

# INVEST IN MADRID



INVEST IN MADRID  
SPAIN



Cámara  
Madrid



Comunidad  
de Madrid

A BUSINESS-FRIENDLY ECONOMY

METROPOLIS





1

**A BUSINESS FRIENDLY ECONOMY**

2

**EXCEPTIONAL  
HUMAN CAPITAL**

3

**GEOSTRATEGIC LOCATION AND  
WORLD CLASS INFRASTRUCTURE**

4

**LEADERSHIP IN INNOVATION**

5

**UNIQUE QUALITY OF LIFE**

6

**SUMMARY**





# A BUSINESS FRIENDLY ECONOMY

# KEY FIGURES



1

## SIZE

8,028 Km<sup>2</sup> (1.6% of Spain)

## POPULATION 2018

6.5 million (14% of Spain),

**Most densely populated region in Spain** (810 inhab/Km<sup>2</sup>)

**NOMINAL GDP 2018:** 229,228 M.€ / 18.9% of Spain, **1<sup>st</sup> region in Spain**

**REAL GDP GROWTH 2018 (y-o-y)\*:** +3.7% (vs +3.1% in Spain)

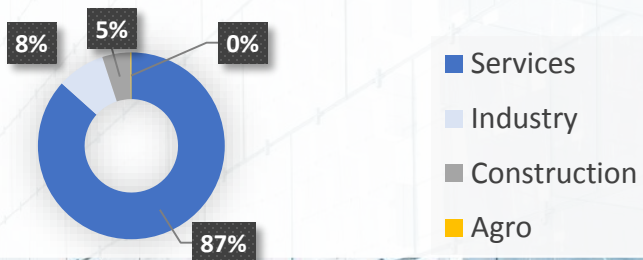
(\*adjusted for seasonal and calendar effects)

## PER CAPITA GDP 2017

•33,809€, **1<sup>st</sup> region in Spain**

•35% higher than the national average

## GDP BY SECTOR 2018





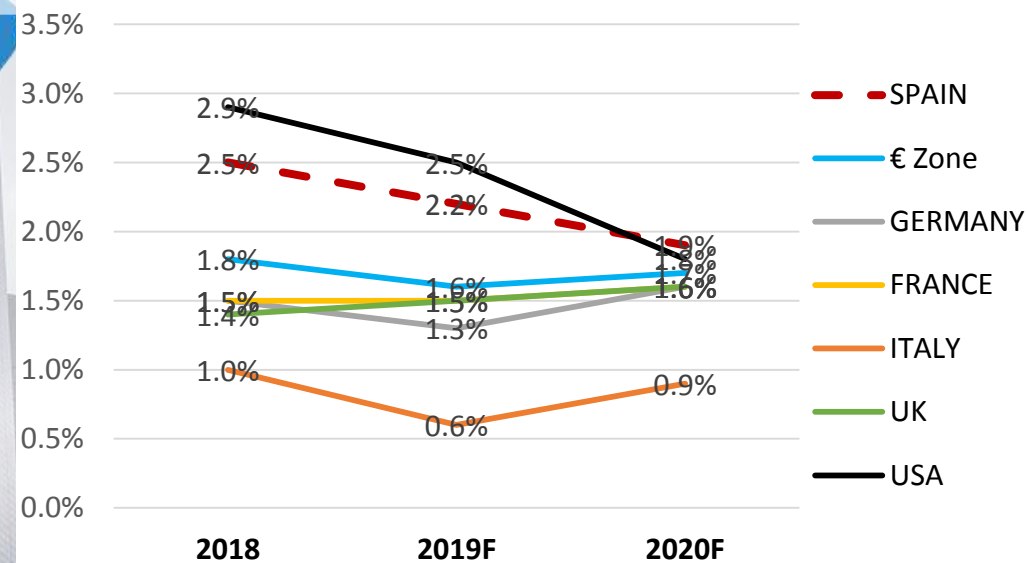
# ECONOMIC DRIVER OF EUROPE



1

## REAL GDP GROWTH FORECAST

% annual variation



**DESPITE THE GLOBAL ECONOMIC SLOWDOWN, IN THE COMING YEARS SPAIN IS GOING TO BE THE FASTEST GROWING OF THE BIG AND ADVANCED EUROPEAN ECONOMIES, ONLY THE US WILL SLIGHTLY PERFORM BETTER**

**... MADRID REGION LEADS THIS TREND**



# ECONOMIC DRIVER OF SPAIN

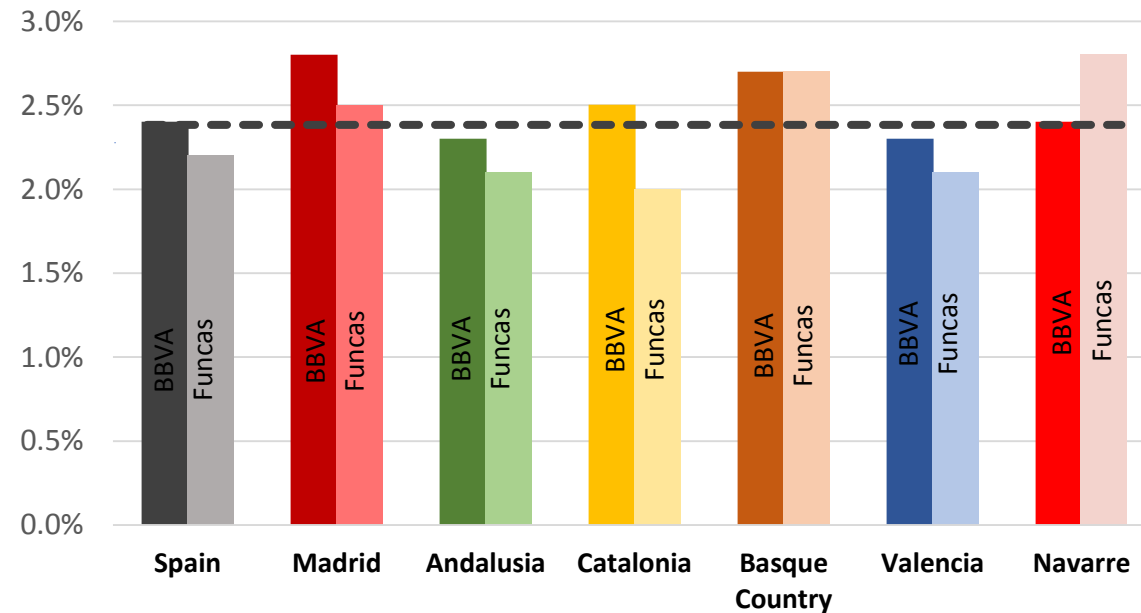


1

## 2019 REAL GDP GROWTH FORECASTS

% annual variation

MAD  
**+3.1% (2018)**  
**+2.8% (2019<sup>F</sup>)**



**MADRID AN “ISLAND” OF GROWTH.** Madrid is the economic locomotive, the main financial hub and the decision-making centre in Spain. Two of the most important Spanish Research Institutions predict above average growth for Madrid Region.



# BUSINESS DECISION-MAKING CENTRE



1

**65%** of the largest companies in Spain are in Madrid



**4<sup>th</sup> city in the European Union** (after London, Paris and Amsterdam) **with the most operational head offices of multinational companies**, according to the 2018 FORTUNE 500 list (Santander, Telefonica, Repsol, ACS and Mapfre). (1)

Madrid is home to the head offices of the majority of the leading Spanish companies: **2 out of every 3 Spanish companies on the latest Forbes 2000 Global companies list are based in Madrid.** (2)





**40%** of all foreign businesses in Spain are in **Madrid**... Do you want to know why?



- **Efficient and market-oriented economy**



- The **lowest fiscal pressure** among the Spanish regions



- **A Regional Government in tune with investor`s needs** and committed to reducing red tape



- **Legislative & regulatory decision-making centre**



- **First financial hub in Spain**, home of the main national and international financial institutions

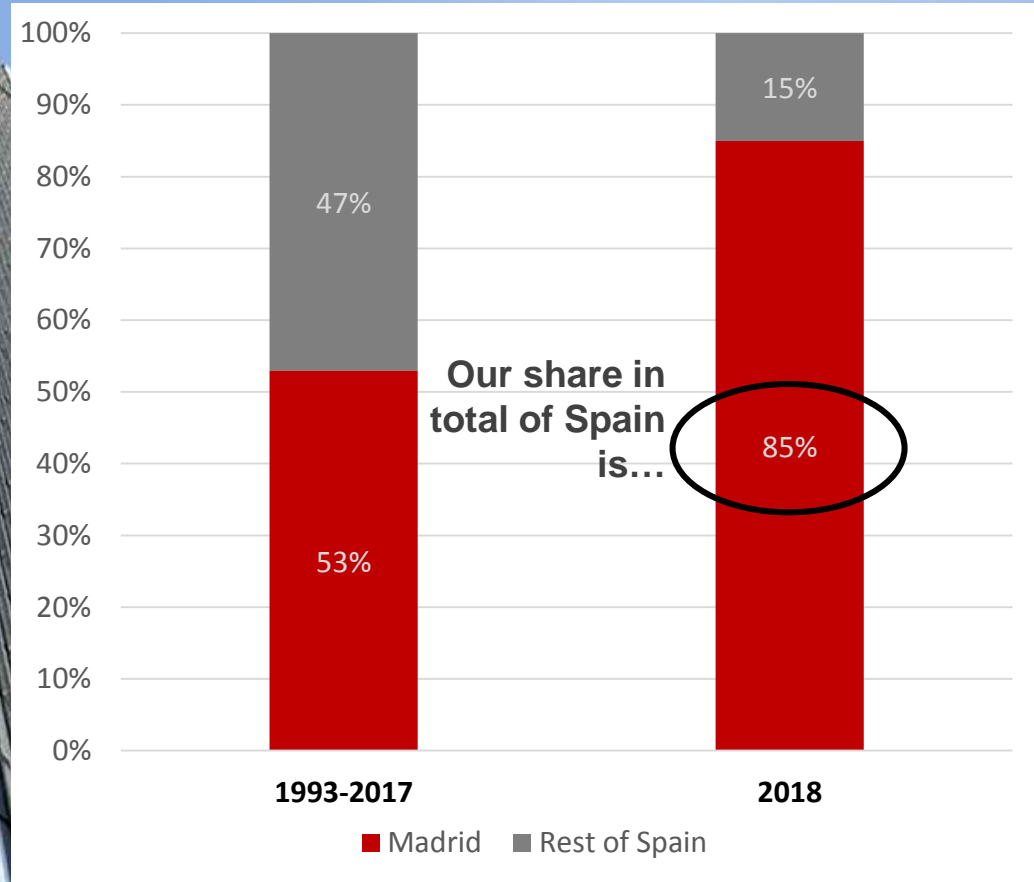
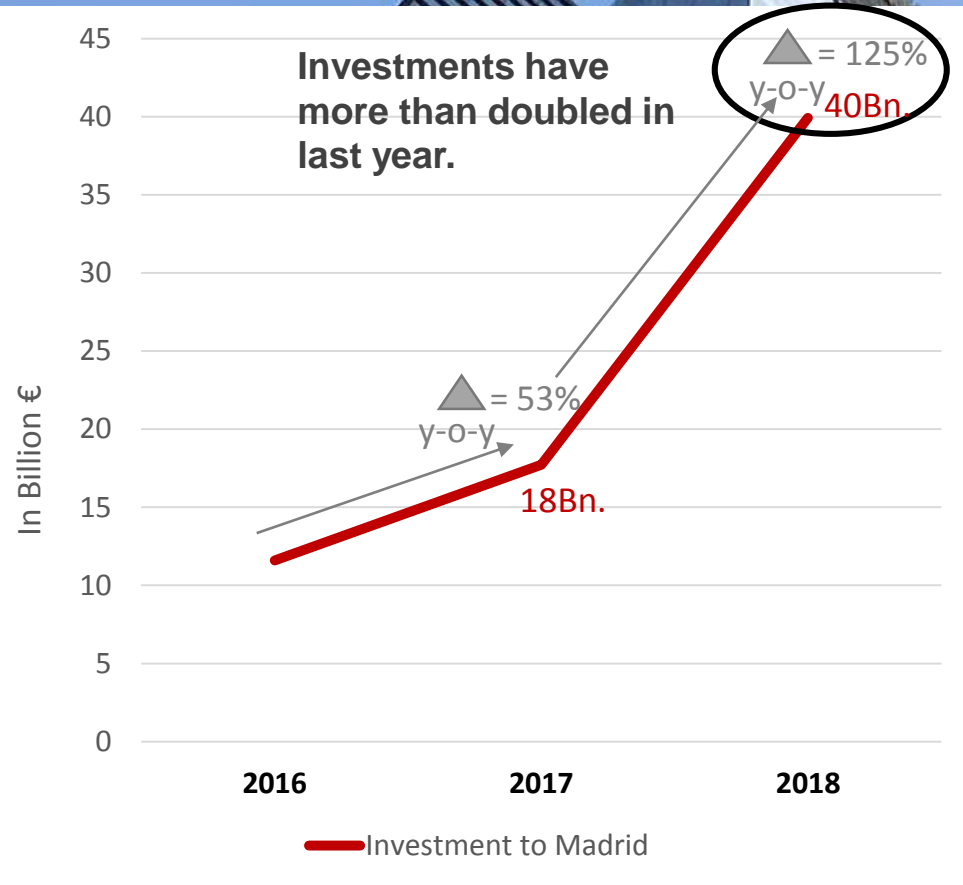


# MADRID IS THE PREFERRED REGION IN SPAIN FOR INVESTORS



1

## FOREIGN DIRECT INVESTMENT INFLOWS (NETT OF ETVES)





**Tax rates in Madrid are competitive at a European level. Taxation is attractive for both businesses and employees.**

Madrid is Spain's region with the lowest rate of black economy, according to Funcas.



**Stable fiscal framework and high legal certainty:**

In recent years, the European Commission has been especially active in the area of state tax benefits, starting numerous procedures and investigations in the fight against base erosion and profit shifting (BEPS).

These investigations into dubious national practices in the area of tax rulings have not affected Spain.



# MADRID OFFERS A FAVOURABLE TAXATION



1

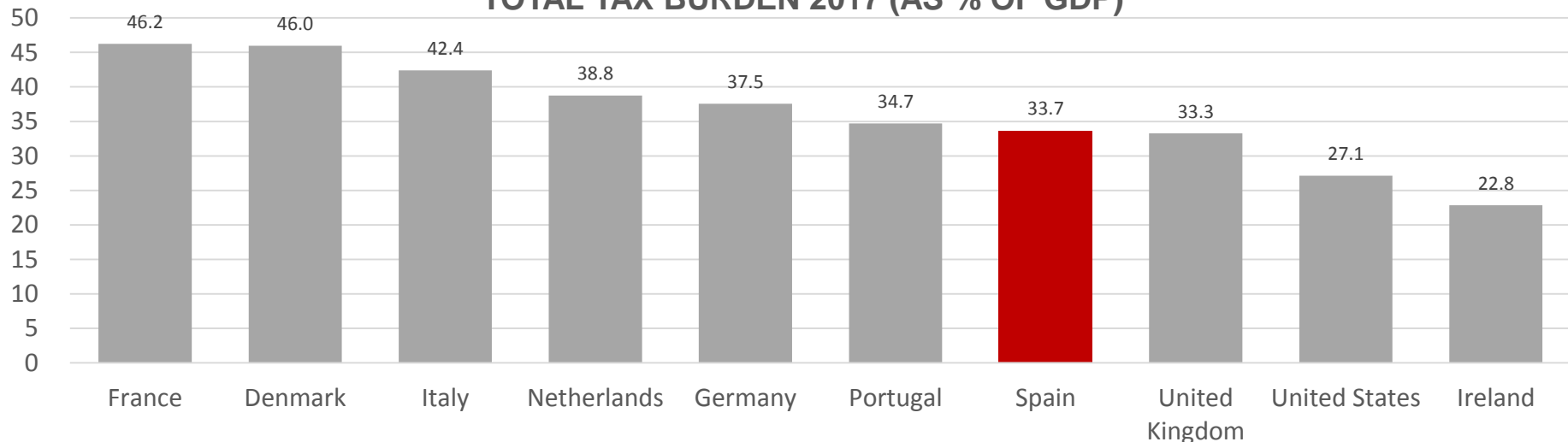
## TAX BURDEN

This figure presents recent data on tax burden, meaning tax revenue and its relationship to gross domestic product (GDP), in the European Union (EU) and other selected economies.

Total tax burden reflects collected income by the inland revenue authorities. Thus it takes into account not only tax bases and tax rates but also deductions and other allowances.

This total tax burden includes taxes on income of individuals and corporates, value added tax, social contributions and other direct and indirect taxes.

**TOTAL TAX BURDEN 2017 (AS % OF GDP)**

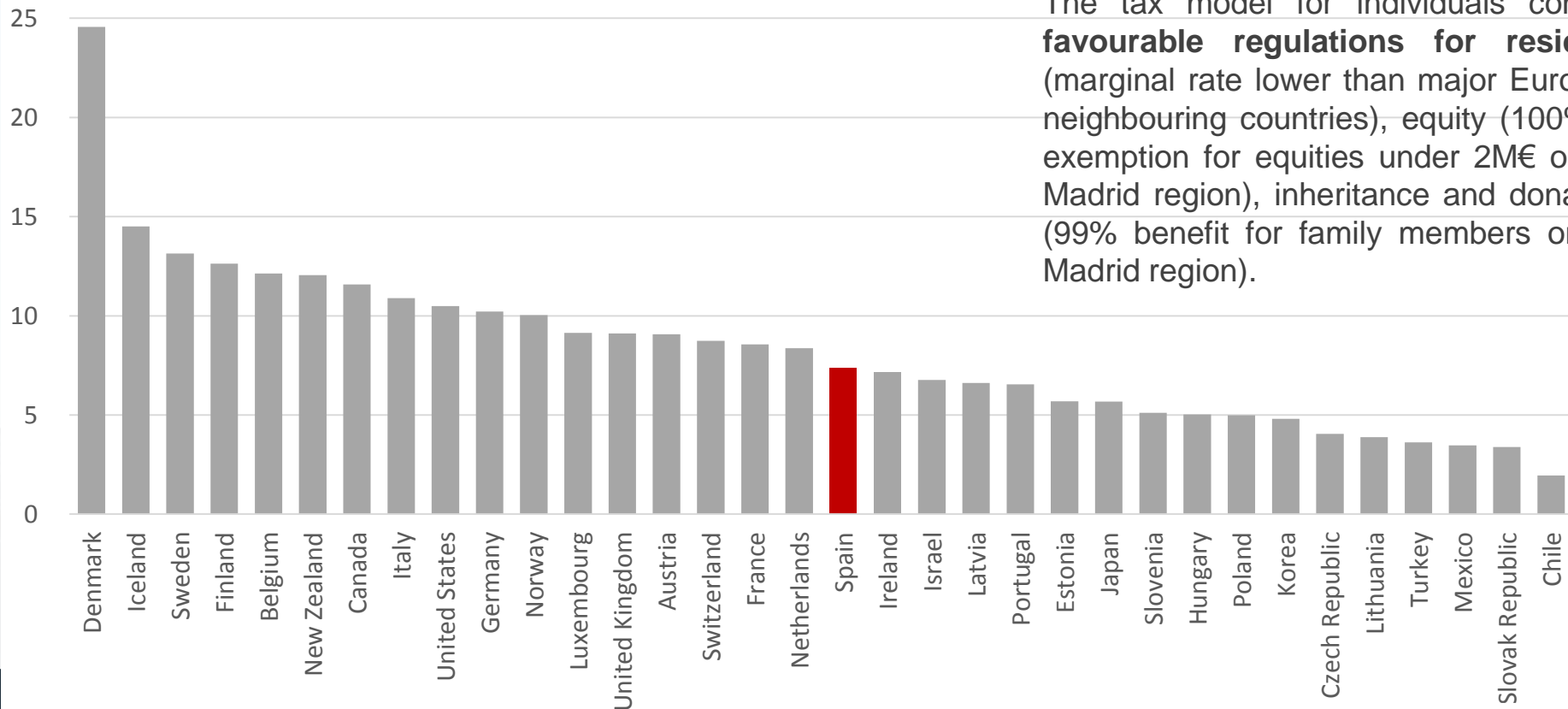


# PERSONAL TAXES IN MADRID ARE AMONG THE LOWEST WITHIN EUROPEAN CITY CAPITALS



1

## TAX BURDEN ON INCOME OF INDIVIDUALS 2017



The tax model for individuals contains **favourable regulations for residents** (marginal rate lower than major European neighbouring countries), equity (100% tax exemption for equities under 2M€ only in Madrid region), inheritance and donations (99% benefit for family members only in Madrid region).



# MADRID OFFERS A FAVOURABLE TAXATION AND HIGH DEDUCTIONS FOR R&D



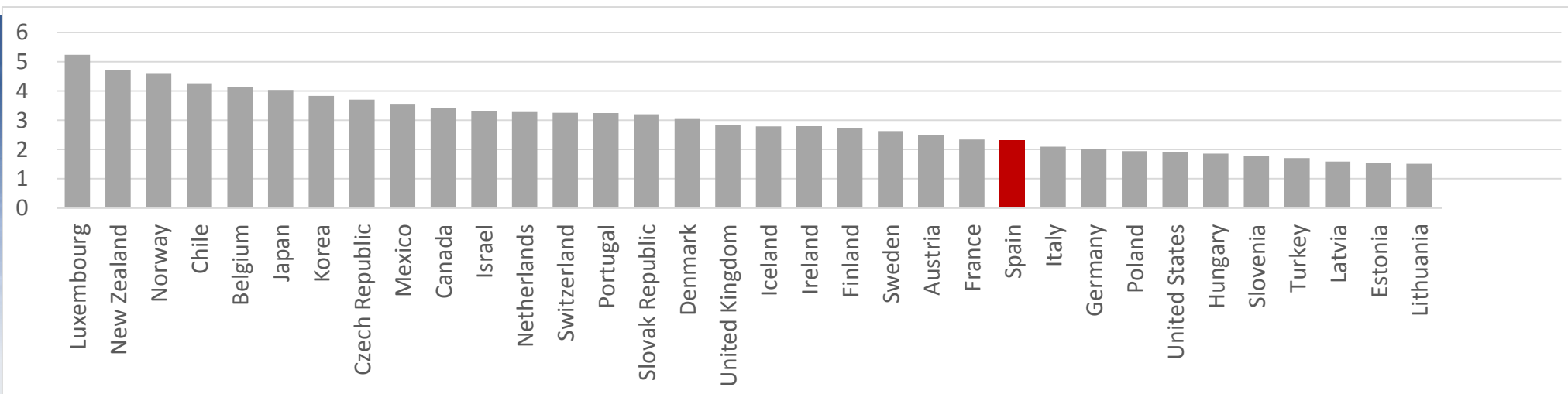
1

## CORPORATE TAX (CT)

**This includes provisions and regimes which favour multinational companies;** highlights include its dividend and capital gains (derived from participation on other Spanish or foreign companies) regime:

- It is respectful towards Region Law, containing the principles of the BEPS project and is in line with the CT in the main European countries.
- **PE and VC firms have a 99% tax exemption on received dividends and capital gains (stemming from the sale of shares).**

## TAX BURDEN ON INCOME OF CORPORATES 2017





# EXCEPTIONAL HUMAN CAPITAL





## COMPETITIVE AND DIVERSE WORK FORCE



- Workforce of over **3.3 million people**. (1)



- Diversity: **13% of the total population is foreign-born**, representing over 180 different nationalities. (2)



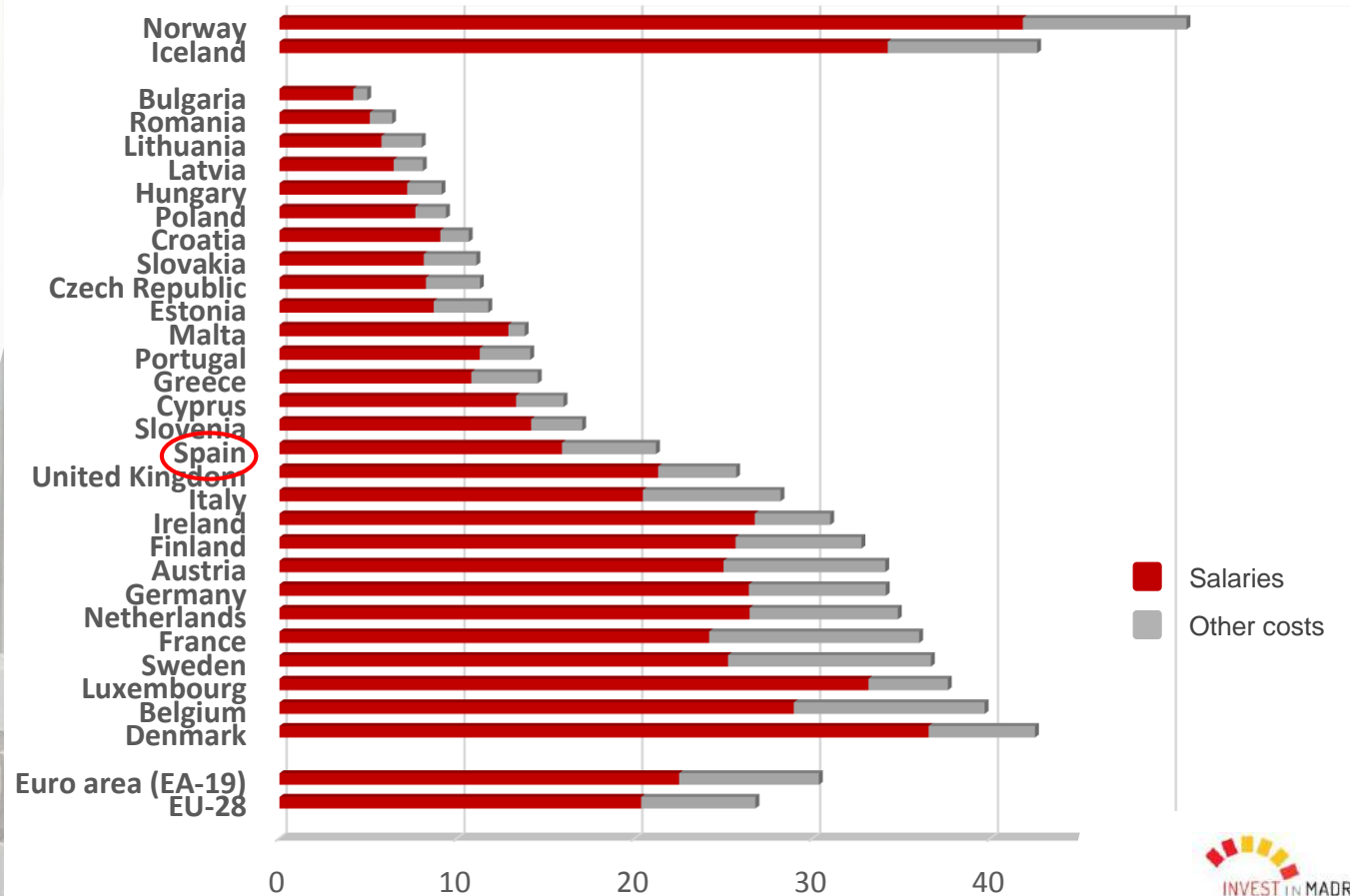
- **47% of the workforce has a university degree** (31.4% in the EU-28, according to Eurostat in 2017). (3)

# COMPETITIVE AND COST-EFFECTIVE WORKFORCE



2

**ESTIMATED HOURLY LABOUR COSTS**  
for the whole economy  
(€, 2017, Companies with 10 employees or more)



The moderation of wages has made it possible for Spain to maintain its competitiveness, while costs continue to increase significantly throughout the rest of the European Union.



# ENGAGEMENT

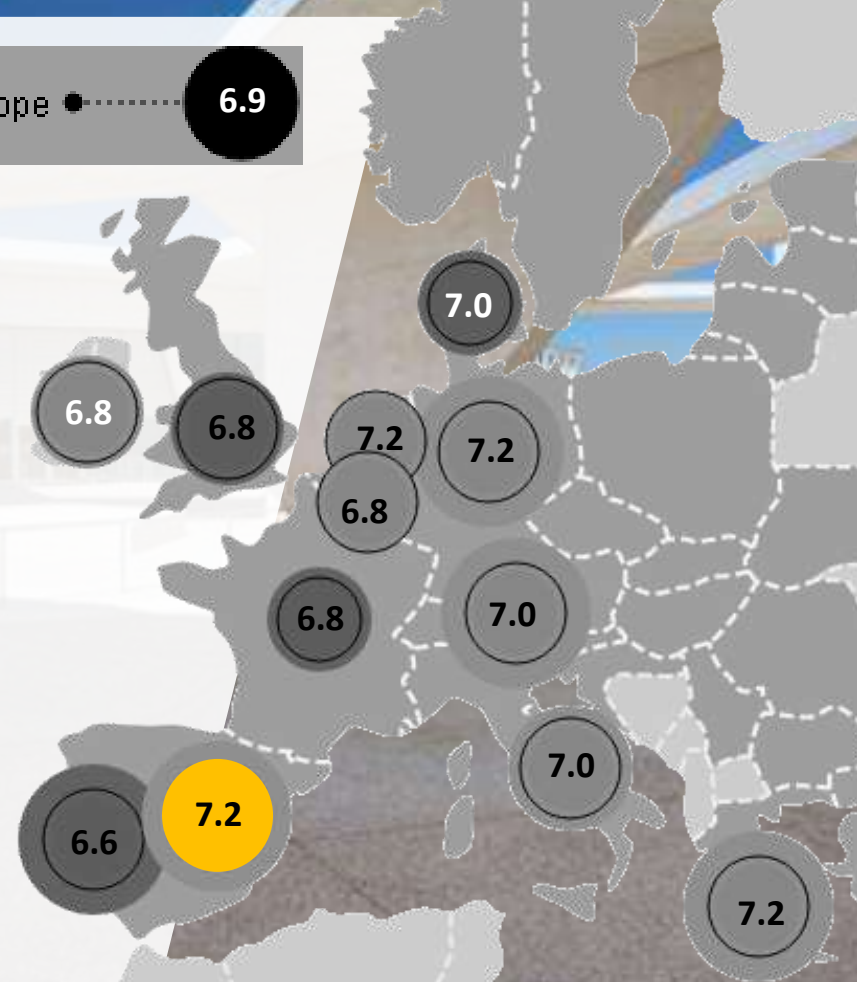
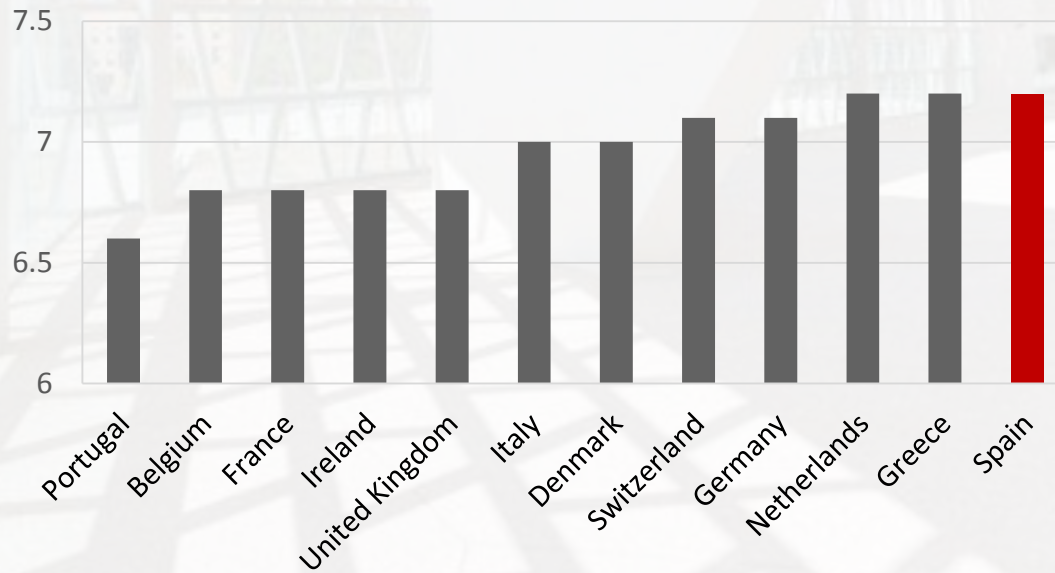


2

Europe ● ..... 6.9

1<sup>st</sup>

These rates from 2018 show that Spain is one of the European countries where the employees are more engaged with their jobs



# TOP NOTCH UNIVERSITIES AND BUSINESS SCHOOLS



2

## UNIVERSITIES

The Region of Madrid has 6 public and 8 private universities, plus some of the most prestigious private higher education centres, and it holds the headquarters of the official long distance universities (UNED and UDIMA).

The total number of registered university students in the Region of Madrid was 310,433 in 2017-2018. (1)



## BUSINESS SCHOOLS

Madrid is home to some of the most internationally renowned business schools, according to the main international rankings (Financial Times, Forbes, etc.): IE, IESE, ESADE



Position	2018 FT EUROPEAN MBA RANKING (2) Institution	Country
1	London Business School	UK
2	HEC Paris	France
3	Insead	France
4	St. Gallen University	Switzerland
5	<b>IESE Business School</b>	<b>Spain</b>
6	Bocconi	Italy
7	IMD	Switzerland
8	Essec	France
9	Rotterdam School of Management	Netherlands
10	University of Oxford: Saïd	UK
11	ESCP	France
12	Warwick Business School	UK
13	University of Cambridge: Judge	UK
14	Edhec	France
15	<b>ESADE Business School</b>	<b>Spain</b>







The business schools present in the Region of Madrid are a point of professional projection, both nationally and internationally.

**Four of them have obtained the so-called "triple crown".**

- **IESE Business School**, which has campuses in Madrid, Barcelona and New York
- **IE Business School**, in Madrid
- **ESADE Business School**, with facilities in Barcelona and Madrid
- **ESCP Europe School of Management**, with campuses in Madrid, Paris, Berlin, London and Turin.

The Triple Crown is the recognition of the three main accreditation bodies of the graduate programs of business schools, of which there are only 88 schools worldwide.

- The European **EQUIS** (European Quality Improvement System), of the EFMD (European Foundation for Management Development, Brussels), one of the leading international accreditations
- The American **AACSB** (Association to Advance Collegiate Schools of Business, Florida)
- The British **AMBA** (Association of MBAs, London)





**Madrid is the only European region in the top 10 ranking of English-medium international schools. (1)**

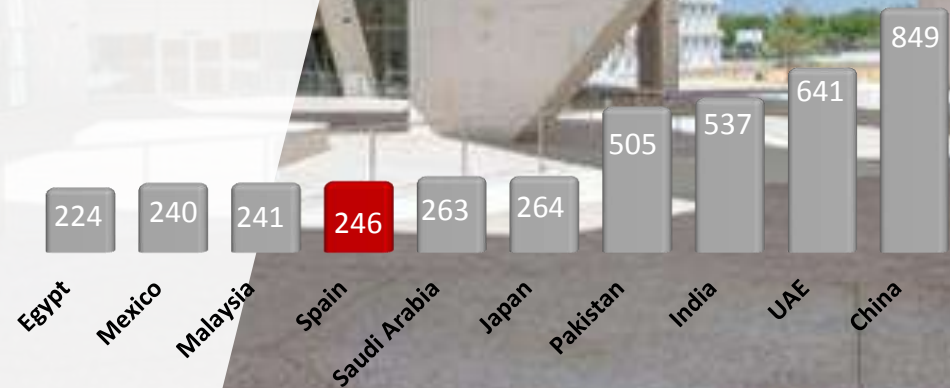
Madrid offers **one of the best educational systems among the Spanish regions**, with high levels of quality in both public and private schools.

**755 schools and institutes** have launched **bilingual educational plans in Spanish and English. (2)**

**38 of the 100 best schools in Spain are in Madrid. (4)**

**Madrid has some of the most important international schools** (British Council, Hastings School, International College Spain, King's College, Lycée Français, The English Montessori School, Scuola Italiana, American School or Deutsche Schule)

**Top 10 Countries for International Schools 2018 (3)**







# **GEOSTRATEGIC LOCATION AND WORLD CLASS INFRASTRUCTURE**



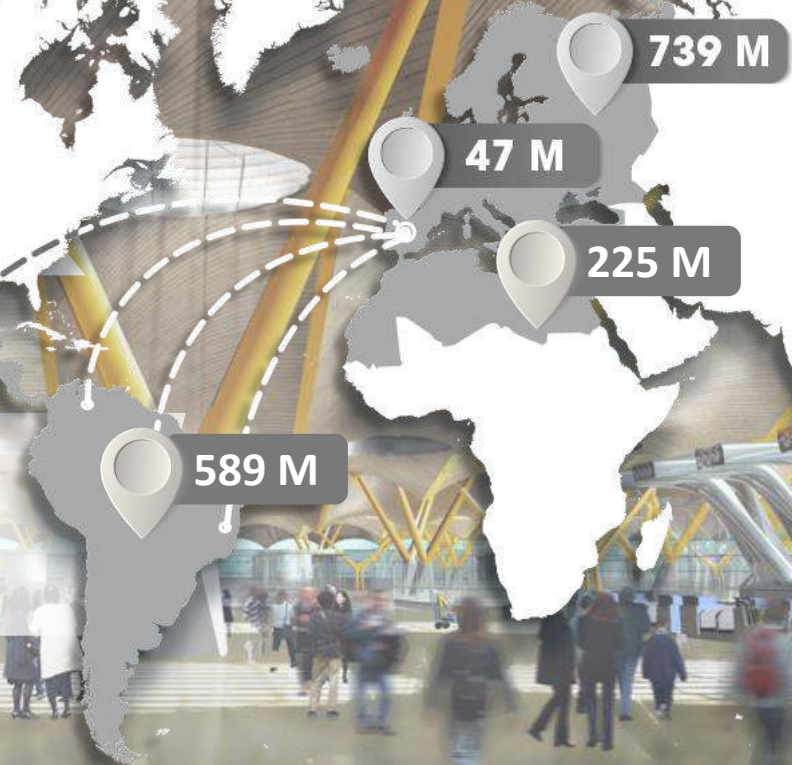
# ACCESS TO THE MAIN INTERNATIONAL MARKETS



3

Madrid offers access to  
**+1.6 B Customers**

Madrid offers a privileged position to access  
key markets in Europe, Latin America and the  
North of Africa





# LEADING AIRPORT IN THE SOUTH OF EUROPE



3



- **1<sup>st</sup> Spanish airport and 5<sup>th</sup> in Europe for passenger and cargo traffic.**
- **Capacity for 70 million passengers a year**  
Large margin for additional traffic with no risk of congestion.
- **Exceptional intermodal connectivity: the airport is 12 km from the city center (20mins).** The Metro and Suburban trains and the bus network connect the airport to the city of Madrid and the surrounding metropolitan area.

## EUROPEAN AIRPORTS BY TRAFFIC

Passengers in 2017 (in millions)



# LEADING AIRPORT IN THE SOUTH OF EUROPE



3

- In 2019, Barajas was chosen as the **best airport** in the category of 50-60 million passengers according to Skytrax, and furthermore its Terminal 4 ranks in the Top 10 of **best terminals in the world**.
- From Madrid-Barajas, **Spain is connected** to all of its main European economic partners **in less than 3 hours**.
- Furthermore, it acts as an **important HUB** between **Europe and Latin America**.





# KEY ACCESS TO LATIN AMERICA



3

Barajas is the leading European airport for flights to Latin America: 25% of all connections between Europe and Latin America. (1)

## FLIGHT DESTINATIONS FROM MADRID TO LATIN AMERICA (2)

**Argentina** (Buenos Aires, Cordoba)

**Perú** (Lima)

**Guatemala** (Guatemala)

**El Salvador** (San Salvador)

**Venezuela** (Caracas)

**Brazil** (Sao Paulo, Río, Salvador, Recife)

**Bolivia** (Cochabamba, Santa Cruz)

**Panama** (Panamá)

**Paraguay** (Asuncion)

**Costa Rica** (San José)

**Chile** (Santiago de Chile)

**Cuba**

(La Habana, Santiago, Varadero)

**Dominican Rep.**

(Samana, Santo Domingo,

Punta Cana)

**Ecuador** (Quito, Guayaquil)

**Honduras** (San Pedro Sula)

**Mexico** (México DF, Cancún)

**Puerto Rico** (San Juan)

**Uruguay** (Montevideo)

**Colombia** (Bogotá, Cali, Medellin)



192 DIRECT FLIGHT DESTINATIONS FROM MADRID

# MADRID IS THE MAIN HUB FOR FINANCIAL AND MULTILATERAL LATIN AMERICAN INSTITUTIONS IN EUROPE



3

Spain is the 2<sup>nd</sup> world investor in Latin America, after the US. Madrid hosts the headquarters of most Latin American institutions and multinationals with interests in the EU, as well as those of European companies that do business with Latin America.



DIEBOLD  
NIXDORF

UBE



software AG

SIEMENS

PRAXAIR

ALSTOM

ThyssenKrupp



havaianas®



## MOST RELEVANT LATAM INSTITUTIONS IN MADRID

- Inter-American Development Bank (IADB)
- Andean Development Corporation (CAF)
- LATIBEX, international market for Latin American securities
- Miami Club in Madrid
- Ibero-America Europe Foundation
- Carolina Foundation
- America House
- SEGIB (Ibero-American General Secretary)
- Organisation of Ibero-American States
- Ibero-American Institute of Securities Markets



# BEST EUROPEAN PLATFORM FOR DOING BUSINESS WITH LATIN AMERICA



3

**Spain and Latin America have signed 18 Agreements to Avoid Double Taxation and 20 Agreements for Protection and Promotion of Reciprocal Investments**

## MAXIMUM BUSINESS PROTECTION IN LATIN AMERICA

- **18 Agreements to Avoid Double Taxation between Spain and Central and South America:** Argentina, Bolivia, Brazil, Barbados, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, El Salvador, Ecuador, Mexico, Panama, Peru, Jamaica, Trinidad & Tobago, Uruguay and Venezuela. (1)
- **20 Agreements for Reciprocal Protection and Promotion of Investments:** Argentina, Bolivia\*, Colombia, Costa Rica, Cuba, Chile, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Dominican Republic, Trinidad & Tobago, Uruguay and Venezuela. (2)

\* The agreement with Bolivia is in a period of remnation until 09/07/22





## SPANISH IS A SIGNIFICANT INSTRUMENT IN INTERNATIONALISATION

3<sup>rd</sup>

Spanish is the third most used language on the internet by number of users.

2<sup>nd</sup>

Spanish is the second most spoken language in the world by number of people who can claim it as a mother tongue, with 450 million speakers.

576

576 million people speak Spanish as either their first or second language and another 500 million plus can be included as those who have learned it as a foreign language. Forecasts point to 754 million native Spanish speakers by 2050. (1)

\*

According to an economic model by García Delgado on the economic value of the language, the fact of sharing Spanish can increase trade flows by 4 times and FDI flows (Foreign Direct Investment) by 7 times. (2)



# NERVE CENTRE OF THE SPANISH MARKET



3

- **Madrid is the main hub of the most extensive high-speed rail system in the world** (covering 3,100 km), second only to China. Madrid is a maximum of 3 hours by high-speed train from the main cities in Spain (Barcelona, Valencia, Malaga, Seville).(1)
- **An extensive regional network of motorways connects the towns in the Region of Madrid to the national network**, forming the backbone of the territory and ensuring access to the rest of the peninsula from anywhere in the region. (2)
- **Madrid is the origin and center of the national transport network.** Madrid is a maximum of 6 hours by road from all other major cities and towns in Spain. Two high-capacity roads cross the border with France and there are high-speed rail connections with the rest of Europe. (3)

## NATIONAL RAIL NETWORK

High-Speed lines now available  
New high-speed lines





- **Spain is a link** between Ibero-America, Europe, Africa and the Middle East, carrying out the role through efficient connections between airports, ports, railways and roads.
- **Madrid is connected to Europe through the Mediterranean Corridor and the Atlantic Corridor** that are part of the Trans-European Networks (RTE) whose purpose is to unite the European regions.
- **Madrid is a key player in the Corridors** due to its position as a **financial centre and Hub of international and national heavy goods operators**.

## INTERMODALITY

The **Mediterranean Corridor** and the **Atlantic Corridor** will fully connect Spain to the rest of Europe by 2021.





# ONE OF THE MOST MODERN PUBLIC TRANSPORT SYSTEMS IN EUROPE



# 3



## Madrid Underground

The Region of Madrid has one of the most advanced modern underground systems in Europe:

- 294 km tracks
- 13 lines and 301 stations
- Multi card: 2.50€ / Single trip: 1.50€
- 626 million users in 2017



## Regional trains and buses

The Region of Madrid has a transport network comprised of suburban trains and middle distance buses to link downtown Madrid with all the municipalities and towns in the region:

- 391 km local trains
- 324 intercity buses



## EMT Intercity buses

The Madrid 'Empresa Municipal de Transportes' runs the city bus system, one of the largest networks in Europe:

- 430 million users in 2016
- Over 2,000 buses
- 208 lines (182 daytime and 26 night-time working 365 days a year)
- Express connection to the airport
- 10,367 stops in a 3,705 km network
- Single ticket: €1.50



## Other means of public transport

The taxi system in Madrid comprises a fleet of nearly 16,000 vehicles working 24/7 for the city.

## Other means of public transport

Madrid, like other European regions, is a pioneer in alternative transport services: car-sharing, bike hire, electric motorbikes, car hire, etc.



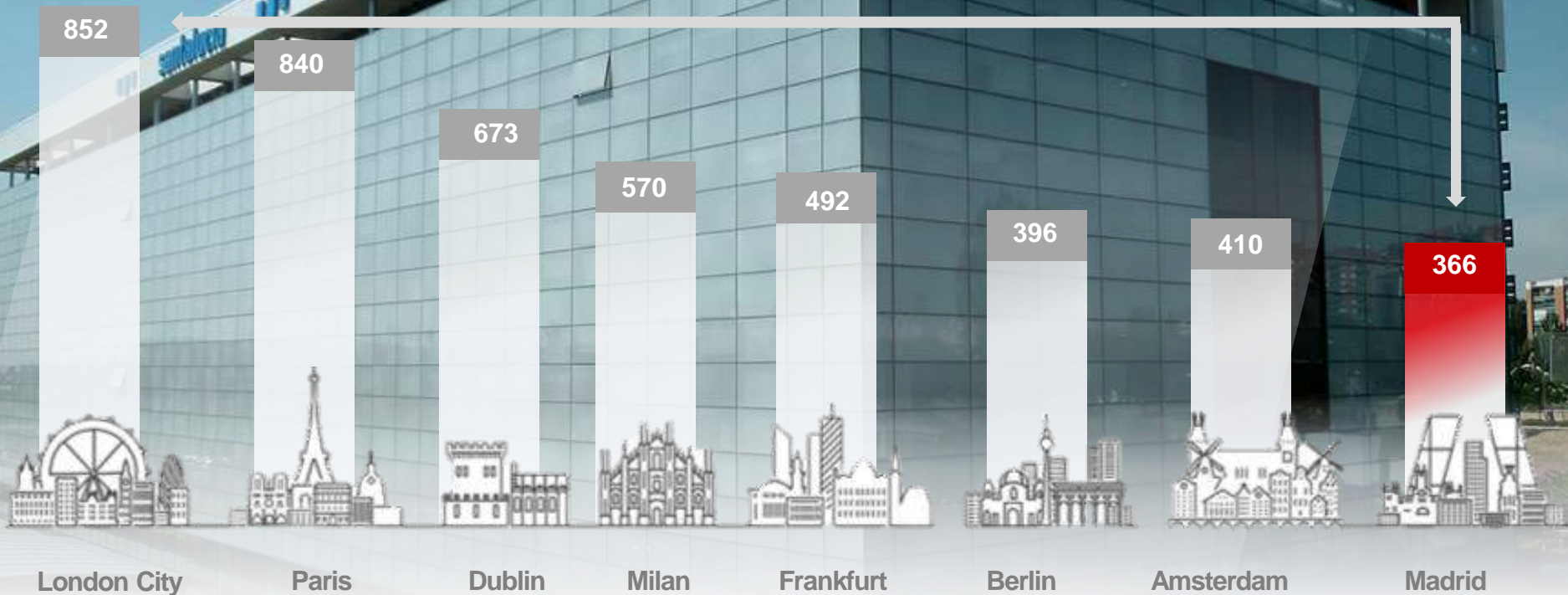
# OFFICES AVAILABLE AT VERY COMPETITIVE PRICES



3

## RENTAL PRICE COMPARISON FOR PRIME OFFICE SPACE PER CITY

(Q3 2018; €/sqm/year)





An aerial photograph of a city street scene, featuring a prominent Art Deco building with a rounded corner and a sign that reads "SUNSHINE". The image is overlaid with a large, semi-transparent blue number "4" on the right side. The text "LEADERSHIP IN INNOVATION" is centered across the middle of the image in a bold, white, sans-serif font.

# LEADERSHIP IN INNOVATION



Madrid is the 2<sup>nd</sup> region in Spain in terms of industrial production and the 4<sup>th</sup> in terms of exports volume, leading the Spanish region for technological exports. (1)

Madrid is the national leader in engineering in 2018:

- 39% of companies,
- 75% of revenue,
- 47% of total employment in this sector.

2<sup>nd</sup> region in the EU-28 for technology-related employment: 254,100 professionals working in high-tech industrial and services sectors in 2017 (2)

## HIGH-TECH EMPLOYMENT

(Jobs, thousands, 2017)





# LEADER FOR HEALTHCARE COMPANIES



4

80% of the world's largest biomedical and pharmaceutical companies are in Madrid.



Madrid has been particularly successful in recent years in attracting and creating a healthcare ecosystem:

## MAIN FOREIGN BIOPHARMA COMPANIES



## MAIN FOREIGN MEDICAL DEVICES COMPANIES



# LEADER FOR ICT & AEROSPACE COMPANIES



4



Madrid has been particularly successful in recent years in attracting and creating a business ecosystem in both the ICT & Aerospace sectors:

## MAIN ICT COMPANIES



The headquarters of all the big telecommunications companies operating in Spain and nearly 50% of all IT firms are housed in Madrid.

## MAIN AEROSPACE COMPANIES



One of the largest aeronautical clusters in Europe, accounting for 49.4% of sector turnover in Spain, in 2016.

Madrid is the leader in aeronautical clusters employment with 42.7% of the total in Spain.



# LEADER FOR BUSINESS



4

## REPRESENTATIVE PLAYERS IN MADRID





## SPAIN'S LEADING R&D CENTRE

1<sup>st</sup>

### 1st region in Spain for R&D spending: (1)

- R&D spending: 3.7 billion euros (26.3% of total in Spain), 1.68% of regional GDP (Spain:1.20%).
- Leader in R&D employment: 23.9% of total in Spain.
- Leading spender in innovation: 5.1 bill.€ 37% of national total.

41

**Madrid is home to 41 of the 132 National R&D Centres (Consejo Superior de Investigaciones Científicas).** CSIC ranks 32<sup>th</sup> out of 5,637 ranked institutions in the world according to the SCImago-Institutions Ranking (SIR) 2018. (2)

41

Madrid

25

11

23





## LEADER IN PRIVATE CENTRES FOR R&D

Madrid has been particularly successful in recent years in attracting and growing centres for R&D excellence:



# STRUCTURE FOR ENTREPRENEURSHIP, DEVELOPMENT AND INNOVATION



# 4



**Business Fabric**

- Employer
- Start-ups

**Businesses with innovative potential**

**Innovative trail-blazing SMEs**

17 CAMPUSES OF INTERNATIONAL EXCELLENCE (1)	18 HEALTH RESEARCH CENTRES (2)	9 UNIQUE SCIENTIFIC & TECHNICAL INFRASTRUCTURES (3)	10 RESEARCH CENTRES (1)	6 SCIENCE & TECHNOLOGY PARKS (4)
<ul style="list-style-type: none"> <li>• <b>Campus Moncloa</b> The energy of diversity</li> <li>• <b>Campus of International Excellence</b> (Universidad Autónoma de Madrid)</li> <li>• <b>Campus of Knowledge</b> (Universidad Carlos III)</li> <li>• <b>12 TECH Campuses “tech” of International Excellence</b> (Universidad Politécnica)</li> <li>• <b>Campus of International Excellence</b> (Universidad de Alcalá de Henares)</li> <li>• <b>Campus of Intelligent Energy</b> (Universidad Rey Juan Carlos)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>10 foundations for hospital biomedical research</b></li> <li>• <b>8 health research institutes</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Spanish Supercomputer Network Hub</b></li> <li>• <b>UPM Institute of Opto-electronic Systems</b></li> <li>• <b>National Electron Microscopy Centre</b></li> <li>• <b>High Security Biological Laboratory</b></li> <li>• <b>Advanced Three-Dimensional Image Infrastructure</b></li> <li>• <b>National Fusion Laboratory (CIEMAT)</b></li> <li>• <b>Aerial Research Platforms (INTA)</b></li> <li>• <b>Spanish Academic and Research Network</b></li> <li>• <b>Production and Characterisation Infrastructure of nanomaterials, biomaterials and biomedical systems</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>CSIC</b> (Higher Council of Scientific Research)</li> <li>• <b>CIEMAT</b> (Energy, Environment and Technology Research Centre)</li> <li>• <b>IGME</b> (Spanish Mining &amp; Geology Institute)</li> <li>• <b>Instituto de Salud Carlos III</b> (Health Institute)</li> <li>• <b>CNIO</b> (National Oncology Research Centre)</li> <li>• <b>INTA</b> (National Space Technology Institute)</li> <li>• <b>CEDEX</b> (Public Works Study &amp; Experimentation Centre)</li> <li>• <b>CEM</b> (Spanish Meteorology Centre)</li> <li>• <b>IGN</b> (National Geographic Institute)</li> <li>• <b>INIA</b> (National Institute for Agricultural Research and Experimentation)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Tecnoalcalá</b></li> <li>• <b>Tecnogetafe</b></li> <li>• <b>Leganés Tecnológico - Carlos III University</b></li> <li>• <b>Móstoles Tecnológico</b></li> <li>• <b>Scientific and Technological park (Universidad Politécnica de Madrid)</b></li> <li>• <b>Madrid Scientific Park</b></li> </ul>







## DYNAMIC ENTREPRENEURIAL ECOSYSTEM

16%

Madrid is home to 16% of all companies established in Spain in 2018. More businesses are established each year in the Region of Madrid than in the Region of Valencia and Baleares put together. (1)

30%

Largest national concentration of high-growth, high-potential digital start-ups, in 2018: 30% of total. (2)



Madrid is one of the European cities with the highest number of business accelerator and incubator schemes for entrepreneurs.



Thanks to its innovation-friendly Environment, Google opened in 2015 an Entrepreneur Campus in Madrid, the 2nd in Europe after the London Campus.





REGE CAROLO III  
ANNO  
MDCCLXXVIII

# UNIQUE QUALITY OF LIFE



# SECURITY, FIRST RATE PUBLIC SERVICES, AND AN UNBEATABLE CULTURAL AND GASTRONOMIC OFFER



5

## MADRID: AN EXCEPTIONAL PLACE TO LIVE



### ONE OF THE SAFEST CAPITAL CITIES

- Madrid is one of the safest cities in Europe, with a very low crime rate.



### FIRST RATE PUBLIC SERVICES

- **Bilingual education in over 650 public schools and education centres.** Wide range of private international schools.



### THE HEALTHCARE SYSTEM IN MADRID IS UNIVERSAL AND HIGHLY ADVANCED.

- Over 80 public and private hospitals across the region, boasting some of the highest quality standards in Europe.



### WARM AND SUNNY CLIMATE AND GREAT CULTURAL, GASTRONOMIC AND SHOPPING ON OFFER



# A SAFE PLACE: EVEN SAFER THAN THE EUROPEAN AVERAGE



5



Spain ranks 30<sup>th</sup> out of 163 countries in the 2018 Global Peace Index, higher than countries like UK, France or Italy.



- **34 police stations** in Madrid.
- **6,100 policemen** patrolling the region.
- **€100 million public budget** for security and public safety.

## COMPARISON OF INDICTMENTS MADE PER 100,000 INHABITANTS (2016)

Indictments for rape



Indictments for assault



Indictments for theft



N.B. The figures for Netherlands are from 2015 as they are yet to release 2016 data





# A SAFE PLACE: EVEN SAFER THAN THE EUROPEAN AVERAGE



# 5

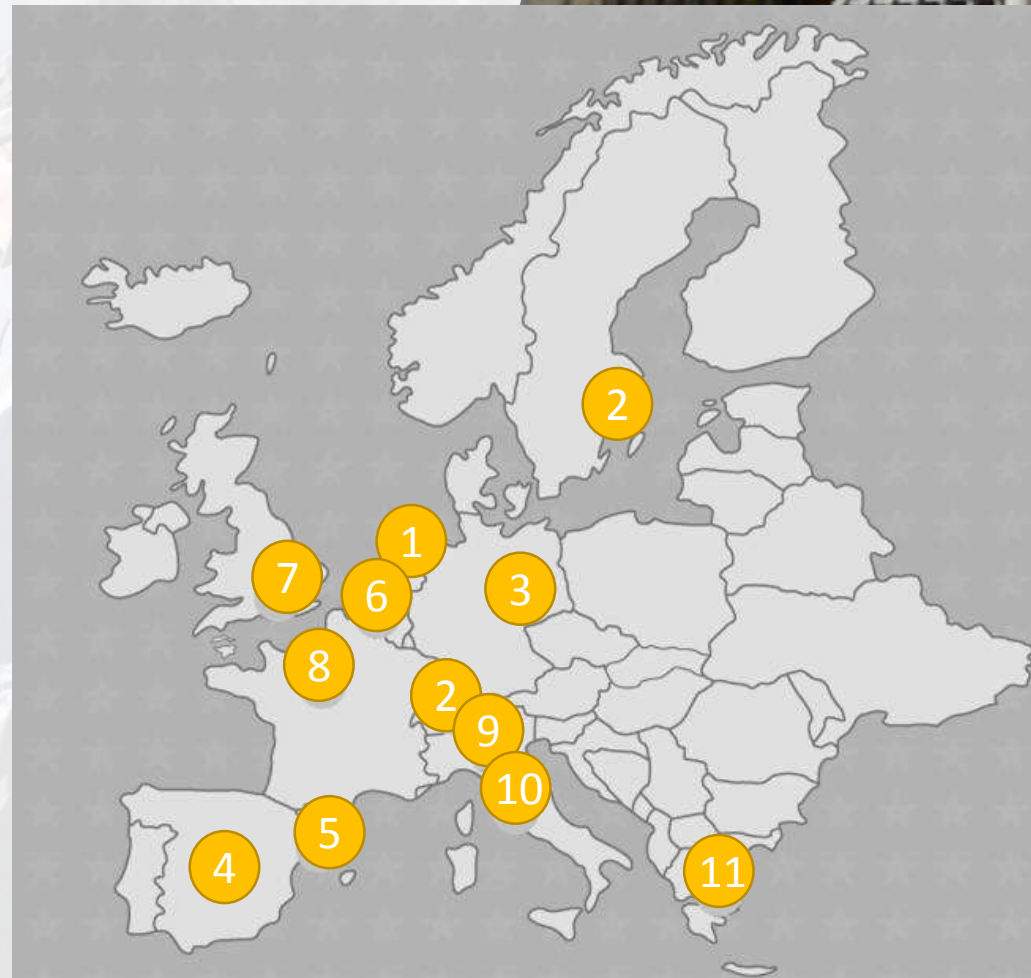
One of the safest cities in the World, ranked 12<sup>th</sup> safest out of 60 cities worldwide and the 4<sup>th</sup> safest out of 12 in Europe.

## Safe Cities Index 2017 overall results

Average 72

1	Tokyo	89.80	21	New York	81.01	41	Moscow	63.99
2	Singapore	89.64	22	Taipei	80.70	42	Jeddah *	62.80
3	Osaka	88.87	23	Washington, DC	80.37	43	Delhi	62.34
4	Toronto	87.36	24	Paris	79.71	44	Lima	61.90
5	Melbourne	87.30	25	Milan	79.30	45	Mumbai	61.84
6	Amsterdam	87.26	26	Dallas *	78.73	46	Bogota *	61.36
7	Sydney	86.74	27	Rome	78.67	47	Riyadh	61.23
8	Stockholm	86.72	28	Abu Dhabi	76.91	48	Casablanca *	61.20
9	Hong Kong	86.22	29	Buenos Aires	76.35	49	Bangkok	60.05
10	Zurich	85.20	30	Doha	73.59	50	Johannesburg	59.17
11	Frankfurt	84.86	31	Kuala Lumpur *	73.11	51	Cairo *	58.33
12	<b>Madrid</b>	<b>83.88</b>	32	Beijing	72.06	52	Tehran	56.49
13	Barcelona	83.71	33	Athens *	71.90	53	Quito *	56.39
14	Seoul	83.61	34	Shanghai	70.93	54	Caracas *	55.22
15	San Francisco	83.55	35	Santiago	70.03	55	Manila *	54.86
16	Wellington *	83.18	36	Kuwait City	67.61	56	Ho Chi Minh City	54.33
17	Brussels	83.01	37	Rio de Janeiro	66.54	57	Jakarta	53.39
18	Los Angeles	82.26	38	Sao Paulo	66.30	58	Dhaka *	47.37
19	Chicago	82.21	39	Mexico City	65.52	59	Yangon *	46.47
20	London	82.10	40	Istanbul	65.23	60	Karachi *	38.77

\* New cities



# AN EXCELLENT, PROFESSIONAL HEALTHCARE SYSTEM



5



The Region of Madrid has **36 public hospitals and 45 private healthcare facilities** with 14,728 and 6,750 beds, respectively. Foreigners who are not registered as residents in Spain will also receive healthcare under the criteria of the National Health System.

According to a 2018 ranking compiled by Bloomberg, **Spain is classified as having the 3<sup>rd</sup> most efficient healthsystem in the world out of 55 countries** behind only Hong Kong and Singapore.

## FREE (WITHOUT CO-PAYMENT) HEALTHCARE SYSTEM (1)



Primary Healthcare



Specialised Outpatient Clinics



Hospital Stays



ER



Prescribed Drugs



## MOST EFFICIENT HEALTHCARE SYSTEM (2)

Rank	Country	Efficiency Score	Life Expectancy
1	Hong Kong	87.3	84.3
2	Singapore	85.6	82.7
3	<b>Spain</b>	<b>69.3</b>	<b>83.8</b>
4	Italy	67.6	82.8
5	South Korea	67.4	82.0
6	Israel	67.0	82.0
7	Japan	64.3	83.8
8	Australia	62.0	82.4
9	Taiwan	60.8	79.7
10	UAE	59.7	77.1



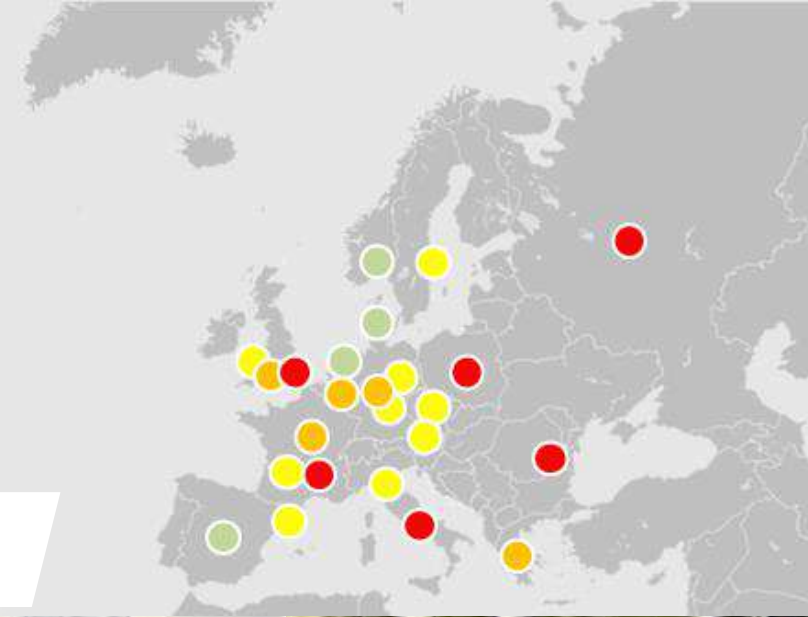
# EXCELLENT URBAN INFRASTRUCTURE



5

**Madrid has a highly sophisticated, competitive and efficient transport system.** The Madrid Metro (294 km and 301 stations) is modern, safe, clean and efficient providing fast and cost-effective transport across the city and its metropolitan area.

**Madrid is one of the capital cities with the least congestion in the world, with much less traffic than the majority of European cities. (1)**



● <25%      ● >25% <30%      ● >30% <35%      ● >40%

**Madrid is ranked 13<sup>th</sup> out of 100 cities worldwide in the 2018 ADLittle Urban Mobility Index** for the efficiency and reliability of its mobility system to facilitate growth and support business. (2)

# UNIQUE QUALITY OF LIVE WITH AN AFFORDABLE COST



5

Madrid has consistently shown, year after year, a strong performance in cost and quality of living rankings:

- Spain as a country places 4<sup>th</sup> out of 36 countries in the 2017 OECD Work-life Balance Index.
- According to Internations, Spain is the 8<sup>th</sup> best destination for expats in 2018, and according to the latest UN World Tourism Outlook, the 2<sup>nd</sup> world's most preferred destination for tourism.

## COST OF LIVING – WORLD 2018

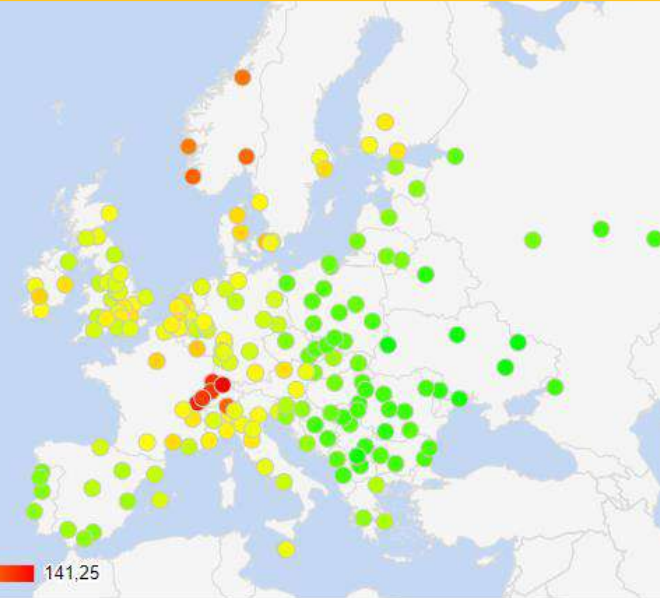


1	Hamilton, Bermuda
2	Zurich
29	Singapore
23	Paris
36	Dublin
40	Amsterdam
42	London
66	Milan
98	Frankfurt
185	Berlin
274	Madrid
400	Jakarta
463	Mexico DF
500	Delhi
525	Cairo



The Region of Madrid has an accessible cost of living – lower than the main European regions.

24,85  141,25







## THE BEST GASTRONOMY & CULTURE



Madrid has one of the best-preserved historic quarters in Europe, with extensive pedestrianised areas complemented by a broad range of tourist attractions, cafes, bars, restaurants and shops.



**Paseo del Arte: 3 of the most important museums in the world (Prado, Thyssen and Reina Sofía) are all within 10 minutes of each other in Madrid.**

- **The Prado Museum** has an exceptional collection of work by Velázquez, Goya and El Greco.
- **The Reina Sofía Museum** is home to Guernica by Picasso and a wide selection of art from the 19th century to modern day (Miró, Kandinsky, Dalí)
- **The Thyssen Museum** has a fascinating collection ranging from Gothic and Renaissance masterpieces to Modern Art by artists such as Hopper or Bacon.



One of Madrid's biggest attractions is its abundance of bars, restaurants and terraces (+3,000, 23 of them with at least one Michelin star) always very busy from mid-morning to nightfall.

According to Forbes, in 2018, Spain was ranked as the 4<sup>th</sup> top country in the world for Michelin 3-Star Restaurants with 11 overall.

# GUARANTEED LEISURE AND FUN



5

## AVERAGE ATTENDANCE AT MATCHES 2017/18

BARCEONA	65,824
REAL MADRID	65,653
ATLÉTICO MADRID	55,476
REAL BETIS	46,387
VALENCIA CF	38,694
ATHLETIC BILBAO	37,371
SEVILLA FC	33,067
DEPORTIVO LA CORUNA	20,634
MALAGA CF	20,384
REAL SOCIEDAD	19,718



## UNBEATABLE SPORTS

The Region of Madrid is one of the main European hotspots for sport, with events ranging from football to the Tennis Master Series (Each year the Mutua Madrid Open takes place in the capital).

The region has 4 first-division teams in the Spanish football league "La Liga": Real Madrid, Atlético de Madrid, Leganés and Getafe.

The locals are also passionate about **basketball**, thanks to the big first-division teams in the city such as **Estudiantes, Real Madrid or Fuenlabrada**.

The Region of Madrid offers ample opportunity to take part in any number of sports such as **tennis, hiking, climbing, skiing, cycling and many more**.

Madrid offers **golf courses catering to all preferences and levels**, where you can both improve your golfing skills or simply get yourself started with this relaxing sport.







## The Region of Madrid supports sustainability and environmental friendliness:

- Over half of the land in the Region of Madrid is protected for environmental reasons.
- The region is home to 9 protected areas, including the Sierra de Guadarrama National Park.
- According to the 2018 Arcadis Sustainable Cities Index, **Madrid** was classified as the **21<sup>st</sup>** out of 100 **most sustainable city in the world**, scoring even higher in the people's (10<sup>th</sup>) and planet's (15<sup>th</sup>) subindices.

In 2017, **Spain** has been said to have for the second year in a row **the most competitive tourism sector in the world**, according to the World Economic Forum.

**Spain received 82 million tourists in 2017** (2<sup>nd</sup> country by number of visitors and income generated by tourists) according to the 2018 UNWTO Tourism Highlights.

Average temperature: 15° C

Max. average monthly temperature 2018: 31° C (August)

Min. average monthly temperature 2018: 5° C (February)

Over 100 days of completely clear skies per year





# SUMMING UP



# 5 REASONS FOR CHOOSING MADRID

## 1. ECONOMIC POWERHOUSE AND MAIN DECISION CENTRE IN SPAIN

National leadership in foreign investment.

Competitive tax regulation.

65% of the largest companies in Spain are in Madrid



## 2. ACCESS TO MARKETS: STRATEGIC LOCATION AND EXCELLENT INFRASTRUCTURE

Latinamerican business and air hub.

Top notch communications.

Prime offices and housing at competitive costs.



## 3. QUALIFIED AND COST-EFFICIENT LABOUR FORCE

Among the European regions with higher number of tech employees.

3 business schools among the top ten in Europe.



## 4. INNOVATIVE AND DYNAMIC BUSINESS ECOSYSTEM

Leader in private and public centres for R&D excellence.

Largest national concentration of high-growth, high-potential start-ups: 30% of total.



## 5. HIGH QUALITY OF LIFE AND AFFORDABLE COST OF LIVING

Unique quality of life.

Security, public services, climate, culture, gastronomy, leisure, sports & shopping.



# INVEST IN MADRID SERVICES PORTFOLIO

- Identification of investment opportunities
- Information on the applicable regulatory framework
- Guidance on applicable aid and incentives
- Scouting for office space and industrial locations
- Brokering with the public administration
- Help in seeking funds from international donors
- Support in recruiting, hiring and retaining qualified staff
- Facilitating relations with local partners

## SECTORS OF INTEREST



Aeronautics



R&D & Applied  
Science Centres



Biotech, medical devices  
& Pharma Industry



Healthcare



Motor & Car parts  
Industry



International customer  
support and shared  
services centres



Electronics &  
nanotechnology



Space  
Technology



ICT



# COMPANIES' EXPERIENCES



“Quality of life in Spain is not just sun and the beach. It goes beyond that and represents a factor of undeniable appeal, facilitating the expatriation of foreign senior personnel.”

**Benoît Carpentier, Saint Gobain Managing Director for Iberia and Morocco**



“Spain’s differentiating factor is its workforce, whose performance and creativity in the pharma industry contributes to the company’s competitiveness.”

**Yves Billiet, Chief Operations Manager at Sanofi-Aventis**



“Spain is the fifth European economy ... the second tourist destination in the world ... And Madrid is an operative centre of excellence for providing services through other companies.”

**Juan Orti, CEO Country Manager**



The choice of Madrid is due to its strategic location in Europe, the availability of highly competitive professional talent and also has the advantage of sharing language with Latin America.



# COMPANIES' EXPERIENCES

**ERICSSON** 

“Madrid is the headquarters of most European and American companies operating in the Iberian peninsula, southern Europe and the Maghreb.

We have a big R&D centre with about 400 people working in the latest technology.”

**Jurgen Arts, VP & CFO Region North America**

**inapa**

“It stands out for its proximity to the political and economic decision centre.”

**Eduardo Montenegro, General Manager**

**EA**<sup>TM</sup>

“We asked ourselves where we could find talent, and we realised that in Spain there are lots of developers with experience that started during the 90s, in companies like Pyro Studios, who have continued to grow. The presence of universities dedicated to Videogame development has also been an important factor ... We saw this talent which made it the right place. That’s all without mentioning that Madrid is a fantastic city and that, furthermore, it has a close cultural affinity to sport.”

**Daryl Holt, Vice President and COO**



# COMPANIES' EXPERIENCES



“We believe Madrid region has a solid economy for the future.”  
**Satoshi Sozuka, President**



“Madrid is at the centre of Spain’s business links with Latin and South American countries. My family and I came to Madrid on a two-year contract, and that was 12 years ago. We really enjoy the place.”  
**John Claverley, Head of Business Development**



“Many of the IT initiatives are piloted in Spain before they get deployed worldwide, thereby presenting a natural bridge for the IT services companies from India to Latin America. Madrid is very diverse, lively and vibrant to lead a very high quality life.”  
**Kannan Balamurugan, Country Operations & Delivery Head**



“Madrid has a great number of universities with very specialised R&D centres. After many years as an expert in other cities in the world, I have discovered that I am very happy to live and work in Madrid.”  
**Álvaro Alcina, A & C Compliance Officer**

# COMPANIES' EXPERIENCES



“The labour framework is also very important to us and is not very different from what we are used to in Latin America.

In addition to everything it offers for businesses, it is really a privilege to be able to live in Madrid.”

**Ricardo Mattos, CFO**



“The nature of our business demands a lot of high qualified employees. We have 1,300 people working for us in Spain.”

**Javier Ellena Aramburu, President & General Manager**



“Madrid is one of those cities that has a truly global dimension and therefore it is really one of the best options for locating a multinational company. The best infrastructures in terms of IT, education, talent... Everything is accessible in Madrid.

Those are precisely the reasons why the Boeing company chose Madrid as a place to locate its first R&D centre in the world.”

**Pedro Argüelles, Country President**





# THANK YOU VERY MUCH

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Invest in Madrid