FDI ATTRACTION: BEST PRACTICES
LUIGI MERCURI - VESSEL GLOBAL / FEMAC
PRESENTATION INDEX

1. THE FUTURE OF FDI ATTRACTION
2. AFTERCARE
3. FDI ATTRACTION STRATEGY & POSITIONING
4. SECTOR / SUBSECTOR PROFILING & TARGETING
5. RESEARCHING & APPROACHING COMPANIES
6. LEAD GENERATION MANAGEMENT
7. TARGETING A COUNTRY
8. CONCLUSION
9. WORKING GROUP
THE FUTURE OF INVESTMENT ATTRACTION

- Synthesis fuels (CRI)
- Bio-Cosmetics & Neutraceuticals
- High grade food production & processing
- Data Centers, Cybersecurity & Industry 4.0
- Fish Farming & Processing
- Indoor farming
- Advanced Materials
- Batteries & EV + Aerospace
- Hydrogen
- Life Science (Pharma, Biotech, MedTech)
- Beverage Sector
- Algae Aquaculture
SHORT- & LONG-TERM BALANCE
“HUNTING” FDI
“FARMING” FDI
THE FUTURE OF INVESTMENT ATTRACTION

Mapping
- Discovery
- Development
- Deployment

Outcomes
- Strategy
- Awareness
- Engagement
- Growth

Activities/Tactics/Services
- Benchmarking
- Trend analysis
- Stakeholder research
- Perception Research
- Organizational review on strategy
- Incentives Strategy
- Sector Strategy
- Investor Targeting
- Marketing strategy
- Competitive Analysis
- Metrics and Dashboard Development
- Branding
- Identity development
- Public Relations
- Media Relations
- Content Creation
- Website
- Digital Marketing
- Advertising
- Social Media
- Events and Tradeshows
- Farm Tours
- Investor Outreach
- Investor servicing
- Project management
- Stakeholder management
- Site visits
- Incentive negotiations
- Marketing execution
- Investor enquires
- Proposal evaluation
- Aftercare
- CRM Setup
- Reporting
- Training
- Knowledge mgmt.
- Org Impact analysis
- Economic Impact
- Incentives cost benefit
- Staff assessments
- Benchmark analysis
- Performance mgmt.
- Aftercare
- Policy advocacy
- Government communications review
INVESTMENT PROMOTION LIFECYCLE

Image Building & Marketing
Create the market perception of your location as attractive locations for international investment.

Lead Generation & Targeting
Attract new investment projects by actively targeting specific investors in (prioritized) sectors. Lead generation entails targeting specific companies with a view to creating investment leads.

Investor Servicing & Facilitation
Facilitate the efforts of foreign investors seeking to invest by providing service that can assist an investor in analysing investment decisions establishing a business and maintaining it in good standing.

Investor Aftercare & Policy Advocacy
Facilitate the continuing development of a foreign affiliate with a view towards maximising its contribution to the local economic development, including acting as a conduit for foreign investors.

Intelligence & Knowledge
AFTERCARE

• Aftercare is usually not a key function and typically receives far less attention and resources than new investment attraction or marketing and promotion.

• Agencies should stop “neglecting” aftercare in light of changes in the foreign direct investment landscape.

• FDI has been declining for a few years already. In many parts of the world, especially in developed countries, re-investment by existing investors already exceeds investment by new investors.

• A recent report by UNCTAD estimates that in 2018, reinvested earnings by the top 5000 multinationals accounted for more than 52 percent of the investment by those companies globally.

• In other words, more than half of global investment is made by companies in locations where they already have a presence, rather than in a new location.
FDI ATTRACTION: HOW TO HUNT

Benchmarking
- Economic environment analysis
- Competitive FDI analysis
- FDI demand analysis

Value Propositions
- Positioning strategy
- Sector analysis
- Target group evaluation
- Investment scenarios

Skills Development
- Identifying required skills
- Preparing job descriptions
- Training workshops
- Develop long term mentoring programs

Implementation
- Economic development strategies
- Data driven lead generation
- Marketing & communication
FDI ATTRACTION POSITIONING

Positioning matrix

- Image and awareness of your location
- Strengths and weaknesses of your location
- Competitive position of your location
- Development potential of your location
- Investment opportunities at your location

- Current global footprint
- Global expansion strategies
- Investment demand
- Location preferences
- Site Selection criteria

- Competitors’ strengths and weaknesses
- Competitors’ positioning
- Competitors’ target groups
- Competitors’ promotion strategy
### TYPICAL MISTAKES

**Unclear value proposition**
- Giving up too quickly, or “jumping around” too much
- Promises not aligned with reality, e.g., availability of the right workforce
- Procuring more leads than the team can handle
- Relativizing one’s strengths
- No/weak follow-up after initial interest raising
- Hiding one’s weaknesses
- Underestimating the impact of regulatory changes
- Looking at substance and communications separately
- Strong start, painful finish
- No end-to-end perspective and/or support
- No/little after-care
- Overlooking currently active companies
FDI ATTRACTION STRATEGY

<table>
<thead>
<tr>
<th>Distinctive target group</th>
<th>Some sectors already represent a distinctive target group, while others are highly diversified or fragmented in terms of products or services, making it hard to define a group of target companies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>Growth is a basic prerequisite for companies to expand internationally.</td>
</tr>
<tr>
<td>Greenfield examples</td>
<td>A growing market may not necessarily be an indicator of investment activity. In some rapidly expanding sectors, companies are simply expanding existing operations or looking for acquisition targets rather than establishing new facilities.</td>
</tr>
<tr>
<td>Sufficient size of company pool</td>
<td>In some sectors, the number of companies with the potential for investing internationally is relatively small (e.g., mainly SMEs and/or only few large players), making a comprehensive investment attraction effort less worthwhile.</td>
</tr>
<tr>
<td>Location fit</td>
<td>Even though a sector might seem promising based on the previous factors, it is important to determine whether the location meets companies’ key location requirements.</td>
</tr>
</tbody>
</table>

As a result of this analysis, we identify a list of sub-sectors that seem to represent the highest potential for attracting investment to a location and which we pursue for investment scenario building and lead generation.
WHAT DO I WANT?

Increasing diversification

New investors

Spin-offs

Current companies

“More of the same”

“The same, but better”

“Expanding around the same”

“New but still related”

“Totally new and unrelated”

Increasingly challenging

Increasing diversification (and in many cases innovation)
WHAT AM I DOING?

Core of the current project

<table>
<thead>
<tr>
<th>New investors</th>
<th>Core of the current project</th>
<th>Core of the current project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spin-offs</td>
<td>&quot;More of the same&quot;</td>
<td>&quot;The same, but better&quot;</td>
</tr>
<tr>
<td>Current companies</td>
<td>&quot;Expanding around the same&quot;</td>
<td>&quot;New but still related&quot;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot;Totally new and unrelated&quot;</td>
</tr>
</tbody>
</table>

Increasing diversification (and in many cases innovation)

"Not at the core of the current project but: Don’t forget!"
EXAMPLE: ICELAND
### EXAMPLE: FDI ATTRACTION
### TARGETS / SUBSECTORS

<table>
<thead>
<tr>
<th>Target Sector</th>
<th>Specific Sub-sectors</th>
<th>Geothermal Effluents Utilized</th>
<th>FDI prioritization rating</th>
</tr>
</thead>
</table>
| 1.1 Aquaculture | Salmon, Shrimps      | Hot water, hot steam, electricity | A = primary target (salmon)
|               |                      |                             | B = secondary target (shrimps) |
| 1.2 Algae culture | Spirulina, algae for pharmaceutical applications | Hot water, hot steam, electricity | A = primary target (spirulina)
|               |                      |                             | B = secondary target (biofuels) |
| 1.3 Insect Farming | Crickets & Grasshoppers | Hot water, hot steam, electricity | B = secondary target |
| 2. Vertical farming | Aromatic herbs, medical herbs (cannabis) | Hot water, hot steam, electricity, CO2 | A = primary target (aromatic)
|               |                      |                             | A = primary target (medical) |
| 3.1 Cosmetics, natural pharma and supplements | Fish and marine-plants | Hot water, hot steam, electricity | A = primary target |
| 3.2 Chitin / Chitosan | Chitin and chitosan | Hot water, hot steam, electricity | A = primary target |
| 4. Bio-fertilizers | Bio fertilizers from fish wastes production | Hot water, hot steam, electricity | A = primary target |
| 5. Lithium extraction | Lithium from geothermal wells | Water, brine, electricity | A = primary target (after chemical analysis of water) |
| 6.1. CO2 utilization | CO2 utilization for biofuels | CO2, electricity | B = secondary target |
| 6.2. Ethanol production | Methanol and ethanol | Hot water, CO2, electricity | B = secondary target |
| 6.3. Green hydrogen production | Green hydrogen | Hot water, CO2, electricity | B = secondary target |
| 7.1. Carbon fiber | Composite for aerospace and transportation | Hot water, hot steam, electricity | C = complementary target |
| 7.2. Carbon nanoproducts | Hi-tech applications | Hot water, hot steam, electricity | B = secondary target |
| 8. Geothermal aluminium recycling | Domestic recycling | Hot water, hot steam, electricity | B = secondary target |
| 9 Datacentres | Security Database | Refrigeration, electricity | B = secondary target |
| 10. Silica | Precipitated Silica utilization from geothermal by-product | Water | B = secondary target |
| 11. Marine Salt | Marine salt 100% pure | Water, Steam, Electricity | B = secondary target |
EXAMPLE: TARGETING SUBSECTORS

Target Sector Description
Production of bio-fertilizers from natural products, in particular fish production waste, through hydrolysation processes.

This sector represents a very interesting opportunity to exploit waste from fish and vegetable production in order to produce natural liquid biofertilizers, both for the local market or to export.

### Market Trends

<table>
<thead>
<tr>
<th>Geothermal Effluents</th>
<th>Electric consumption</th>
<th>WorkForce</th>
<th>Scale and cost structure</th>
<th>Investments</th>
<th>Attractiveness and ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = Optimal use of geothermal effluents</td>
<td>B = Average consumption</td>
<td>B = Average Workforce</td>
<td>B = Average Margin</td>
<td>B = Moderate Investment</td>
<td>A = Primary Target score: 16/21</td>
</tr>
</tbody>
</table>
| Unit consumption: 1-2 KWh/Kg | Total consumption (20,000-30,000 T plant): Up to 1.4 GWh/y | 30-40 workers | Costs: 
  - Up to 0.7 $/Kg
  - 0.05 $ Raw
  - 0.15 $ Electricity
  - 0.35 $ Workforce
  - 0.15 $ Misc. 
  Operative Costs
  - Price: 1.5 $/Kg
  - Margin: 0.8 $/Kg | Initial costs include buildings, plants, machinery (digesters, kneaders, shredders, packaging machines). An average estimate is between $8 and $9 million. |
| Power: 320 kW | Technician | | | | |

### Investments

- Very good availability of raw material, very good use of geothermal, average costs and workforce, average margin and investment

**Strategy:** Expand around the same
EXAMPLE: TARGETING SUBSECTORS

Examples of bio-fertilizer production plants

- Agri Life (India)
- Agrinos AS (Norway)
- Ajay Bio-Tech (India)
- China Bio-Fertilizer Group (Germany)
- EuroChem Agro GmbH (Germany)
- Kan Biosys Pvt. Ltd. (India)
- Kiwa Bio-Tech Products (USA)
- Lallemand Inc. (Canada)
- Madras Fertilizers Limited (India)
- Mapleton Agri Biotec Pty Ltd. (Australia)
- National Fertilizer Ltd. (India)
- Rizobacter Argentina S.A. (Argentina)
- Symborg (Spain)
- Syngenta AG (Switzerland)
- Gujarat State Fertilizers & Chemicals Limited (India)
EXAMPLE: CITY OF MOSCOW
## EXAMPLE: RANKING TARGET SUBSECTORS

| Initial Monitors prioritized for the client | Intermediate target subsector identified by ESMC to align FDI into Automobiles | 1. Composition already in the market in India (95% per company) | 2. Composition already in the market in China (95% per company) | Subtotal (T-A) | 4. Current market growth and future forecast average in Russia (30% - 30% medium - high) | 5. Market potential for local white goods and Midea in high | 6. Average quality of plants per subcontractor for Midea (medium - low) | 7. Local knowledge and trust in high | 8. Average quality of plants per subcontractor for Midea (low) | 9. Import trends from the Greater Moscow Region per subcontractor (medium - low) | 10. Export trends from the Greater Moscow Region per subcontractor (low - high) | 11. Export trends from the Greater Moscow Region per subcontractor (m - low - high) | 12. Import trends from the Greater Moscow Region per subcontractor (medium - low) | 13. Export trends from the Greater Moscow Region per subcontractor (low - medium) | 14. Adequacy of the local industrial manufacturing processes (low - medium - high) | Total |
|------------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------|---------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|
| Monosodium | 40 | 50 | 90 | 205 | 10 | 15 | 20 | 10 | 25 | 5 | 5 | 10 | 5 | 20 | 300 |
| Rubidium Crystals & Dendrites | 45 | 90 | 50 | 205 | 10 | 15 | 20 | 10 | 25 | 5 | 5 | 10 | 5 | 20 | 300 |
| Oxide Precipitates & Dendrites | 25 | 10 | 50 | 105 | 10 | 15 | 20 | 10 | 25 | 5 | 5 | 10 | 5 | 20 | 300 |
| Electronic Equipment & Consumer Electronics | 60 | 40 | 100 | 200 | 10 | 15 | 20 | 10 | 25 | 5 | 5 | 10 | 5 | 20 | 300 |
| 2. Energy efficiency | Oil & Gas systems | 5 | 0 | 15 | 20 | 10 | 15 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 175 |
| Energy storage & management systems | 5 | 0 | 15 | 20 | 10 | 15 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 175 |
| Renewable Energy Systems | 0 | 0 | 15 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 175 |
| 3. Medicine | Medical Devices & Equipment | 40 | 50 | 90 | 205 | 10 | 15 | 20 | 10 | 25 | 5 | 5 | 10 | 5 | 20 | 300 |
| Pharma | 10 | 0 | 15 | 20 | 10 | 15 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 225 |
| Biometric & Regenerative Medicine | 10 | 0 | 20 | 40 | 10 | 15 | 20 | 10 | 25 | 5 | 5 | 10 | 5 | 20 | 225 |
| Speciality & Personal Care | 0 | 0 | 0 | 0 | 10 | 15 | 20 | 10 | 25 | 5 | 5 | 10 | 5 | 20 | 225 |
| 4. IT | Software services | 10 | 0 | 15 | 25 | 5 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 180 |
| Data Centers | 10 | 0 | 15 | 25 | 5 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 180 |
| Telecommunication | 20 | 0 | 10 | 20 | 5 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 180 |
| IT Infrastructure | 40 | 10 | 50 | 110 | 10 | 15 | 20 | 10 | 25 | 5 | 5 | 10 | 5 | 20 | 350 |
| 5. Advanced Materials | Ceramics | 10 | 0 | 15 | 20 | 10 | 15 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 225 |
| Nanomaterials | 20 | 0 | 15 | 30 | 10 | 15 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 225 |
| Surface Technologies | 5 | 0 | 15 | 20 | 10 | 15 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 115 |
| Advanced Materials & Nanomaterials | 0 | 0 | 0 | 0 | 10 | 15 | 20 | 10 | 25 | 5 | 5 | 10 | 5 | 20 | 225 |
| 6. Advanced Manufacturing | Automotive | 5 | 0 | 15 | 20 | 10 | 15 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 225 |
| Industrial Machinery & Robotics | 5 | 0 | 20 | 30 | 10 | 15 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 225 |
| Mechatronics & Numerical | 20 | 0 | 10 | 20 | 5 | 10 | 5 | 10 | 5 | 10 | 5 | 10 | 120 |
| 7. Food Industry | Marine Industry & Subsectors | 0 | 0 | 15 | 15 | 5 | 10 | 5 | 20 | 5 | 10 | 5 | 20 | 145 |
| Dairy & Subsectors | 0 | 0 | 0 | 0 | 5 | 10 | 5 | 20 | 5 | 10 | 5 | 20 | 145 |
| Beverages | 0 | 0 | 0 | 0 | 5 | 10 | 5 | 20 | 5 | 10 | 5 | 20 | 145 |
| Bakery & Confectionery | 0 | 0 | 0 | 0 | 5 | 10 | 5 | 20 | 5 | 10 | 5 | 20 | 145 |
| Meat & Seafood | 0 | 0 | 0 | 0 | 5 | 10 | 5 | 20 | 5 | 10 | 5 | 20 | 145 |
RESEARCHING, SCOUTING & APPROACHING FDI

**Targeting**
- **Industry research** of pre-defined target sub-sectors / product segments
- **News research** to identify growing companies with plans for target region
- **Screen exhibiting companies** at pre-defined events (trade shows, conferences etc.)
- **Identify right contact person** (ideally C-level executives)

**Outreach**
- The outreach method is decided case by case:
  - Email marketing
  - Direct calling
  - Webinars
  - Meetings at events
  - Indirect targeting via multipliers

**Qualification**
- Organization of **conference calls** between investor and client’s industry/country expert
- Organization of **meetings** at the company’s headquarters, at events or at client location

**Follow-up**
- Follow-up with investors in close coordination with client until final investment decision (including postponed project milestones)
- Support aftercare by staying in touch with existing investors and detecting expansion opportunities
THE “FDI FUNNEL”

Filter by criteria

Sector/Segment
Size/Growth
Expansion pattern*
Others**

=> Targets

* Structure of international presence, preferred investment type
** Depending on targeted investment scenario
# RESEARCHING, SCOUTING & APPROACHING FDI

<table>
<thead>
<tr>
<th>The sales process</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Overview of the FDI sales process</td>
<td>• Influences on company “buying” behavior</td>
</tr>
<tr>
<td>• Objectives and outcomes of each phase</td>
<td>• Understanding where a company is in the process</td>
</tr>
<tr>
<td>• The corporate decision making process</td>
<td>• Elements of the process within and outside of the IPA’s control</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Identifying potential investors</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• How to identify a target</td>
<td>• Qualifying companies before the first contact to identify potential investment opportunities and drivers</td>
</tr>
<tr>
<td>• Research and information sources</td>
<td>• Other potential sources of investment opportunities</td>
</tr>
<tr>
<td>• Research techniques</td>
<td>• Specific examples of targets</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Establishing contact</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Identifying decision makers</td>
<td>• Practical techniques (e.g. cold calling)</td>
</tr>
<tr>
<td>• Approaches for making the first contact</td>
<td>• Effective questioning</td>
</tr>
<tr>
<td></td>
<td>• Moving to the next phase of the sales process</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>First meeting and presentations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Meeting preparation</td>
<td>• Positioning the location’s benefits</td>
</tr>
<tr>
<td>• Practical techniques (e.g. presentation skills)</td>
<td>• Location features vs. benefits</td>
</tr>
<tr>
<td></td>
<td>• Dealing with objections</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Follow-Up</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Methods for follow-up</td>
<td>• How to keep the company engaged</td>
</tr>
<tr>
<td>• Timing</td>
<td>• Building relationships and providing value</td>
</tr>
</tbody>
</table>
## RESEARCHING, SCOUTING & APPROACHING FDI

### Additional topics

<table>
<thead>
<tr>
<th>Marketing and communications</th>
<th>Websites and promotional material</th>
<th>Site visits</th>
<th>Aftercare and key account management</th>
</tr>
</thead>
<tbody>
<tr>
<td>The role of marketing in the overall investment attraction effort</td>
<td>The best marketing mix and required resources</td>
<td>Consistent messaging</td>
<td>Dedicated key account managers – functions and skills</td>
</tr>
<tr>
<td>Effectiveness of different types of marketing channels</td>
<td>Developing sector-based propositions</td>
<td>Identifying and addressing concerns</td>
<td>Services for existing investors</td>
</tr>
<tr>
<td>Essential material vs. “nice-to-have”</td>
<td>Differentiating the location</td>
<td>Building rapport</td>
<td>Evaluating investor satisfaction</td>
</tr>
<tr>
<td>Presentation and structure</td>
<td>Evaluating results</td>
<td>Avoiding surprises and common mistakes</td>
<td>Monitoring existing investors</td>
</tr>
<tr>
<td>Content that appeals to potential investors</td>
<td>Effective use of data and statistics</td>
<td>Tools and apps</td>
<td>Selecting key accounts</td>
</tr>
</tbody>
</table>

- **Marketing and communications**
  - The role of marketing in the overall investment attraction effort
  - Effectiveness of different types of marketing channels

- **Websites and promotional material**
  - Essential material vs. “nice-to-have”
  - Presentation and structure
  - Content that appeals to potential investors

- **Site visits**
  - Determining the company’s requirements
  - Selecting participants to represent the location

- **Aftercare and key account management**
  - The role and importance of aftercare
  - Selecting key accounts
  - Monitoring existing investors
GENERATION MANAGEMENT

• Once we’ve identified companies with genuine investment potential, we contact them directly – a personal outreach is always the most effective approach.

• We perform thorough background research before we contact companies – this enables us to conduct an informed discussion, convinces decision makers to disclose expansion plans & provides credibility to favorably position a client location.

• Trade shows & events are effective for meeting company decision makers, and personal meetings help to develop relationships. In Europe and North America, for example, we regularly attend the following events:
  - Automotive: IAA (Frankfurt, Germany);
  - Chemicals/Plastics: NPE The Plastics Show (Orlando, USA);
  - Composites: JEC (Paris, France);
  - Food: International Food Technology (Chicago, USA);
  - Life sciences: BIO/ BIO EUROPE (Boston, USA & Europe) / Medica (Duesseldorf, Germany);
  - Logistics: Supply Chain Summit (Atlanta, USA) / Transport Logistic (Munich, Germany);
  - Machinery: Pack Expo International (Chicago, USA).
German Digital Hub Initiative

12 main centres of excellence across Germany since 2018

Medium-sized business and larger corporates are connected with new innovation partners from the scientific and start-up communities.

This is digitalisation made in Germany
SECTORAL EXAMPLES
QATAR AS A FOOD PACKAGING EXPORT CENTER

The Global Food Packaging Market offers opportunities for cost-efficient production platforms

Qatar’s technological competitiveness, skilled workforce and knowhow represents the base for a cost-efficient production.

Sustainable packaging is one of the global trends that could boost packaging exports from Qatar

Qatar aims at becoming a sustainability leader with the Agenda 2030. The country has the potential to become a champion in this field

Qatar’s location makes it the ideal platform for exporting to major global packaging markets

Being geographically close to Asia and Africa, Qatar is the ideal platform to export to global packaging markets. Furthermore, Hamad port is solidly globally connected
QATAR’S HISTORY WITH FOOD PRODUCTION AND AMBITIONS FOR THE FUTURE

- Potential growth opportunities in India
- Beneficial opportunities for exporters in Japan, the Middle East and Africa
- Potential for cooperation with China, the world’s largest packaging consumer market
QATAR’S HISTORY WITH FOOD PRODUCTION AND AMBITIONS FOR THE FUTURE

- Solar energy: a sector that has been acquiring considerable attention in the last years. The joint venture Qatar Solar, or QSTec (www.qstec.com) has the aim to lead Qatar to draw most of its energy from solar power.

- Due to the vast existence of natural resources available in Qatar, the electricity supply is guaranteed. Qatar produces almost 100% of its electricity from fossil fuel.

- Qatar’s interest in renewable energy and innovation will ensure new kinds of energy sources

- Qatar’s electricity supply is one of the highest in the electricity supply rankings

- Qatar’s energy affordability is another factor that makes this country so attractive

- Cybersecurity is a sector in which the government has invested considerable time and resources in order to ensure the best measures

- This sector is in continuous improvement

- As Qatar plans to expand its economy on information and communication technology, resilience and urgency to ensure security in the cyberspace is a priority

- Qatar is a pioneer in cybersecurity legislation

- The agency Q-CERT is ready to ensure security in the cyberspace and avoid all possible threats

- They provide all possible security measure and cyber attacks and threats can be reported to them

- Protecting Qatar’s ICT infrastructure is their priority
“A goal without a plan is just a wish”

Thank you - شكراً

Luigi Mercuri
Head of Investment / CEO
Vessel Global / FEMAC
mercuri@vessel-global.com
Operator of a circular economy company engaged in food waste treatment and processing. The company specializes in decomposing organic food waste and turn it into protein, insect fat oil, fertilizer and other products that are used to produce animal feed, enabling clients to promote and accelerate plant growth and make optimum use of available resources.

Entocycle is a British company developing the world’s most efficient and sustainable way to produce protein. The rainforests and savannahs of South America are being destroyed at shocking rates in order to grow crops such as soy to feed farm animals. Using insects to feed livestock requires significantly less land and water compared to soy whilst being a natural part of the diet for many animals including fish, chickens and pigs. Their technology is significantly more efficient at producing protein than traditional methods of production as their insects are vertically farmed and not restricted to floor space or area. Thanks to their automated system they can produce at industrial scale and offer farmers a cost-effective and sustainable alternative to soymeal and fishmeal.

The company's insect-based organic waste management process converts organic waste from farms, restaurants, and supermarkets into insect-based biomass, thereby allowing farmers to create sustainable insect protein from organic waste, anywhere in the world, throughout the year.
Biotest is a global company that supplies plasma protein products and biotherapeutic drugs. Their products are primarily used in the therapeutic areas of clinical immunology, haematology and intensive care medicine. For patients with serious and often chronic diseases they provide targeted treatment. In addition to the company headquarters in Dreieich (near Frankfurt, Germany), Biotest has subsidiaries and sales companies in seven European countries (France, Great Britain, Italy, Austria, Switzerland, Hungary, Spain) and in Brazil.

Production location Biotest’s manufacturing facilities are located in Dreieich, Germany at the company’s headquarters. Together with its contract partners, Biotest can process up to 1.5 million litres of blood plasma annually. Biotest is currently working towards doubling its production capacities with its “Biotest Next Level” investment programme in Dreieich.

Biotest products are currently marketed in more than 90 countries around the world. Biotest either sells its products directly through its own subsidiaries or in cooperation with local marketing partners or distributors. The raw material for plasma protein products is human blood plasma. Biotest collects plasma through plasmapheresis in proprietary collection centres in Germany, Hungary and the Czech Republic. Plasma donations and processing are subject to very strict safety requirements and regulations.
<table>
<thead>
<tr>
<th>Legal</th>
<th>Regulatory</th>
<th>Financial</th>
<th>Companies</th>
<th>Academics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
<td>1.</td>
<td>1.</td>
<td>1. Both</td>
</tr>
<tr>
<td>Qstp</td>
<td>Municipality and environment -2</td>
<td>Engine network</td>
<td>QD Waste</td>
<td>Qatar energy and environment centre</td>
</tr>
<tr>
<td>Freezone -2</td>
<td>Ministry of Commerce and industry</td>
<td>Qatar development bank-2</td>
<td>Chamber of Commerce-2</td>
<td>Qatar University-3</td>
</tr>
<tr>
<td>Chamber of commerce</td>
<td>Ministry of Public Health- health registration department</td>
<td>QFC</td>
<td>2. Sidra</td>
<td>Texas A&amp;M</td>
</tr>
<tr>
<td>Municipality and environment—</td>
<td>QFC</td>
<td>Central Bank</td>
<td>Private Health Sectors</td>
<td>Calgari Uni</td>
</tr>
<tr>
<td>Agricultural Research Centre</td>
<td>Freezone</td>
<td></td>
<td>Boom Waste Treatment</td>
<td>2.</td>
</tr>
<tr>
<td>Ministry of Commerce and</td>
<td>Trade and Economy – 2- Standards Authority</td>
<td>Same as above</td>
<td>CoC-2</td>
<td>Cornell</td>
</tr>
<tr>
<td>industry -2</td>
<td>Culture Ministry</td>
<td>BotH:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ashghal</td>
<td>2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MOH,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Interior ministry</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry of public healthy- 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Both.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal experts from MOPH</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private legal firme</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>