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# FDI ATTRACTION: BEST PRACTICES

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# THE FUTURE OF INVESTMENT ATTRACTION



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**Synthetic 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



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# “HUNTING” FDI





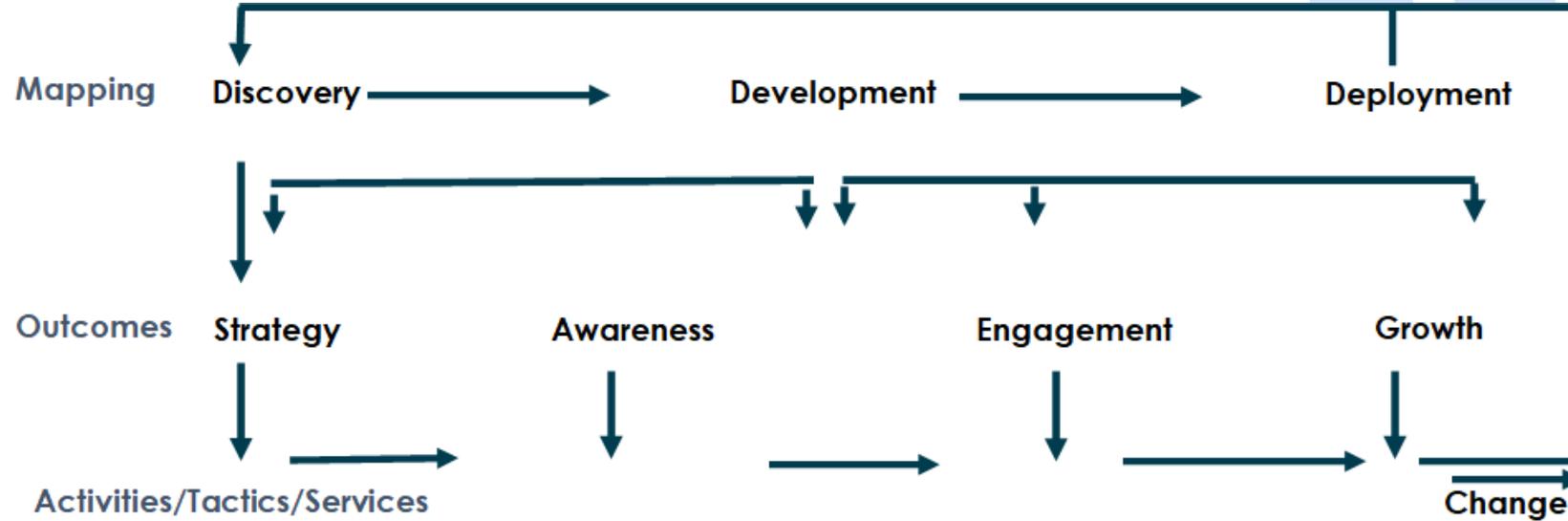
# “FARMING” FDI



# THE FUTURE OF INVESTMENT ATTRACTION



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- Benchmarking
- Trend analysis
- Stakeholder research
- Perception Research
- Organizational review an 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
- Fam Tours
- Investor Outreach

- Investor servicing
- Project management
- Stakeholder management
- Site visits
- Incentive negotiations
- Marketing execution
- Investor enquiries
- Proposal evaluation
- Aftercare
- CRM Set up

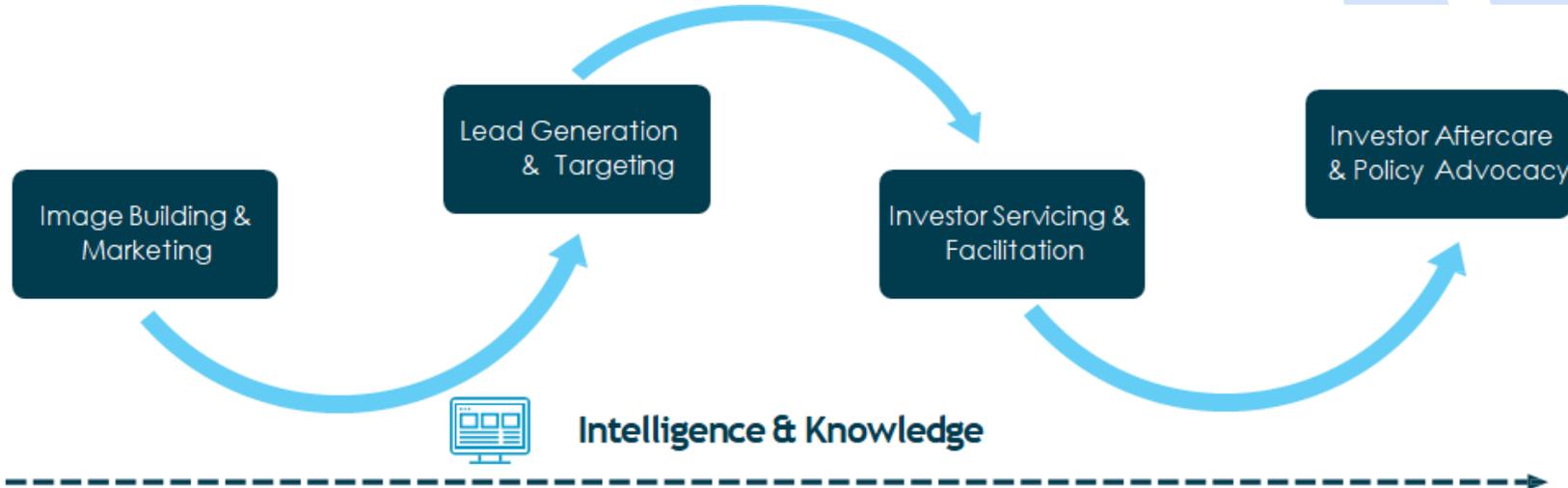
- Reporting
- Training
- Knowledge mgmt.
- Org Impact analysis
- Economic impact
- Incentives cost benefit
- Staff assessments
- Benchmark analysis
- Performance mgmt.
- Aftercare
- Policy advocacy
- Government communications review



# INVESTMENT PROMOTION LIFECYCLE



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## 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 and 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.



# 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



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

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

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

- Economic development strategies
- Data driven lead generation
- Marketing & communication



# FDI ATTRACTION POSITIONING

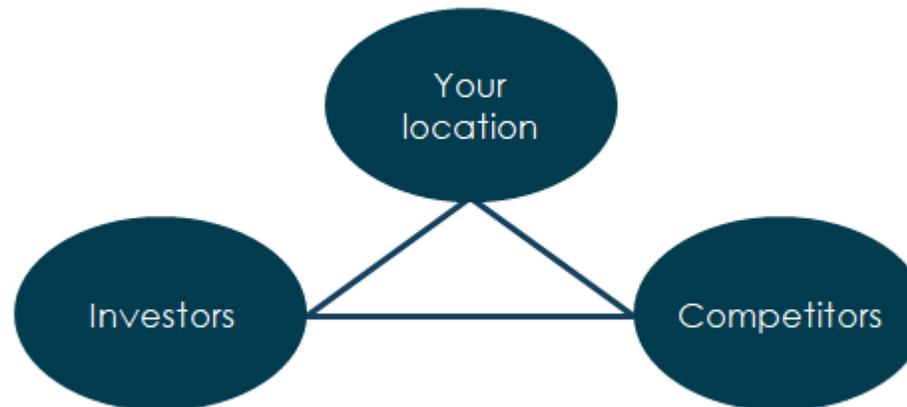


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## Positioning matrix

- ✓ 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



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## 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



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## Distinctive target group

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.

## Growth

Growth is a basic prerequisite for companies to expand internationally.

## Greenfield examples

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.

## Sufficient size of company pool

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.

## Location fit

Even though a sector might seem promising based on the previous 4 factors, it is important to determine whether the location meets companies' key location requirements.

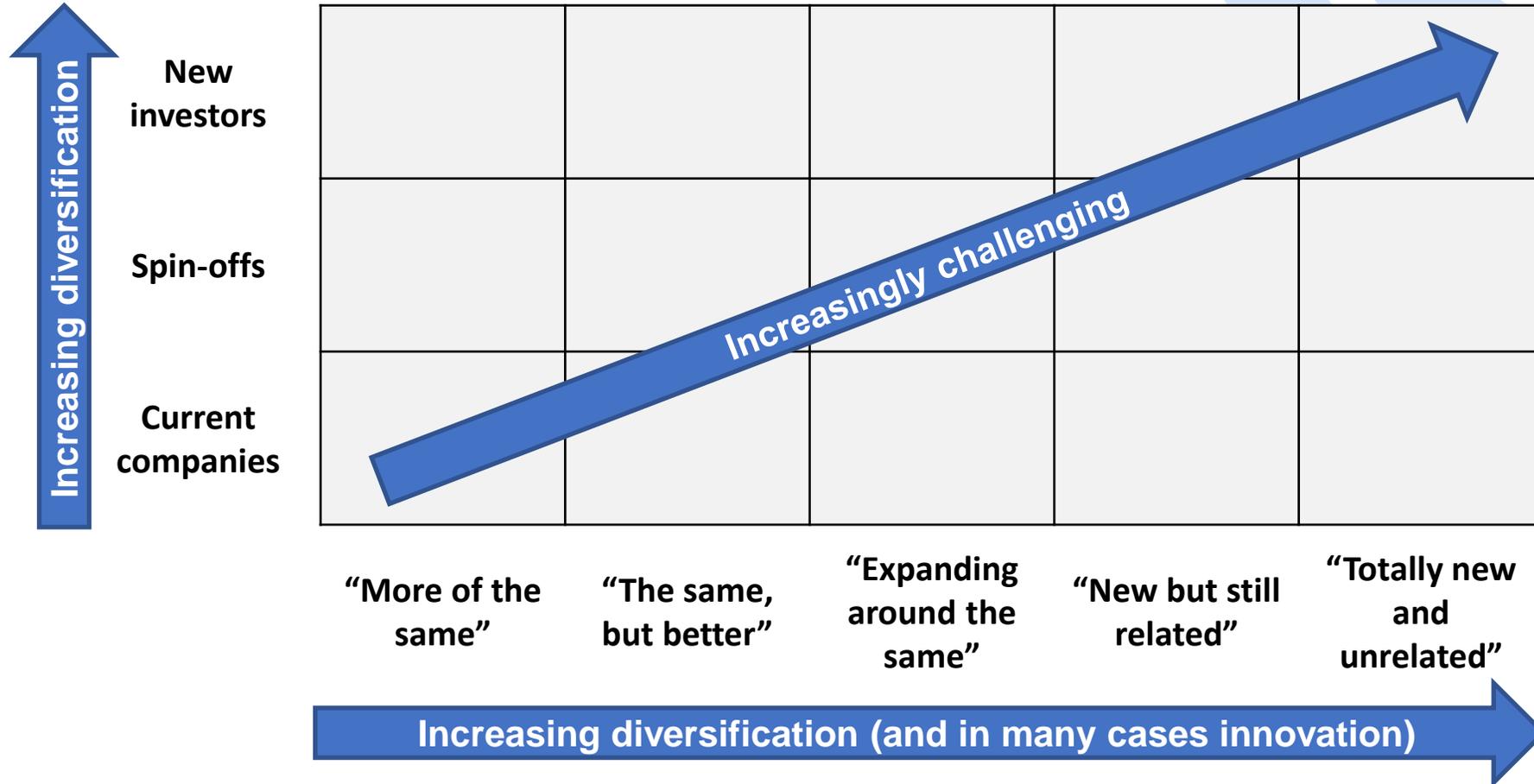
As a result of this analysis, we identify a list of sub-sectors that seem to represent the highest potential for attracting investment to a location and which we pursue for investment scenario building and lead generation.



# WHAT DO I WANT?



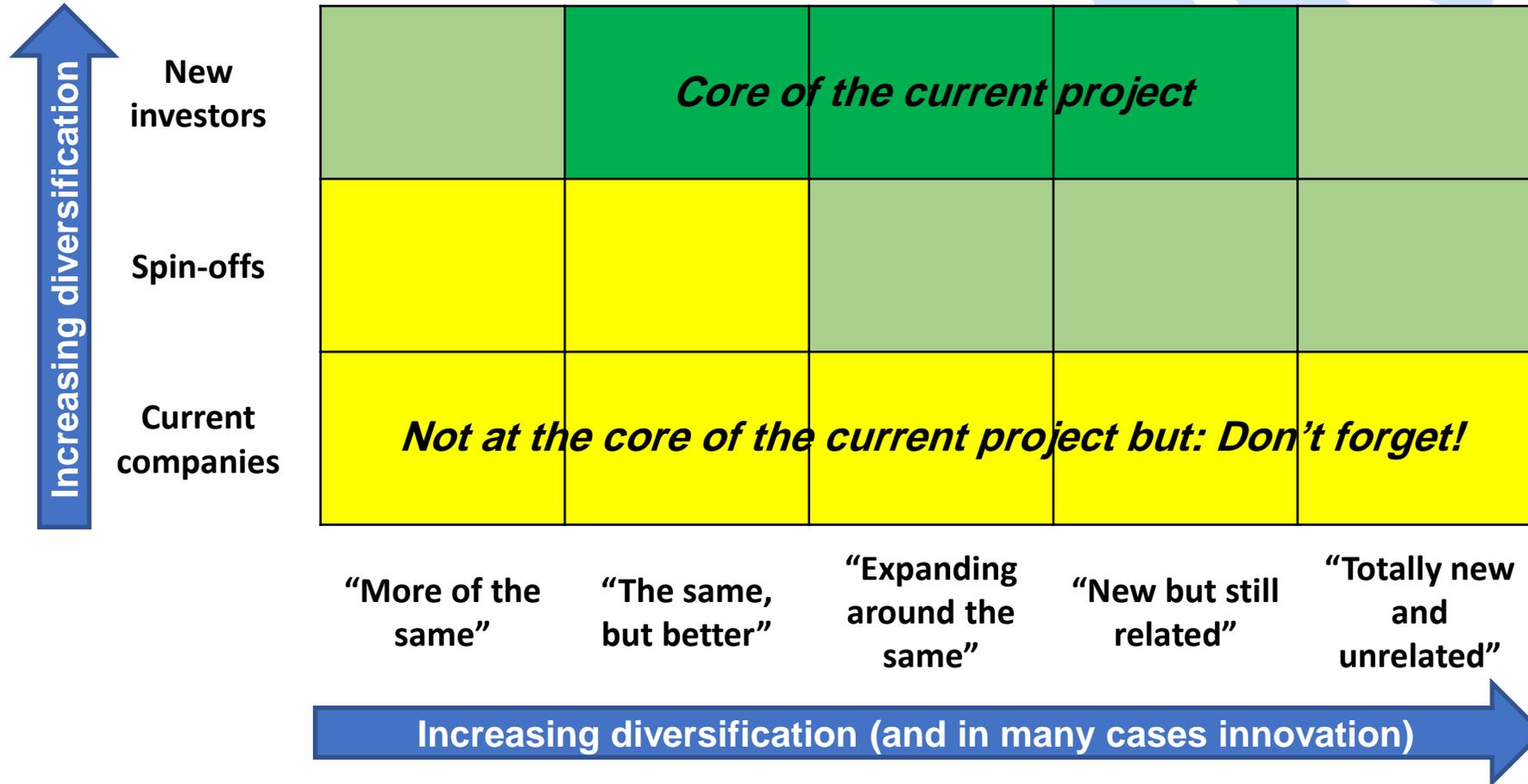
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# WHAT AM I DOING?



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# EXAMPLE: ICELAND



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RESOURCE PARK



HS ORKA



# EXAMPLE: FDI ATTRACTION TARGETS / SUBSECTORS



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Target Sector	Specific Sub-sectors	Geothermal Effluents Utilized	FDI prioritization rating
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 e-fuels	CO2, electricity	B = secondary target
6.2. E-fuels 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



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## Target Sector Description

Production of bio-fertilizers from natural products, in particular fish production waste, through hydrolysis 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**

**Geothermal Effluents**

**Electric consumption**

**WorkForce**

**Scale and cost structure**

**Investments**

**Attractiveness and ranking**

- The biofertilizers market is estimated to be valued at \$2.3 billion in 2020 and is projected to reach \$3.9 billion by 2025, recording a CAGR of 11.6% during the forecast period

A = Optimal use of geothermal effluents



B = Average consumption

- Unit consumption: 1-2 KWh/Kg
- Total consumption (20,000-30,000 T plant): Up to 1.4 GWh/y
- Power: 320 kW

B = Average Workforce

- 30-40 workers
- Technicians

B = Average Margin

- 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

B = Moderate Investment

- Initial costs include buildings, plants, machinery (digesters, kneaders, shredders, packaging machines). An average estimate is between \$8 and \$9 million.

A = Primary Target score: 16/21

- 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

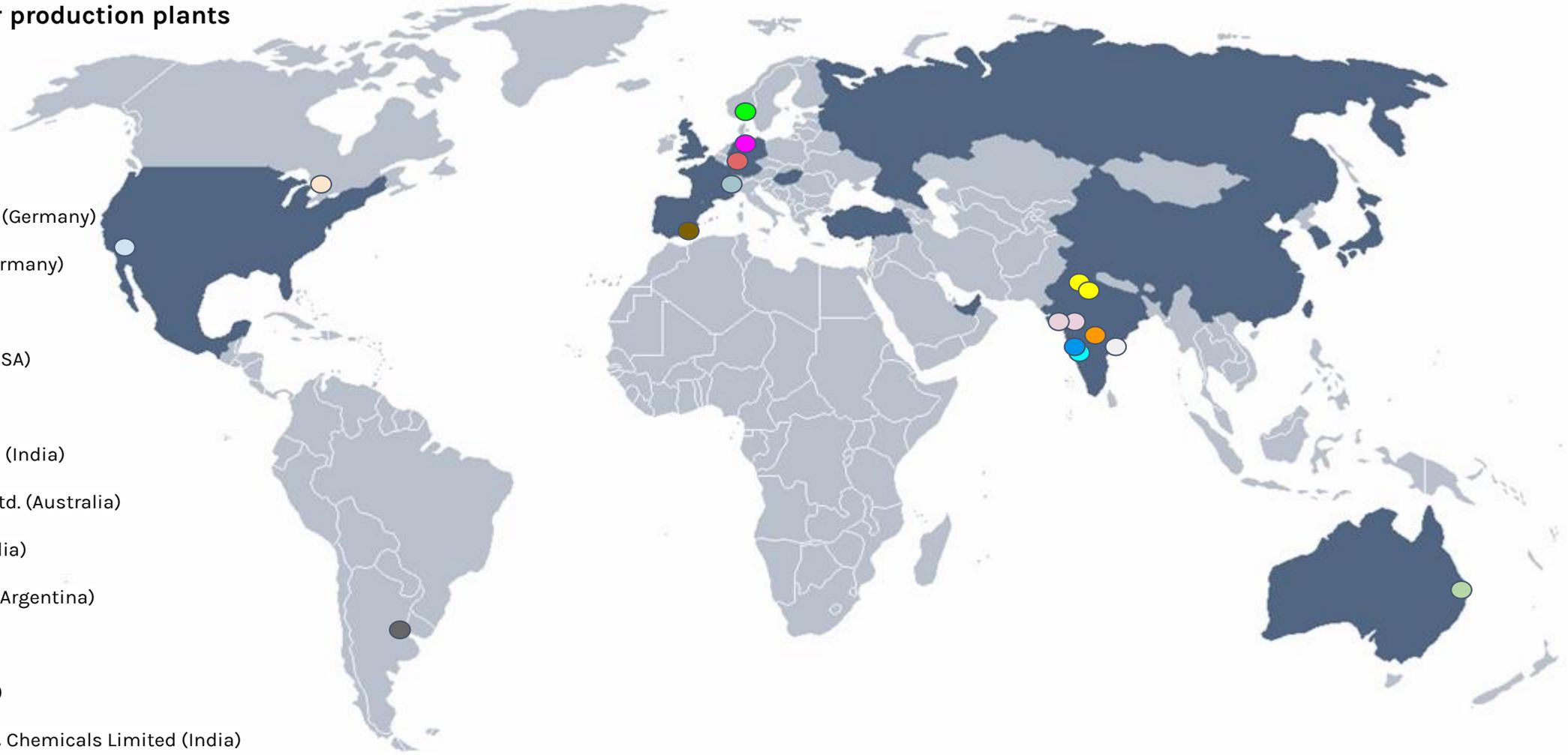


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## Examples of bio-fertilizer production plants

- 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)



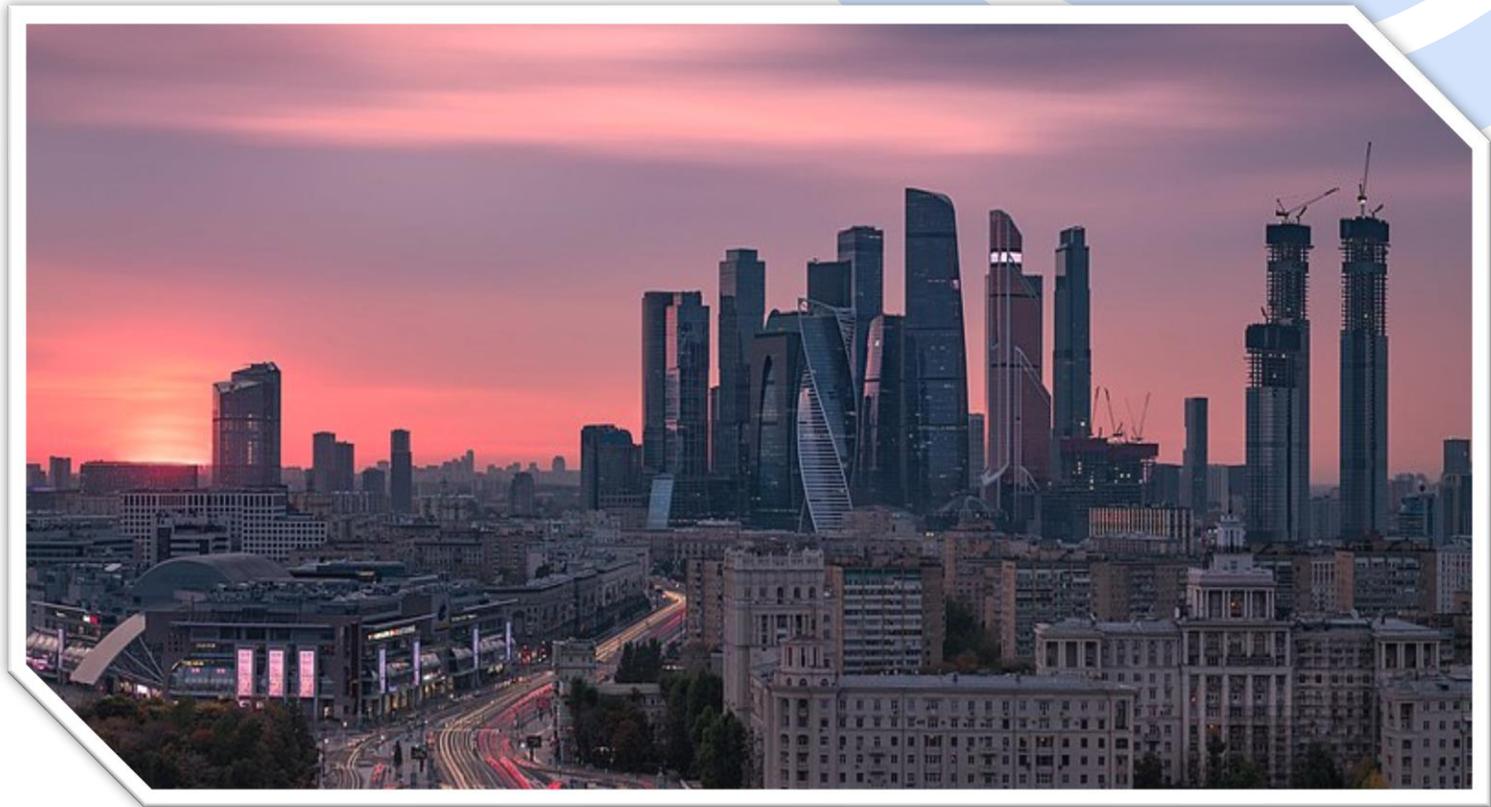
# EXAMPLE: CITY OF MOSCOW



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TECHNOPOLIS  
**MOSCOW**



# EXAMPLE: RANKING TARGET SUBSECTORS



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Initial Macrosectors proposed by the client	Intermediates target subsector identified by FEMAC to attract FDI into Alabusheva	1. Companies already in this sector in Technopolis (5p x per company)	2. Companies already in this sector in the Zelenograd area (10p x per company)	3. Companies already in this sector in Alabusheva (15p x per company)	Subtotal (1-3.)	4. Current sector growth and future trend average in Russia (10 low - 30 medium - 50 high)	6. Russian market permeability (5 low - 15 medium - 30 high)	7. Local workforce and knowhow (10 med - 20 high)	8. Average quality of jobs per subsector per average initial facility (5 low - 10 medium - 30 strong - 50 high)	9. Average quantity of jobs per subsector per average initial facility (10 low - 25 medium - 50 high)	10. Import trends 2019/2020 in the Greater Moscow Region per subsector/product groups (5 low - 10 medium - 20 high)	11. Import trends 2019/2020 in the City of Moscow per subsector/product groups (5 low - 10 medium - 20 high)	12. Export trends 2019/2020 from the Greater Moscow Region per subsector/product groups (5 low - 10 medium - 20 high)	13. Export trends 2019/2020 from the City of Moscow per subsector/product groups (5 low - 10 medium - 20 high)	14. Adapatability of the sector to contract manufacturing processes (5 low - 10 medium - 20 high)	Total:
1. Electronics	Microelectronics	45	90	90	225	10	15	20	10	25	5	5	10	5	20	350
	Radioelectronics & Semiconductors	45	90	90	225	30	15	20	30	25	10	10	10	5	20	400
	Optics/Photonics & Sensors	25	10	60	95	30	15	20	30	25	20	10	20	10	10	285
	Electronic Equipment & Consumer Electronics	60	40	105	205	50	30	20	10	50	20	20	20	5	20	450
2. Energy efficiency	Oil & Gas systems	5	0	15	20	30	5	20	5	50	5	5	10	20	5	175
	Energy storage & management systems	5	0	15	20	50	15	10	30	25	10	5	10	20	20	215
	Renewables (Wind, Solar, Hydro)	0	0	0	0	50	15	10	30	25	10	10	5	5	10	170
3. Medicine	Medical Devices & Equipment	40	0	30	70	50	30	10	30	25	20	20	10	5	20	290
	Pharma	15	0	15	30	50	30	20	30	50	10	5	20	20	20	265
	Biotech & Regenerative Medicine	10	0	30	40	50	15	20	50	10	20	20	10	10	20	265
	Speciality & Personal Care	0	0	0	0	50	30	10	30	50	20	20	10	5	20	245
4. ICT	Cybersecurity	0	10	15	25	50	5	20	50	10	5	5	10	10	5	195
	AI	0	0	0	0	50	15	20	50	10	5	5	10	10	5	180
	Big Data & Data Processing	0	0	0	0	50	5	20	50	10	10	10	5	5	5	170
	Data Centers	10	0	15	25	50	15	20	30	10	5	10	5	5	5	180
	Telecom & Satcom	20	0	60	80	50	15	20	30	25	10	20	20	20	10	300
	Software / Hardware	40	10	60	110	30	30	20	30	25	10	10	10	10	10	295
5. Advanced Materials	Composites	15	0	0	15	30	15	20	10	50	10	5	10	5	20	190
	Nanotech	5	20	0	25	50	5	10	30	10	5	5	5	5	10	160
	Surface Technologies	5	0	15	20	50	30	10	10	25	10	5	10	5	10	185
	Advanced Textiles & Nonwovens	0	0	0	0	50	30	10	10	50	20	20	20	5	20	235
6. Advanced Manufacturing	Automotive	5	0	15	20	50	15	10	10	50	5	5	10	10	20	205
	Industrial Machinery & Robotics	5	0	30	35	50	30	10	30	50	10	10	20	10	10	265
	Aerospace tech & components	0	0	0	0	30	5	20	30	25	5	5	10	10	10	150
	Metallurgical technologies	20	0	60	80	30	5	20	10	50	5	5	10	10	10	235
7. Food Industry	Meat industry & Substitutes	0	0	15	15	30	15	10	5	25	5	10	20	20	10	165
	Dairy & Substitutes	0	0	0	0	50	5	20	5	50	5	5	5	5	10	160
	Beverages	0	0	0	0	50	30	20	5	50	5	10	20	10	20	220
	Bakery & Snacks	0	0	0	0	30	30	20	5	50	5	10	10	20	20	200
	Nutraceuticals	0	0	0	0	50	30	10	10	50	10	10	5	5	20	200
	Animal Feed	0	0	0	0	30	30	20	5	50	10	10	20	20	20	215

# 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

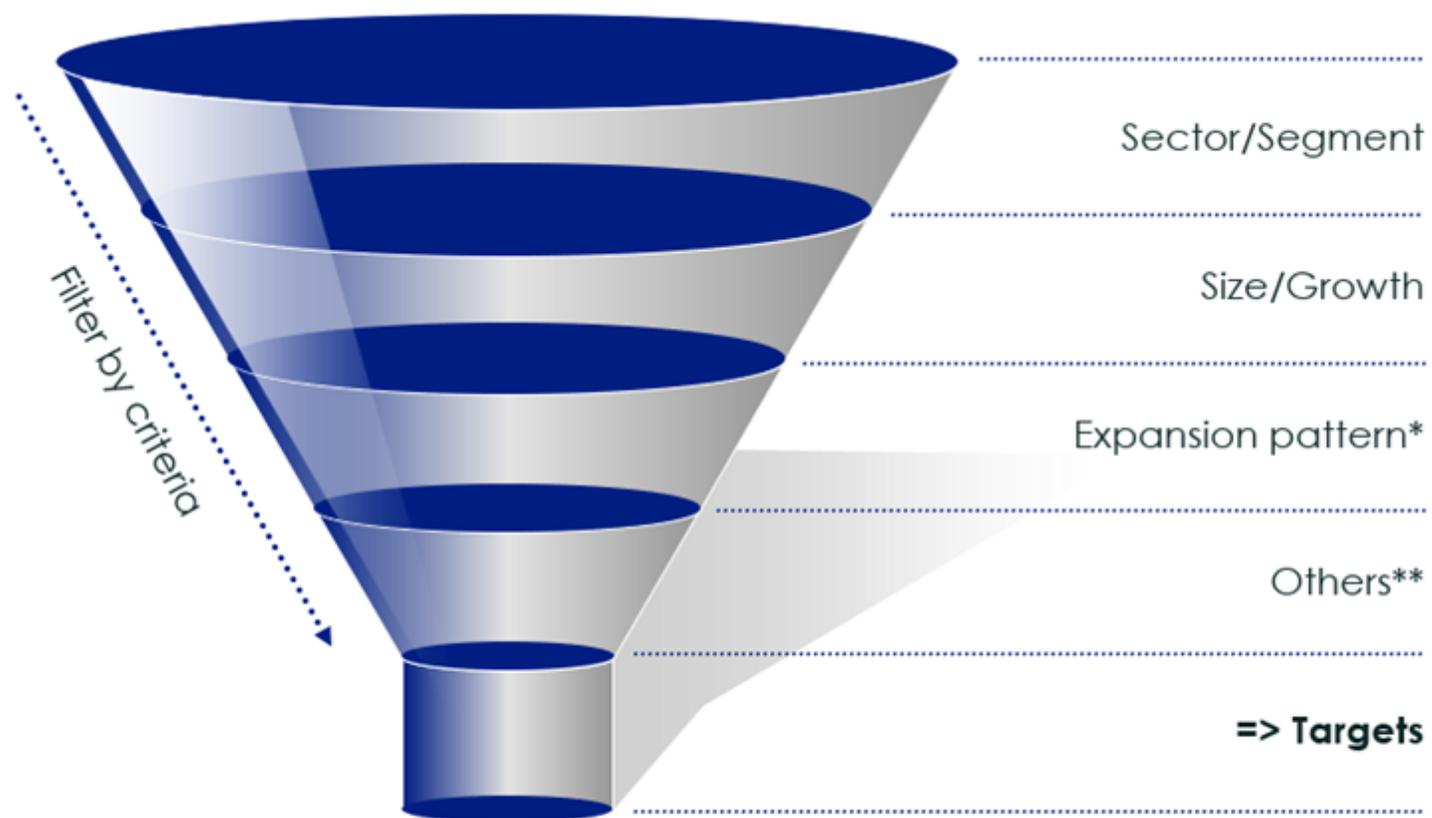
- Organization of **conference calls** between investor and client's industry/ country expert
- Organization of **meetings** at the company's headquarters, at events or at client location

## 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"



\* Structure of International presence, preferred investment type

\*\* Depending on targeted investment scenario



# RESEARCHING, SCOUTING & APPROACHING FDI



<b>The sales process</b> <ul style="list-style-type: none"><li>• Overview of the FDI sales process</li><li>• Objectives and outcomes of each phase</li><li>• The corporate decision making process</li></ul>	<ul style="list-style-type: none"><li>• Influences on company "buying" behavior</li><li>• Understanding where a company is in the process</li><li>• Elements of the process within and outside of the IPA's control</li></ul>
<b>Identifying potential investors</b> <ul style="list-style-type: none"><li>• How to identify a target</li><li>• Research and information sources</li><li>• Research techniques</li></ul>	<ul style="list-style-type: none"><li>• Qualifying companies before the first contact to identify potential investment opportunities and drivers</li><li>• Other potential sources of investment opportunities</li><li>• Specific examples of targets</li></ul>
<b>Establishing contact</b> <ul style="list-style-type: none"><li>• Identifying decision makers</li><li>• Approaches for making the first contact</li></ul>	<ul style="list-style-type: none"><li>• Practical techniques (e.g. cold calling)</li><li>• Effective questioning</li><li>• Moving to the next phase of the sales process</li></ul>
<b>First meeting and presentations</b> <ul style="list-style-type: none"><li>• Meeting preparation</li><li>• Practical techniques (e.g. presentation skills)</li></ul>	<ul style="list-style-type: none"><li>• Positioning the location's benefits</li><li>• Location features vs. benefits</li><li>• Dealing with objections</li></ul>
<b>Follow-Up</b> <ul style="list-style-type: none"><li>• Methods for follow-up</li><li>• Timing</li></ul>	<ul style="list-style-type: none"><li>• How to keep the company engaged</li><li>• Building relationships and providing value</li></ul>



# RESEARCHING, SCOUTING & APPROACHING FDI

Additional topics	
<b>Marketing and communications</b> <ul style="list-style-type: none"><li>• The role of marketing in the overall investment attraction effort</li><li>• Effectiveness of different types of marketing channels</li></ul>	<ul style="list-style-type: none"><li>• The best marketing mix and required resources</li><li>• Developing sector-based propositions</li><li>• Differentiating the location</li><li>• Evaluating results</li></ul>
<b>Websites and promotional material</b> <ul style="list-style-type: none"><li>• Essential material vs. “nice-to-have”</li><li>• Presentation and structure</li><li>• Content that appeals to potential investors</li></ul>	<ul style="list-style-type: none"><li>• Effective use of data and statistics</li><li>• Case studies and testimonials</li><li>• Adapting materials to different target groups</li><li>• Tools and apps</li></ul>
<b>Site visits</b> <ul style="list-style-type: none"><li>• Determining the company’s requirements</li><li>• Selecting participants to represent the location</li></ul>	<ul style="list-style-type: none"><li>• Consistent messaging</li><li>• Identifying and addressing concerns</li><li>• Building rapport</li><li>• Avoiding surprises and common mistakes</li></ul>
<b>Aftercare and key account management</b> <ul style="list-style-type: none"><li>• The role and importance of aftercare</li><li>• Selecting key accounts</li><li>• Monitoring existing investors</li></ul>	<ul style="list-style-type: none"><li>• Dedicated key account managers – functions and skills</li><li>• Services for existing investors</li><li>• Evaluating investor satisfaction</li></ul>



# 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).



# TARGETING A COUNTRY: UNDERSTANDING ITS CLUSTERS

## 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





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# SECTORAL EXAMPLES

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# QATAR AS A FOOD PACKAGING EXPORT CENTER



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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.**

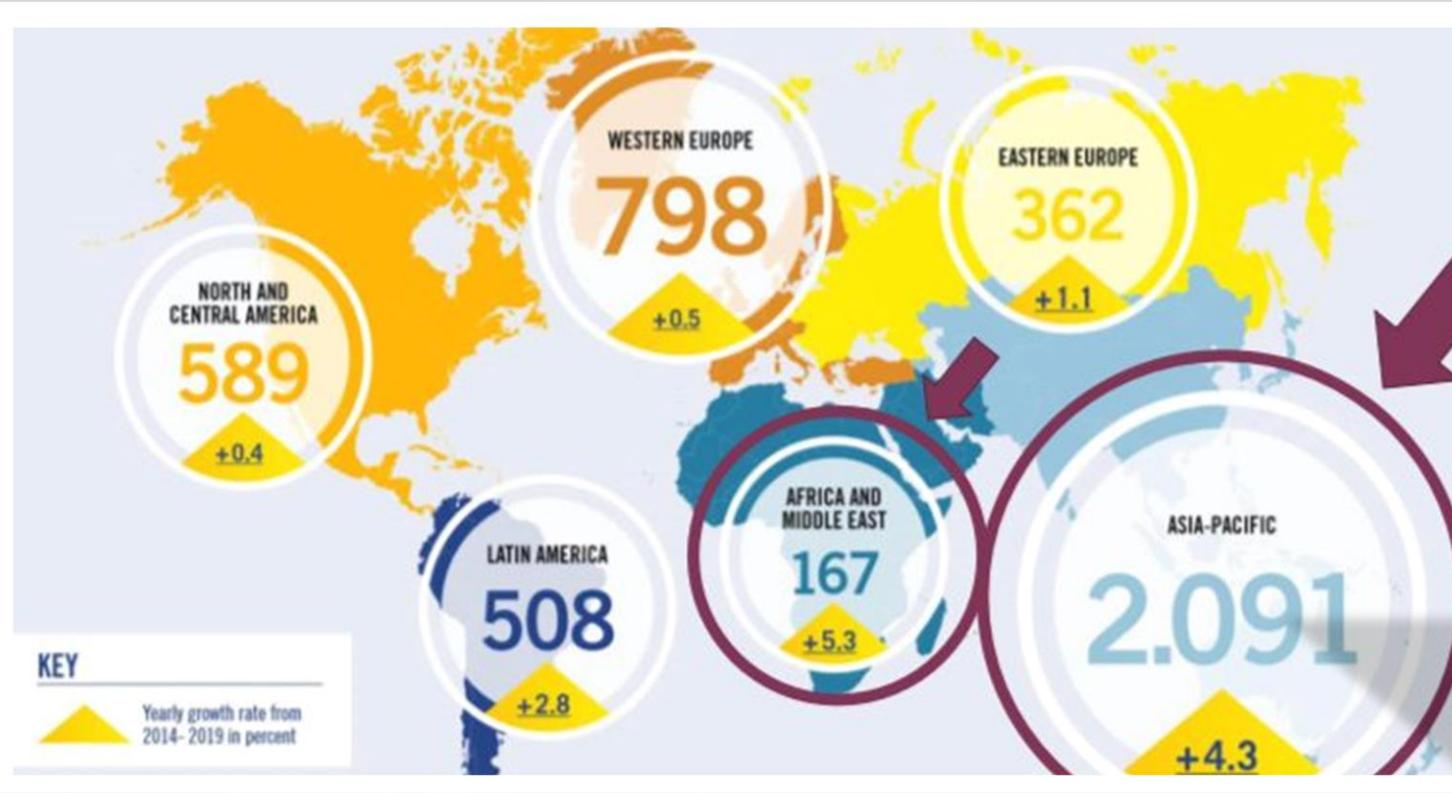
Sustainable packaging is one of the global trends that could boost packaging exports from Qatar

**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

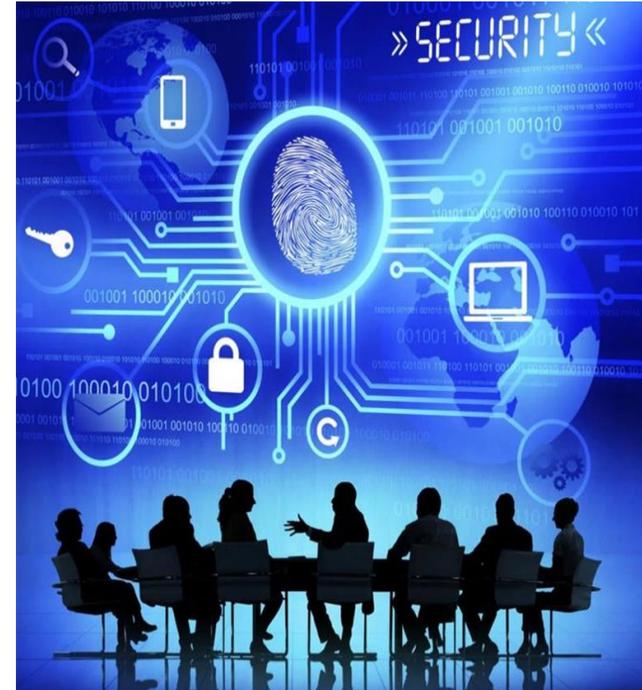


# QATAR'S HISTORY WITH FOOD PRODUCTION AND AMBITIONS FOR THE FUTURE



- Solar energy: a sector that has been acquiring considerable attention in the last years. The joint venture Qatar Solar, or QSTec ([www.qstec.com](http://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



# WORKING GROUP - COMPANY 1

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.



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ENTOCYCLE

# WORKING GROUP - COMPANY 2



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**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.**



# Biotest

*From Nature for Life*

Legal	Regulatory	Financial	Companies	Academics
<p>1.</p> <p><b>Qstp</b></p> <p><b>Freezone -2</b></p> <p><b>Chamber of commerce</b></p> <p><b>Municipality and enviromentn—</b></p> <p><b>Agricultural Research Centre</b></p> <p><b>Ministry of Commerce and industry - 2</b></p> <p><b>Ashghal</b></p> <p>2.</p> <p><b>Ministry of public healthy- 2</b></p> <p><b>Both.</b></p> <p><b>Legal experts from MOPH</b></p> <p><b>Private legal firme</b></p>	<p>1.</p> <p>Municipality and environment -2</p> <p>Ministry of Commerce and industry</p> <p>Ministry of Public Health- health registration department</p> <p>QFC</p> <p>Freezone</p> <p>Trade and Economy – 2- Standards Authority</p> <p>Culture Ministry</p> <p>2.</p> <p>MOH,</p> <p>Interior ministry</p> <p>Assghal</p>	<p>1.</p> <p>Engine network</p> <p>Qatar development bank-2</p> <p>QFC</p> <p>Central Bank</p> <p>2.</p> <p>Same as above</p> <p>Both:</p> <p>Ministry of Finance</p> <p>Qatar Tax Authority</p> <p>Investment Promotion Authority</p>	<p>1.</p> <p>QD Waste</p> <p>Chamber of Commerce-2</p> <p>2.</p> <p>Sidra</p> <p>Private Health Sectors</p> <p>Boom Waste Treatment</p> <p>CoC-2</p> <p>Both</p> <p>QSTP</p> <p>QP</p> <p>Food Companies</p> <p>Livestock companies</p>	<p>1. Both</p> <p>Qatar energy and enviroment centre</p> <p>Qatar University-3</p> <p>Texas A&amp;M</p> <p>Calgari Uni</p> <p>Cornell</p> <p>2.</p> <p>QBRI-2</p>