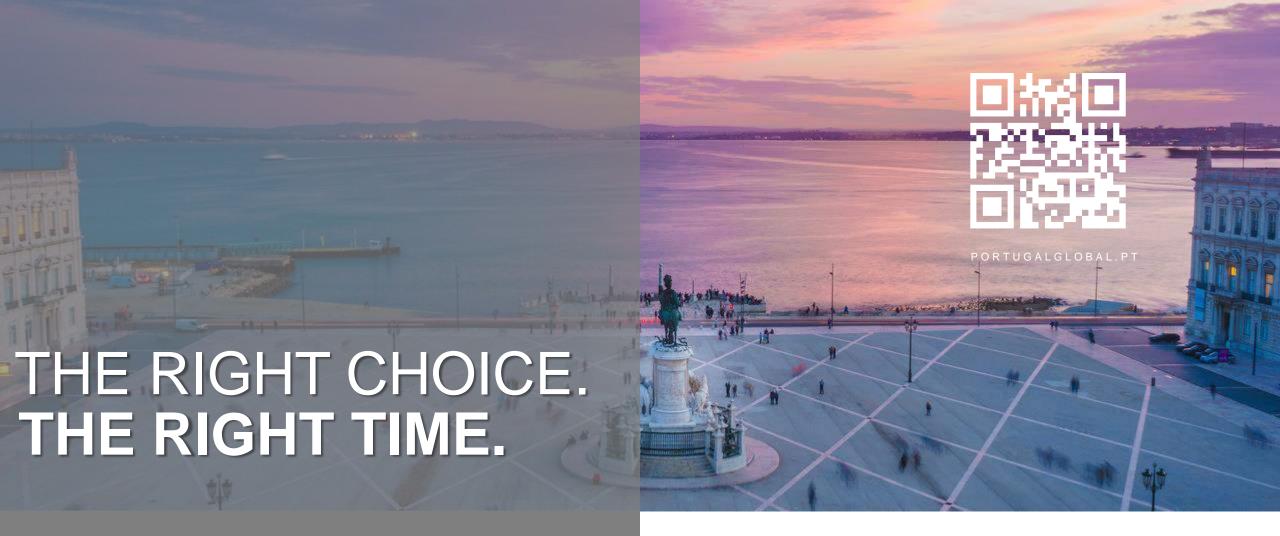
SITE LOCATION

Provide different site proposals according to project specifications. Help setting up direct contacts with local entities.



INCENTIVES

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



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