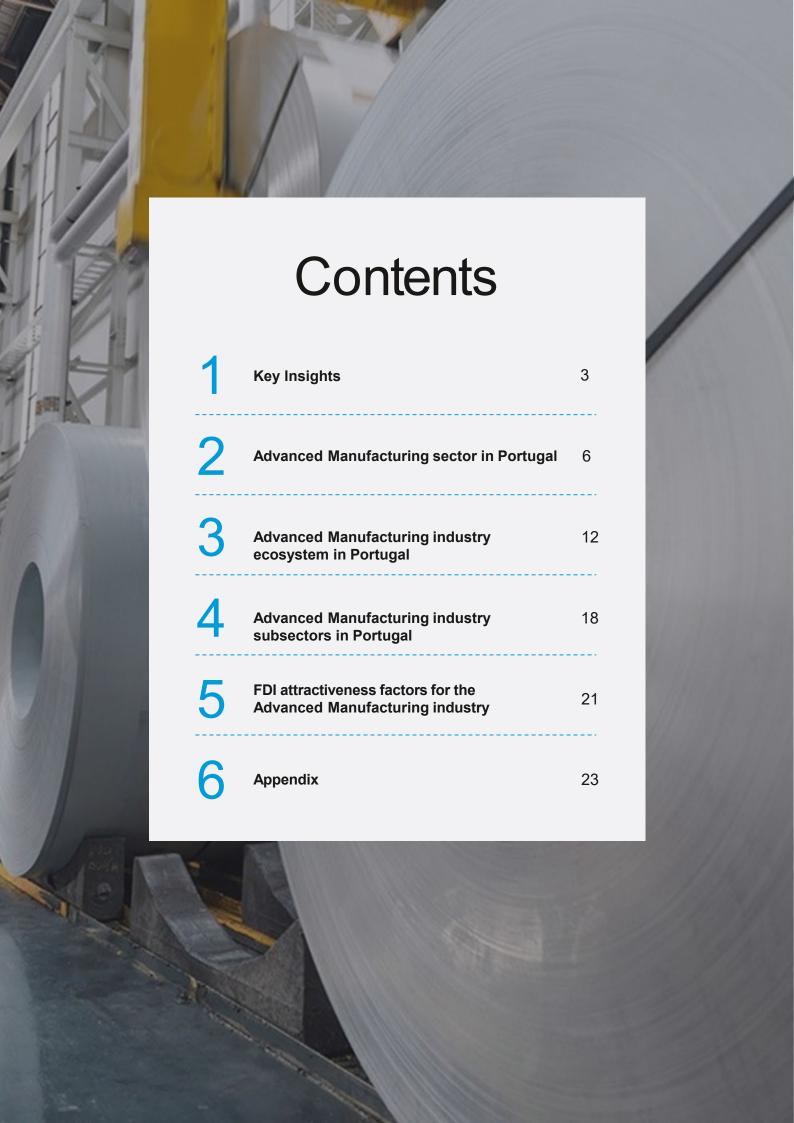
## Invest in Portugal

Advanced Manufacturing Industry Report









## The Advanced Manufacturing industry in Portugal is a cornerstone of the country's economy...

For the purposes of this report, the scope of the Advanced Manufacturing industry in Portugal encompasses:

**Metal Processing** 

Electric, Electronic and Mechanical Engineering

#### The Advanced Manufacturing industry in figures | 2021



14.666 Companies

Source: Statistics Portugal

21,8%<sup>1</sup> (% of total Manufacturing Industry)



161.602

Employees

22,2%<sup>1</sup> (% of total Manufacturing Industry)



€5.8B

Gross Value Added

23,3%<sup>1</sup> (% of total Manufacturing Industry)

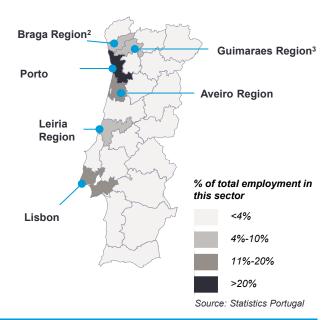


€21,1B

Turnover 20,6%<sup>1</sup> (% of total Manufacturing Industry)

#### Employment in the sector | 2021

The Portuguese regions highlighted in the map comprise 74% of the total Advanced Manufacturing industry employees in Portugal.



#### Portugal's Advanced Manufacturing industry exports

**Exports of Advanced** Manufacturing products in 2022



2018-22 CAGR4 of Advanced Manufacturing industry exports

Weight of sector's exports in total Portuguese exports, 2022

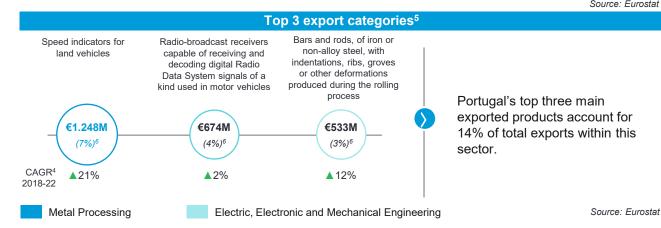


#### Largest export markets:



The Advanced Manufacturing Industry is the strongest exporting industry of the Portuguese economy, selling in over 200 markets, including advanced EU economies (e.g., Germany) and sophisticated and distant markets (e.g., USA).

Source: Eurostat



- 1. Share of total Manufacturing Industry.
- 2. Cávado
- 3. Ave
- 4. Compound annual growth rate (CAGR).
- 5. The top 3 export categories (combined nomenclature) are: 9029.20.31; 8527.21.20; 7214.20.00.
- 6. Share of total exports in the sector.

## ... supported by a dynamic and sophisticated sourcing, training and innovation ecosystem that has attracted FDI



#### **Education**

- ▶ Portugal boasts a well-educated and skilled workforce in the fields of Advanced Manufacturing.
- ▶ Prominent universities in Portugal (e.g. University of Aveiro), have earned global recognition for their programs in this field.

#### Advanced Manufacturing industry ecosystem



Innovation and **Technology Centres** 

► The industry is

underpinned by a strong R&D, innovation and vocational training ecosystem (spearheaded by **IEFP and CENFIM)** that promotes effective knowledge transfer.



#### **Companies**

▶ The presence of relevant multinational companies in Portugal proves that Portugal relies on an attractive and sophisticated **business** environment committed to reaching a global reach.



**Industry Associations** 

▶ The sector is underpinned by relevant industry associations that represent its interests and undertake collective promotion activities, namely in the main international fairs.

#### Foreign investors in Portugal

Portugal has been chosen as an investment location by several multinational companies.











































#### **FDI attractiveness factors**



Cornerstone of the manufacturing sector



Skilled human resources



High productivity



Strength in spheres such as precision mechanics, automation and engineered parts



Strong collaborative networks

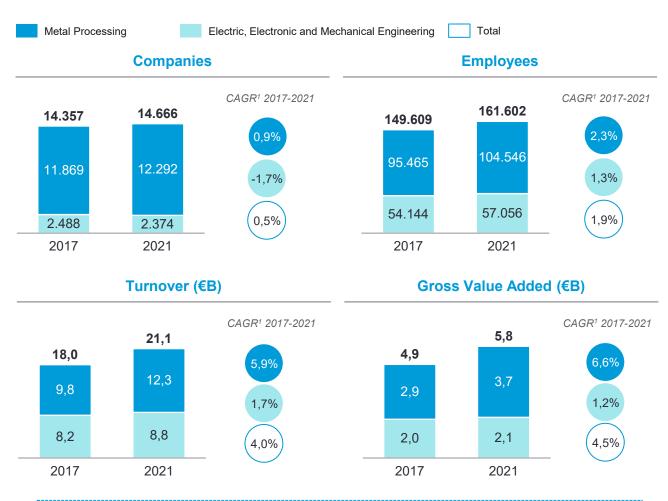


Relevant M&A dynamics



## Metal Processing generates more than 50% of the Advanced Manufacturing industry's turnover & GVA

- Advanced Manufacturing which includes the Metal, Mechanical and Electronics segments - is Portugal's leading manufacturing and export sector, a key pillar in Portugal's competitive positioning in the world economy.
- ▶ Quality, precision, innovation and reliability from engineered parts and solutions, to automation or metal mechanics, Portugal has strengthened its global position in the production of smaller, high-added value series, providing flexibility at a remarkable price/quality ratio, and targeting clients in sectors ranging from automotive to aeronautics, or equipment manufacturing.
- The sector has been on foreign investors' radar, with multiple international companies establishing a production footprint in Portugal, mainly in North and Centre regions.
- On the economic-financial front, the sector's turnover stands at around €21,1B, while the value-added is €5,8B.
- In 2021, the sector represented 22% of the companies in the manufacturing industry and employed 22% of its workforce.
- Note that the metal processing subsector outperforms the other subsector in every indicator and boasts the highest average annual growth.





Within the group worldwide, Portugal is increasingly a reference, with a clear formula for success: Invented in Portugal and made in Portugal with Portuguese talents."

Javier González Pareja, President of the German group in Portugal and Spain (2022)

Bosch (German Company) was established in Portugal in 1912

# Advanced Manufacturing is Portugal's largest goods exports sector, reaching record highs year after year

- The Advanced Manufacturing Industry is the largest exporting industry of the Portuguese economy, selling in over 200 markets and reaching record export figures in 2022 (more than €19B).
- The Portuguese Industry has strengthened its international reach, namely in Spain, Germany,
- France, the UK, Italy, Angola and North American markets, namely the USA.
- Further, the Portuguese sector exported more than half (55%) of its production to foreign markets, revealing the industry's external competitiveness.

#### **Main export indicators**

€19B Exports of Advanced Manufacturing Industry products, 2022 A8,8%

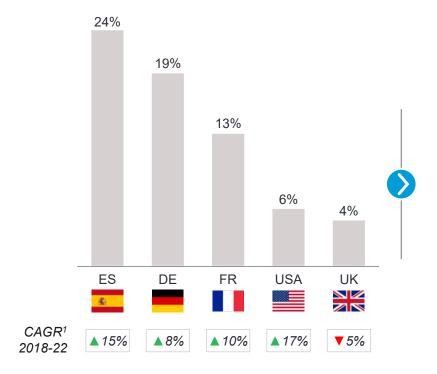
CAGR¹ 2018-22 of

Advanced Manufacturing

**Industry exports** 

Weight of Advanced Manufacturing Industry exports in total Portuguese exports, 2022

#### Largest export markets | 2022



- ▶ Spain, Germany, France and the USA topped the ranking of the main destinations of the Portuguese Advanced Manufacturing products exports in 2022, also recording significant average annual growth. More than 40% of the sector's products are exported to Spanish and German markets.
  - The USA came in fourth place, revealing the sophistication and global positioning of the sector, which serves both advanced EU economies (e.g., Germany, United Kingdom, etc) and demanding and distant markets.



Portugal is an attractive location to invest, mainly because of the talent and skills of its human resources, and it's a great investment destination for other German companies."

Stephan Meiswinkel, CEO SEW-Eurodrive (German Company) was established in Portugal in 1990

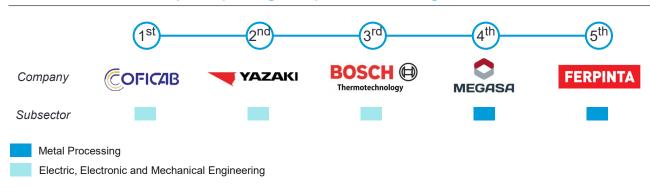
1. Compound annual growth rate (CAGR). Source: Eurostat; Banco de Portugal.

# 63% of Portugal's total Advanced Manufacturing products exports are electric, electronic and mechanical products

#### **Most exported products in the Advanced Manufacturing industry** | 2022

	Product name	Advanced Manufacturing subsector	Exports in 2022 (€M)	CAGR <sup>1</sup> 2018-22 (%)	Weight on total Portugal Advanced Manufacturing exports (%)
1	9029.20.31: Speed indicators for land vehicles	Electric, Electronic and Mechanical Engineering	1 239	▲21%	7%
2	8527.21.20: Radio-broadcast receivers capable of receiving and decoding digital Radio Data System signals, of a kind used in motor vehicles, only capable of being operated with an external source of power, combined with sound recording or reproducing apparatus incorporating a laser reading system	Electric, Electronic and Mechanical Engineering	672	▲2%	4%
3	7214.20.00: Bars and rods, of iron or non-alloy steel, with indentations, ribs, groves or other deformations produced during the rolling process	Metal Processing	533	▲12%	3%
4	7308.90.98: Structures and parts of structures of iron or steel, n.e.s. (excl. bridges and bridgesections)	Metal Processing	455	▲25%	2%
5	8480.71.00: Injection or compression-type molds for rubber or plastics	Metal Processing	424	▼8%	2%
6	8537.10.98: Boards, cabinets and similar combinations of apparatus for electric control or the distribution of electricity, for a voltage <= 1.000 V (excl. switching apparatus for line telephony or line telegraphy, numerical control panels with built-in automatic data-processing machines, programmable memory controllers and touch screens)	Electric, Electronic and Mechanical Engineering	365	▲8%	2%
7	8542.31.90: Electronic integrated circuits as processors and controllers, whether or not combined with memories, converters, logic circuits, amplifiers, clock and timing circuits, or other circuits (excl. in the form of multichip or multi-component integrated circuits) and touch screens)	Electric, Electronic and Mechanical Engineering	286	▲71%	2%

#### **Top 5 exporting companies in Portugal** | 2022

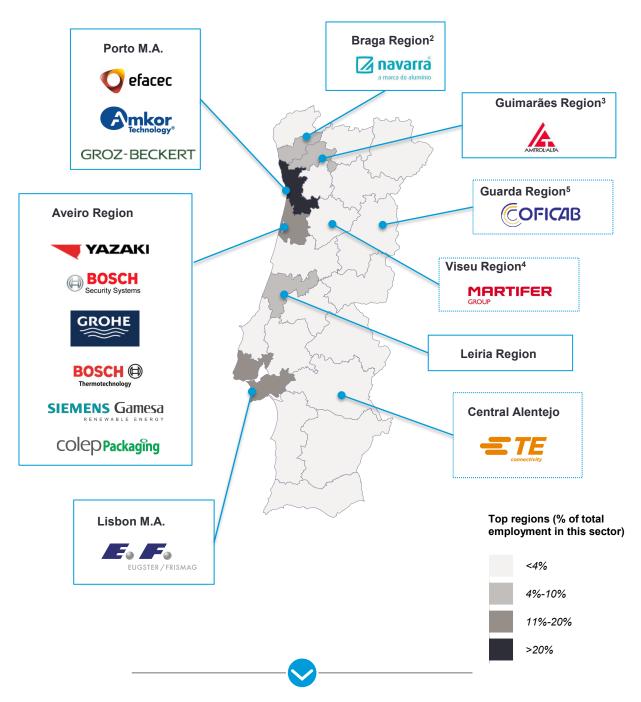


<sup>1.</sup> Compound annual growth rate (CAGR) between 2018-2022. Source: Eurostat.

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# Employment in the Advanced Manufacturing industry is mostly concentrated in the North, Centre and Lisbon M.A.

Geographical distribution of employment in the Advanced Manufacturing Industry and top 15 employers<sup>1</sup> in the sector | 2021



- More than 90% of employment in the Advanced Manufacturing industry is located in the North, Centre and Lisbon regions.
- ➤ The regions highlighted in the map comprise 74% of the total industry employees, corresponding to 80% of the total sector turnover. In general, the sector is mainly concentrated in the high-density coastal areas.
- Porto Metro Area and Aveiro Region stand out for displaying more than 40% of the sector's workforce. Four of the biggest companies, in terms of number of employees, are located in these regions (Efacec, Yazaki, Bosch Security Systems and Grohe). All of them are operating in the Electric, Electronic and Mechanical Engineering subsector.
- 1. Companies ranking by number of employees.
- 2. Cávado
- 3. Ave
- 4. Viseu Dão Lafões Source: Sabi, INE.

# Portugal has been selected as an investment destination by several multinational companies

Most recent investments undertaken by foreign companies in Portugal

- Swiss Group Conextivity (formely Fischer Connectors) announced, in 2022, the construction of a new production site in Amarante to assemble connectors and cable solutions. The new plant started production in 2023.
- This translates into **an investment of €14M** in a factory that may "employ up to 400 people", in ten years, according to the Group.





- ► Brazilian manufacturing group WEG announced, in 2022, the construction of a new factory in Santo Tirso to expand the production of large Electric Motors and MV/HV drives. in a €23M investment.
- ▶ The facility will boast the most advanced test laboratory in Europe, suitable for full-load testing of WEG's new product portfolio, empowering customers to remotely monitor tests in real time.
- Bosch will install a new production line to manufacture heat pumps at its thermotechnology facility in Aveiro, creating 300 jobs until 2024, in addition to the current employment of circa 1000 FTE.
- The investment of €12M will allow Bosch to manufacture external units for both air and ground source heat pumps, in addition to the internal units it already produces.





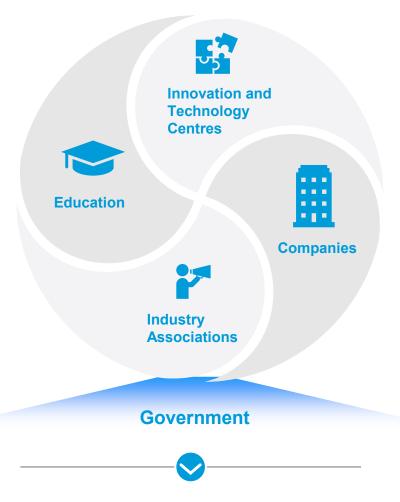
- Announced in 2018, the Coficab Group, a Tunisian multinational already established in Portugal (Guarda) since 1993, will invest €30M in the construction of a new industrial unit in Guarda, which will create around 300 jobs.
- ➤ This new project will operate at the Guarda Logistics Platform and will be dedicated to the development of automotive cables with 4.0 technology.

Source: Official company website.



## The Advanced Manufacturing ecosystem in Portugal underpins its competitiveness and sustainability efforts

**Advanced Manufacturing Industry ecosystem in Portugal** 

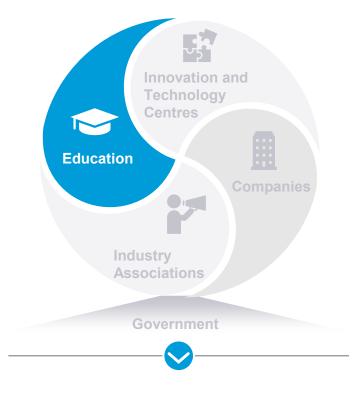


In general, the Advanced Manufacturing ecosystem in Portugal comprises four main axes, connected with each other and the Government, a key stakeholder in facilitating its growth

- ▶ In recent years, the Advanced Manufacturing sector has been facing challenges concerning Environmental Sustainability (Green Transition) and Digitalization, automation and robotics (Digital Transition). These have been major issues featuring in both political agendas and the business strategies of manufacturing companies.
- Portugal is committed to adapting to the new industrial paradigm, embracing digital and automated solutions, in line with the "Industry 4.0" paradigm and the European Commission's strategy for (re)industrialisation and the European Green Deal.
- To ensure the continued growth of the Advanced Manufacturing Industry in Portugal, world-renowned universities are educating the future workforce and valuable collaborative training and technology transfer networks.
- In addition, Portugal counts on sophisticated industry associations that closely monitor sector trends, facilitating the sector's consolidation and international expansion.

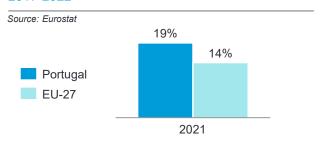
# Portugal has a skilled workforce, particularly in Advanced Manufacturing

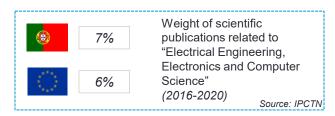
#### Advanced Manufacturing Industry ecosystem in Portugal | Education



- Portugal boasts a highly educated and skilled workforce, educated in its world-class universities.
- ▶ In 2021, 19% of the total graduates in the country stemmed from the "Engineering, manufacturing and construction" fields<sup>1</sup>, making Portugal the 3<sup>rd</sup> country with the highest percentage of graduates in these fields in the EU.
- ► Furthermore, several prominent Portuguese universities, including as an example, the University of Aveiro, have earned global recognition for their undergraduate and postgraduate programs in Advanced Manufacturing industry fields.

## Share of "Engineering, manufacturing and construction" graduates<sup>1</sup> in total graduates | 2017-2022





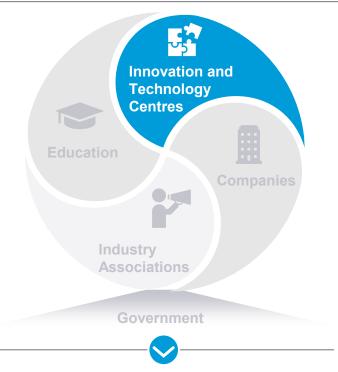
Portuguese University in the European ranking of the best universities in the Advanced Manufacturing segments<sup>2</sup> | 2023

Source: EduRank, 2023 – total of 2.785 universities



## The knowledge and technology transfer in Advanced Manufacturing is supported by a collaborative ecosystem

Advanced Manufacturing Industry ecosystem in Portugal | Innovation and Technology Centres



➤ This industry is supported by a sophisticated R&D, innovation and training ecosystem that promotes the effective transfer and enhancement of knowledge in an increasingly demanding world.

#### Did you know that ...

...the **technological centre CATIM** is building an energy efficiency and eco-design testing laboratory, to support companies in exploring the opportunities arising from the hydrogen economy, digitalization (IoT) and the circular economy?

#### Metal Portugal's Collaborative Training and Technology Transfer Networks

# Competitiveness clusters PRODUTECH Production Technologies Cluster Engineering & Tooling ® Competitiveness hub for Engineering & Tooling Collective efficiency initiatives that

Collective efficiency initiatives that contribute to the innovation, qualification and technological modernization of the sector, upgrading the level of competitiveness of Advanced Manufacturing in Portugal.

#### R&D centres



 Institute for Systems and Computer Engineering, Technology and Science

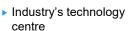


 Institute for Science and Innovation in Mechanical & Industrial Engineering

 National R&D institutions that contributed to a 6% average growth between 2014-2021 of R&D investment.

## Training centres & technological interfaces













 Manufacturing's vocational training

 Leverage the innovation necessary for the sector's growth and qualify the workforce by adapting it to the specific profile requirements of this industry.

# The Advanced Manufacturing companies in Portugal are strongly oriented towards international markets

**Advanced Manufacturing Industry ecosystem in Portugal | Companies** 



**Top 5 foreign Advanced Manufacturing companies in Portugal in terms of turnover** | 2021

The presence of relevant multinational companies in this ranking underlies the country's attractiveness for foreign investors.

- Furthermore, it signals the sophistication of the business environment, as this sector is a supplier for other industries' value chains.
- In general, the top 5 foreign companies are strongly focused on the Electric, Electronic and Mechanical Engineering segment.

Company Subsector







Electric, Electronic and Mechanical Engineering



Electric, Electronic and Mechanical Engineering



Electric, Electronic and Mechanical Engineering



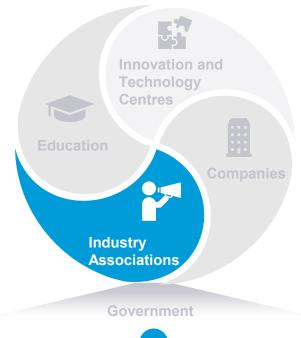
Electric, Electronic and Mechanical Engineering

Source: Sabi, Companies websites

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### AIMMAP, ANIMEE and ANEME are well-established industry associations that play a key role in this sector

Advanced Manufacturing Industry ecosystem in Portugal | Industry Associations





- ► The Advanced Manufacturing sector in Portugal is supported and promoted by long-established > Also, it stands for the collective brand industry associations.
- They provide specialised technical services. and international promotion activities, including supporting the participation in international fairs, invitations to international buyers/opinionmakers, and hosting awareness sessions and workshops. Overall, the associations play a key role in the

sector's growth and international awareness.

"Engineering & Tooling from Portugal" which is aimed at promoting the Portuguese Engineering & Tooling Industry (in particular, the mould sector), both nationally and internationally, through its regulation as a collective association brand, registration and valorization in the national space and international markets.



#### **Associations representing the Advanced Manufacturing sector**



AIMMAP represents the

Advanced Manufacturing

Industry, namely its metal

internationalization and

cooperation.





aneme



ANEME's mission is to promote the competitiveness and internationalisation of its member companies in the metallurgical and electromechanical sector and to represent them before any public or private bodies.





**ANIMEE** supports the development of industrial and commercial activity, technological research and professional training in the Electrical and Electronic Sector. Currently, the association represents the main companies operating in these fields.

#### Did you know that ...

...TICE.pt is the Portuguese ICT Cluster and its mission is to build a collaborative platform that engages the main actors of the ICT sector towards innovation, R&TD, knowledge transfer, advanced training and internationalisation, among others?



#### Did you know that ...

...Cefamol is the Portuguese Mould Industry Association, and its mission is to develop the moulding industry in Portugal, namely through promoting business partnerships, fostering technology, organizing events in Portugal and abroad, promoting R&D projects.



## The Metal Processing Industry subsector is engaged in innovation, supplying advanced markets

#### **Metal Processing**

- The Metal Processing subsector in Portugal displayed relevant exports growth between 2018 and 2022, based on the strong increase in sales to markets including Italy, Norway, Ireland, Finland and the USA. These exportations were leveraged by the sector's increasing international focus (e.g. over the last years, AIMMAP and AICEP approached reach out to companies in more than 30 markets, with the most diverse initiatives, such as organisation of business missions in markets of high potential non-traditional for exports of the sector, organisation of collective stands at reference fairs in the area of industrial subcontracting, presence at reference fairs in the subsector of machine tools, etc).
- The industry's main customers are located in advanced EU economies and other equally sophisticated and more distant markets: the USA features in the top 5 main destination markets for Portuguese exports, with a 72% growth rate between 2018 and 2022.

**€7B** (▲36%) (12%)

Metal Processing products exports | 2022 (2018-2022 growth) (share of total manufacturing industry)

Source: Eurostat

- ► The relevance of the Metal Processing subsector is highlighted by its weight both in the total GVA generated in the country as a whole (3%), as well as in the manufacturing industry (15%) in 2021.
- Also, there are various fields/skills with a relevant dynamic in Portugal, including precision mechanics, electric motors, automation, hardware and software development, systems integration and development, functional and quality testing for electronic devices and robotics, industrial robot cells, fully automated production lines, peripheral and customised equipment, laser cutting systems, general artificial vision systems and deep learning vision systems, among others.
- In general, the competitiveness of the Portuguese sector is based on technical and engineering capacity, the incorporation of modern design requirements, and highly qualified human resources in production and control.

€3,7B (64%)

Gross value added (share in Advanced Manufacturing Industry) | 2021

Source: Statistics Portugal



...The **Swiss company Sandvik**<sup>1</sup> acquired the Portuguese cutting tool manufacturer Frezite, in 2022, and now the company is part of the group's industrial machinery solutions divisions. Frezite Group will be an active player in Sandvik's future development in the electric car sector and composites for the aerospace industry

...The **Swedish company ASSA ABLOY**¹ has signed, in 2021, an agreement to acquire the hardware division of the MR Group, one of the main suppliers of hardware for aluminium profile systems and locks in Portugal.

ASSA ABLOY



...The **Swiss company Sycrilor**<sup>1</sup>, established in Portugal with a jewellery production centre for the world's leading luxury brands since 2017, represents a development of a "new cluster" oriented to the precision mechanics industry. In 2021, the company has recently expanded its presence in Portugal, investing in a new fabric that will create at least more 40 to 50 jobs.

...Operating in Portugal since 1996, the **German company Böllinghaus Steel**<sup>1</sup> is a specialist in hot-rolled and cold-drawn stainless-steel profiles for the most technically demanding applications. Several thousand tons of steel are processed every year at its factory in Vieira de Leiria, Portugal. Also, **the company will invest €32M over the next six years**, aiming to increase installed capacity, broaden the range of products on offer, improve product quality and energy efficiency and provide better safety conditions at work.



## The Electronics subsector reveals strong digital maturity, supported by significant R&D and tech capabilities

#### **Electric, Electronic and Mechanical Engineering**

- ► The Electric, Electronic and Mechanical Engineering subsector's ability to stand out internationally is based on the incorporation of automation, robotics, Industry 4.0 and customisation, handled by highly specialised human capital.
- ▶ To support this differentiation strategy, Portugal's investment in R&D in the Electronics subsector grew 41% between 2016 and 20201, according to DGEEC (IPCTN).
- ▶ Indeed, Portuguese companies have strongly invested in innovation in various fields (e.g., artificial intelligence, cybersecurity, robotic automation or digital tools).
- Companies such as Glartek, Controlar, Neadvance, Motofil, among many others, developed sophisticated solutions in the areas of automation and robotics.
- Portugal counts on entities that support and leverage the electronics cluster, such as CINEL
  - Professional Training Centre for the Electronics,

- Energy, Telecommunications and Information Technology Industry, and the Portuguese Electrotechnical Institute – a private company, which provides services in areas including inspection, testing, calibration, training or consulting.
- ▶ Moreover, the sheer volume of this industry's exports and its geographical pattern underpin the sophistication and high positioning of its products.
- Portugal is also recognised internationally for its strong potential in this segment. A recent highlight is that Portugal was the partner country at Hannover Messe 2023 - the biggest industrial technology fair in the world. At Hannover Messe 2023, Portuguese companies presented innovative technologies, such as an autonomous mobile robot forklift. Indeed, Portugal offers solutions for digital transformation worldwide for the automotive, electronics, and intra-logistics sectors.

€12B **(**▲40%) **(**20%**) (**36%**)** 

Electric, Electronic and Mechanical Engineering products exports | 2022 (2018-2022 growth) (share of total manufacturing industry)

Source: Eurostat

€2,1B 19%

Gross value added (share of Advanced Manufacturing Industry) 2021

Source: Statistics Portugal

Share of R&D expenditure in Electric, Electronic and Mechanical Engineering in manufacturing | 2020 Source: Eurostat



... Established in Portugal for 111 years, the German Bosch Group<sup>2</sup> has 3 Portuguese plants (in Aveiro, Braga and Ovar) that are part of the Thermotechnology, Automotive Multimedia and Security Systems divisions, respectively.

...The Swiss company Eugster & Frismag<sup>2</sup>, has been in Torres Vedras, Portugal, since 1989. Focused on assembling coffee machines, it employs 1300 people in the country, supplying multiple leading international brands in this segment.





... The German company Teka<sup>2</sup> was established in Portugal in 1978 to manufacture stainless-steel articles, household appliances and telecommunications products.

<sup>1.</sup>IPCTN (2020).

<sup>2.</sup> Case-studies chosen as main international investors (with the highest turnover in the subsector). Source: SABI Source: Statistics Portugal, Eurostat, Sabi, DGEEC.



# Portugal offers excellent conditions that enhance the country's Advanced Manufacturing attractiveness to FDI ...



## Cornerstone of the manufacturing sector

The Advanced Manufacturing sector is one of the foundations of the Portuguese economy. It is closely intertwined with other industries through supply chain linkages.



#### Skilled human resources

Portugal boasts a highly skilled and multilingual workforce, particularly in the fields of science, technology and engineering/STEM fields. Vocational training centres (CENFIM and IEFP) provide skilled technical profiles that cater to the manufacturing sector's needs.



#### **High productivity**

Strong productivity in the Advanced Manufacturing Industry, highly skilled and specialised workforce, that presented steady growth in the last few years and displays great commitment with virtually absent labour unrest.



## Strength in spheres such as precision mechanics, automation and engineered parts

The segments based on high and mediumhigh technology including precision mechanics, automation and engineered parts, are at the core of the Advanced Manufacturing Industry in Portugal.



#### Strong collaborative networks

The industry is supported by a collaborative network involving renowned R&D institutions, training & technology centres as well as business associations to support constant innovation and the accelerated growth of metal companies.



#### Relevant M&A dynamics

The number of M&A transactions concerning the metal sector has grown sharply. Out of the total of 33 transactions identified in the last years, 55% were carried out by international buyers, mainly from Spain, France, the Netherlands and the USA.



External challenges to which the Advanced Manufacturing industry in Portugal is responding



Industry 4.0 (Digitization, Factory of the Future) is helping the Advanced Manufacturing sector to become more efficient The European Metal industry has positioned Circular Economy as one of its top priorities

Access to the European market by EU members brings funding opportunities and a harmonized regulatory framework



## Advanced Manufacturing economic activity codes and combined nomenclature<sup>1</sup>

NACE	Description	Subsector	
24	Manufacture of basic metals	Metal Processing	
25	Manufacture of fabricated metal products, except machinery and equipment		
26	Manufacture of computer, electronic and optical products	Electric, Electronic and Mechanical Engineering	
27	Manufacture of electrical equipment		
28	Manufacture of machinery and equipment n.e.c.		

CN	Description	Subsector		
7214.20.00	Bars and rods, of iron or non-alloy steel, with indentations, ribs, groves or other deformations produced during the rolling process			
7308.90.98	Structures and parts of structures of iron or steel, n.e.s. (excl. bridges and bridge-sections)			
8480.71.00	0.71.00 Injection or compression-type molds for rubber or plastics			
8527.21.20	Radio-broadcast receivers capable of receiving and decoding digital Radio Data System signals, of a kind used in motor vehicles, only capable of being operated with an external source of power, combined with sound recording or reproducing apparatus incorporating a laser reading system			
8537.10.98	Boards, cabinets and similar combinations of apparatus for electric control or the distribution of electricity, for a voltage <= 1.000 V (excl. switching apparatus for line telephony or line telegraphy, numerical control panels with built-in automatic data-processing machines, programmable memory controllers and touch screens)	Electric, Electronic and Mechanical Engineering		
8542.31.90	Electronic integrated circuits as processors and controllers, whether or not combined with memories, converters, logic circuits, amplifiers, clock and timing circuits, or other circuits (excl. in the form of multichip or multicomponent integrated circuits) and touch screens)			
9029.20.31	Speed indicators for land vehicles			

<sup>1.</sup> The combined nomenclature codes mentioned in the table above are exclusively the ones referenced in this report in page 9. For the purposes of computing the industry's overall figures, the list available at the excel file that can be consulted in the Invest in Portugal site was used.

AICEP is a one-stop shop entity responsible for attracting top foreign companies to invest in Portugal. It offers comprehensive support services, including guidance and coordination with Portuguese entities involved in the investment process.

AICEP works as a flexible government business entity with streamlined free-of-charge services, offering a dynamic approach focused on the client/investor and allowing direct negotiation with companies through a tailored approach to their requirements.

AICEP is a single point of contact for foreign investors in all phases of the decision process:

- Enquiry-handling phase: provides comprehensive, accurate information, data, and benchmark reports.
- Site Location: provides different site proposals according to project specifications. Help partnerships with local entities.
- Fact-finding visits: organizes site visits to meet local authorities, recruitment firms, office space providers, and universities, among others.
- Aftercare: a key account manager will assist regularly.

#### **EY** | Building a better working world

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