

INVEST  
IN ITALY



# WORLD MANUFACTURING FORUM 2021

Invest in Italy in Manufacturing Sector  
20<sup>th</sup> October 2021



INVEST  
IN ITALY



**Stefano Nigro**

***Head of Foreign Direct Investment Department  
Italian Trade Agency***

***October 20th, 2021***





# Why invest in Italy



# Why invest in Italy in a snapshot



- 3<sup>rd</sup> in the Eurozone
- 9<sup>th</sup> in the world



- 2<sup>nd</sup> in the EU for **manufacturing**
- 1<sup>st</sup> for **jewellery** production
- 1<sup>st</sup> for **superyacht** production
- 2<sup>nd</sup> in the world for **fashion industry**
- 2<sup>nd</sup> in the world for **leather shoes**



- **Deficit/GDP ratio** (average 2011-2019)  
- **2,6% Italy** vs. - 3,7% France  
- 4,6% UK and – 5,7% Spain



- 1<sup>st</sup> in the EU for production value in the **pharma** sector [+52% exports, higher than the EU average (+32%)]
- 1<sup>st</sup> in the EU for **production of pharmaceuticals**
- Italian Big Pharma invest **over € 1 bln in R&D**



- 1<sup>st</sup> in the EU **patents'** growth rate [in the 2017, + 4.3% vs the EU average of + 2.6%]
- 8<sup>th</sup> in the world for **IP filings**



1<sup>st</sup> for **UNESCO** World Heritage Sites (55 in total)  
1<sup>st</sup> in Europe for no. of **cultural companies** (14,5% of total)



- 1<sup>st</sup> in the world for no. of **geographical indications** (299 in total)
- 1<sup>st</sup> in Europe for no. of **biological producers**
- 2<sup>nd</sup> in the EU for added value in the **agrifood** sector



- 1<sup>st</sup> in the world for standard of population's **health**
- 2<sup>nd</sup> in the world for **longevity**



**Leonardo** is one of the major global players in the **Aerospace, Defense and Security**  
3<sup>th</sup> in the EU and 4<sup>th</sup> in the world for expenditure in **R&D**



- 4<sup>th</sup> in the EU and 7<sup>°</sup> in the world for **number of universities**
- In the **Top 5** among the EU countries for **no. of researchers**



Gateway for **500 mln** EU customers and **270 mln** from **Northern Africa** and the **Middle East**

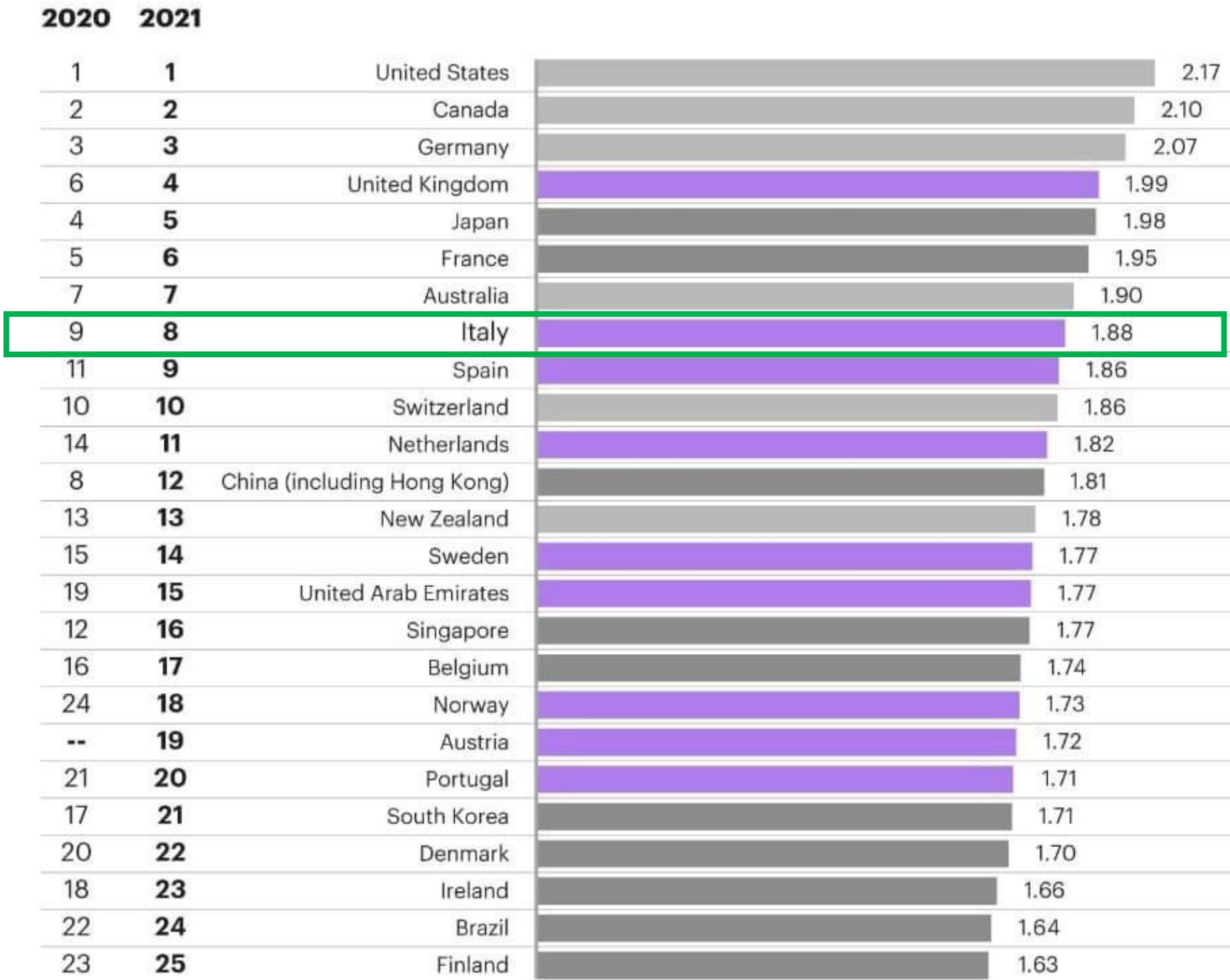
# An attractive country

- Italy ranks 8<sup>th</sup> in the 2021 A.T. Kearney FDI Confidence Index
- Italy keeps on registering a high level of attractiveness

Figure 2  
The 2021 Kearney FDI Confidence Index®

- Moved up
- Moved down
- Maintained ranking

## 2021 A.T. Kearney FDI Confidence Index



Source: 2021 Kearney FDI Confidence Index®

# A Competitive Digital Location



Italy is the most attractive location for investments in digital business models.

The Index analyses **effective tax burdens** for standardized investments in digital business models in the 28 EU member states, Japan, Canada, Norway, Switzerland and the US.

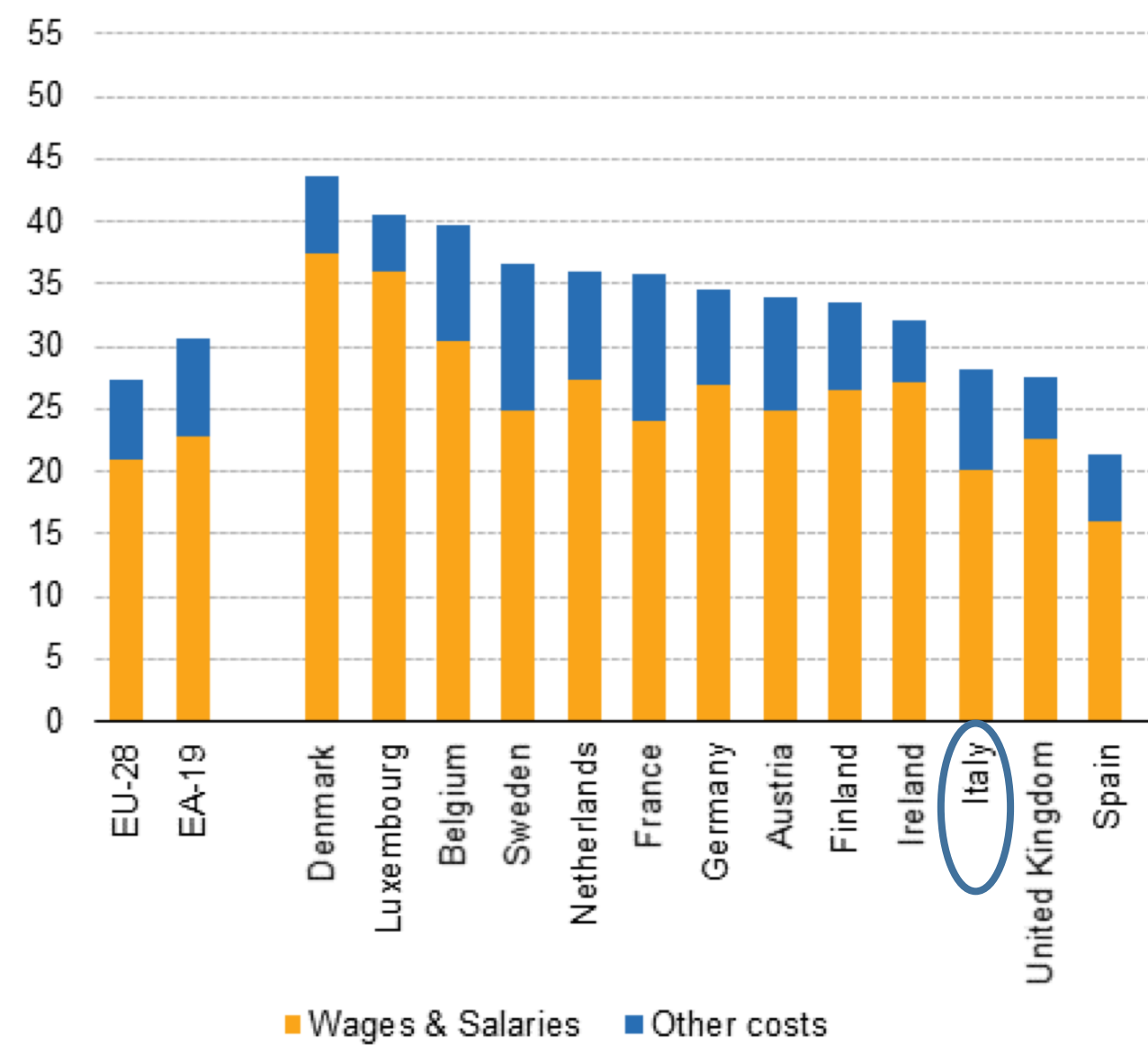
Effective Average Tax Rate					
Result 2018			Change to 2017		
Country	Rank	Ø	Δ Rank	Δ in percentage points	
Italy	1	-33.18%	→ 0	-18.72	
Ireland	2	-3.39%	→ 0	8.17	
Hungary	3	-0.52%	→ 0	6.33	
Lithuania	4	-0.05%	→ 1	-0.49	
Latvia	5	0.09%	↘ -1	-0.24	
Croatia	6	4.50%	→ 1	-0.69	
Romania	7	5.42%	↗ 2	-1.20	
Portugal	8	5.48%	↑ 11	-6.16	
Spain	9	5.50%	↘ -1	0.08	
France	10	6.73%	↑ 10	-4.93	
Czech Republic	11	7.16%	↘ -1	-0.32	
United Kingdom	12	7.45%	↗ 5	-2.64	
Norway	13	7.89%	↘ -1	-0.12	
Switzerland (Zurich)	26	15.57%	↓ -13	7.18	
Estonia	27	15.95%	→ 1	-0.32	
Finland	28	16.17%	↘ -2	0.31	
Sweden	29	16.38%	→ 1	-0.55	
Greece	30	16.41%	↘ -1	-0.32	
Japan	31	21.16%	↗ 2	-4.30	
USA (California)	32	21.97%	→ 0	-0.84	
Germany	33	22.19%	↘ -2	-0.62	
Average		8.85%		-0.64	

Source: Digital Tax Index 2018 – Locational Tax Attractiveness for Digital Business Models. PricewaterhouseCoopers 2018



# Labour cost

EU's Top economies salary, 2018



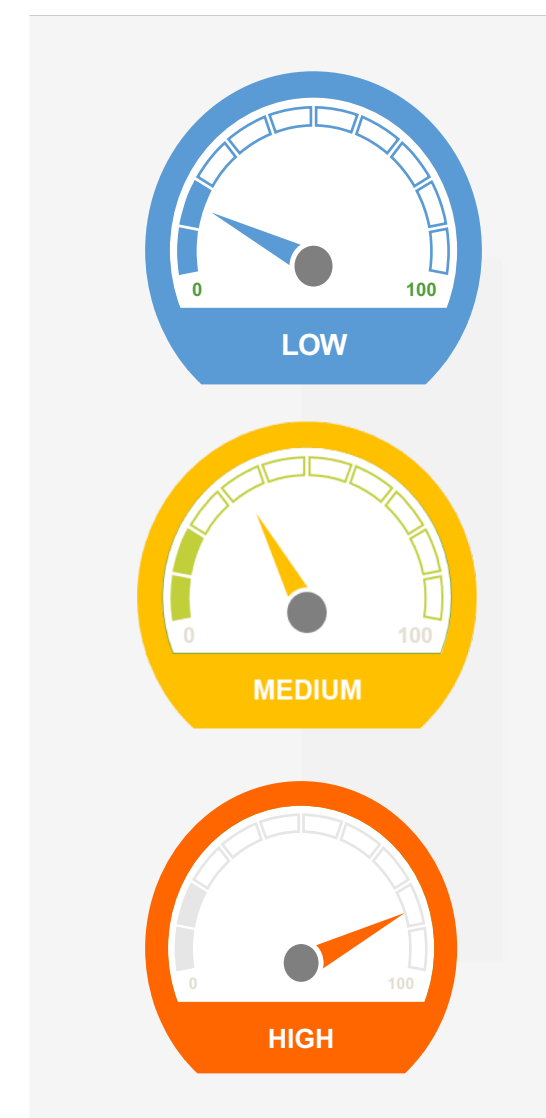
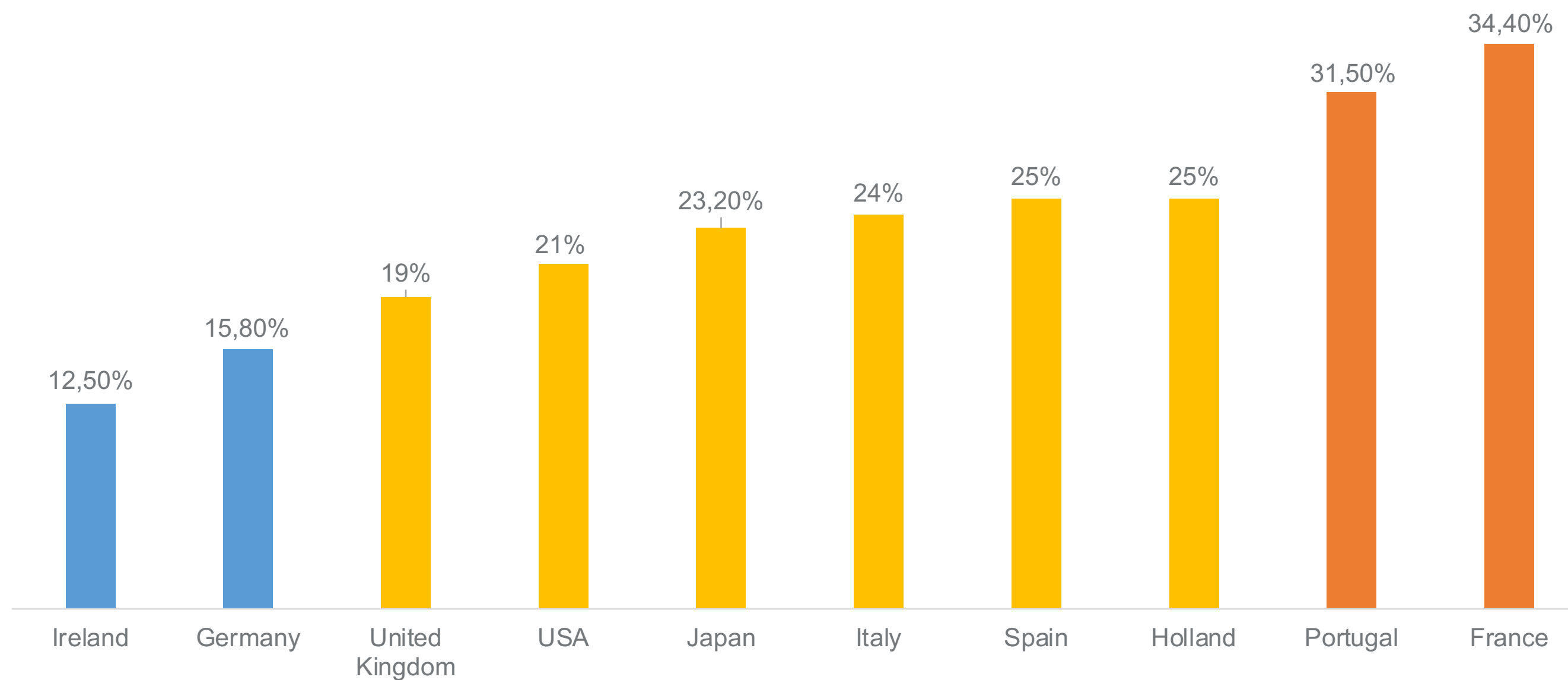
➤ Among the top 3 most competitive countries for salary level

Annual salary in North and South Italy, 2019

Career (3-5 years)	South Average €	North Average €
Blue collar workers	20,661	23,077
Administrative Employee	24,438	27,740
Engineer	31,043	33,481
Manager	55,326	60,064

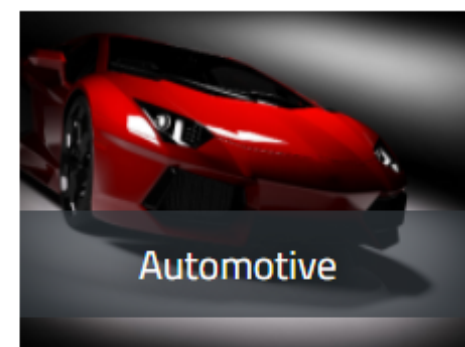
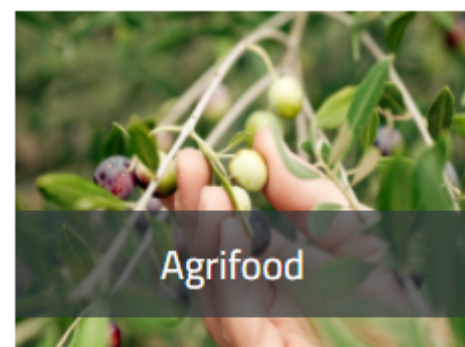
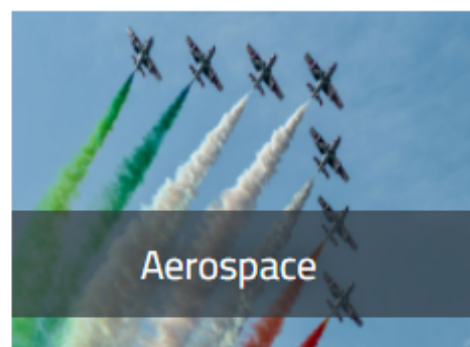
Sources: 1. Estimated hourly labour costs, 2018, Eurostat; 2. ITA's elaboration on Compensation Kit Database, 2019

# Corporate Income Tax Rate



Source: ITA's elaboration on OECD Data, 2019

# Investment opportunities



- ☐ Greenfield and Brownfield areas available
- ☐ Clusters and hubs with high-levels of expertise and specialization
- ☐ High quality of human capital
- ☐ Incentives
- ☐ Support services free of charge

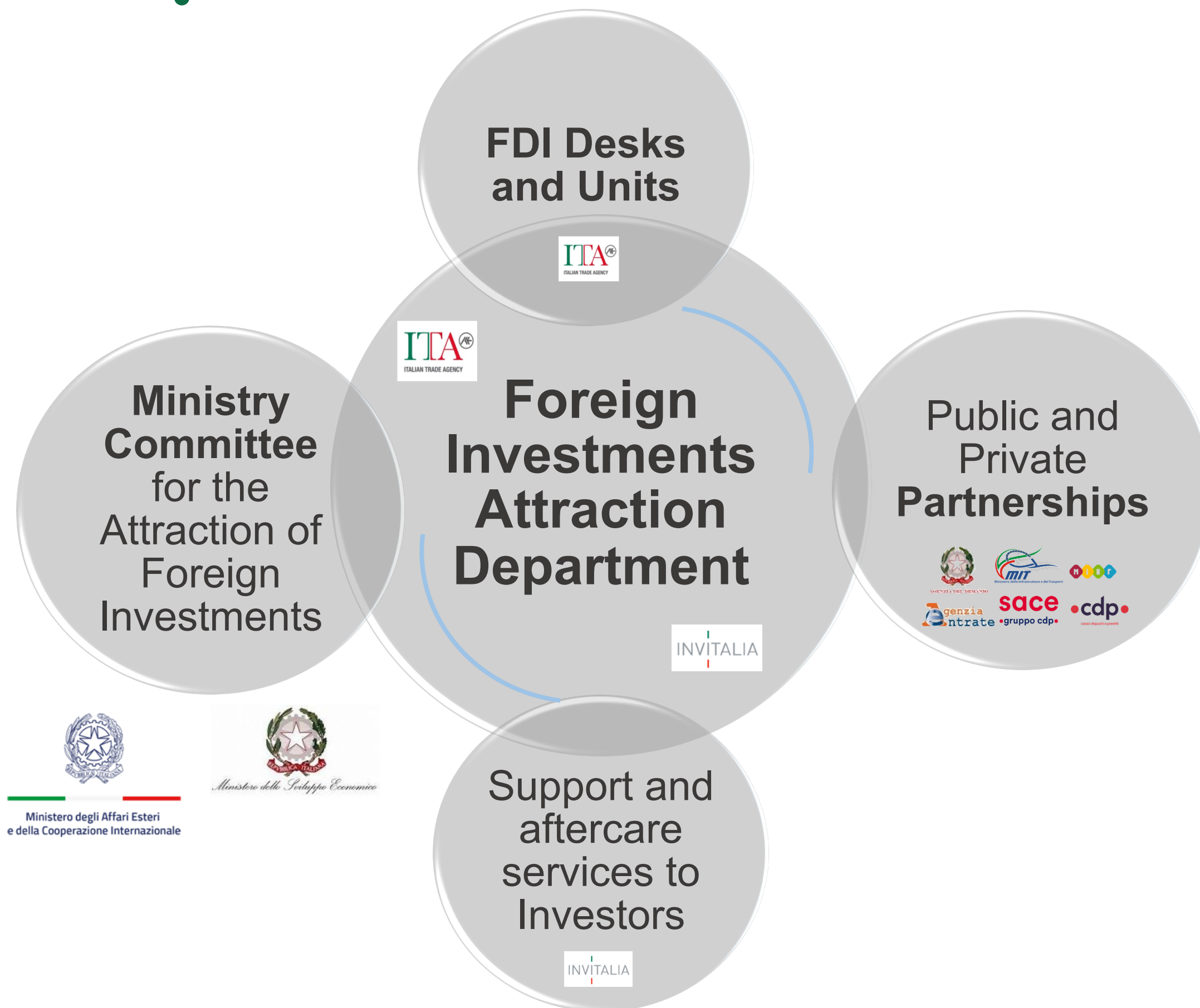




# The Italian Support to FDI



# Our FDI Department



## ONE STOP SHOP

- ☐ Scouting & Networking
- ☐ Offer & Delivery
- ☐ Facilitation to Italian Market
- ☐ Account management



# ITA International Network



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ITCA  
ITALIAN TRADE AGENCY

INVITALIA

# THANK YOU

***For further information:***

*[fdi@ice.it](mailto:fdi@ice.it)*

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# WORLD MANUFACTURING FORUM 2021

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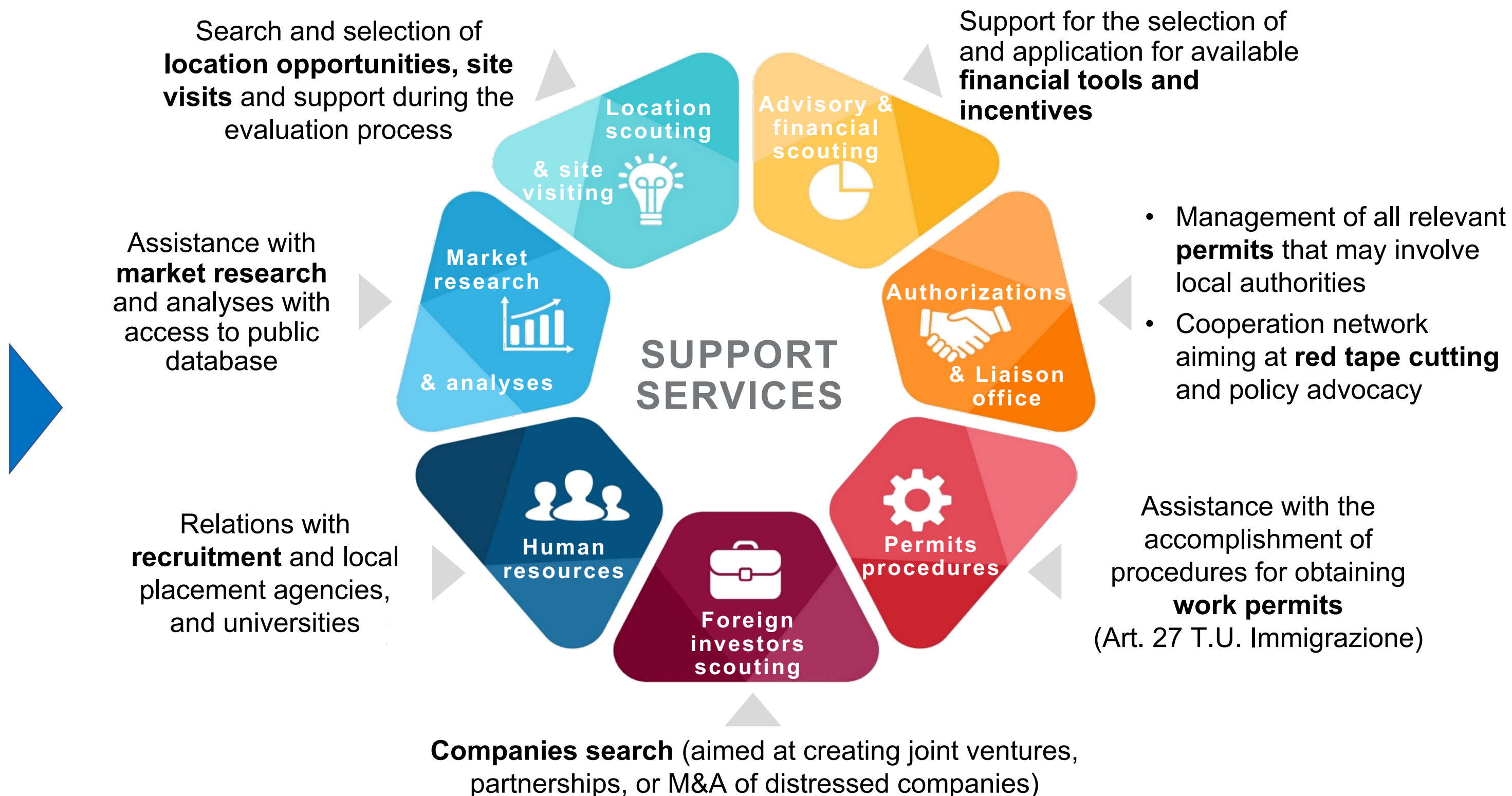
# Services and Incentives to Invest in Italy

Marco D'Acunto  
Senior Project Manager – Hi-tech sector  
INVITALIA

*WORLD MANUFACTURING FORUM - 20<sup>th</sup> October, 2021*

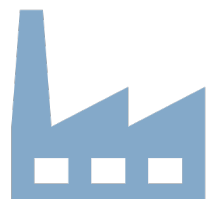
# Services and support for foreign companies

- **Invest in Italy**, the brand under which INVITALIA and ITA work together, is a One Stop Shop offering a **wide range of free of charge services**.
- Invest in Italy operates closely with **Regional Authorities** which can also support foreign investors with local services such as:
  - ✓ location scouting;
  - ✓ administrative and bureaucracy issues;
  - ✓ connections and partnerships with local stakeholders;
  - ✓ regional incentives.





# Incentives and fiscal benefits



## Large investments and Area of industrial crisis

- Development contracts
- Law 181 for distressed areas
- “Enterprises Safeguard” Fund for Distressed companies



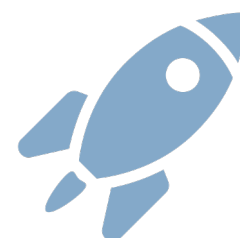
## R&D investments

- R&D Circular Economy
- Innovation Agreements



## Fiscal benefits

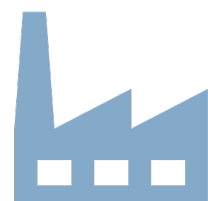
- Tax credits (Industry 4.0, Machineries, R&D, innovation)
- Industry 4.0 training
- Patent Box
- Employment bonuses



## SMEs and innovative startups

- Smart & Start Italia
- New Enterprises “Zero interest rate”

# Incentives and fiscal benefits



## Large investments and Area of industrial crisis

### ▪ Development contract

- Law 181 for distressed areas
- “Enterprises Safeguard” Fund for Distressed companies



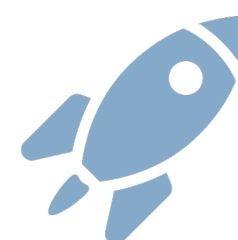
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## SMEs and innovative startups

### ▪ Smart & Start Italia

- New Enterprises “Zero interest rate”

# Development Contract (1/4)

## BENEFICIARIES

- ❑ One or more companies with connected and functional investment projects (including R&D)

SECTOR	Minimum investment size (€/M)		
	Whole program	Proposing company project	Affiliated company project
Industrial	20	10	1.5


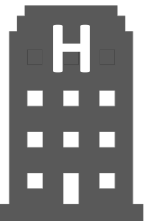

## PROCEDURE

- ❑ Upon request scheme
- ❑ Assistance before the application
- ❑ Eligibility evaluation within 120 days
- ❑ Project start possible after the application
- ❑ Project duration: 3 years

## ELIGIBLE EXPENSES

- ❑ Land purchase (up to 10%)
- ❑ Building works and specific corporate infrastructures (up to 40%)
- ❑ Factory-fresh machineries and equipment
- ❑ Computer programs, patents, licenses, know-how (up to 50%)
- ❑ Costs for employees and general expenses eligible only for R&D projects

# Development Contract (2/4)

			LARGE	MEDIUM	SMALL
  	Manufacturing	Southern Regions: Campania, Apulia, Basilicata, Calabria, Sicily and Sardinia	25%	35%	45%
		Central-Northern Regions: <u>only listed cities</u>	10%	20%	30%
		Rest of Italy	No eligibility	10%	20%
	R&D	All the Italian territory	50% ind. research 25% exp. develop.	60% ind. research 35% exp. develop.	70% ind. research 45% exp. develop.

The effective mix of the funds granted **can't exceed 75%** of the total eligible expenses.

# Development Contract (3/4)

## R&D&I Program



**Total investment: € 446 Mil**  
**Financed with DC (R&D): € 49 Mil**

### BASIC REQUIREMENT

R&D&I projects **within** an industrial development program

### BENEFICIARIES

**Companies**

**Research and knowledge-dissemination organizations**  
(universities, research institutes, etc.)

### AID INTENSITY

**No differences and restrictions based on location**

**Large companies: up to 50%** (industrial research) and  
**up to 25%** (experimental development) despite of  
geographical location

**SMEs** can receive higher incentives **up to 80%**

### GEOGRAPHICAL AREA

All the national territory



# Development Contract (4/4)

\* Until 1<sup>st</sup> of October, 2021

Total investments: **€ 7 BLN**  
Investments granted: **€ 3 BLN**  
Foreign investors: **40+**

Projects financed: **193**  
Jobs created: **100K+**

Industrial R&D  
North Italy  
**10% funded**



Total investment: **€ 446 MLN**  
Funded (R&D only): **€ 49 MLN**

Manufacturing + R&D  
South Italy  
**35% funded**

**Avio Aero**  
A GE Aviation Business

Total investment: **€ 78 MLN**  
Funded: **€ 27 MLN**

Manufacturing  
Center Italy  
**14% funded**



**SANOFI**

Total investment: **€ 82 MLN**  
Funded: **€ 17,5 MLN**



Food processing  
South Italy  
**23% funded**

Total investment: **€ 47,9 MLN**  
Funded: **€ 11,2 MLN**

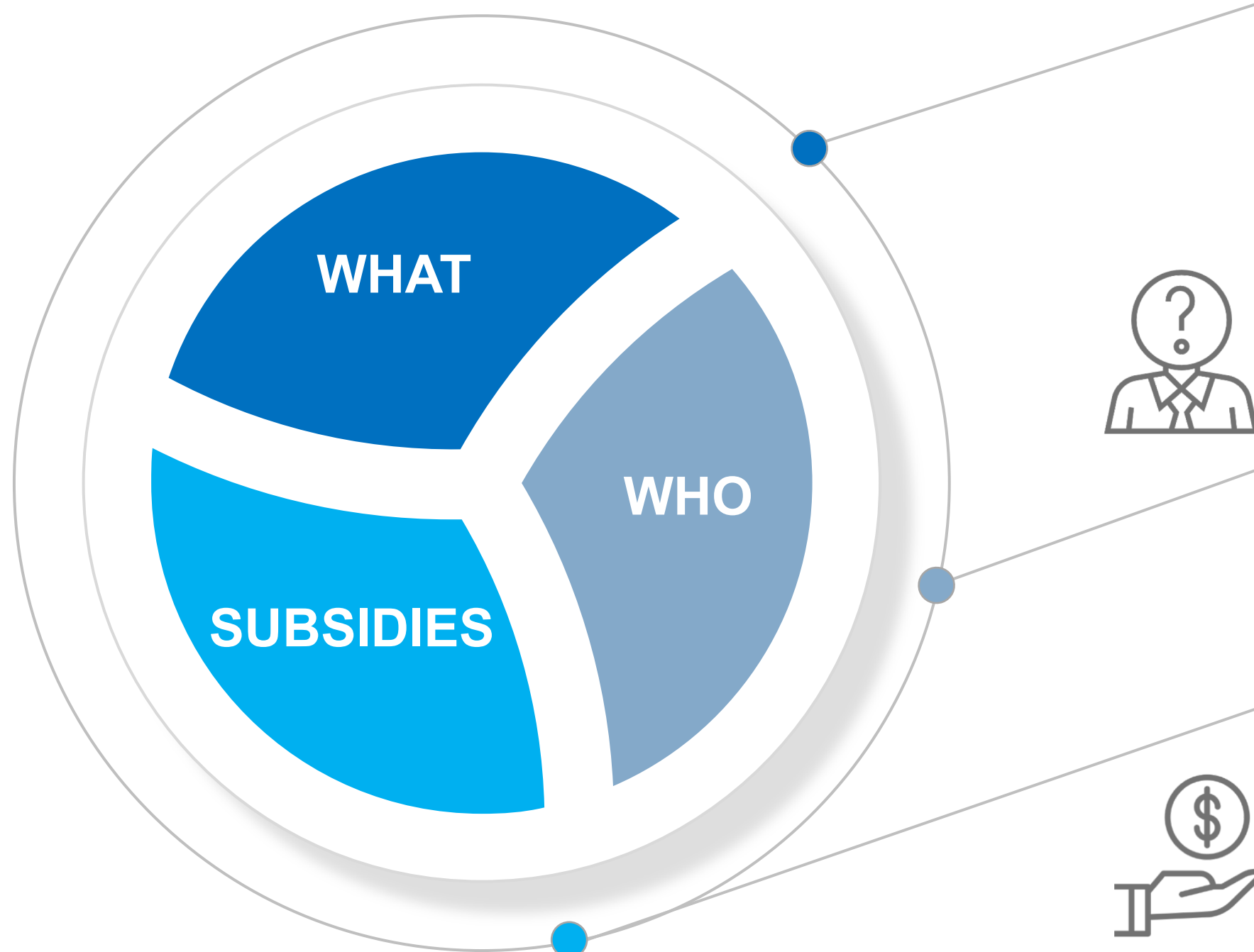
Manufacturing  
South & Center Italy  
**38% funded**

**HITACHI**  
Inspire the Next  
Hitachi Rail Italy

Total investment: **€ 68,6 MLN**  
Funded: **€ 26,1 MLN**

# Smart & Start Italy

- ❑ **Startups:** 1200+
- ❑ **Investments granted:** € 465 mln



- **Aim:** boosting the creation and growth of innovative startups in Italy
- **Geographical area:** nationwide
- **Investment range:** eligible costs between **€ 100K** and **€ 1.5 MIL**
- **Project duration:** not exceeding **24 months**, starting **after** the contract signing
- **Evaluation:** the evaluation procedure lasts **only 60 days**.

## Innovative startups that:

- Have a strong technological dimension
- Operate in the digital economy
- Enhance search results (spin-offs from research)

**Applicants: small-sized startups** established for no more than 60 months

**Interest-free loan up to 80%** of the total investment. Startups based in Southern Italy **will repay only the 70%** of the loan amount.  
The loan-repayment duration is **10 years**.



# Tax credits for tangible/intangible assets

## ELIGIBILITY

- Companies investing in tangible and intangible capital goods accordingly to the **Industry 4.0** national strategy, or in 'ordinary' tangible and intangible assets. These tax credits are already available **since November 16<sup>th</sup> 2020**.

## CUMULATION

- The tax credit **can be combined** with other incentives related to the same investment, only if this cumulation does not overcome the investment total value

## TIMING

- Investments completed before **December 31<sup>st</sup>, 2022**
- Investments for which the company make the first payment (at least 20%) before **December 31<sup>st</sup>, 2022**. Assets must be delivered before **June 30<sup>th</sup>, 2023**

## INCENTIVES

Investments (€)	Tax credit (%)
<b>Industry 4.0 tangible assets *</b>	
< € 2.5 MLN	50% (Y2021) - 40% (Y2022)
≥ € 2.5 MLN ≤ € 10 MLN	30% (Y2021) - 20% (Y2022)
> € 10 MLN ≤ € 20 MLN	10% (Y2021 - Y2022)
<b>Industry 4.0 intangible assets *</b>	
≤ € 1 MLN	20%
<b>'Ordinary' tangible assets **</b>	
≤ € 2 MLN	10% (Y2021) - 6% (Y2022)
<b>'Ordinary' intangible assets **</b>	
≤ € 2 MLN	10% (Y2021) - 6% (Y2022)

\* Compensation

**3 years**

\*\* Compensation

**1 years**

### N.B.

- ✓ Investments that worth more than **€ 300 K** per individual asset require a technical evaluation by an expert or engineer;
- ✓ Companies with revenues < €5 MLN can compensate the tax credit in just 1 year;
- ✓ The tax credit for *'Ordinary' tangible and intangible assets* can be used in the same year of maturation.



# Tax credits for R&D and innovation

## ELIGIBILITY

- Companies of **all sizes** investing in research and development, ecological transition, technological innovation 4.0 and in other innovative activities. These tax credits are valid for **2021-2022**

## ELIGIBLE EXPENSES

- Personnel;
- Depreciation charges, financial or simple lease payments and other expenses relating to tangible assets and software used in R&D projects (up to 30% of the expenses related to personnel);
- Research contracts;
- Depreciation charges relating to the purchase from third parties, also under license of use, of industrial property rights relating to an industrial or biotechnological invention, up to a maximum of € 1 MLN;
- Consultancy (up to 20% of the expenses related to the personnel);
- Materials for R&D projects (up to 30% of the expenses related to personnel or research contracts).

The effective payment of the eligible expenses must result from a specific certification issued by a company’s statutory auditor. For companies not legally obliged to audit statutory accounts, the costs incurred are recognized for an amount not exceeding € 5,000.

## INCENTIVES

Eligible activities	Investments (€) **	Tax credit (%) *
Fundamental research, Industrial research and Experimental development	≤ € 4 MLN	20%
Fundamental research, Industrial research and Experimental development in Southern Regions (Abruzzo, Basilicata, Calabria, Campania, Molise, Puglia, Sardegna and Sicily)	≤ € 3 MLN	25% (large enterprise) 35% (medium enterprise) 45% (small enterprise)
Technological innovation (design, implementation, introduction)	≤ € 2 MLN	10%
Technological innovation “Industry 4.0” and green economy (design, implementation, introduction)	≤ € 2 MLN	15%
Design - Aesthetic conception (conception and realization of new products and samples within the textile and fashion, footwear, eyewear, goldsmith, furniture and furnishing and ceramic sectors)	≤ € 2 MLN	10%

\* Compensation  
3 years

\*\* net of other grants or contributions for any reason received for the same eligible expenses



# THANK YOU

**For further information:**

**Marco D'Acunto**

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ITALIAN TRADE AGENCY

INVITALIA



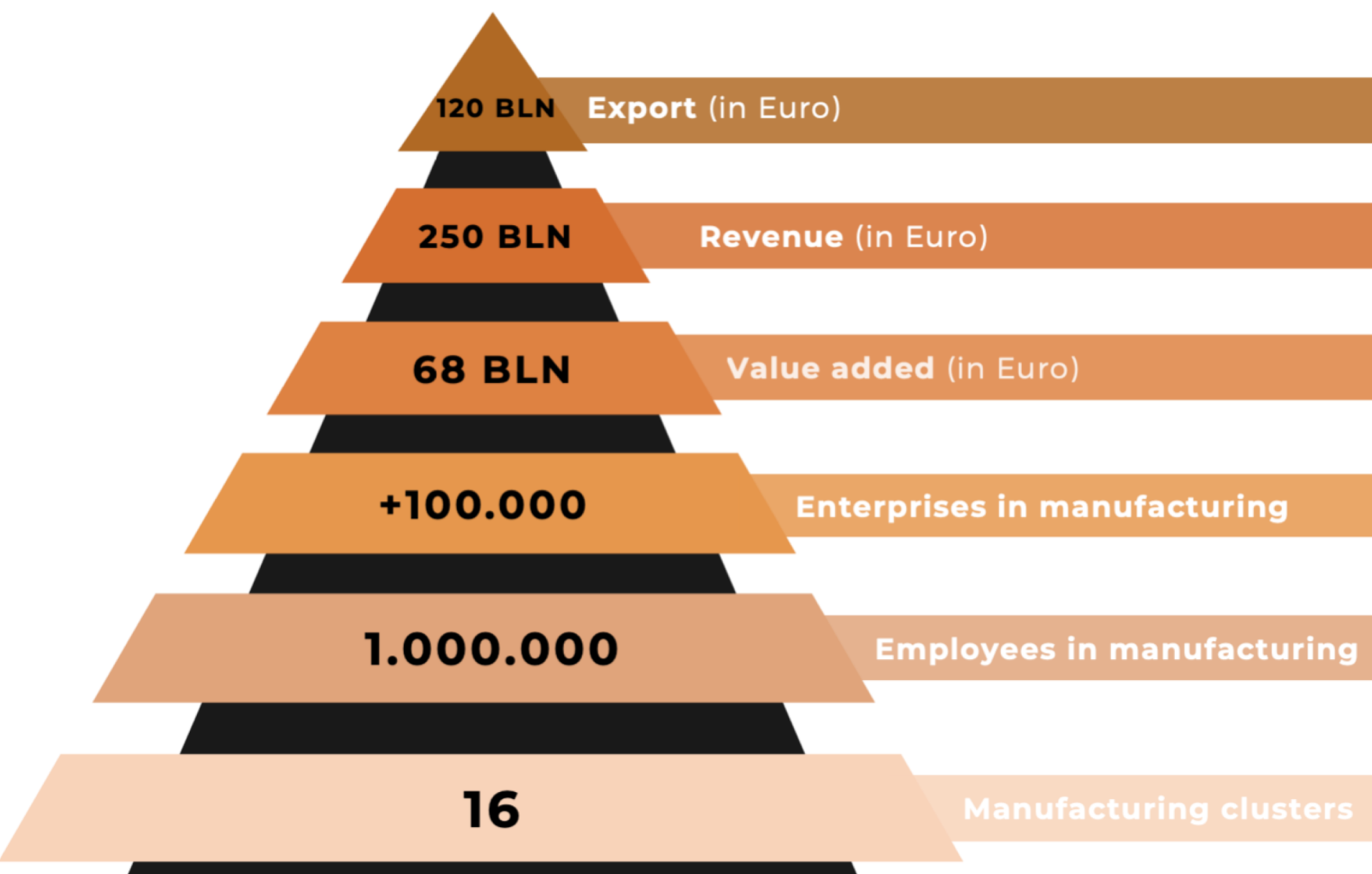
RegioneLombardia

**Lombardy: Manufacturing of tomorrow is here**

**Marco Fedato**  
Head of Investment Promotion / Invest in Lombardy, Promos Italia



# KEY FACTS AND FIGURES



**58,6 BLN Export volume Lombardy in 2020**  
(30%) of the national export

**3/5**

of the export in Lombardy is represented by mechatronic companies

**447K Employees working in mechatronics**  
(27% of the national amount)

**1/2**

of the employees of the entire manufacturing sector in Lombardy

**17.700 Companies** dealing with **mechatronics industry** in Lombardy  
(25% of the total national amount)

**1/4**

Weight of the Lombardy mechatronic sector on the entire National sector (as local units and employees)

**1st region in Italy**

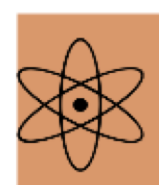
for manufacturing production and **3° in Europe** in terms of employees

**1.672 foreign companies in manufacturing**

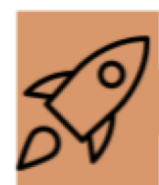
located in Lombardy, employing more than 250.000 people

# ADVANCED MANUFACTURING IN LOMBARDY

Lombardy region gets a high manufacturing value, with outstanding technological and research competences in several applications.



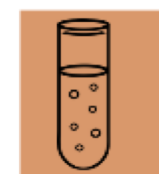
## LIFESCIENCE



## AEROSPACE



## ICT



## CHEMICAL



## AUTOMOTIVE

Main **macro-sectors** in which Lombardy has developed specific **value propositions** for attracting foreign direct investments.

In these sectors in particular, the **competences** and the innovative **technologies** of the **Advanced Manufacturing** can drive and accelerate the **increasing growth** of **Lombardy economic environment**.



## Advanced Polymers

Carbon fibers, Glass fibers, Nanofibers and polymer composite: engineering innovation on the field of polymers



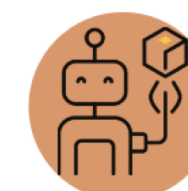
## Artificial Intelligence

Application of AI in the traditional manufacturing processes



## Recycling

From textile to plastic, waste electrical and electronic equipments and metals: innovative technological processes to create recycled materials



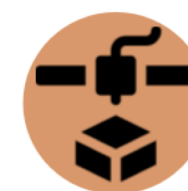
## Robotics and Smart Components

Intelligent components are self-contained, autonomously functioning mechatronic assemblies. Process optimization with a high level of functionality.



## E-mobility

The most innovative technologies for the automotive sector: smart automotive components, charging batteries, electric vehicles, etc.



## Additive Manufacturing

Variety of processes in which material is deposited, joined or solidified under computer control to create a 3D objects.

## ADVANCED MANUFACTURING APPLICATIONS

## SOME KEY PLAYERS IN LOMBARDY

### ROBOTIC AND SMART COMPONENTS



### E-MOBILITY



### ADVANCED POLYMERS



### RECYCLING



### ADDITIVE MANUFACTURING



### ARTIFICIAL INTELLIGENCE





## SOME RECENT SUCCESS STORIES



**Presentation of the program "Acciaio 4.0".** Tenova develops solutions that help metals and mining companies reduce costs, save energy, limit environmental impact. In March 2019, the company, located in Varese province, presented its program "Acciaio\_4.0", whose aim is to create a Cyber-Physical Factory, meaning to integrate the enabling technologies of Industry 4.0 with the steelmaking process.



**Participation in the AFIL cluster as part of the "Lighthouse Power Club".** Is a modern electric furnace steel mill that produces special steels. The participating firms have been selected on the basis of the high level of innovation of the development and digitalization projects.



**"Lighthouse Plant" nomination for its production plant exclusively based on Industry 4.0 technologies.** The Swiss-Swedish electrotechnical multinational - operating in robotics, energy and automation - during the pandemic was nominated to be a "Lighthouse Plant", meaning a production plant that is solely based on Industry 4.0 technologies, to favor innovation. In these times, the whole production chain and the partners have been subject to a digital transformation.



**Creation of a single production pole given by the union of the two production buildings currently in place in the Agrate Brianza (MB) site.** The scope of the investment is to improve production capacities to better respond to the growing market demand.



**Realization of a sort of Hydrogen Valley in Lombardy.** The project (named H2iseO), starting in 2023, is to equip the areas with a fleet of hydrogen trains and related infrastructures.



**Reconversion of the plant in Cremona.** The project includes an industrial and environmental redevelopment of the areas, deploying resources up to €227 million.

# COMPETITIVE ADVANTAGES IN LOMBARDY'S MANUFACTURE



## 1) CLUSTERS AND DISTRICTS

The regional cluster AFIL and industrial districts fosters innovation, strengthens companies' position in the global marketplace and guarantees higher competitive advantage and stimulates the cluster companies' growth.



## 2) SKILLED WORKFORCE

+250.000 high specialized employees in the region, such as automation engineers, mechanical engineers and materials engineers.



## 3) COMPLETE SUB-INDUSTRIES

Sub-sectors of Advanced Manufacturing are those that develop innovative and cutting-edge technologies, which increase the competitive advantage of the whole economy.



## 4) COMPETITIVE COSTS

High skilled workers in the third most convenient country in Western Europe for manufacturing labor costs, with an average of € 28.8 per hour, far below the Euro Area average (€ 30.6).



## 5) EDUCATION AND RESEARCH

7 AFIL partner universities and 8 AFIL partner Research Centers that are specialized in topics related to the advanced manufacturing industry: roughly 9.000 students graduated in engineering subjects per year in Lombardy.



## 6) DIGITAL CONNECTIVITY

Lombardy is the best Italian region concerning the Regional Digital Economy and Society Index in 2020 (DESI), with a score of 72/100, and 5G covers +60% of the regional spectrum.

# PATH TOWARDS EXCELLENCE AND DEVELOPMENT

A snapshot on some important hubs, tech parks, R&D centers and business incubators located in the Region.

## Como Next

companies: 150 ( $\frac{1}{3}$  startups)  
space: 21.000 sqm  
relevant projects: iStart, SetUP



## THE REGIONAL SERVICE TO SUPPORT FOREIGN COMPANIES



### OUR SERVICES FOR FOREIGN COMPANIES

- *Business and market analyses*
- *Location scouting*
- *Search for incentives and first level legal and fiscal technical consultancy*
- *Support in the establishment of the company and in the settlement activities*
- *Facilitation in relations with the Public Administration at any level and support in administrative procedures*
- *Networking and partnership activities with the local business community and with selected professionals*
- *General relocation support to expats within the regional territory*

### ONE-STOP-SHOP SERVICES FOR INVESTORS

<b>280</b>	<i>Companies assisted by the Invest in Lombardy team (2017-2021)</i>
<b>46</b>	<i>Countries of origin of the companies assisted</i>
<b>39</b>	<i>Sub-sectors of the companies assisted</i>
<b>18</b>	<i>Investment projects launched by supported companies in last 3 years</i>
<b>39</b>	<i>Investment projects to be launched by supported companies in the next 36 months</i>

**OUR BRAND NEW WEBSITE IS ONLINE: [www.investinlombardy.com](http://www.investinlombardy.com)**

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# THANK YOU

Contact Info:

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# WORLD MANUFACTURING FORUM 2021

Invest in Italy in Manufacturing Sector  
20<sup>th</sup> October 2021



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Regione Emilia-Romagna

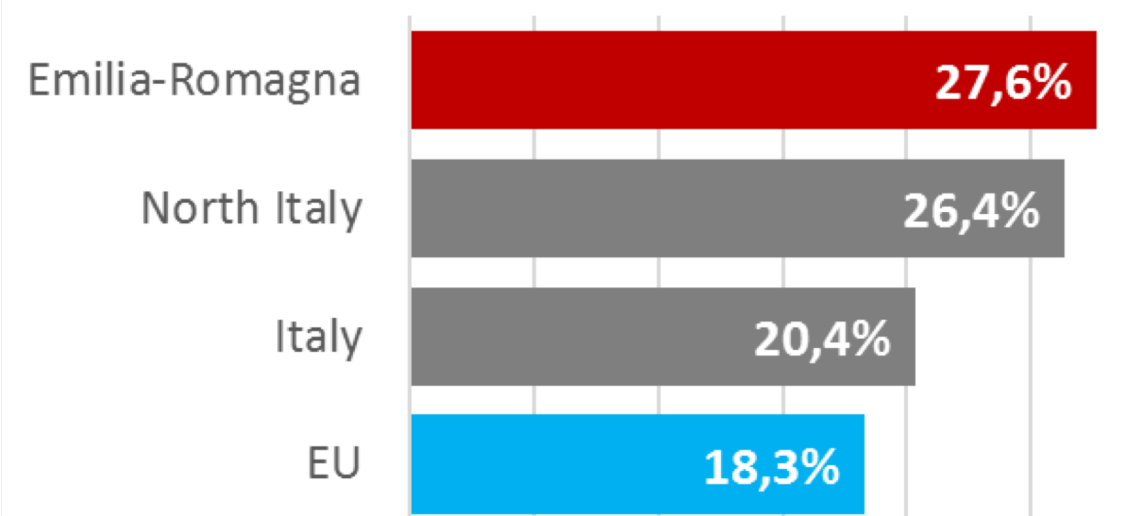
# Emilia-Romagna: smart manufacturing

**Gianandrea Esposito**, Expert -Territorial Development and  
Attractiveness Unit – ART-ER S. cons.p.a.

# EMILIA-ROMAGNA: AN INNOVATIVE MANUFACTURING REGION

- 1st region in Italy for Innovation  
(*European Regional Scoreboard 2021, EC*)
- Manufacturing sector more relevant than in  
Italy and EU

Share of industry employment on the total  
(Source: Eurostat, 2019 - Elaborated by ART-ER)







ECMWF – Data Centre opened in September 2021



# A EUROPEAN DATA VALLEY

- **15<sup>th</sup> POSITION IN THE COMPUTING POWER WORLD RANKING** (source: Top500.org, June 2021)
- **BIG DATA TECHNOPOLE** – Bologna hub with ECMWF Data Centre
- **COMPETENCE CENTER:** Bi-Rex - Big Data Innovation and Research Excellence
- **BIG DATA ASSOCIATION:** **90% of supercomputing resources** for public research in Italy managed by association members
- **INDUSTRY 4.0** - Top factories and collaboration with universities
- **PPPs: MUNER, CLUST-ER MECH & CLUST-ER INNOVATE**
  - Community of companies, R&D and training institutions
  - Motor vehicle University of Emilia-Romagna



# INTERNATIONAL TRADE

Variation 2° semester 2019-21

- **Export/Import: +7%**

Source: Istat Coeweb

# ADVANCED MECHANICAL ENGINEERING

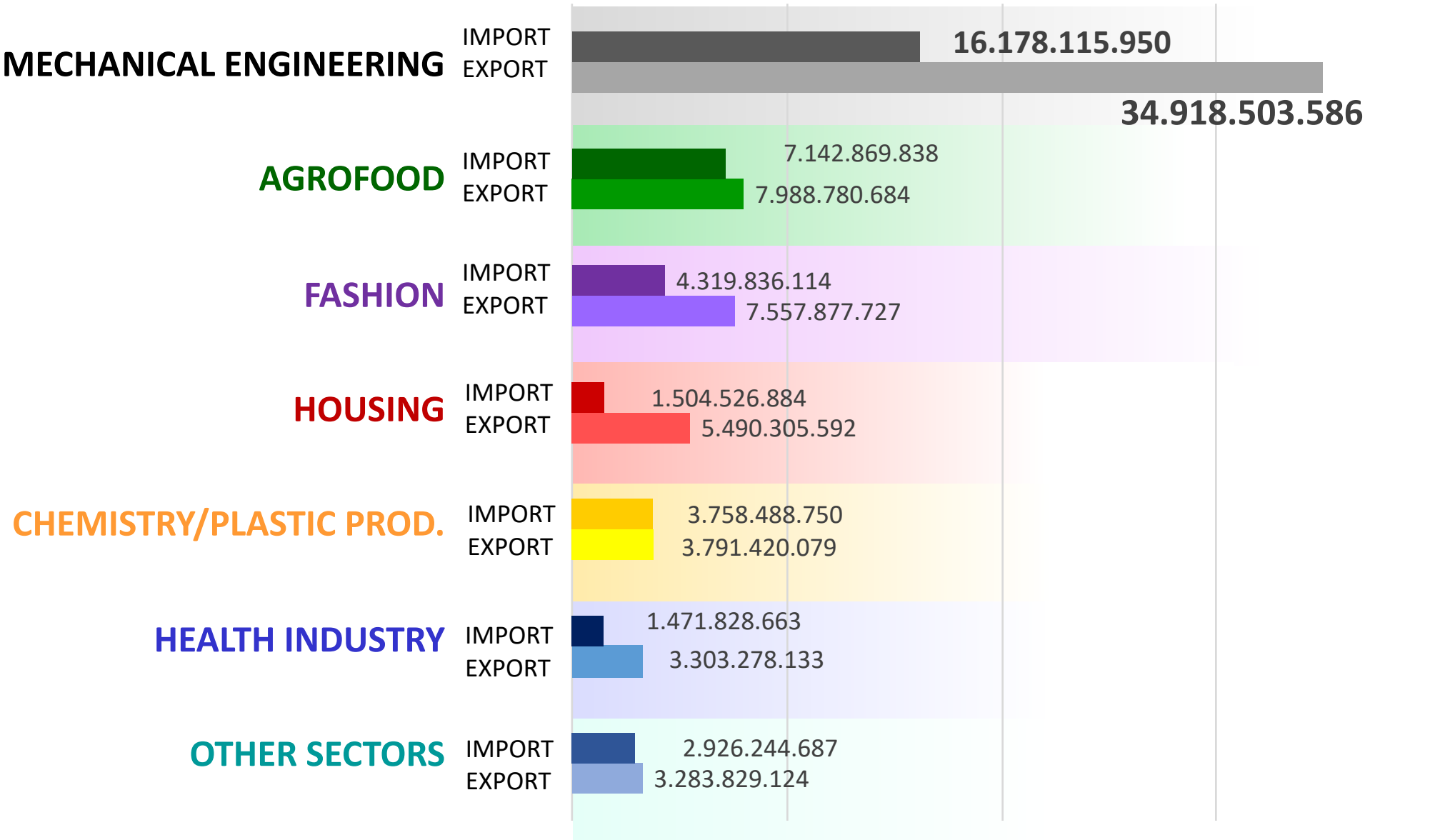
- **341 thousand employees**
- **50 thousand local units**

Source: Smail 2019

# SUSTAINABLE ECONOMY

- **Pact for Work and Climate**
- **About 6,000 “green companies”** Source: Green-ER Observatory 2020

FOREIGN TRADE EMILIA-ROMAGNA-WORLD BY KEY SECTOR (2019, value in Euros)



# SOME TOP BRANDS

Main specializations and outstanding niches in mechanical engineering:

- Automotive: sports cars and motorbikes
- Packaging machinery/solutions
- Industrial automation
- Machinery, equipment and gears for other regional key sectors
- Boating and wellness



# VALUE PROPOSITION

- **SYNERGIES WITH ALL THE REGIONAL KEY SECTORS** Mechanical engineering, Agri-food, housing and construction, health care, etc.
- **AVAILABLE INDUSTRIAL SITES/LOCATIONS** - Technopoles network, DB Real Estate, network with local actors
- **FINANCIAL INCENTIVES** - Regional law for the promotion of investments (L.R. 14/2014 ) and National incentives
- **COLLABORATIVE REGION AND RELIABLE TIME FRAME** - Agreements for the Settlement of Enterprises, One-Stop Shops for businesses
- **INNOVATION ECOSYSTEM / PPP (CLUST-ERs)**
- **ACCESS TO MARKET** First Italian Region for Export per capita
- **MANY OTHER ASSETS....**



# A BUSINESS OPPORTUNITY: SMART MOBILITY IN THE MOTOR VALLEY

Top world automotive cluster that is moving fast towards electric vehicles



- + **MUNER** – Motor Vehicle University of Emilia-Romagna
- + **MASA**: self-driving area / Automotive start-up accelerator (Modena)

## OUR GOAL

Attracting **new investments** in the **sector of Automotive**.  
**Manufacture of electric vehicles** (including batteries and components)

## PROPOSED LOCATIONS

E-R can offer many strategic locations suitable for new investments.

For some examples, have a look at:  
<https://realestate.investinemiliaromagna.eu/>





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## CONTACT

Invest in Emilia-Romagna

ART-ER  
ATTRACTIVENESS  
RESEARCH  
TERRITORY

Regione Emilia-Romagna

Support for  
incentives

Aftercare

ART-ER CONTACT POINT

Support in  
location  
scouting

Image  
building

Networking

- ART-ER Attractiveness Research Territory on behalf of Emilia-Romagna Region is the **contact point for foreign investors**
- Website: [www.art-er.it](http://www.art-er.it) [www.investinemiliaromagna.eu](http://www.investinemiliaromagna.eu)
- Email: [investinemiliaromagna@art-er.it](mailto:investinemiliaromagna@art-er.it)
- Phone:

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SVILUPPUMBRIA  
Società regionale per lo sviluppo economico dell'Umbria



# **Sustainable Valley – Umbria Region**

**Michela Sciorpa, Sviluppumbrìa/ Sole Administrator**



# KEY FACTS AND FIGURES

- Initiative promoted by the Umbria Region as a new strategy for the Terni Chemical Cluster.
- Relaunch of the site to create a highly competitive and specialised bio-economy and biomaterials hub able to become one of the first industrialised sites to be totally decarbonised
- A process of economic specialisation to create circular bio-economy supply chains, by integrating the biomaterials supply chain with that of the agricultural sector
- Enhancing and renewing the area's assets and characteristics
- Strengthening the innovation ecosystem by implementing the principles of the circular economy
- A shared approach for industrial redevelopment and regeneration of the territory (citizens - institutions - businesses)



# KEY FACTS AND FIGURES

Creating a self-sustainable ecosystem for processes of upscaling, based on synergies between companies, academia and research centres of excellence, to foster the development of integrated and circular supply chains (chemicals, agriculture and the environment).

Action areas:

- **Enhancement of common infrastructure**, functional to circularity and compliance with environmental requirements (energy logistics, purification, etc.)
- **Strengthening technical and technological skills** by implementing training courses for young technicians and researchers and for workers in transition towards the bio-economy and Industry 5.0
- **Creation of a hub for sustainability** involving the players in the ecosystem (businesses, research and training) for the systemic development of projects, by establishing public-private partnerships (PPP) and developing new entrepreneurship





# BUSINESS ENVIRONMENT

A strong industrial history built up over more than a century and consolidated in the chemical hub dedicated to the production of polypropylene..

The territory contains

High technical and technological skills in the chemical and biochemical sector

Major players in the sector that can drive the growth of the supply chain, such as Novamont Beaulieu  
Mirachrome Tarkett Alcantara

Excellent research system with a vocation for studying polymeric and biopolymeric materials

Vast areas undergoing redevelopment and efficiency improvements





# LOCATION ADVANTAGES

Vocation of the area - high level professional skills -  
availability of skilled labour

Close to main roads and railway lines

Presence of international players in the chemical and  
biomaterial sectors, acting as accelerators of  
development and technological innovation

Excellence of research skills

Areas and infrastructure being upgraded and made more  
efficient with a view to sustainability and circularity

Biomaterials supply chain integrated with the agricultural  
sector



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# THANK YOU

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FSC  
Fondo per lo Sviluppo  
e la Coesione

Sviluppo Campania

# Invest in Campania

**Fortuna Gentile**, Sviluppo Campania,  
the Investment Promotion Agency of the Campania Region  
(Naples, Italy)

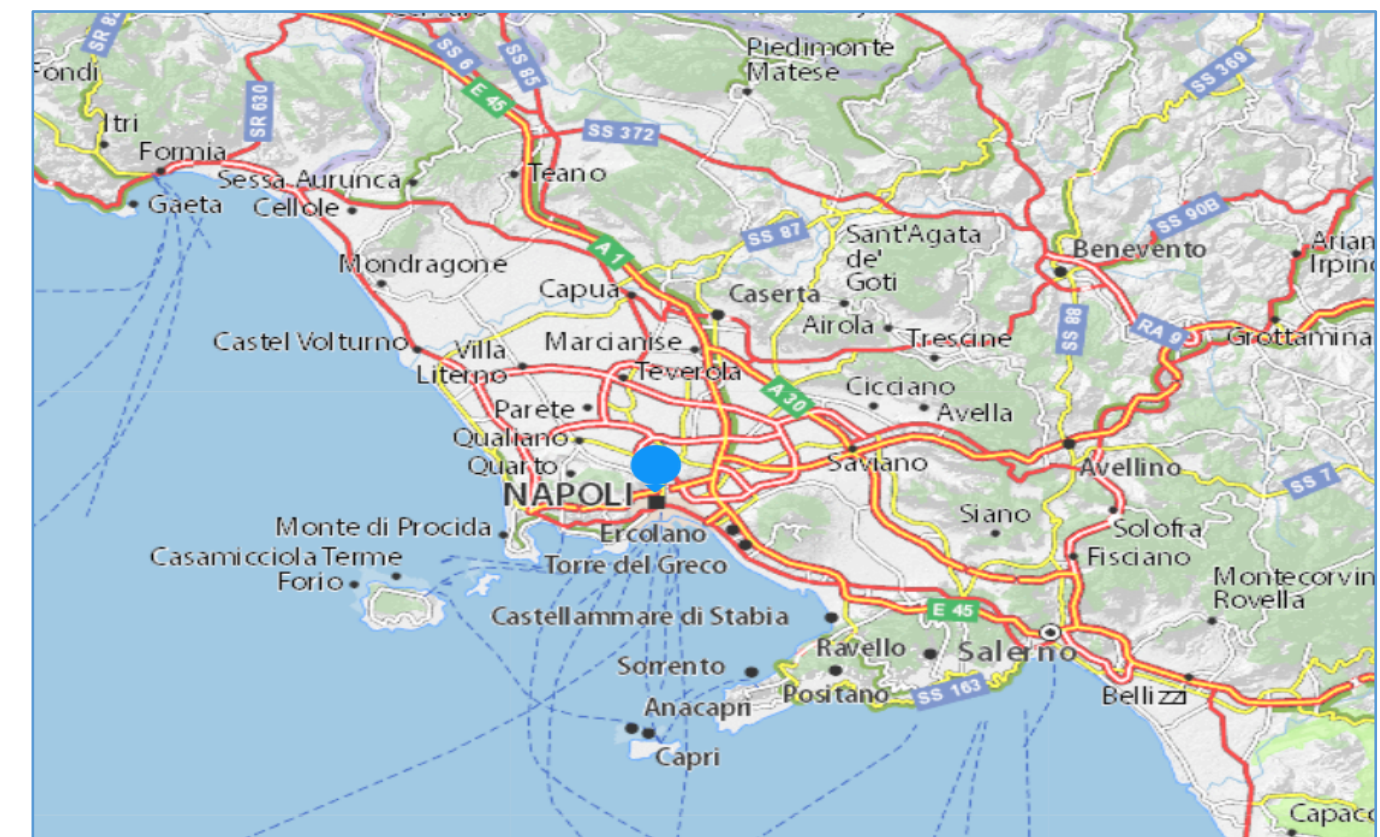


## Key facts & figures

- The largest region in Southern Italy with a population of 5 700 000 inhabitants
- **A young population**, with an average age less than 3 years compared to the Italian one
- **Napoli**, one of the first 3 Italian **metropolitan areas**
- A gross domestic product (GDP) of EUR 108 billion in 2019 (6% of Italy's GDP)

### ➤ Transport infrastructures that connect Campania to the rest of Europe and the Mediterranean Area:

- **Motorways, freight villages / intermodal terminals and north-south rail links** for an easy connection to the heart of **Europe** - France, Switzerland, Germany, Austria ...
- **Harbour**, the 6th in Italy for container traffic, with connections to the **Mediterranean, North & South America, Turkey, India, China...**
- **Airports** with direct national and international destinations.





## Access to talent

- **22 628 jobs in logistics** (6.4% of the national total, + 15% in the years 2012-17, higher than the national average growth of 12%)
- **20 000 jobs in the IT sector**, 4.7% of national employment, + 40% in the years 2012-17 (+5 500 jobs), the best regional performance in Italy
- **82 200 jobs in professional, scientific and technical activities** (6.2% of the national total, + 11% in the years 2012-17, higher than the national average growth of 9.7%)
- **21 886 employees in Research and Development activities** up by 49.6% in the years 2013-18, higher than the Italian average, by 40.1%)
- **220 000 university students**, (+ 12% in the years 2013-18, 11.7% of the Italian total)



# Manufacturing

- An **industrial added value** of approximately **EUR 10 billion**, 10% of the regional VA, strongly increasing (+ 20%), in the years 2012-17, higher than the Italian average growth (+ 15%)
- **More than 180,000 jobs**, an increase of 3.1% in the years 2012-17; a positive evolution compared to a national average evolution of -4.2%, in 3rd place in Italy
- **Industry** strongly concentrated in **4 macro-sectors**:
  - **Agri-food** (20%), **clothing & leather** (19%), **transport industries - auto, aeronautics, rail** (13.5%), **metallurgy and metal products** (13.4%)
- The **weight of the Campania region in Italian industry** is particularly significant:
  - **means of transport** (10%, 3rd Italian region) - of which: aeronautics (21%, 2nd), rail (19.5%, 1st), cars (12%, 2nd) ... -, **food** (8 , 5% of the Italian total, 4th), **clothing & leather** (7.5%, 5th)

Among the most dynamic sectors:

- **clothing** (+ 38% in the years 2012-17, in contrast to the Italian average), **leather** (+ 14%, much higher than the national trend), **means of transport**, excluding the car (+ 13%), **agri-food** (+ 6%), to which **pharmaceuticals** can be added (+ 49%)

## Industry 4.0

- **Manufacturing 4.0 " law:** Campania was the first region in Italy to adopt a specific law to relaunch the competitiveness of the manufacturing sector in a 4.0 key
- **Main Research Center of Southern Italy**
  - 7 universities, 40 national advanced research institutes (with the largest community of CNR researchers), 7 technological districts, 21 high-tech public-private laboratories and 5 business incubators
- Campania Region is home to **MediTech**, the **only Industry 4.0 Competence Center in the South**
- " **Intelligent Factory Technological Platform** " offers facilities for stakeholders involved in the implementation of Industry 4.0 programs available at the access **link:** [www.campaniaintelligente4puntozero.it](http://www.campaniaintelligente4puntozero.it)





# Innovation Ecosystem

## ➤ Training

- **7 Universities**, including 5 hosting Engineering courses, **Higher Technical Institutes** for new technologies, **Hub of San Giovanni a Teduccio** as a new pole of attraction for international companies such as Apple, TIM, Cisco, Deloitte and Hitachi

## ➤ Research and innovation hub

- **CeRICT** Regional Information Communication Technology Center, Campania Digital Innovation Hub (**DIH**) , **CNR-IREA** (Institute for the Electromagnetic Detection of the Environment), **CINI** Cybersecurity National Lab...

## ➤ 2 Certified incubators for the development of innovative startups

## ➤ 7 High Tech Districts, Public-Private Aggregations and Business Networks

## ➤ Open Innovation Portal

- first portal in Italy for the demand for public and private innovation

# Costs & Incentives

- **Competitive operating costs**

- labor cost 14% lower than the Italian average cost (ISTAT)
- low costs of land / real estate for industry  
(starting from 30 EUR / m2 in the Southern Europe freight village))

- **Financial and tax concessions for industrial investment and Research & Development**

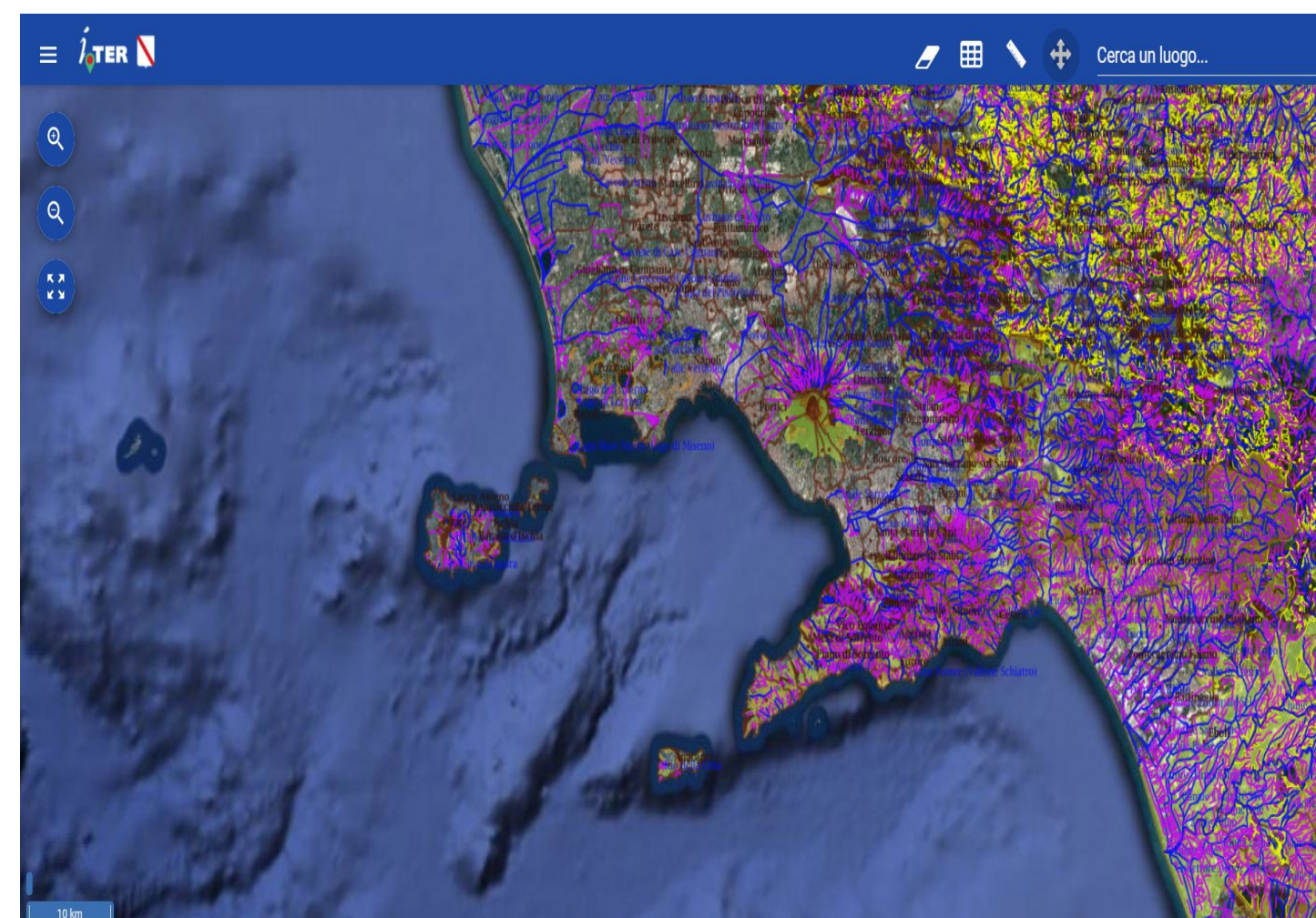
- **Higher level of subsidy in Western Europe, up to 25% of total industrial investment** (production and real estate) for large groups, up to 35% for medium-sized companies and 45% for small companies
- **2021 Research and Development tax credit** recognized in an amount equal to **20% of eligible expenses** up to a maximum limit of 4 million euros in industrial research and experimental development in the scientific and technological field





## Costs & Incentives

- A Special Economic Zone called **"ZES CAMPANIA"** has recently been established in Campania
- The Zes is managed by an extraordinary Commissioner with special powers as the main interlocutor for investments
- Investment programs can benefit from a simplified and speeded up administrative process thanks to a single authorization
- There are specific incentives for investments in the ZES:
  - a tax credit of 25% of the total investment, production and real estate, for large groups, 35% for medium-sized companies and 45% for small companies, up to EUR 100 million for productive investments and for purchase of instrumental properties also through financial leasing contracts
  - a 50% reduction in the IRES tax on profits for companies that undertake a new economic initiative within the limit of the "de minimis"



The Campania Region has created the **Territorial Information System (SIT)**, containing all the information about the lots and properties available at the access link: <https://bit.ly/3x78vxC>





## Recent case studies

- **FCA Group** (Italia), Production, Research and Development, 4.481 jobs, Pomigliano d'Arco - Napoli [2020]
- **Adler Plastic S.p.A.** (Italia), Study, Design, Production, 103 jobs, Ottaviano - Napoli [2020]
- **Proma S.p.A.** (Italia), Production, Research and Development, 501 jobs, S. Nicola La Strada – Caserta [2020]
- **Leonardo** (Italia), Production, Innovation Hub, Training Center (Leonardo Labs, Aerotech Academy) Investment of 130 million Eur, Napoli [2020]





# THANK YOU

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# Settling opportunities in Friuli Venezia Giulia

Lydia Alessio - Verni

Agenzia Lavoro & Sviluppo Impresa - Friuli Venezia Giulia  
General Director



# LOCATION ADVANTAGES

## Friuli Venezia Giulia A strategic hub in the heart of Europe

- ✓ **11 European Countries** and **9 European capitals** within a **600 km radius**
- ✓ **3,602 km of roads**, connected to the **Austrian** and **Slovenian** highway networks
- ✓ **466 km of railway lines**, several daily connections with Rome, Milan, Turin, but also with Ljubljana (Slovenia), Vienna (Austria), Munich (Germany)
- ✓ **The Baltic-Adriatic Corridor and main railway connections with Europe**
- ✓ **Railway Connections to:** Germany, Belgium and Luxembourg Austria, Hungary, Czech Republic, Slovakia, Poland (more than **200 cargo trains a week**)
- ✓ **1 Regional Airport** and 3 others about one hour's drive from the major cities
- ✓ **5 Intermodal Terminals** Trieste, Cervignano, Pordenone, Gorizia, Pontebba
- ✓ **3 Ports** including the **Free Port of Trieste**, the only international free port in Europe



**Population**  
1211.357

**Area**  
7932 sq.m.



# BUSINESS ENVIRONMENT

- ✓ **6 Industrial Parks** with more than 1200 companies
- ✓ **7 Clusters** Agri-food, Culture, creativity and tourism, Metalworking, ICT, Maritime technology, Smart Health, Furniture and home system
- ✓ **Friuli Venezia Giulia per capita GDP:** FVG 31.300 / Italy 29.200
- ✓ **RIS 2020:** FVG is **Strong Innovator**
- ✓ **Export propensity:** 1° Italian region for the export/GDP ratio
- ✓ **More than 7 thousand researchers arrived in FVG from abroad in 2019**
- ✓ **4th region in Italy in terms of density of employment in R&S, with a rate of 1.67%, above the Italian (1.53) and European average (1.47)**
- ✓ **3 provinces in the top-ten ranking in terms of density of innovative startups**
- ✓ **Autonomous region with a special status** - Fiscal and financial autonomy, high rating, **lower tax burden compared to Italy (-21.7%)** (Source: Sole24Ore)
- ✓ **A coordinated system of regional incentives and facilities** to support companies.



## REGIONAL BENEFITS (in FVG only)

<b>Friulia</b>	<b>Regional financing entity</b> to strengthen companies capitalization	Based on business plan E.g. € 8 million	Minority stake in the share capital Financing related to equity investment
<b>FRIE (rotation fund for economic initiatives)</b>	Subsidized financing for organic investment programs, functional to the operating activities	max. loan amount € 20 million	Minimum interest rate: 0.45% for financing over € 7.5 million
<b>Settlement incentives*</b>	Incentives for companies planning new production settlements	Based on business plan	Equal to a max 10% of eligible cost per company/project. *Call open periodically
<b>Grants for R&amp;D projects*</b>	Subsidies to support R&D projects	Based on the project E.g. 2 € million	between 35-60% of eligible expenses* * Call for proposals open periodically
<b>Subsidies to attract young talents</b>	Subsidies to highly qualified personnel moving their residence to FVG	max € 8,000 / talent	<b>Young graduates in scientific, technological, engineering and mathematical disciplines or Ph.Ds.</b> that are hired by an FVG-based private company. Max duration 3 years
<b>IRAP (regional tax on production activities)</b>	For the entities settling in the region, IRAP rate is cleared for the first 3 years and reduced by 2.9% for the following 2	Not due for first the 3 years. Reduced to 1% for the following 2 years.	i.e. a large company can save up to € 200,000 euro (in 3 years - <i>De Minimis rule</i> )
<b>Bucalossi</b>	Municipality urbanization charges due in other Italian regions	Approximately 50,000 euros saved	<b>Urbanization charges</b> (approx. 50,000 euro), relating to construction works paid to municipalities, <b>are not due.</b>



## KEY FACTS AND FIGURES

- **What we offer:** Settlement opportunities in Friuli Venezia Giulia
- **Where:** Regional Industrial Parks
- **Type of settlement opportunities:** greenfield and brownfield lots

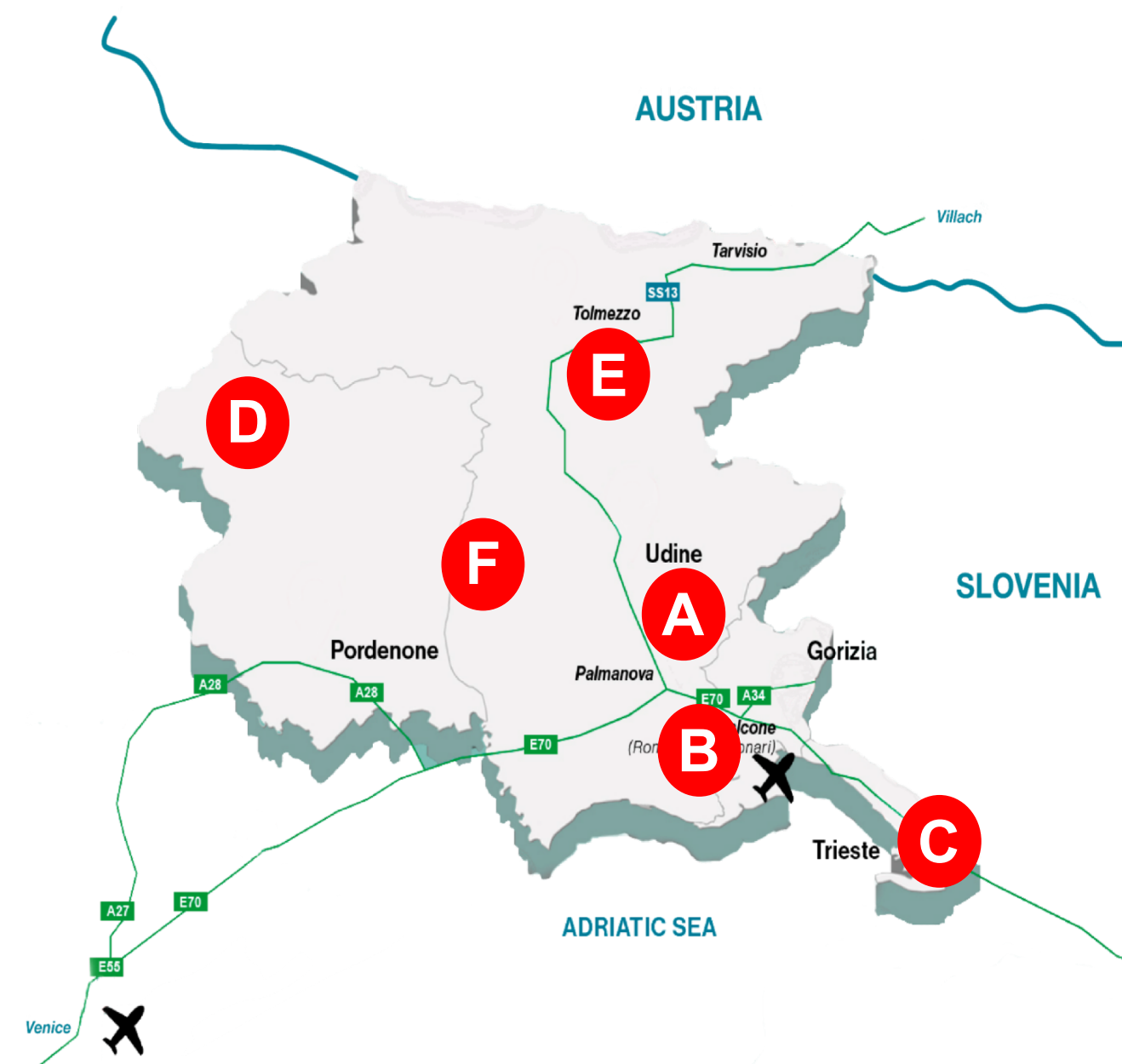


There are **six Industrial Parks in Friuli Venezia Giulia**, all of them are equipped with **advanced infrastructures**, positioned at the intersection of the main communication routes and managed by consortia dedicated to the local economic development. These consortia are public economic entities, which support the creation and development of production activities in the manufacturing sector and ensure high level services and economic efficiency. Companies settling in the regional industrial parks will operate in a framework of modern industrial plants, environmental sustainability and organizational efficacy. Friuli Venezia Giulia supports new settling companies with **specific incentives and subsidized financing**.

# INDUSTRIAL PARKS SERVICES

A wide range of services to support growth and competitiveness

- ✓ Support to the companies for settlement procedures
- ✓ Logistic infrastructure: yards, intermodal park, parking lots, excellent roads, trains and ports connections
- ✓ Technology network and fiber optic coverage, ground-mounted photovoltaic system, public lighting, electricity, telephone, industrial and domestic water, firefighting and video surveillance networks
- ✓ Other services: dredging, cleaning and deforestation, reclamation works, International inter-agency kindergarten.





## SITES WITH TOP ACCESSIBILITY: COSEF



**Udine**

Consorzio di sviluppo economico del  
Friuli - COSEF

[www.cosef.fvg.it](http://www.cosef.fvg.it)

In KM	In minutes driving
<b>2 km</b> from Udine (one of the main cities in the region)	5 min
<b>3 km</b> from the A23 highway tollbooth and from the public transport	5 min
<b>30 km</b> from Interporto Cervignano	30 min
<b>40 km</b> from Trieste Airport	30 min
<b>28 km</b> from the Slovenian border	35 min
<b>74 km</b> from Trieste (main city in the Region)	55 min
<b>107 km</b> from the Austrian border	1 h 15 min
<b>110 km</b> from Venice Airport (Marco Polo)	1 h 15 min
<b>128 km</b> from Venice	1 h 20 min
<b>176 km</b> from Ljubljana Airport (Ljubljana-Brnik)	2 h 10 min
<b>320 km</b> from the German border	3 h 30 min

## SITES WITH TOP ACCESSIBILITY: COSEVEG



### Monfalcone

Consorzio di sviluppo economico  
della Venezia Giulia - COSEVEG

[www.coseveg.it](http://www.coseveg.it)

In KM	In minutes driving
6 km from the highway and 1 km from the public transport	2-5 min
5 km from Trieste Airport	8 min
8 km from the Slovenian border	12 min
20 km from Interporto Cervignano	24 min
32 km from Trieste	30 min
47 km from Udine	40 min
120 km from Venice Airport (Marco Polo)	1 h 10 min
130 km from Ljubljana Airport (Ljubljana-Brnik)	1 h 20 min
135 km from Venice	1 h 25 min
144 km from the Austrian border	1 h 40 min
356 km from the German border	3 h 45 min

## SITES WITH TOP ACCESSIBILITY: COSELAG



### Trieste

Consorzio di sviluppo economico  
dell'area Giuliana - COSELAG

[www.coselag.it](http://www.coselag.it)

In KM	In minutes driving
1 km from the highway toll booth and from the public transport	1 min
6 km from Trieste	10 min
8 km from the Slovenian border	10 min
16 km from Interporto Trieste	19 min
52 km from Trieste Airport	40 min
91 km from Udine	1 h
130 km from Ljubljana Airport (Ljubljana-Brnik)	1 h 15 min
163 km from Venice Airport (Marco Polo)	1 h 40 min
174 km from Venice	1 h 40 min
186 km from the Austrian border	2 h
395 km from the German border	4 h



## SITES WITH TOP ACCESSIBILITY: NIP



### Maniago

Consorzio per il nucleo di  
industrializzazione della provincia di  
Pordenone - NIP

[www.consorzionip.it](http://www.consorzionip.it)

In KM	In minutes driving
27 km from the highway and 1 km from the public transport	30 min
50 km from Udine	50 min
98 km from Interporto Cervignano	1 h 10 min
108 km from Trieste Airport	1 h 15 min
111 km from Venice	1 h 25 min
81 km from the Slovenian border	1 h 30 min
100 km from Venice Airport (Marco Polo)	1 h 30 min
140 km from Trieste	1 h 40 min
122 km from the Austrian border	1 h 45 min
240 km from Ljubljana Airport (Ljubljana-Brnik)	2 h 35 min
340 km from the German border	3 h 50 min

## SITES WITH TOP ACCESSIBILITY: Carnia Industrial Park



### Tolmezzo

Consorzio di Sviluppo Economico  
Locale di Tolmezzo

Carnia Industrial Park

[www.carniaindustrialpark.it](http://www.carniaindustrialpark.it)

In KM	In minutes driving
8 km from the highway and 1 km from the public transport	10 min
48 km from Udine	40 min
64 km from the Austrian border	55 min
88 km from Trieste Airport	1 h
55 km from the Slovenian border	1 h
77 km from Interporto Cervignano	1 h
121 km from Trieste	1 h 30 min
165 km from Venice Airport (Marco Polo)	1 h 45 min
175 km from Venice	2 h
143 km from Ljubljana Airport (Ljubljana-Brnik)	2 h
270 km from the German border	2 h 50 min



# SITES WITH TOP ACCESSIBILITY: Ponterosso Tagliamento



## San Vito al Tagliamento

Consorzio di Sviluppo Economico  
Locale del Ponterosso Tagliamento

[www.ponterosso.it](http://www.ponterosso.it)

In KM	In minutes driving
18 km from the highway and 1 km from the public transport	20 min
35 km from Udine	40 min
47 km from Interporto Cervignano	45 min
59 km from Trieste Airport	50 min
85 km from Venice Airport (Marco Polo)	55 min
90 km from Trieste	1 h 20 min
77 km from the Slovenian border	1 h 30 min
95 km from Venice	1 h 35 min
128 km from the Austrian border	1 h 40 min
190 km from Ljubljana Airport (Ljubljana-Brnik)	2 h 15 min
340 km from the German border	3 h 45 min

# SETTLEMENT OPPORTUNITIES - SOME EXAMPLES

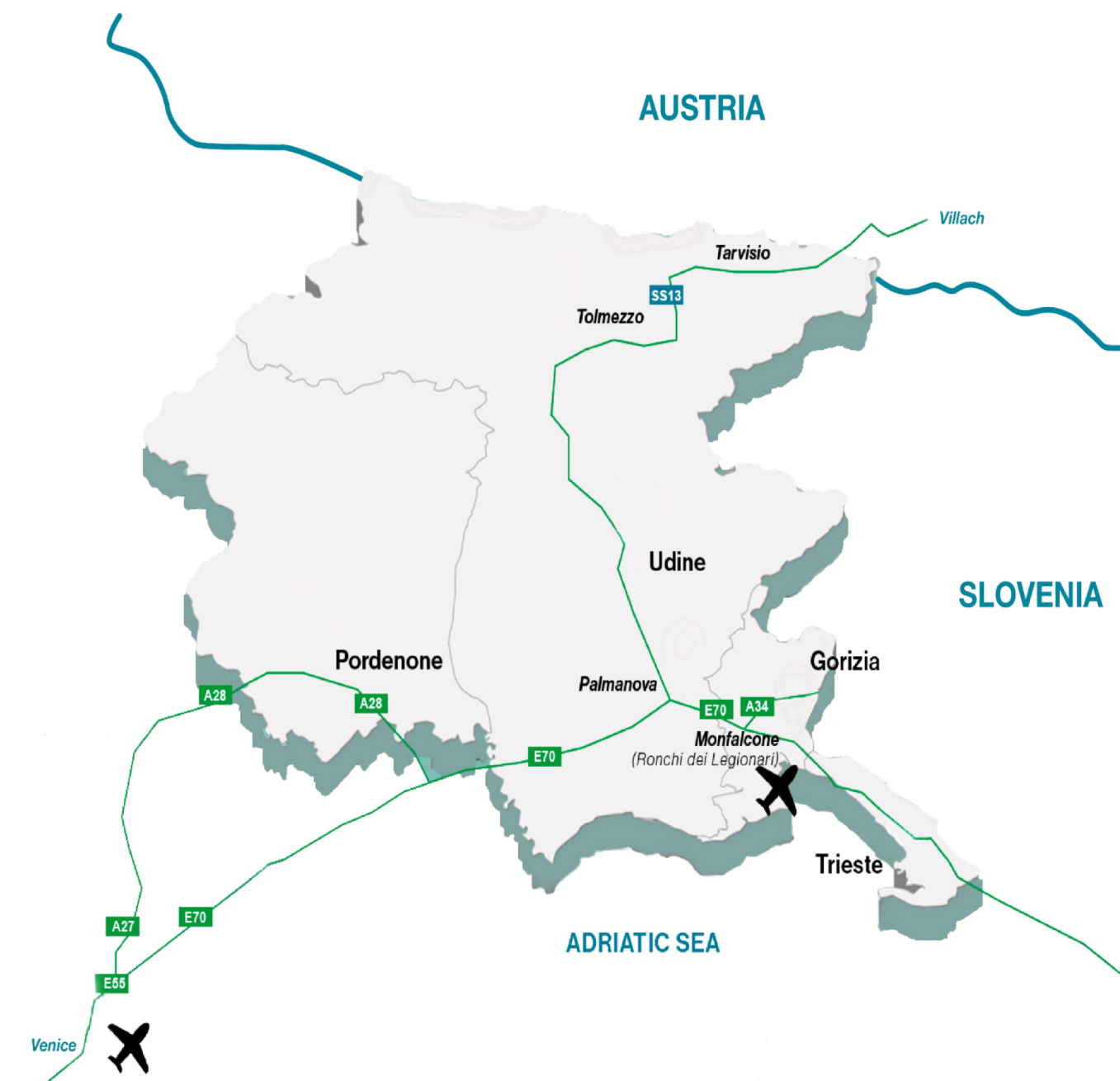
Some greenfield and brownfield lots are still available in Friuli Venezia Giulia industrial parks.

Prices vary by location and range from 40 to 50 euros per square meter.  
Sizes range from 9,000 to 70,000 sq. m.

A few examples

Greenfield	Brownfield
total area sq. m. 21,000	total area sq. m. 20,000
total area sq. m. 29,183	total area sq. m. 9,000
total area sq. m. 68,782	total area sq. m. 25,709

- ✓ **Average price:** 45 €/sq. m.
- ✓ **Average distance from highway:** 3.3 km
- ✓ **Average distance from Airport:** 32.4 km
- ✓ **Average distance from port:** 37 km
- ✓ **Average time for settlement procedure:** less than a month



## FURTHER INFORMATION

### Friuli Venezia Giulia all-around services

**Invest in Friuli Venezia Giulia will provide you with:**

- Relevant economic information
- Business opportunities in line with your settlement project
- Information on Italian and special regional tax, enterprise, and labour laws

**Exploring Friuli Venezia Giulia will include:**

Tour of the Scientific Network of Excellence

Local Networking with potential local partners, clusters, and Industrial Parks

### Set-up support services

- **Identification of the most suitable site** for your settlement
- **Translation** of relevant documents
- Supply of **legal information**
- Contacts of **bilingual lawyers, tax and bank consultants** and private and public **recruiting agencies**
- **Public and private funding:** screening of key subsidies and loans, guidance through document elaboration
- **Exclusive welcome service:** Personalized tour of the region, information on international and language schools

### Aftercare services

- **An Agency** at your disposal for any question regarding your new business or any further development
- **Communication and promotion support of your settlement** (i.e. dissemination through social media, press conferences organization, etc.)
- Organization of **networking opportunities** through i.e. cultural and sport events



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IN ITALY



Agenzia Lavoro  
& SviluppoImpresa  
Friuli Venezia Giulia

# THANK YOU

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# WORLD MANUFACTURING FORUM 2021

Invest in Italy in Manufacturing Sector  
20<sup>th</sup> October 2021



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invest in tuscany

# Invest in Tuscany

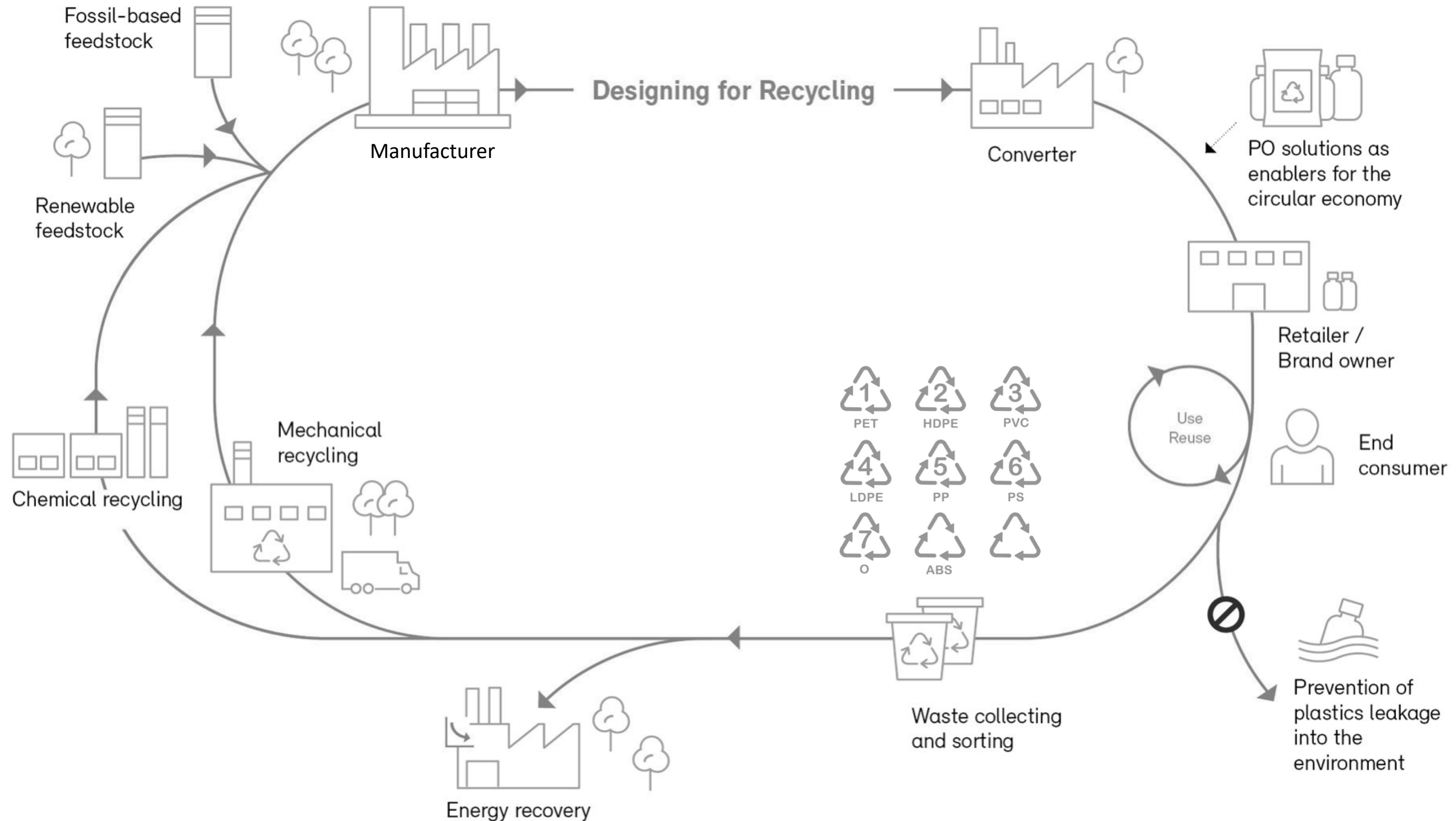
*Digital Techs in Polymers  
Recycling Optimization.*

**Marco Perrone**

Inward Investment Manager, Hi-Tech Sectors



# KEY FACTS AND FIGURES



# BUSINESS ENVIRONMENT

## DIGITAL & ICT' Leading Factors



**Italian** ICT sector doubled its growth in 2019 compared to the previous year and IT investments are growing fast.

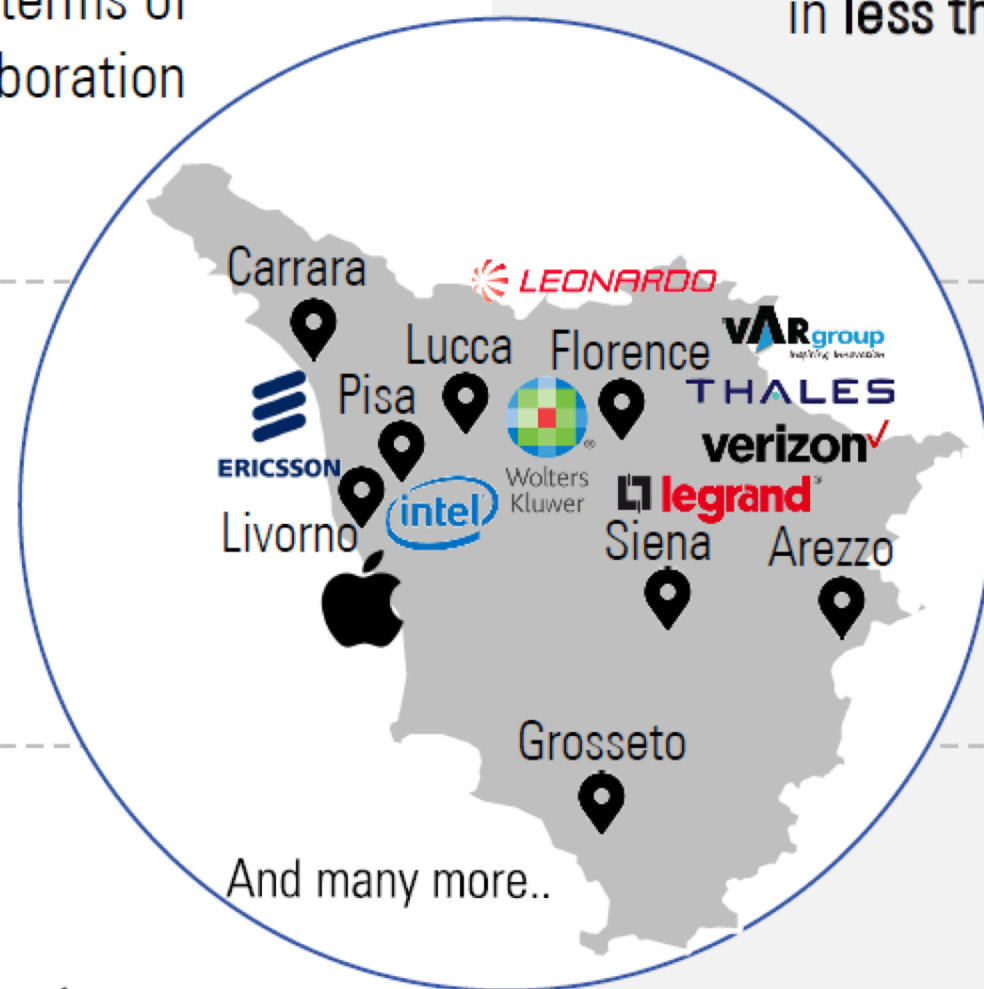
**Tuscany** is one of the world leading regions in terms of **research ICT** thanks to a unique model of collaboration between industry, research centers, academia and public institutes.



Openness and welcoming to **foreign** companies **investments** and **projects** as testified by the large number of **international companies** that have chosen Tuscany as their Italian headquarter or subsidiary.

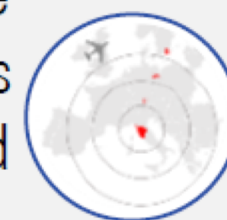


High concentration of **universities and research centres** (i.e. IFAC, INO, ISTI), making easier recruiting **young talents and experts** in scientific and technical fields, as well as leveraging on **university spin-off** projects for technology transfer.

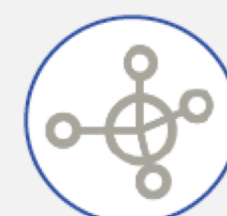


## Tuscany's Leading Factors

A **strategic central location** in Italy, in South Europe and in the Mediterranean area; possibility to reach EU clients and suppliers in **less than 3 hours**, thanks to a solid and well connected transport infrastructure.



**Supporting environment:** both **public** (EU, National and Regional) and **private incentives** available; presence of accelerator & incubators fostering innovation.



The **dynamic** and **diversified** regional economic environment, the **high quality** of life and the **competitive cost of renting** facilities make Tuscany a very good place to **start a new business venture**.





# LOCATION ADVANTAGES



Capital City: Florence  
Area: 22,994 km<sup>2</sup>  
3.7 Mln inhabitants

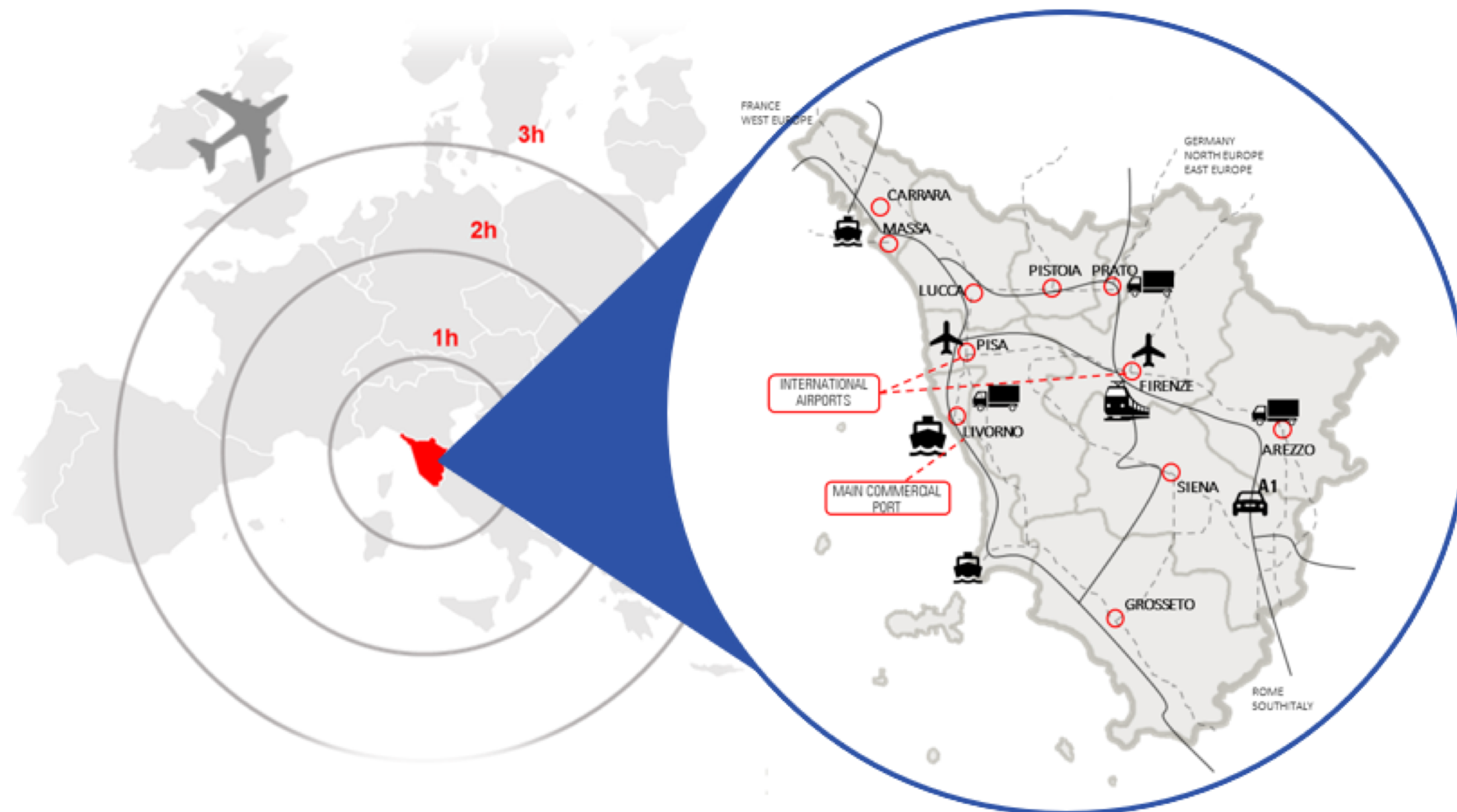


+400k Companies  
+700 Multinationals  
+1.5 Mln People employed



115 €Bn of GDP  
36.4 €Bn in Export  
30,750 € GDP per Capita

- ▶ **3 main logistic centres**  
(Livorno, Arezzo, Prato)
- ▶ **Major Italian highway (A1)**  
connecting Milan-Rome-Naples
- ▶ **EU "Scandinavian-Mediterranean Core Network Corridor"** linking Baltic Sea-Southern Italy-Malta
- ▶ **1 main commercial port** (Livorno) with direct link to major Mediterranean ports
- ▶ **2 national ports** (Piombino, Carrara)
- ▶ **2 International Airports**  
(Florence and Pisa)
- ▶ **High-speed train**
  - 1:30h from Florence to Rome
  - 1:40h from Florence to Milan





# FURTHER INFORMATION

## VERIZON CONNECT

verizon  
connect

Fleetmatics  
KKT



2.4 \$Bn  
Total  
investment

Verizon Connect, one of the largest telematics providers, acquired **Fleetmatics Group PLC**, a leading global provider of fleet and mobile workforce management solutions, for 2.4 \$Bn. Before that, Fleetmatics acquired **KKT Srl**, a spin-off of the University of Florence, that had developed a software able to optimize the fleet management. The deal made Fleetmatics and KKT a part of Verizon Connect, a subsidiary of the telco focused on fleet management, mobile workforce solutions and IoT.

## APPLE

**Apple** has spent 300 \$M in cash to buy a portion of **Dialog Semiconductor**, a multinational chipmaker, London based, that has supplied power management chips to Apple ever since the first iPhone was released. The deal included further 300 \$M as a pre-payment for a range of Dialog components till 2021. The ultimate purpose of this operation was not to have access to new assets but to acquire 16% of Dialog's total workforce: **300 highly qualified engineers**, including the team of Livorno (around 80 people). The acquisition was hailed as "the largest ever made by Apple in terms of people" and it represents a strategic expansion of Apple's chip design operations.

600 \$M  
Total  
investment





# THANK YOU

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