PORTUGAL IS A BUSINESS OPPORTUNITY

Why choose Portugal?
Strategic location

Portugal is the European nearest country to the U.S.
3-hour distance between Brazil and Russia.
Same time as UK and Ireland.

Attractive Consumer Market

<table>
<thead>
<tr>
<th></th>
<th>Million Inhabitants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portugal</td>
<td>10.6</td>
</tr>
<tr>
<td>Iberian Market</td>
<td>51</td>
</tr>
<tr>
<td>European Market</td>
<td>494</td>
</tr>
<tr>
<td>Portuguese Speaking countries</td>
<td>220</td>
</tr>
</tbody>
</table>

Great and privilege economic relations between Portugal and Brazil, Angola and Mozambique.
Daily flights to major European cities.
Qualified Workforce

- Flexible labour law
- High-standard education
- Wide availability
- Partnerships with world-class US institutions

Portugal has a highly skilled and educated workforce. Portugal ranks on Top within the EU countries in number of PhDs per 1,000 inhabitants.

40% of students in tertiary education are enrolled in engineering, sciences and health. The increase rate in the last 3 years is about 30%.

Portuguese are known for commitment to work which places us below the EU average regarding working days lost per year.

Language skills: English, French and Spanish are the most spoken languages. English is universally taught from 1st grade.

Why choose Portugal?
Portugal is still cost competitive according to international recognized sources. There was a decrease of -1,2% in hourly labour costs in 2012 Q1 (Euro 27 rose by +2,0%).

In terms of real estate – industrial space - and within 53 countries/cities worldwide, Portugal/Lisbon is the 8th less expensive location.

Portugal also has one of the lowest monthly minimum wage in Europe (485€).
Technological Infrastructures

Telecommunications have been a major priority in Portugal. The country has now 95% coverage of broadband infrastructures. The net increase in the broadband penetration growth for Portugal is above the OECD average (Dec 2010).

The percentage of fiber connections in total broadband is already 6% for Portugal, ahead of countries such as Netherlands, Finland, France, Spain, Italy, Poland, Austria Germany or Belgium.

The Internet is also well developed. Portugal is a United Nations case study in terms of e-Government and its availability of public services on-line.
Portugal offers a dynamic real estate market. High quality space, well designed and energy efficiency oriented has boomed and rent prices are competitive comparing the other European countries.

Portugal is ahead of countries such as France and Spain in terms of cost. The figures are shown for Lisbon. If we considered Porto area, prices can lower 25%.
Business friendly environment

Why choose Portugal?

- Portugal is very open to foreign cultures: the availability of international schools, the safety record and quality of life attract expatriates.

  As a result Portugal is ranked #2 in the Migrant Integration Policy Index 2011.

  “Portugal is unique in attracting young graduates and executives.” Carlos Brazão, Cisco Portugal

EASE OF DOING BUSINESS

- Major public services are on-line;
- Portugal is considered by the United Nations, a case study in e-Government;
- Average time to set up a firm is less than 1-hour

MULTI-CULTURAL
They chose us

Our decision is a result of the recognition of the hospitality and the commitment of the Portuguese Government, of the multilingual skills of the local population as well as its professionalism and ability, and proven success in innovation areas.”

Chris Dedicoat, Senior Vice-President for Europe, Cisco

One of our main strategic lines was always to shorten distances with the academic world and to bet in strong innovation, investigation and development in Portugal thus taking advantage of the Portuguese engineer’s excellence.

João Picoto, Chairman of Nokia Siemens Networks Portugal

Why choose Portugal?
The Portuguese Petrochemical and chemical industry, however small when compared with the European countries, has a relevant impact in the national exports, gross value added and employment. The industry has been very dynamic recently with new expansion projects and new factories.

Source: AIPQR, Petrochemical and Chemical Industry Association, 2011
Petrochemical and Chemical Industry

Main Figures

Industry International Trade Statistics
2009/2012 - Millions €

<table>
<thead>
<tr>
<th>Year</th>
<th>Mineral Fuels</th>
<th>Chemicals</th>
<th>Plastic and Rubber</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>3.867</td>
<td>2.569</td>
<td>3.090</td>
</tr>
<tr>
<td>2011</td>
<td>3.095</td>
<td>2.437</td>
<td>2.909</td>
</tr>
<tr>
<td>2010</td>
<td>2.391</td>
<td>1.918</td>
<td>2.506</td>
</tr>
<tr>
<td>2009</td>
<td>1.545</td>
<td>1.575</td>
<td>1.974</td>
</tr>
</tbody>
</table>

Petrochemical and Chemical Industry

Main industrial clusters

<table>
<thead>
<tr>
<th>Location</th>
<th>Total Area</th>
<th>Logistics infrastructures</th>
</tr>
</thead>
<tbody>
<tr>
<td>SINES</td>
<td>244 ha Petrochemicals 345 ha Refinery</td>
<td>Sines Port (Deep water Port) Connection to highway A25 Railway connections to National Network.</td>
</tr>
<tr>
<td>ESTARREJA</td>
<td>54 ha Petrochemicals 290 ha Refinery</td>
<td>2 Ports (Leixões and Aveiro) Highway connections to all major cities in Portugal and to Spain (A1, A29, A25) Railway connections to National Network.</td>
</tr>
</tbody>
</table>
Petrochemical and Chemical Industry
Sines Complex

Main companies on the site

**Biggest national petrol refinery**
- CAPEX: 1,400 M€
- Employees: 500

**Steam cracker + Polyethylene HD/LD.**
- CAPEX: 750 M€
- Employees: 440

**Thermoelectrical Power Plant**
- 1,256 MW installed power

**Industrial gases**
- CAPEX: 45 M€
- Employees: 7

**PET for food industry**
- CAPEX: 470 M€
- Employees: 180

**CAPEX: 90 M€**
- Employees: 28
Petrochemical and Chemical Industry

Sines Complex

Why invest in Sines?

- **LAND AVAILABLE**: Largest industrial land available in the Iberian Peninsula (2,000 ha);
- **COMPETITIVE PRICES**: Excellent conditions for land, property and utilities;
- **PETROCHEMICAL CLUSTER**: Synergies with local companies - integration of logistics and industrial activities;
- **UTILITIES**: Availability of electricity, natural gas (Sines is the main entry point for LNG), water and wastewater.
- **MULTIMODAL LOGISTICS**:
  - Maritime Port of Sines (deep sea water port);
  - National highway network;
  - National cargo railway network.

Source: Aicep Global Parques, 2011
Petrochemical and Chemical Industry

Matosinhos/Estarreja Chemical Complex

Main companies on the site

The Industrial complex of the Matosinhos refinery covers approximately 400 hectares. It is connected to the terminal of oil tankers in the Leixões port by several pipelines 2km long.

The Matosinhos refinery comprises several interconnected processing units. It produces a large variety of derivatives or aromatic products, important raw material for the chemical and petrochemical industry, plastic, textiles, fertilizer, rubber, paint and solvents.

Established in 1989, Air Liquide, the French multinational produces in Estarreja Carbon monoxide, oxygen, nitrogen, hydrogen and argon.

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Japanese plant producing polyvinyl chloride plant. It was the first Japanese joint-venture in Europe, operating in Estarreja since 1960.

Established in 1950, Air Liquide, the French multinational produces in Estarreja Carbon monoxide, oxygen, nitrogen, hydrogen and argon.

Biggest chemical Portuguese company: aniline, mononitrobenzene, nitric acid, chlor-alkali and fertilizers plant. Operating in Estarreja since 1950.
Why invest in Estarreja?

- **THE MODEL:**
  The industrial complex includes an Eco-park focused in sustainable development and a chemical park;

- **LABOR FORCE AVAILABLE:**
  Prestigious universities in the area: Aveiro (20 km) and Porto (50 Km);

- **CHEMICAL CLUSTER:** Synergies with local companies - integration of logistics and industrial activities;

- **MULTIMODAL LOGISTICS:**
  - Maritime Port of Aveiro and Leixoes (Porto)
  - 2 National Highways at 3 Km distance
  - National Cargo railway network

Source: Aicep Global Parques, 2011
Petrochemical and Chemical Industry

Main Entities

- **Industry Association**
  - [www.apequimica.pt](http://www.apequimica.pt)
  - The Portuguese Chemical Industry Association

- **Technology and R&D**
  - [www.aipqr.pt](http://www.aipqr.pt)
  - The Portuguese Petrochemical, Chemical and Refinery Industry Association

- **Competitiveness and Technology Cluster**
  - [www.cefic.org](http://www.cefic.org)
  - The European Chemical Industry Council

- [aicep Portugal Global](http://aicep.pt)
We are a Business Development Agency, focused on the development of a competitive business environment that contributes to the international expansion of the Portuguese Economy.

Increasing the country’s competitiveness, promoting large private investment and fostering the internationalization of Portuguese companies.

**Focus on clients.** We serve our clients in accordance to their requirements through various solutions and long-term relationships.

**Selectiveness.** We direct our activity towards projects and markets that make a better contribution to company competitiveness and the sustainability of the Portuguese economy.

**Excellence.** We seek to exceed expectations by means of a rigorous approach, effectiveness, enthusiasm and a willingness to innovate.
aicep Portugal Global: how can we help you?

1. **Pre-Investment**
   - Single point of contact in all phases: pre-investment, incentives negotiation, settling in and after care

2. **Incentives Negotiation**

3. **Settling In**

4. **After Care**
   - Dynamic approach focused on the client or investor

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Promoting a **direct negotiation** with companies, through which a tailored approach to incentives may be applied in order to define a global package that fully satisfies the investor's needs.

**Government**
- business entity, flexible, **free of charges** and streamlined services