INVEST IN MURCIA SPAIN

REGION A SMALL OF BIG LOCATION MURCIA FOR





TABLE OF Contents



) INTRODUCTION

RegionofMurcia1
Maps2
Highlights3



ECONOMY

Summary4
Regional Sectors5
Sectors:
Tourism7
Agrofood9
Auxiliary Industries11
Aquaculture
Plastics and Rubber15
Logistics17
Energy19
Water Supply and Management21
Chemistry and Pharmaceutical23
ICT
Imports/Exports27
Comparative Data28



INFRASTRUCTURES

Summary	29
Transportation	30
High-speed Train	31
Airports	32
Ports	33
Highways	34



WORKFORCE

Summary	5
Universities Map 30	6
Facts and Highlights 3	7

QUALITY OF LIFE

Summary	
Graphs	39
Benefit Comparative Chart	40

INVEST IN MURCIA

UNAI Bureaucratic Simplification	41
Services Offered	42
Foreign Investors in Spain	43
Benefits of Setting up in Murcia	44
Investing Companies	. 45
Reasons to Invest In Murcia	47

CONTACT

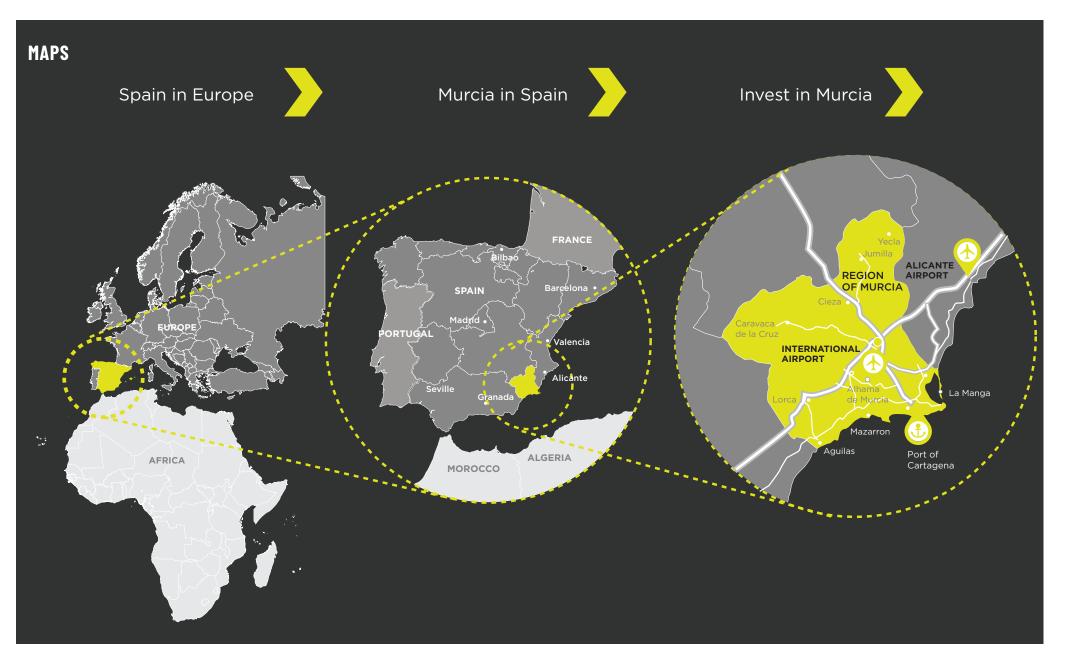
INFO......48



The Region of Murcia is a small, single-province Region located on the Southeast of Spain, in the heart of the Mediterranean coast. The Region of Murcia, with a solid business network in both traditional and emergent industries, is well prepared for the increasingly globalized and competitive economy of the 21st century. In addition to its over 300 days of sunny weather per year, beautiful landscapes and delicious Mediterranean cuisine, the region is known for having a very competitive cost of living compared to national and European averages. The Region of Murcia has a population of 1,511,253 inhabitants, of which almost a third (30.4%) live in the municipality of Murcia. Despite its famous seaside resorts, the region is not amongst the most known even within Spain, so it continues to be relatively unspoiled compared to other more overcrowded areas of the Spanish Mediterranean coast. Nevertheless, its average 21°C temperature, 250+ km of beaches, monuments and mountains have attracted tourists for decades.

Murcia is one of the Spanish Regions that has grown the most in the last years, becoming an ideal destination for services, shopping and the organization of cultural events and conventions.

Murcia, the capital city, is the 7th largest Spanish city and an important University town with more than 34,000 students per year. Cartagena, the region's 2nd largest city, is amongst the main port cities in the country. Lorca is the third most important city in the Region of Murcia.





Population of the Region of Murcia

1,511,253

Kilometers of Beaches

274

Average Temperature

21ºC

Days of Sun

+300

Largest City in Spain

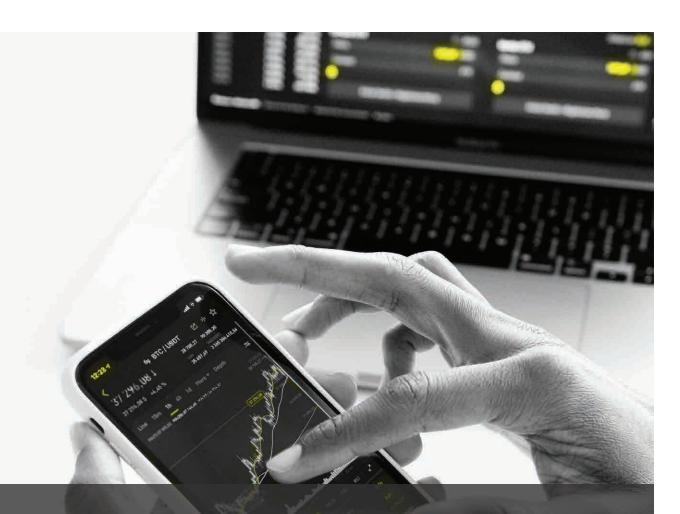
7th

Regional GDP in 2021*

4.6%

Source: *Forecast by Murcia's Association of Economics





The business environment of the Region of Murcia is innovative, open and competitive, combining the experience and know-how of old traditional companies with the drive and determination of young entrepreneurs. Murcia is a commercial destination not only for those within the region, but also for thousands of people from neighboring provinces who come here to benefit from the large variety of options offered. Traditionally, Murcia was known for being an extraordinary farming region, mainly due to its excellent climate and soil characteristics. However, the excellent location and entrepreneurial nature of our people, made investors realized a few decades ago that this was a great region not only for auxiliary farming industries, but also for cutting-edge sectors such as chemistry and ICT. Don't take our word for it, just look at the indicators! The Region of Murcia is home to a wide range of growing business sectors. International companies continue to set up their facilities confiding in Murcia to facilitate their overseas operations. All these reasons led to Murcia being considered by the Financial Times amongst the main European Cities in terms of investment strategy and opportunities, thus adding to the many reasons why companies continue to choose our region as their place of business.

REGIONAL SECTORS

PRIMARY

The Region of Murcia is a major producer of fruits, vegetables and flowers not just in Spain, but in all of Europe. Just go to any supermarket in Northern Europe, check the veggies section, and you will see the name of many of our companies on your shelves!

Associated to this powerful primary industry, the creation of a sector specializing in the transformation of agricultural products over one hundred years ago, has led to significant agricultural modernization. On these bases, the Region has set about its expansion, confidently undertaking the necessary social and economic changes required to compete.

SECONDARY

This sector is comprised of export-oriented companies specializing in industrial production and energy and petro-chemistry, with Escombreras being a major hub where key international companies in this sector have built plants. Canning companies as well as multinational corporations producing and marketing foodstuffs and beverages, are two areas in which Murcia also houses some relevant names in the international arena. Other important business activities carried out in the region within the secondary sector include furniture, pharmacy and shipyard.

TERTIARY

The Region has a dynamic tertiary industry. Within this industry, construction is currently thriving, services remains as a region's backbone, and tourism has not ceased to grow, being now a pillar of economic growth and job creation. Murcia is not only a sunand-beach destination, but also a congress tourism favorite, with some venues amongst the best in Southern Europe. Cartagena, with its modern port, has achieved cruise ship tourism growth rates of up to 10% yearly, with 250,000 visitors in 2019 (25% yearly increase). Caravaca de La Cruz, one of five Christian holy cities worldwide, is a must-do trip for pilgrims and travelers looking for an inspiring place. And let's not forget that our ever-sunny region is a great golf destination all year round, with many courses scattered around Murcia.

Fact 01

With just over 2.2% of Spain's territory, the Region of Murcia accounts for 20.2% of the national fruit and vegetable export revenue. In the case of lettuce, grapes, celery, lemon, cabbage, spinach and melon, that percentage is well over half (54%)!!!! Source: FEPEX

Fact 02

The expansion upgrade and project carried out by Repsol in its Cartagena refinery is the largest industrial investment ever made in

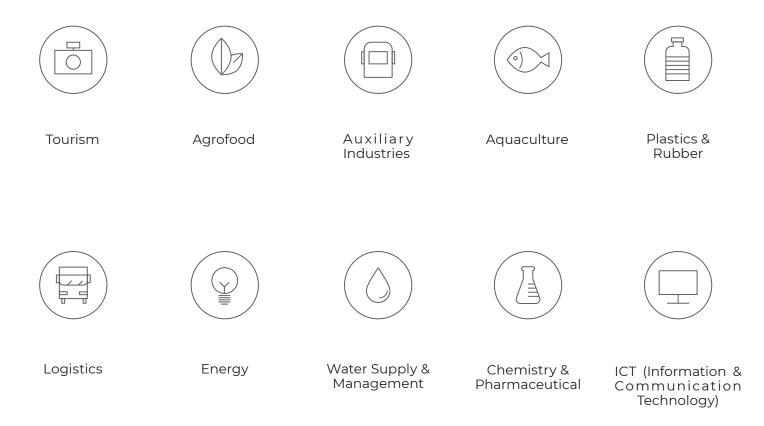
> Spain: €3.2 billion!!!!

Fact 03

Important companies with a reputation for beina maior employers have set up and invested in this regional industry, which employs a staggering 60% of the regional population.



MAIN BUSINESS AREAS





The word Spain is a synonym of tourism. Our country, with a population of 46 million, has been the second most visited worldwide for a number of straight years! These numbers continue to grow, both in arrivals from other countries as well as in turnover and national GDP contribution.

Murcia is a small region but its size is no obstacle when it comes to tourist arrivals: over 5.4 million in 2019. Over the last few years, Murcia has focused on diversifying its tourist portfolio, which now includes options in sun and beach, mountain, golf and water sports, natural parks, gastronomy, health centers, congresses, as well as wine, cultural and religious destinations. Compared to other Spanish regions, the average stay of tourist in our region is 11.9 days, significantly higher than the national average (7.2 days). In fact, Murcia is the Spanish region where tourists choose to stay longer.

In the past, British tourists used to account for over 70% of international visitors to our region. Nowadays, the origin of tourists in the region of Murcia has diversified significantly. Although Britons remain the main group of visitors, the number of tourists coming from France, Nordic Countries, Germany and Ireland, amongst others, has increased considerably.

The regional government, aware that there is still much to be done within the tourist sector, has not only contributed to diversifying the origin of tourists, but also created a portfolio to show investors the most interesting business opportunities within this industry.

As a whole, tourist activities provide direct employment to 56,057 workers in the region, 64,500 when indirect jobs are considered. Direct tourist employment contributes 12% to the Region's total (14.1% if indirect jobs are added), with an increase of over 4% in the last five years. During that time, deseasonalization has become a strong factor contributing to consolidate employment in this industry, complementing the traditional "beach and sun" option with other appealing year-round leisure options.

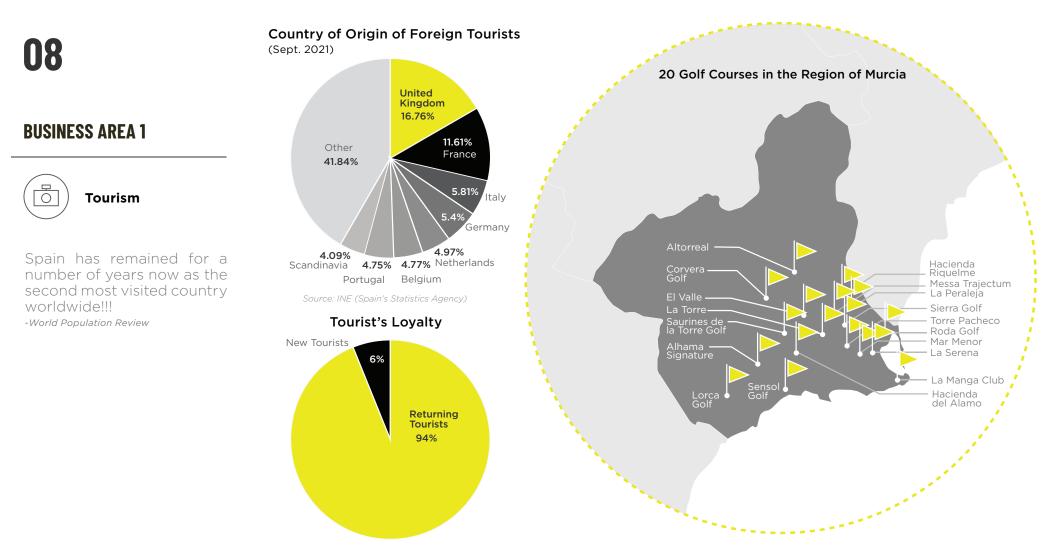
Tourism plays a key role in the socioeconomic structure of Murcia.

Regional tourist activities have consistently been contributing between 10-12% of Murcia's GDP over the last few years. Since the main parameters within this industry have improved, namely the number of tourists, as well as the time and money they spent in our region, the region's network of product and service suppliers has also consolidated, providing visitors and companies in the tourist sector with an increasingly varied service portfolio.



www.investincostacalida.com





Source: ITREM (Murcia Region's Tourism Institute)

INDUSTRY HIGHLIGHTS

Caleia, operator of the 5-star Mar Menor Golf Resort, as well as the US corporations **Sheraton**, operator of Hacienda del Alamo, and **Hilton**, operator of La Torre Double tree, are key investors. Other important companies are **Phoenix**, owner of one of two 5-star hotels in the Region, as well as **Occidental** and **Tryp**, owners of iconic hotels in Murcia. **Roc Hotels**, owner of the Hotel Doblemar in La Manga, is another key sector player. In total, sectoral investment is calculated at €560 million last year, a figure expected to increase in the short term due to the excellent prospects of the industry. A key contributor to those prospects is golf tourism. The Region's great weather attracts golf players throughout the year to its 20 high-quality courses, all within 50km of each other and designed by big names including Jack Nicklaus, Dave Thomas and Seve Ballesteros.



Agrofood

Although catch phrases can be inaccurate, the saying "Region of Murcia, orchard of Europe", is spot on. The Murcian agrofood industry, pillar of the regional economy, accounts for 33% of employment and 34% of production in the region. Furthermore, this sector is a driver for the creation of other innovative, leading-edge industries, such as farming technology, water management, greenhouses, agrofood machinery, packing and packaging, etc.

The Region of Murcia is internationally known for its fruits and vegetables, ancestral expertise in agricultural practices and unique ecological farming conditions. The range of Murcian farming products is vast in terms of fruits, vegetables and nuts.

Aware of current consumer trends and circular economy awareness, the region allocates an increasing percentage of its land to organic production (10%). Although Murcia has been for a long time the Spanish region with the highest percentage of land devoted to organic farming, the region has nearly tripled in the last ten years the land allocated to environmentally sustainable, ecological practices.

Furthermore, the region is at the forefront in the production of 4thand 5th-range food products, which combine advanced processing with healthy properties. In the Region of Murcia, the industry of canned and bottled fruit and vegetables has historically been tied to the local farming production. The regional canning industry, with over two centuries of tradition, undertook a few decades ago a deep technification process which has contributed to enhanced competitiveness. Canned production is marketed mainly to destinations in the EU and the USA.

The regional production of grapes and wine is also important. Murcia, with excellent conditions for vineyard cultivation and wine-making processes, has three Appellations: Bullas, Jumilla and Yecla. Although wine exports dropped 3.5% in 2020, Murcian exports continued to increase once again, this time +5,7%, being the Spanish region with the highest export growth rate. Another important factor of Murcia's wine production is that while the national average marketed under Appellation is 37%. in Murcia that percentage goes up to 56%, a sign of controlled production and quality.

Europe and North America are the main markets of Murcian wines, which are becoming increasingly popular in Africa and Asia as well.

Olive cultivation is also relevant as it is essential for olive oil production. Over the last few years, the Region has significantly increased its production of organic olive oil, thanks partly to an equipment upgrade in most olive mills in the region. Although Italy is the main purchaser of Murcian olive oil (nearly 75% of the total), Japan France, Russia and the UAE also demand our products.

In this sector it is also important to mention the production and marketing of spices, mainly paprika. In fact, Murcia is one of the main paprika producing regions worldwide.

According to Spain's Ministry of Agriculture, the agrofood industry of the Region of Murcia accounts for nearly 41% of all regional exports. It is clear that the region is a national leader, not only in production, but also in the implementation of quality and management systems adjusted to the protocols for good agricultural practices demanded by the main European supermarket chains.



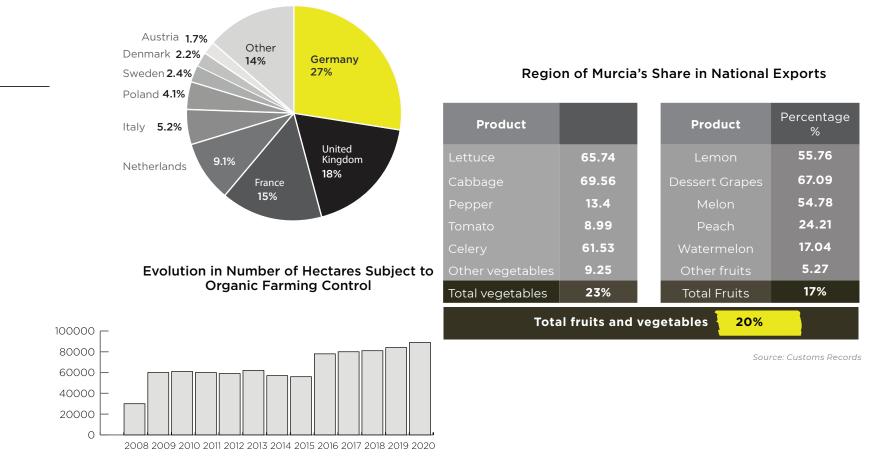
BUSINESS AREA 2

"Region of Murcia,

Orchard of Europe"

Agrofood

Distribution of Exports within EU Countries



Source: CAERM

INDUSTRY HIGHLIGHTS

The agrofood sector combines tradition and innovation. In this context, the Region has an agrofood research network which addresses the business needs of the sector. Furthermore, the universities in Murcia carry out research for the industry through the Liaison Offices and provide a course portfolio adapted to the professional needs of the industry and the students. The main destinations of Murcian exports are EU countries **(78.81%)**, with sales to other world areas, such as Libya, Algeria, Japan and Saudi Arabia, increasing considerably.

Key players in this sector are **G's**, Langmead, Florette, Postres Reina, El Pozo, Ramón Sabater and Agromark, among many others. The Region of Murcia, with only 2.2% of the country's territory, accounts for 20% of the national fruit and vegetable exportation!

BUSINESS AREA 3



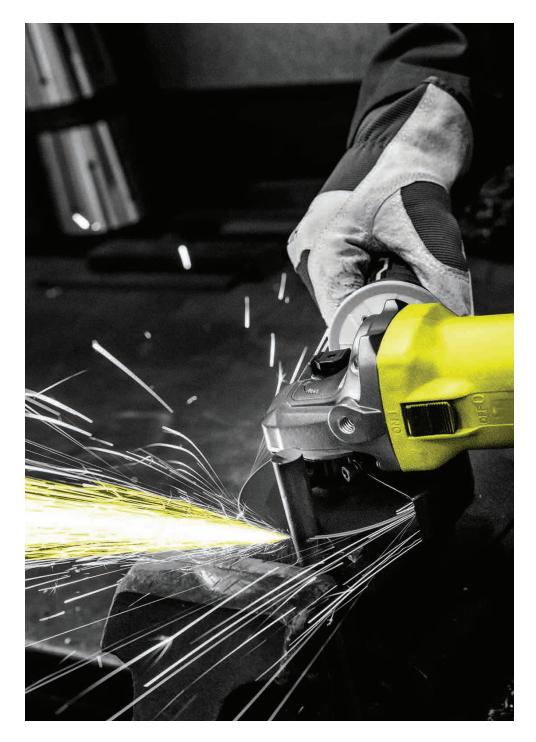
Auxiliary Industries

The auxiliary industries of the Region of Murcia are characterized for maturity and upgrade over the last few years. Murcia, a region of strong mining tradition for centuries, favored the development of a metallurgical sector to process ore-extracted minerals. Nowadays, Murcia's auxiliary industries are known for ongoing use of science, technology and extraction of industrial metals and minerals in an efficient, profitable and environmentally friendly manner. The aim of this sector is to process products that favor regional development and the well-being of the Murcian population.

In terms of numbers, the metallurgical industry was once again a highly dynamic sector, with a growth rate of 10.6 compared to the previous year. This is rather significant considering the fierce competition from metal manufacturers in China and Russia, as well as the high energy costs. A key factor for this sectoral improvement was the "circular economy" (metal recycling), the domestic demand revival (increased car production and construction reactivation) and, above all, the increase of international sales. Some key markets for Murcian exports from this industry in 2020 are Turkey, United Kingdom, Morocco, France, Gambia and Tunisia being the main clients. Over the last few years, this industry has undertaken a solid digitalization process with the aim to further modernize production and enhance productivity. In addition to that, year-on-year employment in this industry has increased nearly 3%.

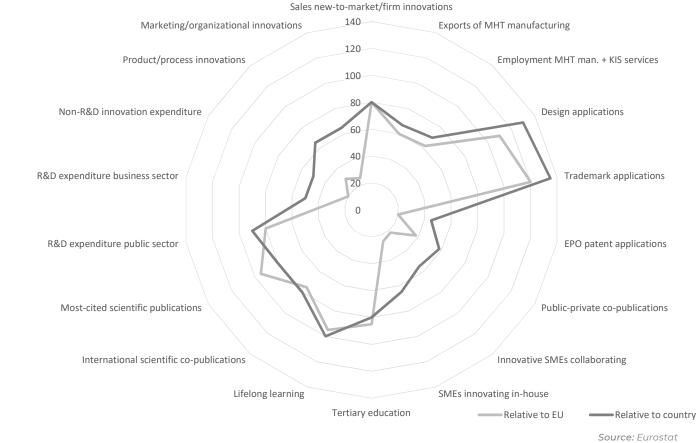
There are about 1.000 Murcian companies specializing in the production of iron, steel alloys and metallic products. These companies, which account for 16.73% of the regional business network, are located mostly in Molina de Segura, Las Torres de Cotillas, Murcia and Cartagena. They have a large product portfolio: tubes, beams, construction structures, forges, car body parts, tin cans, tools and hardware, metallic meshes, doors, tanks, cutlery, ammunition, etc. The sector's turnover is nearing €1 billion.

The metal sector is characterized for a medium-low technological level and an R&D expenditure of 6%. The key activities are metal casting, forging and stamping, as well as construction products and the manufacture of packing and packaging, with Murcia being a national leader.



Innovation indicators in Auxiliary Industry (Region of Murcia, Spain and EU)





BUSINESS AREA 3

12



INDUSTRY HIGHLIGHTS

Murcia becomes a national leader thanks to the work of companies such as Mivisa, with over 100 years in this industry and currently bought out by **KPS, Eviosys,** former **Crown**, and **Auxiliar Conservera**. More recently, the German company **AED Engineering**, specializing in technology for the automotion industry, has set up in our region. Within this industry, it is worthmentioning the role of **FREMM**, an organization coordinating the industry, promoting training courses, channeling innovation subsidies and streamlining processes with the aim to further improve the performance and productivity of sectoral firms and their workers. This industry currently employs some 20,000 people and supplies other key regional sectors, including chemistry and agrofood.



Aquaculture

Aquaculture, following its solid development in the Region of Murcia in the 80's, has established itself as an industry with significant business opportunities after exponential growth over the years.

Although a number of species are cultivated in the region, in terms of revenue the main ones are seabream, seabass and bluefin tuna. The first two are produced in a closed cycle, whereas tuna production is based on capturing fish out in the Mediterranean Sea so that they can be bred and fattened. Mollusk and maigre production is also somewhat important.

Aquaculture has become so relevant in the Region of Murcia, that the construction of a new specialized industrial park is being considered. The new premises would be the fourth of this kind after the ones in San Pedro del Pinatar, Portmán and Águilas. It is important to mention that the region has a sectoral management plan and strategic plan, providing investors with certainty and stability.

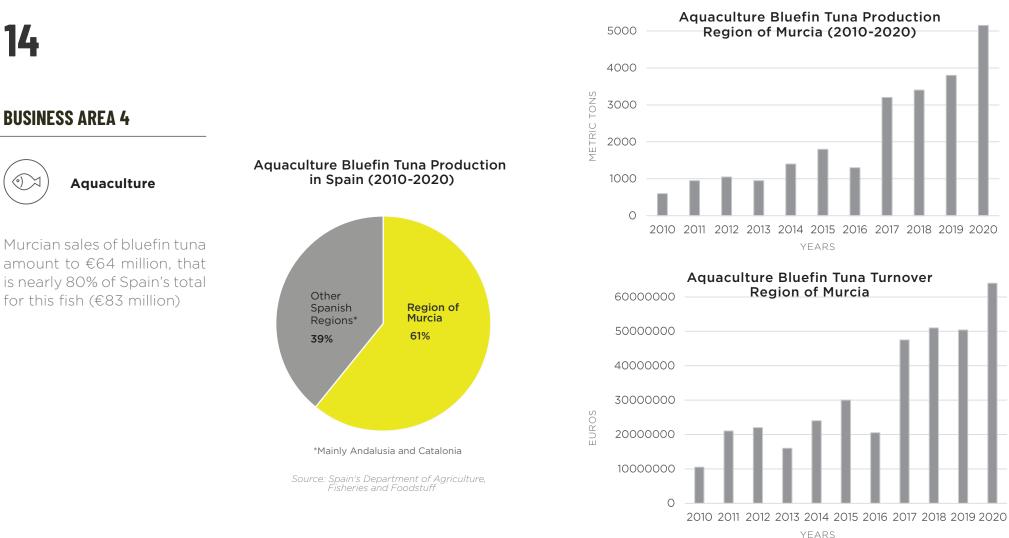
In Spain, aquaculture turnover amounts to \in 530 million, of which over 20% are

contributed by Murcia. If that comparison is made with a high added value species such as bluefin tuna, Murcia is simply way ahead of any other region, accounting for almost 80% of the Spanish production.

These figures spectacular are considering the small size of the region in relation to the rest of the country. A number of reasons behind Murcia's large aquaculture production are its significant business network development, investment efforts and water quality. These aspects, together with swell cycles favoring different temperatures and nutrients, make Murcia an ideal place for producing multiple species. Furthermore, there are many well-equipped fishing ports as well as a modern transport network by road, sea and air that facilitates rapid distribution of perishable products such as fish.

A complete network of infrastructures has developed in parallel to this industry, as well as auxiliary sectors that market cages, nets, water treatment equipment, antifouling products and feed. The growth potential of the Murcian Aquaculture industry is remarkable, especially considering the increase in world population foreseen by FAO: 10 billion people worldwide in the 2030-2040 decade. Aquaculture, in addition to being an important source of proteins to feed people, generates wealth and employment and makes a smart use of water.





INDUSTRY HIGHLIGHTS

Culmarex, owned by Cooke Aquaculture (Canada), has a €124 million turnover, nearly a third of the country's total. Culmarex is a market leader in the production of seabream and seabass, followed by the company **Doramenor.** These two firms account for nearly 60% of Spain's market share.

With regards to bluefin tuna, Ricardo Fuentes (€24 million) and Bersolaz Spain are important companies not only in the Region, but also in Spain, Europe and worldwide (mainly Japan).

The same with maigre production in Spain, led by Murcia with 56% of the country's total.

The Murcian Aquaculture industry produces over 11,000 metric tons and creates 500 direct jobs and thousands of indirect jobs.



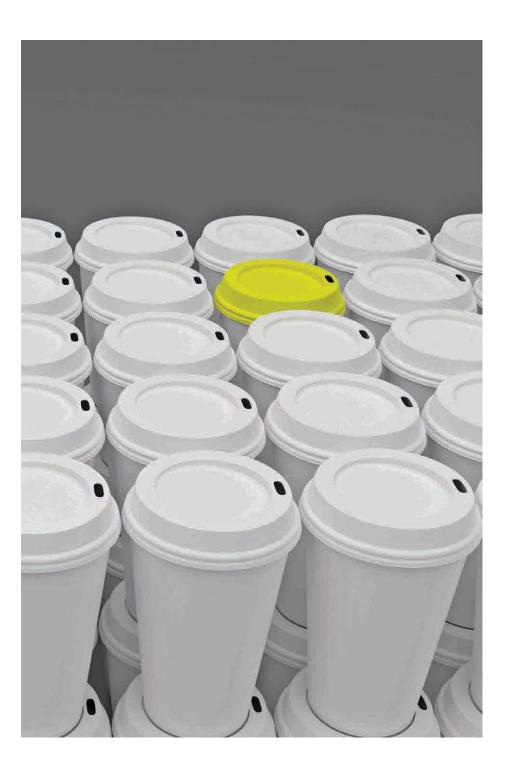
Plastics & Rubber

At a European level, Spain is amongst the four main consumers of this product together with Germany, France and Italy. In terms of production, our country manufactures some 80% of the standard plastics it consumes. As for exports, Spanish sales in international do not cease to grow, and the country now exports 47% of its production of standard plastics, especially PET. The Spanish plastics sector, a basic industry for our economy, is on the rise. Last year this sector's growth rate was nearly 5%.

In the Region of Murcia, this sector has a long tradition, in part because of the significant demand for plastic materials and products from other regional industries. The strength of the farming and agrofood industries led to the development of a solid plastics sector which supplies materials for farming, packing and packaging, for fresh and processed food products, as well as equipment for fertigation systems, tanks and machinery. Other regional sectors demanding Murcia's increasing plastics production are furniture (polyurethane foam and specific materials), footwear (rubber processing and other materials) and construction (PVC for carpentry and profiling).

In addition, a sector applying advanced engineering, technology, innovation and the use of complex materials to manufacture primary and processed plastic materials, has been developed in the Region of Murcia. This sector, which in a relatively short time has established itself as a major international player, includes manufacturers of vessels, helmets and hard hats, as well as technologically-advanced parts and components for automobiles, boats, trucks and trains.

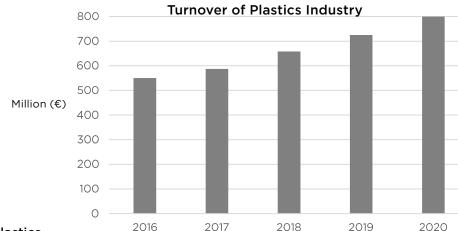
The plastics sector in the Region of Murcia is comprised of 170 companies contributing some €800 million to the regional economy and employing around 2,800 people. Aware of the significance of this sector, the Murcian education authorities launched training services for technicians in thermoplastic polymer processing. Murcia is the fourth region that more rubber and plastic products exported last year, with a sector turnover increase of 45% in four years. Murcian exported plastics for a value of €700 million last year, with the main markets being Germany (17%), Italy (9%), China (8%) and Poland (7%). Aware of the need to ensure sustainability, Murcia has positioned itself as the main Spanish region in the manufacture of reusable plastic bags.



BUSINESS AREA 5

Plastics & Rubber

Murcia was home to the largest investment ever made in Spain; the GE lastgeneration plastics factory, now owned by Sabic.



Main Destination of Murcia Manufactured Plastics



for 2030

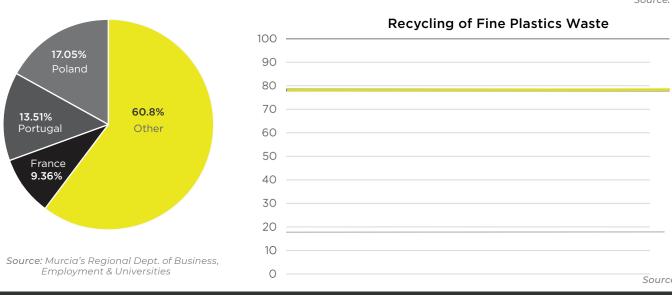
(100%)

Region

World Average (18,5%)

Source: ANARPLA

of Murcia (78%)



INDUSTRY HIGHLIGHTS

As for the large companies in this regional sector, namely **Sabic, Solplast, Plasbel and Coopbox,** they have their own units for research, technological development and innovation, and operate in a context of everchanging conditions and knowledge transfer.

These companies took part in the development of programs aimed at reducing plastic material weight and primary material consumption, using less energy in manufacturing processes and packaged product transport, recovering a larger percentage of plastic material waste and increasing plastics recycling and reusage. All this has contributed to environmental impact minimization. Murcia is the leading Spanish region in the recycling of plastics thanks to the use of high-tech equipment!



According to the World Bank (WB), Spain ranks 17th in the international list for logistics performance and continues to position itself amongst the best countries in this area. At a European level, the Spanish logistics sector is fifth in international shipments, moving from position 20 to 5 in only two years mostly because of an improvement in infrastructure and international shipments according to the WB. A number of factors contribute to the excellent performance of this sector, including the strategic location of Spain as a link between Europe and Latin America. Northern Africa and the Middle East, as well as a first-class highway and freeway network and the active role of international transport stakeholders who are highly experienced and specialized. Furthermore. Spain is the European country with more kilometers of high-speed train lines and the second worldwide.

In the Region of Murcia, logistics accounts for 4% of the regional GDP (commerce excluded), that is 21.88% of the gross added value, 5.7% of job generation and, as a result of the pandemic and the significant growth of e-commerce, more than 25% of

employment. Murcia is a region located in a strategic axis for railway, sea and air connections, thus favoring logistical chain optimization through multimodal freight transport. It is important to note that the Region's chain optimization through multimodal freight transport. It is important to note that the Region's refrigerated truck fleet, the largest in Spain, specializes in fruit and vegetable transport, an industry supplying European markets on a daily basis. Within Spain, Murcia is the region with the highest ratio of transported metric tons per kilometer. As for the Port of Cartagena, second with the highest growth rate in Europe, it ranks first in liquid bulk cargo nationwide and fifth in freight transport.

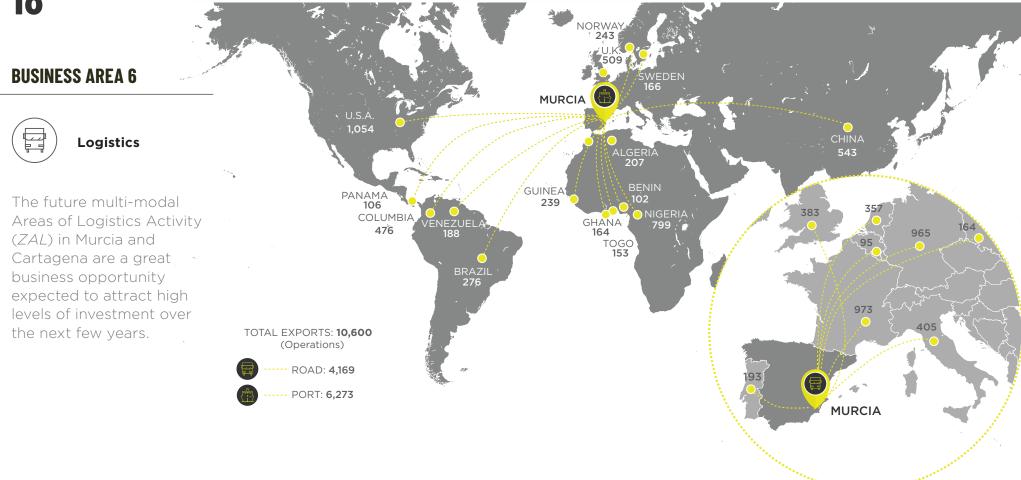
Other factors allowing Murcia to be at the forefront of logistics are, on the one hand, cost effectiveness, competitive demand-adapted services and, on the other hand, industrial land availability in over 82 industrial parks where key logistics projects are developed at a national and European level. The Region's large industrial, agricultural and service production has always required having a guick, efficient distribution network. This has allowed

Murcian logistics sector agents to gain ample commercial experience and knowledge of this industry.

In addition to traditional logistics activities, in the last few years there has been an increased need for e-commerce storage and distribution, a booming industry over the last few vears which is expected to further grow. This sector has brought new logistics surface demands, as well as the creation of specialized express carrier and parcel services. Furthermore, the spectacular growth of regional tourism has resulted in improved logistical support infrastructures.

In short, logistics and transport comprise a key sector for the Region, allowing Murcia to better position itself in today's globalized economy.





INDUSTRY HIGHLIGHTS

Due to its strategic location, it is no surprise that the main industry companies have chosen our Region to run their operations. Some of the main names are **Amazon**, which has here one of its 4 Robotics Fulfillment centers in Spain, **Panattoni**, which set up in Murcia its largest facility in Spain, as well as 5 new state-of-the art logistics centers built by **Primafrio, Vidal**, **Consum, Lidl** and **El Mosca.** In addition to them, the main players in the national and international industrial logistics market, such as **VGP** and **Prologis**, seek to consolidate their logistical infrastructures in our region. Other important companies which have been operating in this industry are **Smurfit Kappa**, **Alfil Logistics**, **Grupo Fuentes**, **Transportes Caliche**, **Grupo Disfrimur**, **Campillo Palmera**, to name a few. The Region's *ZAL* are common interest projects, priority Trans-European transport network hubs and part of the Mediterranean Corridor.

Energy

Spain is one of the European countries with the most hours of sunshine, making it a prime producer of solar energy.

On a global scale, Spain is the world's fifth biggest producer of wind power, with 23 GW of generation (covering 18% of demand) and increasing penetration levels 20% and remains a leader in the generation of thermoelectric solar energy. At a worldwide level, the country is one of the most advanced in the development of solar energy and the fourth largest manufacturer of solar power technology. Spain added a record 3.2 GW of solar power in 2020, increasing capacity to 8.6

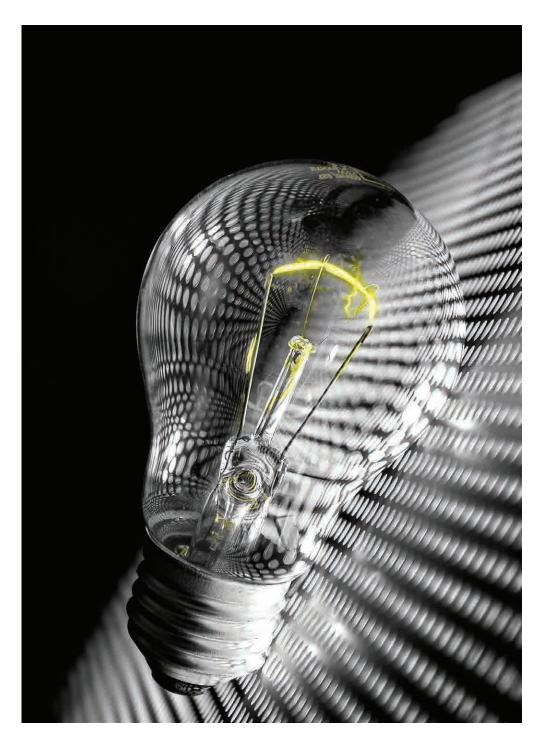
GW, 4-fold the figures from 10 years ago. Furthermore, Spain is the world leader in CSP (Concentrated Solar Power), with 2.3 GW.

Spain in general, Murcia specifically, have optimal conditions for the development of all self-consumption methods. Considering the high price of energy generation in some geographical areas, this is a very interesting option in terms of cost. The main feature of the renewable energy sector in Murcia is its diversification. Murcia projects that 75% of the consumed energy in the region comes from renewable sources. The region currently has 5,110 photovoltaic facilities, accounting for 9.2% of all solar energy generated in Spain. These facilities have an accumulated power generation of 440.63MW, placing Murcia as the main Spanish region in terms of installed power density per km2.

67% of primary power sources generate biomass residues which can be treated and used for various forms of energy storage. In Murcia, compared to other Spanish regions, the use of geothermal energy has increased above the national average, accounting currently for nearly 7% of all thermal production.

As for photovoltaic, Spain is the 4th worldwide producer, with Murcia being the 1st region in number of photovoltaic installations per km2 at 33 kW/km2 (8.26 kW/km2 in the rest of the country)

To accommodate an increasing power demand and electrify our modern infrastructures, including EVs and the high speed train, 400-kV and 22kV switchyards have been extended and upgraded. Furthermore, the country's policy to further boost the use of renewables makes a region a perfect place to develop your powergenerating project. If you have project, Murcia can power it!

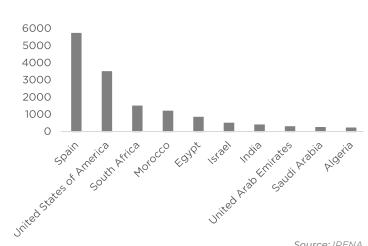


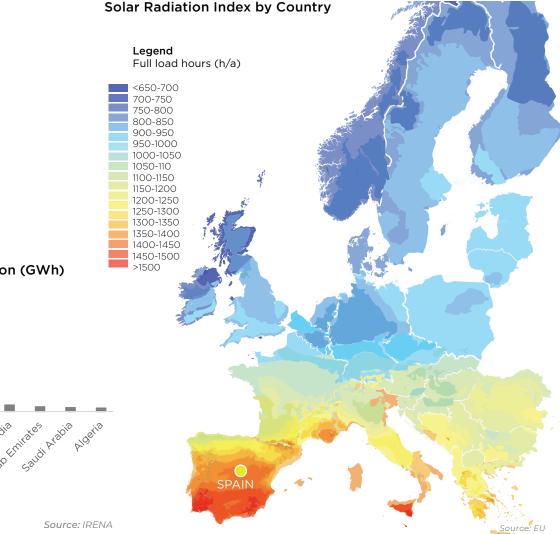
BUSINESS AREA 7



The largest selfconsumption solar power plant in the world (100MW) will be built in Murcia, a collaboration project between two investing companies in Murcia: **Iberdrola** and **Sabic**

Solar Thermal Power Generation (GWh)





INDUSTRY HIGHLIGHTS

In terms of concentrating solar thermal energy generation, Spain is the 1st worldwide producer, with Murcia being a key contributor. The excellent characteristics of our region for renewable power generation have attracted important investment to our region, such as that of **Soltec**, third solar tracker producer worldwide which has established its headquarters in Molina de Segura. Other important companies operating in our region are **Repsol**, one of the main utilities in Europe which has its largest plant in Cartagena; **Iberdrola**, which owns combined cycles, wind farms and solar plants throughout our region; **Redexis Gas**, an important gas supplier; **X-Elio**, global company specializing in photovoltaic plants; **Andaltia** with key renewable projects, and **Engie**, owner and operator of 3 gas turbines in Escombreras. Murcia is one of the leading Spanish regions in the transition to cleaner, more sustainable forms of energy, including green hydrogen.



Water Supply & Management

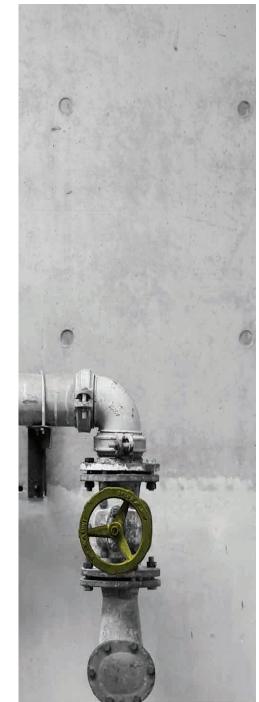
Water management in Spain, including irrigation systems and hydraulic power generation, is a key element of economic development. Spain has various agencies specializing in water resource management, sustainability and protection, in line with the EU's water framework. Spain, country with the highest number of reservoirs per capita worldwide, has a decentralized water management system, allowing each region to have a high level of water management autonomy.

Within Spain, the Region of Murcia is an example of comprehensive management, both in terms of water protection and resource optimization. One of the aims is to support agriculture, one of the region's key sources of wellbeing and wealth. In fact. Murcia is the leading Spanish region in water treatment and reuse per person, using over 90% of treated water for farming irrigation. Furthermore, the region recently undertook an ambitious plan to upgrade its piping system and reduce water losses in more than 15%. Our commitment to save every single drop is clear.

As for employment in the water industry, it is rather stable and qualified. Technology levels in urban water services in Murcia, similarly to the rest of Spain, are amongst the best in Europe. Water utilities have implemented multiple improvements and modern technologies in all areas, such as hydraulic techniques, treatment and purification processes and sensing and remote control methods, among many others. This technological optimization has favored a significant water treatment cost reduction while maintaining water quality levels.

Research is another field in which the region has made considerable efforts, enhancing process knowledge and developing products which have positioned Murcian companies as sectoral references. Many countries with a water deficit implement processes and purchase technology developed in our region. This technological progress in water resources allows Murcia, main agricultural producer in the country, to be one of the Spanish regions which consumes less water, according to survey by INE (Spain's National Institute of Statistics). Murcian firms in this industry lead the implementation of new control and management technologies, being firmly committed to moving ahead with the fourth industrial revolution digitization process. The Region of Murcia, national and international water management reference, has turned its need for water into a competitive advantage through the creation of companies specializing in water resource management.

These companies are known for their innovative capacity and high levels of technology exports, even to leading water management countries such as Israel and Chile. In fact, Murcia is the second Spanish region in the export of greenhouses (13% of the national total) and the first in the export of specific agriculture machinery, mainly sprayers (18% of the national total).



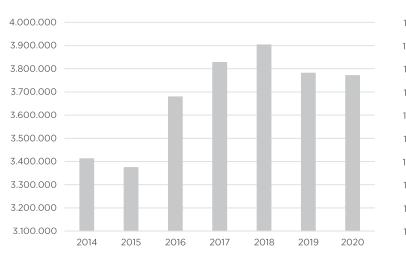
BUSINESS AREA 8

Water Supply & Management 2.2% 11.4% 25% Reused Water Murcia Rest of Spain

Murcia's Contribution to Spain

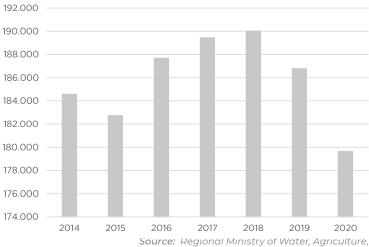
Source: INE (Spain's Statistics Agency) and Europa Press

Murcia is the leading Spanish region in water treatment and reuse per person, using over 90% of treated water for farming irrigation.



Production Obtained (Metric Tons)

Water Consumed (m³)



Livestock, Fisheries and the Environment

INDUSTRY HIGHLIGHTS

It is important to consider that water scarcity is an increasingly frequent phenomenon and a worldwide concern. It is currently calculated that such scarcity affects **40 % of the world's population**, a percentage expected to increase to two thirds by the year 2050. Murcia is **prepared to face this increasing challenge**. Murcia companies are known for their innovative capacity and high levels of technology exports, even to leading water management countries such as Israel and Chile. Some key companies in this industry include **Grupo Wind, Hidroconta** and **BEL Composites.** Firms specializing in the water resource industry have a yearly turnover of some €750 million and employ 5,000 people.



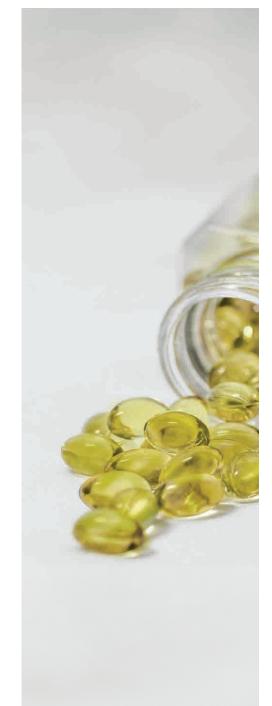
Chemistry & Pharmaceutical

Spain's chemistry industry is the second most important within the Spanish economy, to which it contributes nearly 13.4% of the industrial Gross Added Value (GAV). Spain is considered the fifth European manufacturer and tenth worldwide producer in this sector. In addition to being a strategic industry for the Spanish economy due to its highly export-oriented and innovative nature, the chemistry industry has significantly increased its contribution to the country's GDP over the last 20 years and in recent years has reached record high values in terms of investment. In terms of employment, there are nearly 670,000 professionals in this industry, 59% of them being college graduates.

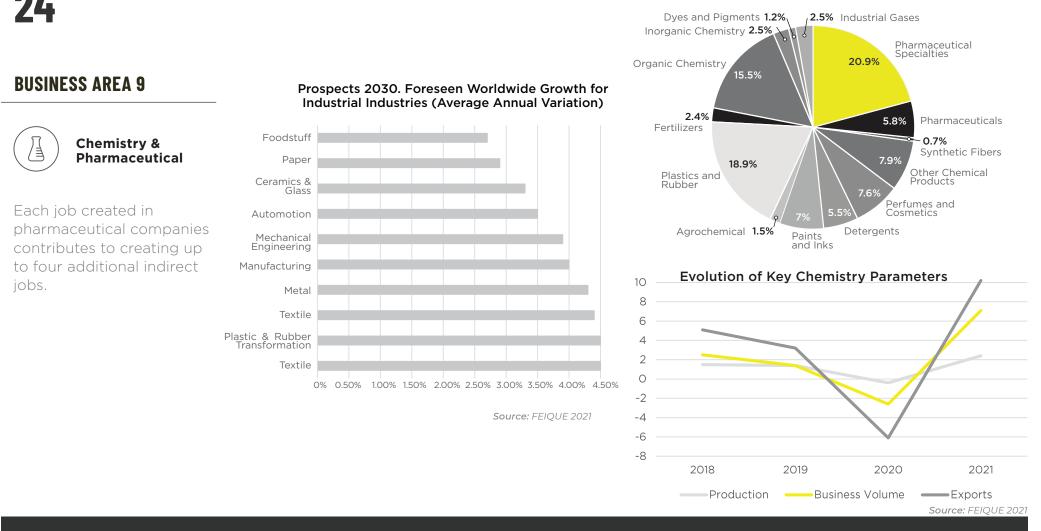
Murcia is in the Spanish Mediterranean Rim, where most chemical industry firms are located. Within the Region it is important to mention Valle de Escombreras (Cartagena), an area with a large number of petrochemical industries with a cutting-edge technological and productive level at an international level. Within this sector a product which is certainly a category of its own is petroleum. In this regard, the port of Cartagena plays a key role as it is the main Spanish port in petroleum traffic and one the most important in liquid bulk cargo in the entire Mediterranean region.

Another relevant characteristic of this sector is the proximity between primary material suppliers and end clients, an advantage contributing to enhanced services and optimized costs. This sector is also known for having more open-ended contracts (92%) than any other in Spain (74%) and for investing more in R&D than any other industry. The sectoral experience accumulated by Murcia has taken the region to build industrial parks adjusted to the requirements of the chemical industry. This is essential because due to the specific conditions of the chemical industry, companies in this sector demand installations such as waste treatment plants and specific piping, among others, all of which are available in the Region.

In addition to petroleum and its byproducts, this industry includes a large range of industries with a significant production and turnover volume. Some of these industries are pharmaceutical, cosmetics, paints, as well as plastics and paper items, among others. An aspect currently considered vital is the protection of the environment. In this sense, Murcia's chemistry industry has a Global Program for ongoing improvement of the environment. safety and health, in accordance with the sustainable development principles recognized by the United Nations and applied in 53 countries. In addition to this, it is important to mention the educational system of the Region which, aware of the relevance of this industry for the Murcian economy and society. offers specialized chemistry courses in the 7 universities of the Region's area of influence.



Industry Distribution of Turnover



INDUSTRY HIGHLIGHTS

The main companies located in the Region, are **Sabic** and its polycarbonate plant, **SK Lubricants** and its lubricant base plan, as well as **Repsol's** mega-industrial complex, which is the most significant industrial investment ever made in the country (some €3.3 billion). These two big companies have joint forces to create another key sectoral player: **Ilboc**, specializing in grade 1&2 lubricants.

Other important companies are **Linneo**, which produces high-quality medicinal cannabis products, and **Dosfarma (Atida, U.K.)** which has grown significantly in the last few years, and **Eurofins**, French company which recently purchased **Villapharma**. **Saras Energía, Takasago** and **Francisco Aragón** are other key players successfully operating in this industry for years. The Murcian chemistry industry is one of the main R&D investors, employs one out of five researchers in the private sector and has an export rate which does not cease to increase.



ICT (Information Communication Technology)

Within Europe, the ICT sector of Spain ranks fifth in terms of revenue, with a GDP contribution increase of 7.3% and an R&D investment volume which has doubled over the last ten years. The number of ICT companies in Spain has also increased 50% over the last decade, and is currently 60,000, employing 565 people (40% increase in only two years). Direct and indirect employment in ICT amounted to over 1.5 million in 2021. Furthermore, our country is a leader in advanced technologies. For example, 3 out of every 5 flights worldwide use Spanish software to land and 13 out of every 15 key North American gas and oil companies use Spanish information management and control systems.

With regards to the Region of Murcia, the ICT sector is known for its significant growth potential and availability state-of-the-art technological of infrastructures, such as the Fuente Álamo Technology Park and the Murcia Scientific Park. Companies operating in region's ICT industry specialize mainly in the design and development of IT systems, telecommunications, electronics and audiovisuals. customized software, ICT consultancy, generic hardware and software, web development and graphic arts.

A distinctive feature of the Murcian ICT sector is its workforce, comprised of highly qualified professionals who are available to work anywhere in the Region, Spain and the rest of Europe.

A positive aspect of the recent worldwide pandemic is the fact that this industry has simply boomed. Employment has increased nearly 15% in a year, turnover is now 20% higher and the sector does not stop growing. This has a translation in the sale of Spanish IT products internationally, with the main markets being Portugal, Morocco, Chile and China-Hong Kong.

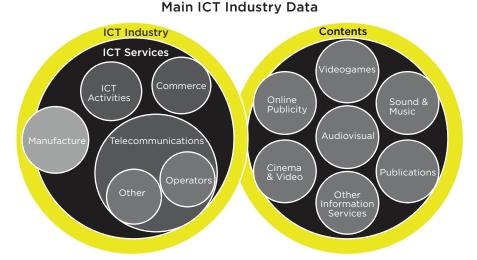
Murcia Region firms in this sector are highly dynamic and very innovative and entrepreneurial. These features, in addition to favoring the development of the fourth industrial revolution, facilitate the integration of this type of technologies in industrial production and distribution processes which, in turn, will contribute to increase the competitiveness of the region's industrial and business structure. Nowadays the regional ICT industry, which is highly focused on increasing its presence in Latin American markets, has managed to optimize technology standards and service quality. This is partly due to the arrival of important multinational corporations which have set up in Murcia because of our competitiveness, availability of highly qualified professionals, excellent connectivity and cost of living.



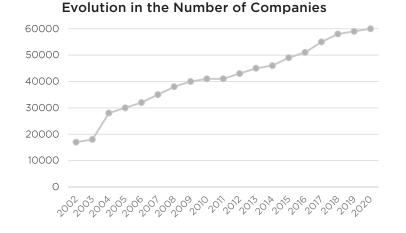
BUSINESS AREA 10

ICT (Information Communication Technology)

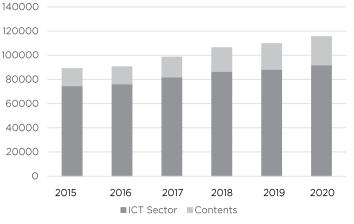
Additionally, over 90% of regional ICT firms are experts in service development.



Source: Spain's Ministry of Economy and Business



Business Volume Increment



Source: Nation Master

INDUSTRY HIGHLIGHTS

Some of the main players operating in this Murcian industry are **KIO Networks**, a Mexican multinational corporation operating since 2014 in the region where they have built a cuttingedge Data Center, **Capgemini** (France), a global leader in consulting, digital transformation, technology and engineering services, as well as **NTT Data** (Japan), which bought out the renowned consultancy firm **Everis**. In recent years, **Elluc Projects**, Australian company specializing in digital engineering, set up in Murcia to provide their advanced solutions to a new array of European clients. The latest ICT company which decided to establish itself in our region is **SQA Consulting**, a UK company wishing to expand into Southern Europe from their new office in Murcia.

Source: Spain's Statistical Agency

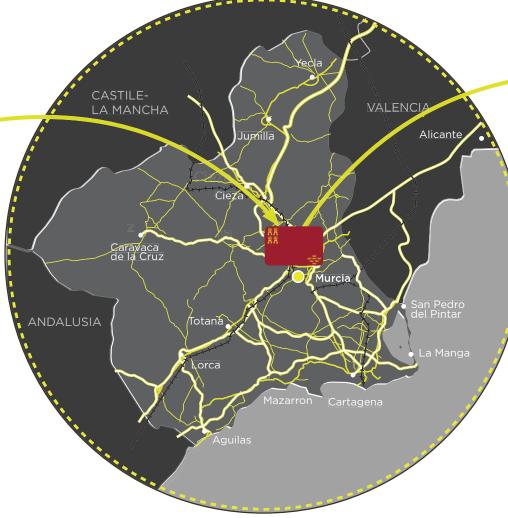
Nearly 80,000 companies operating in all types of production and commercial industries in Spain are supplied with Murcian ICT services, employing nearly 3,800 qualified technicians.

IMPORTS AND EXPORTS

Region of Murcia's Share in National Exports

Imports (2020) **E**8.11 Billion

Murcia bought mostly (over 60%) fuels and lubricants, with the Region accounting for 3.25% of Spain's total imports.





Murcia represents 2.2 % of Spain's surface area. In terms of exports, we account for 3.75% of the nation's total, nearly 35% more than what our size would suggest.

Exports destinations:

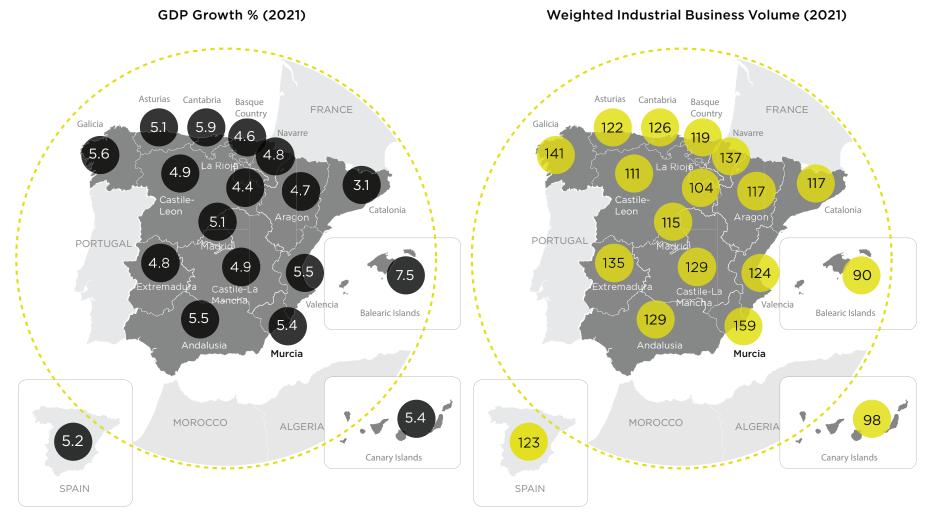


(France, Italy, Germany, Netherlands, Portugal)



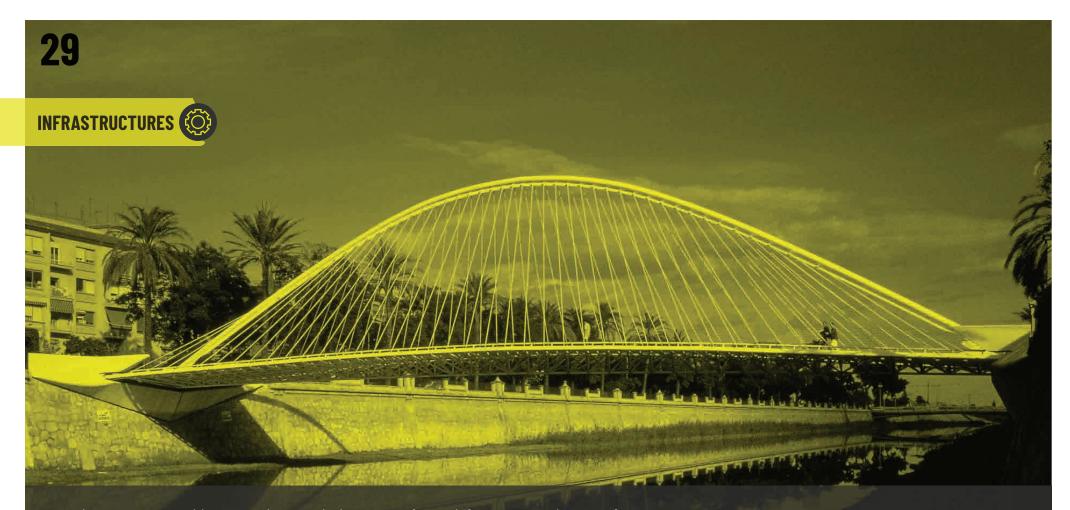
Non EU (United Kingdom, Morocco, United States, China, Brazil)

Comparative Data



Source: BBVA Research (Estimate)

Source: INE (Spain's Statistical Agency)



In the Western World, economic growth is closely tied to energy consumption. In that regard, Spain has a robust energy mix that ensures power supply stability. As for the Region of Murcia, it has combined cycle and coal plants, wind farms and cogeneration stations. In addition to this, and considering that the region has over 300 sunny days yearly, solar energy is currently the region's second most important energy source, with nearly 18 % more generation than the previous year. In fact, Murcia is one of the main photovoltaic regions nationwide.

As for sea infrastructures, the Port of Cartagena is in a category of its own. It is the fourth most important freight port in Spain, ahead of those of cities such as Bilbao and Malaga. The role played by this Port is of great value to the Murcian economy, with 60% of exports and 80% of imports out of and into the Region going through it. In addition, the region has multiple marinas, fishing ports and other smaller commercial ports such as those of Águilas and San Pedro. With regards to road infrastructures, the Region of Murcia is well interconnected through a complete network of roads, highways and freeways. Many high capacity roads provide companies and users with the possibility of traveling fast and safely around our region. The excellent quality of regional roads should be no surprise: Murcia is the second most important region in Europe in terms of refrigerated road transport. Aware of this, we built highways and freeways to facilitate fast, efficient freight delivery. In doing so, we benefit all users!



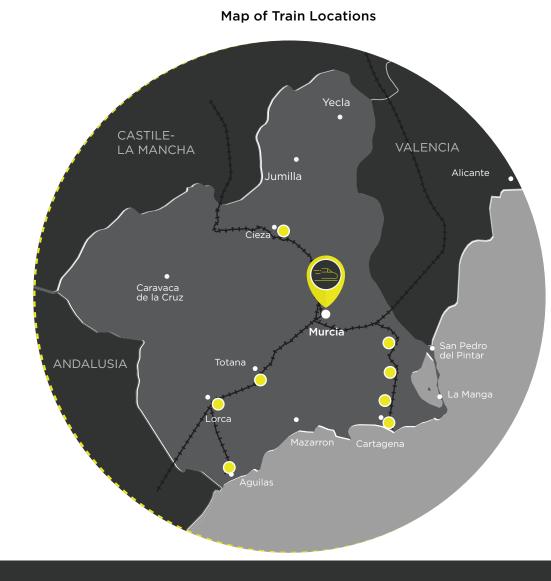
Murcia is the second most important region in Europe in terms of refrigerated road transport. The Region of Murcia has a large railway network. In addition to connecting the main regional cities via railway, there are trains connecting our region to the main cities in Spain and, in turn, in Europe. In this regard, it is important to mention the Region of Murcia is finalizing its high-speed train connection to the rest of Spain, shortening the time needed to go to Madrid in half and opening the option to connect to other highspeed lines in Europe. Without a doubt, the arrival of the high-speed train will contribute to making business connections more dynamic and efficient.

Lastly, within a 75-kilometer range, Murcia has two international airports connecting the Region to some of the main cities in Spain, Northern Africa and Europe, including major airline hubs offering flights to all destinations worldwide.

CONNECTIVITY

Train

New trains and the High Voltage electrification of the Great Western Mainline reduce train journey times and increase comfort and business opportunities.



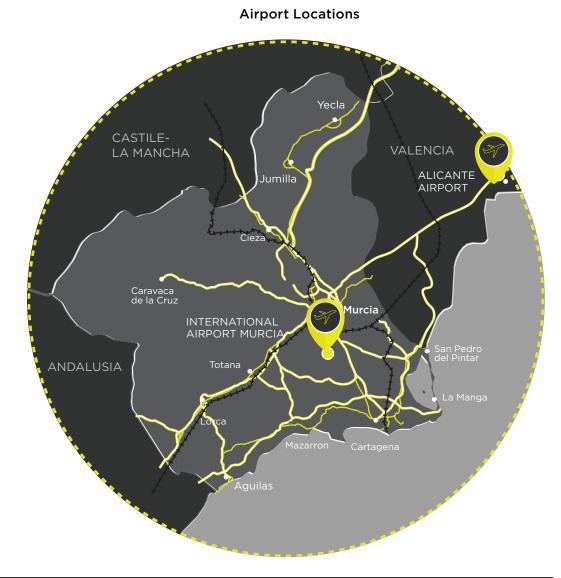
RAILWAY NETWORK CONNECTIONS

The main cities in the Region of Murcia are connected via railway, and there are also trains linking our region to the main cities in Spain and, in turn, in Europe. Our Region is currently finalizing its high-speed train connection to the rest of Spain. The development of two state-of-the-art multi-modal Areas of Logistics Activities, one in Murcia and the other in Cartagena, will include railway connections allowing Murcianbased companies to distribute their products fast, safely and efficiently. Murcia offers a variety of modern train services for both freight and passengers.

CONNECTIVITY

Airports

The Region inaugurated in early 2019 a brand new International Airport, offering increased levels of safety and comfort and complementing nearby airports to provide passengers with over 100 daily direct flights to Europe and Africa.

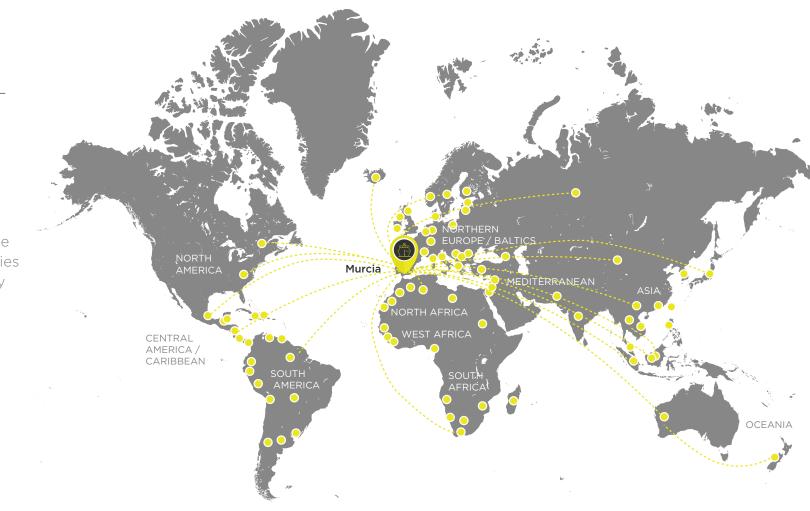




CONNECTIVITY



The Port of Cartagena has undertaken an in-depth innovation program with the aim to optimize port activities and to accommodate newly demanded services.



Cartagena Port Destinations



CONNECTIVITY

DISTANCE

HRS. & MIN.

FROM MURCIA TO CITIES IN

Alicante

 $\left(\begin{array}{c} \\ \\ \\ \end{array} \right)$

Highways -

Murcia's network of roads and highways provide companies and users with the possibility of traveling fast and safely.





A key to successful investment is having access to qualified staff, which in many cases is the main asset of any business. Good managers know that good employees are hard to find and that having a qualified workforce can make a world of difference for their companies. Business leaders need someone they can count on to run the company when they cannot be there. This is increasingly important in the case of cross-national investment, as it means that companies will relocate not only in a different country, but more importantly, in a different culture. Having the right type of employee provides companies with the structure and reliability that today's business environment demands. Murcia offers companies access to qualified professionals in many fields, so that they can achieve global expansion and benefit from increasing opportunities. The international nature of our workforce allows companies to reach new customers and better communicate with audiences worldwide. 36

WORKFORCE

The Region's training centers offer a large variety of technical degrees, making Murcia one of the most competitive economies in Europe when it comes to Human Resources.



WORKFORCE HIGHLIGHTS

Murcia is one of the most competitive economies in terms of HR in Europe. For a relatively small territory, the number of centers providing companies with access to qualified workers is remarkable. The Region of Murcia has over 100,000 university students yearly, many of whom take highly specialized courses in technical areas. Companies not only need "white-collar workers", but also "blue-collar ones". Not a problem. The Region has nearly 100 vocational training centers with students registered in a large variety of courses. Another key consideration is the fact that investing companies may come from anywhere in the world, so speaking foreign languages and understanding multi-culturalism is essential. Vocational Training Centers have 30,000 new students every year specializing in Administration, Electricity and Electronics, Information and Communication, Vehicle Maintenance and Tourism.







Students Yearly

125,000

Business Schools

03

Universities

07

Official Language Schools

06

Vocational Training Centers

97

TECHNICAL AND ADMINISTRATIVE SPECIALIZATION



In the Region of Murcia we take great pride in taking the saying "work hard, play hard" to a form of art. There is much research confirming that a happy worker is in fact a productive worker. In our region, we have everything needed to make people feel happy:

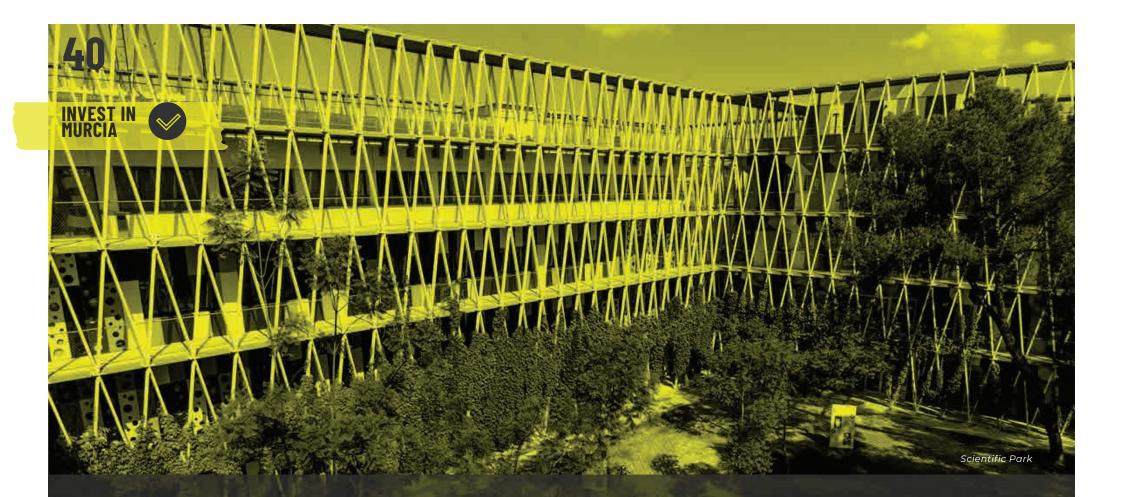
Great temperature, the sea, the mountains, the sun, great food, concerts...the list goes on and on...

In our welcoming, outwardlooking region, you will feel right at home.

			AA AA						
ITEMS	EUROPEAN UNION*	KINGDOM OF SPAIN	REGION OF MURCIA	BENEFIT					
1 bedroom apt. city	€773	€552	€350	Live better, pay less!					
% of adults with university degree (25-54 years of age)	31.2	36.9	30	7 Universities within 150 km					
Industrial land avg. price €/m²	€380	€140	€85	Build bigger, build cheaper					
Rental office avg. price €/m²	€27	€10	€8	Bring your fixed costs down					
Cost of living Index	75	56	52	Same service, lower prices					
Groceries Index	64	47	46	Eat better, save money					
Crime Index	41	32	31	Peace of mind					
Healthcare Index	77	79	79,5	Longest Life expectancy in the EU					
Hours of sunlight	1,451	2,365	>3,000	Free Vitamin D!					
Electricity costs (kW/h)	13	12.14	10.7	Light up your business					
Expressway length (per capita rate)	5.5	3.6	2.6	Travel faster and safer					

*Europe calculations based on France, Germany and Italy data combined

Sources: Numbeo, Current Results, Statista, OECD



The foreign direct investment department of the Regional Development Agency of Murcia (INFO) is known as "Invest in Murcia". The main objective of INFO is to promote regional economic growth and business network competitiveness through key action lines including Innovation, Internationalization, Business Financing and Entrepreneurship. Invest in Murcia, member of the Invest in Spain network, has a solid experience supporting national and international companies wishing to establish their business in the Region. The investment department also promotes and facilitates reinvestment projects undertaken by companies established in Murcia to consolidate their growth.

The specialized, multidisciplinary team of Invest in Murcia provides clients with costfree, professional services adapted to the specific needs of your project. With the aim to facilitate investment projects in the Region of Murcia, an **Investment Acceleration Unit (UNAI)** was created.



Main Features of UNAI:

Investors are guaranteed to have a response on the eligibility of their project within 48 hours.

Investors are helped to manage redtape associated to their investment projects.

Administrative proceedings associated to investment projects are cut in half compared to other Spanish Regions. Roadmap for permits linked to project implementation and their time sequence.

One-stop shop for all documentation during dossier handling.

Follow-up of proceedings in local agencies and remediation of legal deficiencies, if applicable. Investment Projects Managed:

1,081

Job Creation Linked to Approved Projects:

13,549

Investment Applications Received:

€33 Billion

Investment Projects Approved and Managed:

€10 Billion

"Up to 70% of investment is linked to the existing investment base."

-United Nations

Our company

Business items

SERVICES OFFERED

Ourwork does not end when companies set up in our Region. According to a recent report issued by the United Nations, experts have confirmed that, especially in developed countries, up to 70% of investment is linked to the existing investment base. Aware of this, Invest in Murcia offers a robust aftercare service to ensure companies in our Region have everything they need to feel comfortable amongst us and focus on one single thing: optimize business profitability and market consolidation.

ritite de Cabra

Counter

Services Offered by Invest in Murcia:

Information and analysis Financial aid consultancy Business site location Investment network Investor Cafe Business opportunity networking

UNAI

Options for Foreign Investors Wishing to Operate in our Region:

Setting up a Spanish company

Opening of a branch

Representation office

Operating as freelancer

Joint Venture with companies already established

Distribution agreements

Operations through an agent

Operations through a sales representative

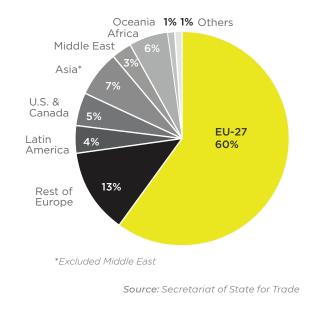
Opening a franchise

43

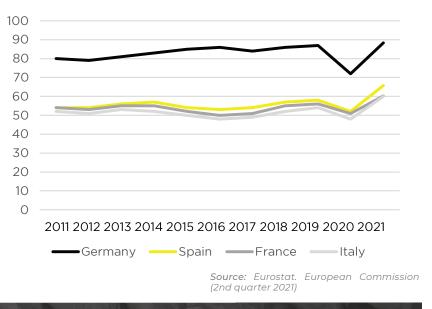
INVESTING IN SPAIN

70 companies from Forbes Top 100 have branches in Spain and of the top R&D companies, 90 out of 100 have a subsidiary in our country.

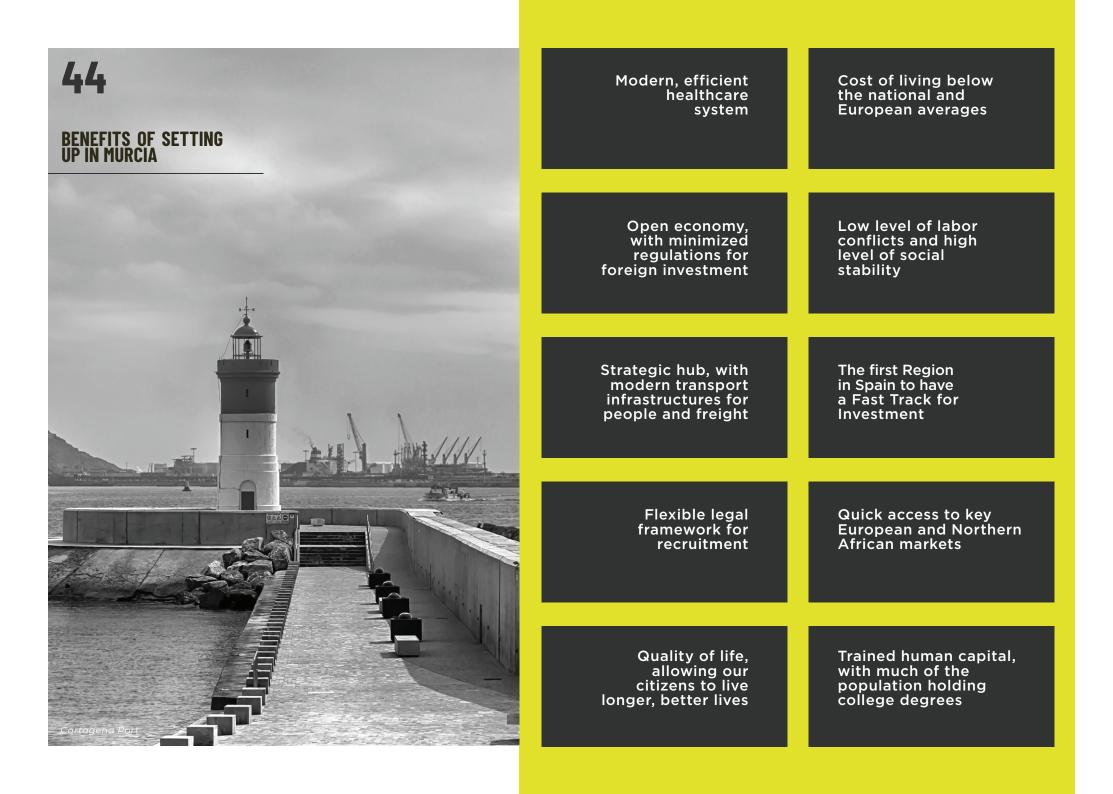




Degree of Openness by Country (4 Main European Economies)







45	PLASBEL	iberdrola	engie	Pfizer	AC	
INVESTING Companies	Platoo, s.u	1			AUXILIAR CONSERVERA	
Cooke AQUACULTURE	Damm	dfs	indra	G'S -	Conserve Italia	
	GRIFOLS	Hero	T INMOBILIARIA PHOENIX LTDA.		TAKASAGO	
KIONetworks			BIDLOGICAL SYSTEMS	MARUHA NICHIRO	SHERATON	
M A <mark>X</mark> A M	REPJOL	Navantia	Colon s.p.a.	langmead	Seprox вютесн	
PEPSICO	⊠NOKSEL	میابک ےالاق	NTTDATA	RFCH Rtardof Gentles-Hijos	YANMAR	



47 REGION OF VIJANA REASONS TO INVEST URCLA HONOIGEA

- We are 1.5 million and 15% of us are foreigners
- **2.** We have over 300 days of sunshine a year
- **3.** We have 7 universities located within 150 km
- **4**. We have 1 of the world's 5 holy cities

.

6.

- **5.** We received the 2 largest investments ever made in Spain
 - With 2.2% of the country's territory, we produce 20% of national food exports
- **7.** We handle 36.7 million tons of cargo yearly
- **8.** We transfer 14 million passengers
- **9.** We are the first Region in Spain to have a Fast Track for Investments
- **10.** We are Murcia...we are ready!



JONOISEN REGION OF















WHERE AND BUSINESS LIFE LIVES WORKS

INVEST IN MURCIA

Ave. de la Fama, 3 30003 Murcia - Spain t: +34 968 362 800 investinmurcia@info.carm.es www.investinmurcia.com

Copyright © 2022 by **Instituto de Fomento de la Región de Murcia** (INFO - Invest In Murcia). All rights reserved. This brochure or any portion thereof may not be reproduced or used in any manner whatsoever without the express written permission of the author.