



NEW TUNISIA, NEW OPPORTUNITIES

"Doing Business with Tunisia"

Tuesday 19th December 2017 – WTC Tokyo, Japan

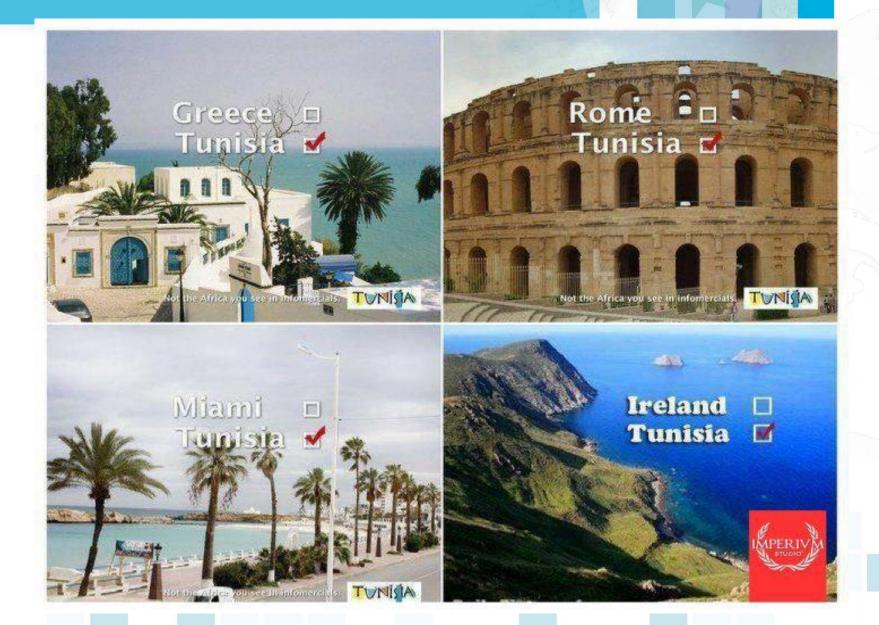
Beligh Ben Soltane-

International Marketing Director



Content

TUNISIA'S SWOT ANALYSIS 2 TUNISIA'S FACTORS OF COMPETITIVENESS **TUNISIA ECO DEVELOPMENT PLAN 2016 - 2020** « Tunisia 2020 »



Tunisia: Startup Democracy



الهيائة العليا المستقاة الانتخابات TUMSIE PONENTA PALIA P



New constitution

Parliamentary elections

Presidential elections

Rule of Law

Good gouvernance

Social and political plurality

Reconciliation with the values of the international community

TUNISIA'S SWOT ANALYSYS

- Widely praised parliamentary and presidential elections Q4, 14
- The democratic process is on the right track
- Tunisia's economic recovery is expected to strengthen in 2017 (2.1 in 2017)
- FDI volume reached TND 2.2 b
- A diverse market-oriented economy with important agricultural, mining, tourism and manufacturing industries.
- Main focus on encouraging exports, FDI and Tourism.

STRENGTHS

- Economic recovery in Tunisia remains fragile.
- GDP growing at about 1.5%
- Unemployment remains high: 15% in 2016
- Exports are heavily concentrated on European countries.
- The country's commercial and industrial bases are on the coast, and the interior has been less developed.

WEAKNESSES

- Coalition government bodes well for future policy formation.
- Pursuing an innovative economic strategy to overcome four key challenges: high rates of youth unemployment, a large number of marginal jobs, increasing income inequality, and substantial regional disparities.
- Reviewing **public finance system** to achieve social justice and equitable sharing of the tax burden.
- Designing a comprehensive development strategy

OPPORTUNITIES

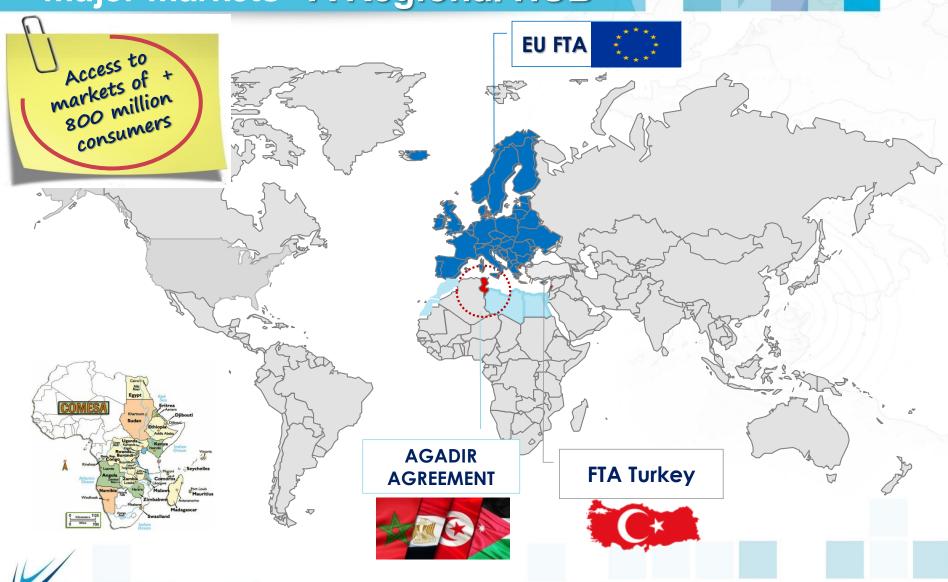
- **High expectations** on different levels.
- Reducing Budget Deficit
- **High youth unemployment** remains a significant problem.
- Instability in Libya remains a serious threat.



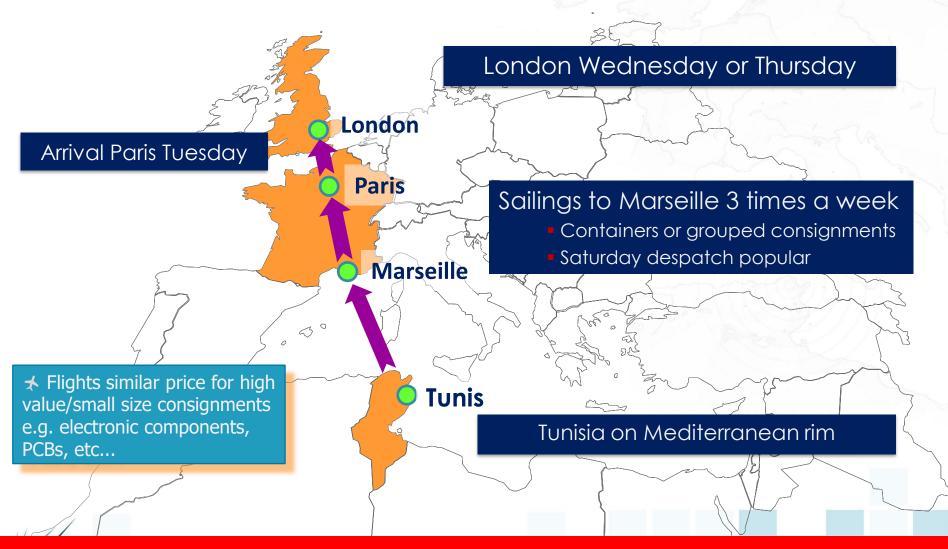
Content

TUNISIA'S SWOT ANALYSIS TUNISIA'S FACTORS OF COMPETITIVENESS TUNISIA ECO DEVELOPMENT PLAN 2016-2020 « Tunisia 2020 »

1 - Proximity and free access to major markets "A Regional HUB"



1 - Proximity and free access to major markets "A Regional HUB"



Shipping time to mainland Europe is 4 to 5 days

2- Tunisia's Human Resources



A performing education system



99 % of young Tunisians are at school



337 000 students (62.3% girls)



198 higher education Institutions



More than 1 000 vocational training centers

A huge pool of Talents



Over 65,000 new graduates each year



An exceptionally high Multi-lingualism



35% of graduates specialize in fields of engineering, computer science, communications & other technical fields

The availability of highly qualified HR with proven expertise enables Tunisia to be well ranked





Source: WEF 2015



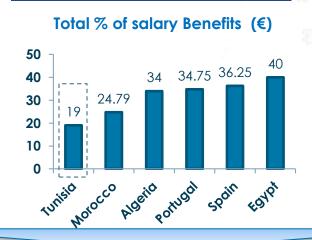
2- Competitive costs

A European Know-How at Competitive Labour Costs

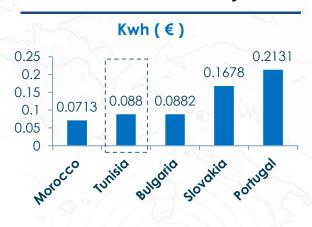




Social Charges



Price of Electricity



Low labour cost does not mean low quality

Tunisia is ranked 2nd worldwide according to EMERGING MARKETS REPORT 2015

Rank	Country
1	Vietnam
2	Tunisia
10	Ukraine
13	Morocco
14	Slovakia

Minimum Wages in Czech Rep. 407.09 (€)/Month



Better quality in shorter lead-times at lower costs

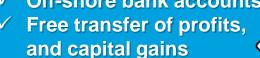
3- Friendly Business Environment







Off-shore bank accounts





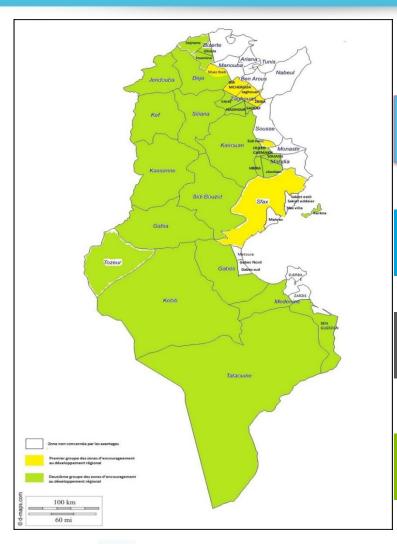


Advantages for import and export





3- Investment incentives



- 10% Corporate tax for totally exporting companies
 Total exemption up to 10 years for projects in RDZ
 Total exemption from import duties & taxes for imp. equip., raw materials & semi-finished products
 - Investment grants for :
 - Priority sectors and value chains
 - Projects in RDZ up to 30% of the Investment cost (ceiling 3 MTND)
 - Allowance for intangible investment and R&D expenditure up to 50% of costs, resp. capped at 500K TND and 300K TND.
- Total assumption by the State of the employer's share of contributions up to 10yrs for projects in RDZ
 - Training grant: up to 70% of the training cost with a ceiling of 20 thousand TND.





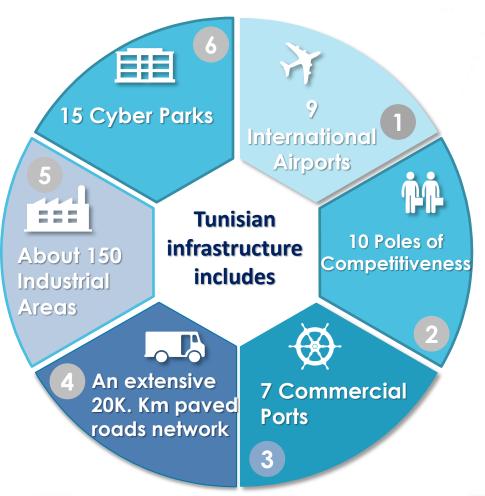








3- Modern Infrastructure













...offer already

recognized

by worldwide

references









































































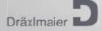










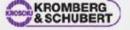












3 410 foreign companies

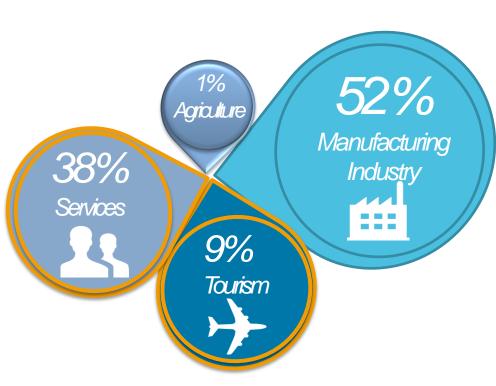
20 746 MTND

365 181 jobs

FDI mainly substantial in manufacturing sector... (Energy excluded)

FDI Breakdown by sector

Stock



Leather & Shoes	2.6%	
Plastics	4,7%	
Agri-business	5,4%	
Textile & Clothing	13,5%	
Construction Materials	36,1%	
Electric & Electronics	13,8%	
Mechanical, metalic & metallurgic	9,8%	
Chemicals & Rubber	7,9%	
Pharmaceuticals	<i>3,5%</i>	
Miscellaneous	2,5%	



Major firms continue to hire...







SOURCE: Tunisian Newspaper 'LA PRESSE'



Content

TUNISIA'S SWOT ANALYSIS TUNISIA'S FACTORS OF COMPETITIVENESS

« Tunisia 2020 »

TUNISIA ECO DEVELOPMENT PLAN 2016-2020



4500 attendees 1500 foreigners

88 countries represented

Over 400 journalists

2247 Connex Me users

34 billion TND

International conference

TUNIS 29 & 30 NOVEMBER 2016





ADB returns to Tunisia – Openning a regional HQ for North Africa

2016-2020 Plan – Development guidelines : Policies, goals & reforms

The New Development
Plan 2016-2020

Public & Private Projects

Good Governance Economic Hub Human
Development
and Social
Inclusion

Meeting aspirations / inland regions

Sustainability



New Investment Law Outlines

New Law to Boost Investment

Market Access

Guarantees and Obligations

Encouraging Investment Mechanism and Structure

- ✓ Remove structural obstacles
- ✓ Reduce the specification note revision
- ✓ Shorten authorization delays
- ✓ Ability to recruit an increasing number of executive staff

- ✓ Facilitate dividend repatriation
- ✓ Indicate refusal reasons
- ✓ Property Law
- ✓ Arbitrage procedures

Investment incentives

- ✓ Specific subsidies
- ✓ Tax exemption (up to 10 years)
- ✓ Hiring foreign labour force up to 30 % of managerial staff for the first 3 years.
- ✓ Fnancial incentives up to 30% of invested amount - Ceiling MDT 3

Public Structures

- ✓ Higher Council of Investment
- ✓ Tunisia Investment Authority
- ✓ Tunisian Investment Fund



Major projects up to 2020

Public projects

47

Major public projects

16 127 mTND

Total amount of major public projects

7

sectors

Public Private Partnership projects

18

Major PPP projects

5 110 mTND

Total amount of major PPP projects

5

sectors

21237 mTND

overall investment amount



Major investment projects in all sectors

Transport and Logistic

Total investment amount

5561 mTND

Some major projects

- Enfidha Deep Sea Port 3200mTND
- Bridge of Bizerte 600 mTND

Water

Total investment amount

5336 mTND

Some major projects

- Northwestern water transfer & securisation 1500 mTND
- Seawater desalination plants in Sfax 867 mTND

Energy and Mines

Total investment amount

3095 mTND

Some major projects

- Electrical interconnection line between Tunisia & Italy 1500 mTND
- Gas turbine power plant 660 mTND

Equipment & Housing

Total investment amount

1200 mTND

- Construction of 12000 social housing

Health

Total investment amount

400 mTND

Some major project

 Carcinology centre in the Grand Tunis
 200 mTND

Environment

Total investment amount

340 mTND

Wastewater
 treatment plants

ICT

Total investment amount

195 mTND

Some major project

- State information system 100 mTND

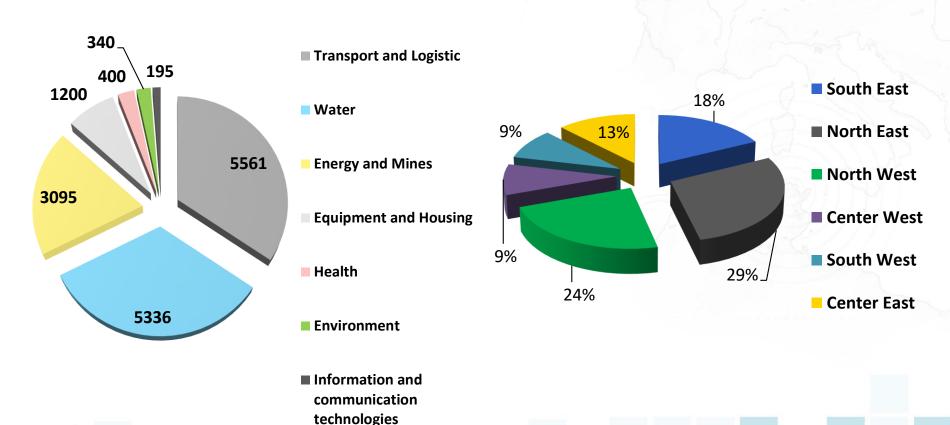


Breakdown of Public investment projects by Sector & Region

Breakdown of public projects amounts mTND / By sector

Breakdown of public projects

By region





Scheduling of major investment projects up to 2020

2018

2019

2020

2021

Start of work in 2018

Total investment amount 5751 mTND

Some major projects

- Seawater desalination plants in Sfax
- Development of 500 km of rural roads in irrigated areas
- Development and equipment of 12 deep wells for Southern oases and geothermal agriculture

Start of work in 2019

Total investment amount

8224 mTND

Some major projects

- Construction of a 44 million cubic metre northwestern water dam
- phosphate mining and construction of a laundry facility
- Gabe Medenine railway equipment and operation

Start of work in 2020

Total investment amount

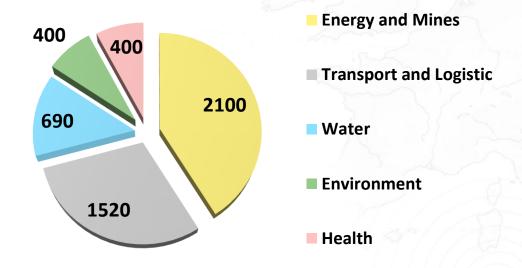
2152 mTND

Project sample

Electrical interconnection line between Tunisia & Italy 1500 mTND



Breakdown of PPP projects by sectors (mTND)



Energy and Mines

Total amount 2100 mTND

Some major projects

 Energy storage station by pumping and turbining 1200 MTND

Transport and Logistic

Total amount
1520 mTND

Some major projects

- Light rail of Sfax 690 MTND

Water

Total amount 690 mTND

Some major projects

- Seawater desalination plants in Ksour Essef 200 MTND

Environment

Total amount 400 mTND

Some major

projects
- Management of
domestic waste in
Grand-Tunis 50
MTND

Health

Total amount 400 mTND

Some major projects

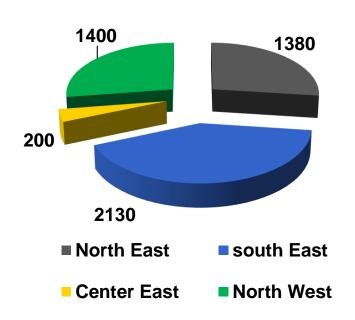
- Building & equipment of regional hospital in Beja 200 MTND

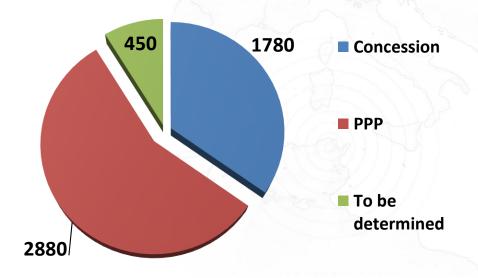


Breakdown of PPP projects by regions and partnership type

PPP projects from North to South

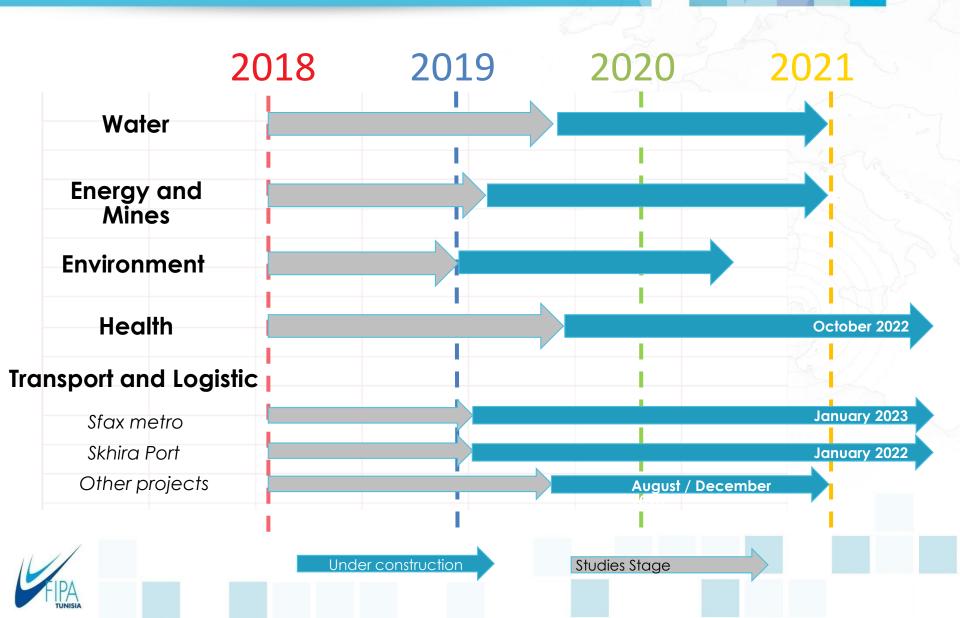
PPP projectsby partnership type







PPP projects roadmap



"It is a moment of opportunity in Tunisia..."

Tunis 8th Feb. 2011

UK Foreign Secretary William Hague,

information	contact	
assistance	attendance	
advice	support	





FIPA Tunisia





INVESTMENT OPPORTUNITIES IN TUNISIA

FIPA-Tunisia Investment Seminar

19th December, 2017 - World Trade Center Tokyo



Investment Opportunities



Electronics



Automotive components



Aerospace Industries



Information Technology



Food processing industries



MECHANICAL, ELECTRICAL & ELECTRONICS

1st Exporting Sector

2nd producer of AUTOMOTIVE COMPONENTS In Africa

7th supplier of European Union in ELECTRICAL MACHINERY

ELECTRICAL & ELECTRONICS

ENTREPRENEURIAL FABRIC

373 including 240 foreign

JOBS

80 000



JOBS

ENTREPRENEURIAL

FABRIC

MECHANICAL

627 including 189 foreign

38 000

A Tunisian know-how

Competitive production costs

Presence of major equipment fiscal incentives

An experienced manpower























Investment Opportunities



Automotive components



THE AUTOMOTIVE COMPONENTS INDUSTRY IN TUNISIA IS...

More than 260 companies of which 65% are totally exporting

Nearly 80,000 direct and indirect jobs

9 Assembling Units

An average annual production growth of 12%

Main partners : Germany, France and Japan

Exports: 2.4 Billion €

Tunisia is the only African country having international companies operating worldwide recognized, such as: Coficab, Cofat, MISFAT, Telnet...

Foreign Companies by Country of origin

Rank	Country	Companies	Employees
1	Germany	29	29948
2	France	25	16668
3	Japan	5	6178
4	USA	5	2757
5	Italy	5	1313

Tunisia, A Reference site for the Automotive sector thanks to:

Cost competitiveness

Experienced workforce able to easily adapt at a competitive cost.

Availability of highly-skilled engineers and superior technicians able to easily adapt at a competitive cost.

Availability of Technical Centers, Engineering Schools and Universities

A strong reputation, particularly in Europe



They are already succeeding in **Tunisia**





























































AUTOMOTIVE SECTOR: MAIN PRODUCTS/COMPANIES





LEONI

BOSCH



















2nd producer of Automotive Components In Africa

Wire Harnesses

- DRAXLMAIER
- LEONI
- YAZAKI
- LEAR AUTOMOTIVE
- KROMBERG & SCHUBERT
- YURA CORPORATION
- SUMITOMO
- COROPLAST

Plastics

- PLASTIVALOIRE
- IMTEC
- NIEF PLASTIQUE
- MGI COUTIER

Electronics

- MOLEX: Connectors
- FCI: Connectors
- FUBA: Printed Circuits
- ACTIELEC: Electronic Cards
- JOHNSON CONTROLS: Cockpit Indicators

Others

- AUTOLIV: Seat Belts
- ZODIAC: Airbags
- FAURECIA: Seat Covers
- VALEO: Clutch Systems
- BOSCH: Microphones &





THE AUTOMOTIVE COMPONENTS INDUSTRY IN TUNISIA IS...

Main products manufactured in Tunisia

Wire and cables for cars

Chassis and bodywork

Engines and engines components

Painting and others

Suspensions and brakes

Other electrical components for cars

Transmissions



The branch of Electrical Automotive Components (IEE)

The branch of Electrical
Automotive Components
leads Tunisian Automotive
industry with over 100
companies employing alone
more than 50,000 people.

More than 95 % of these companies are totally exporting.



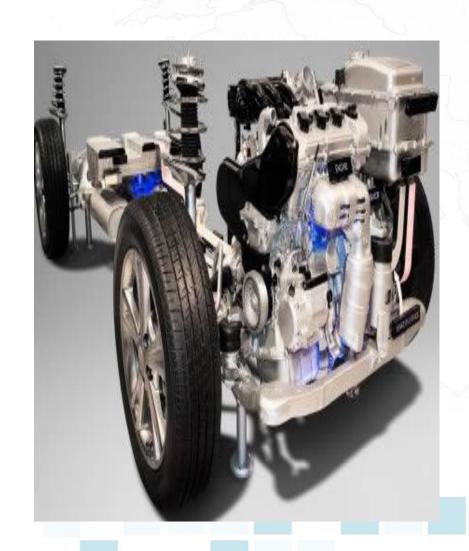


The branch of Mechanical Automotive Components (IMM)



The branch of Mechanical Automotive Components comprises **95 companies** employing more than **11.000** people.

More than 60 % of these companies are totally exporting.





The Branch of Chemical Automotive components (ICH)



The Branch of Chemical Automotive components comprises 46 companies, employing nearly 5.000 people.

More than **50%** of these companies are **totally exporting**.





The branch of textile Automotive Components



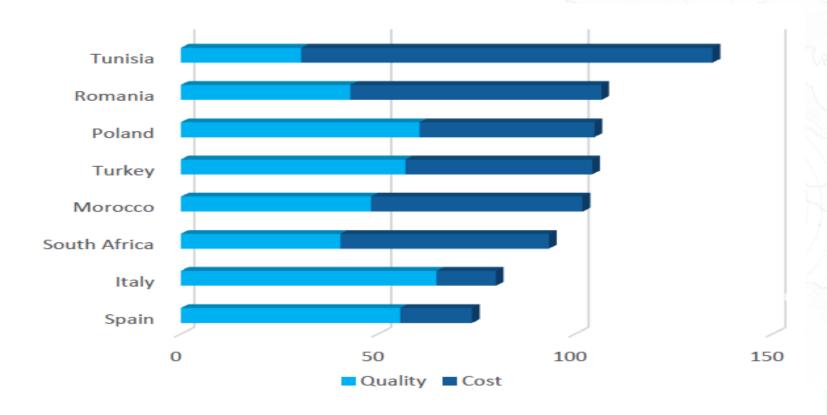
The branch of Textile
Automotive Components includes
10 companies employing about
2.500 people.





Tunisia: An Attractive Destination

Tunisia is ranked as the most attractive FDI destination for an automotive components plant compared to key competitors





Source: fDi Benchmark, Financial Times Limited

Investment Opportunities



Aerospace Industries



An Overview on the sector

Tunisia will continue to be the source of engineering and technical resources in assembly engineering, metal sheet cutting, mechanical precision, mechatronics, electrical and electronic, aero structure, wire harnesses, aircraft interior, technical plastics.















A buoyant industry

Number of Companies





Jobs created







An efficient value chain

Segments

- Mechatronics engineering
- Electronic components
- Software Development
- Computer Aided Engineering and Mechanical Studies
- Surface treatment & painting
- Wire harnesses
- Foundry & mechanical machining
- Sheet metal cutting and assembly
- Aircraft assembly casting
- Plastic parts: composite materials

Main actors

Safran & Telnet Altran partnership, Sogeclair, Vignal Artru, Genovia, Avionav.







Mecahers, Thalès, Stelia Eurocast, Atrics, Segnere SA, Aéroprotec, Storm Aircraft, AGBI, ASTF, MAT...











Engineering

Production

An efficient value chain

Segments

Main actors

Services

Maitenance Repair and Overhauling



Tunisair Technics, Sita, Aviaition IT Services Africa, Sabena Technics MIR...







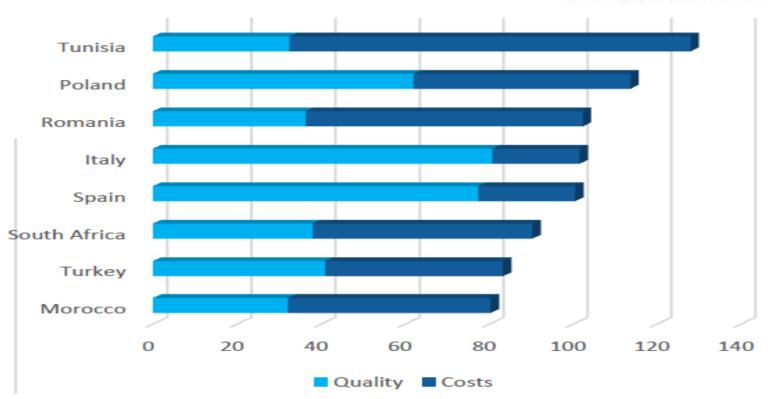


80% of the jobs are created by companies specialized in electronic components, wire harnesses and maintenance and 50% of these companies produce machined parts



An Attractive Destination for Aerospace

Tunisia is ranked as the most attractive FDI destination for an aerospace center compared to key competitors



Source: fDi Benchmark, Financial Times Limited





HUTCHINSON





- Vibration mounts, seals and elastomeric sleeve
- Composite Structures
- Yokes fastening for cables and pipes
- Electronic displays

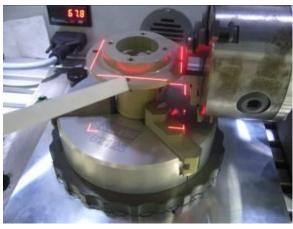




Manufacturing Aeronautic Parts

Mechanical and Electromechanical Assemblies













PCB, Mecatronics, software/hardware development...





EUROCAST

Precision foundry, Lost wax, Foundry, Machining, casting, Assembly and Non Destructive Testing









AUTOCLAVE



TRIMMING



NDI





SEGNERE SITE TUNISIE SST

Precision Metalworking, Assembly and Subassembly of Sets





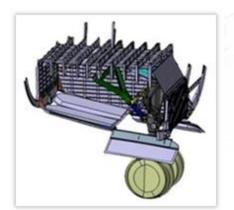


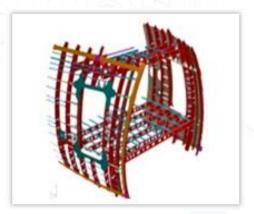
















CCA TUNISIE

Composite Manufacturing













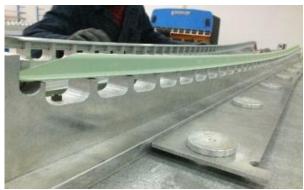


Mechanical precision, Machining of primary mechanical parts and assemblies for aerospace, defense, medical, energy and textiles industries and Surface treatment



FIGEAC AERO TUNISIE







- Surface treatment
- Small size machining
- Large-dimension machining & Forming
- Profiles machining and forming
- Mechanical precision, Machining of primary mechanical parts and assemblies for aerospace, defense, medical, energy and textiles industries



MRO services

TUNISAIR TECHNICS







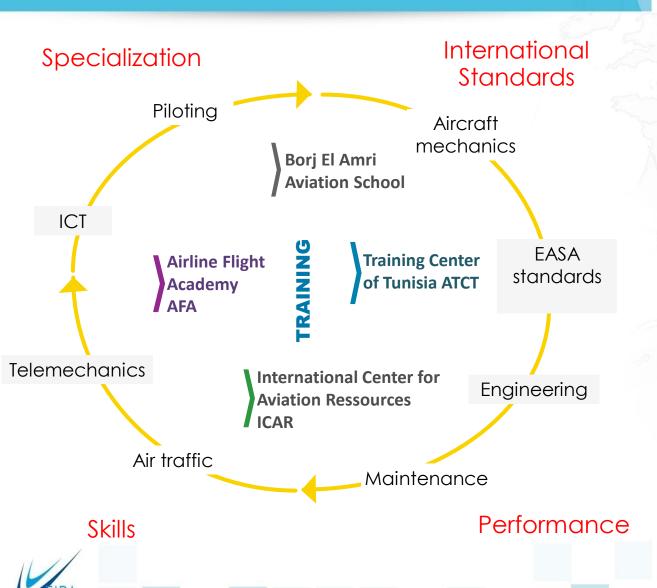








A Valuable Training Sphere



- Over 70 000 new graduates each year
- 35% of graduates specialize in fields of engineering, computer science, communications & other technical fields
- More than 6,000 higher education graduates are engineers

The Technology Resource
Center in Mechatronics (the
current project. The starting
phase is scheduled for
March 2017

CEMIA the Center of Excellence for Aerospace Industry Professions

R&D/Knowledge

- ICT, Mechatronics, Mechanical testing, Chemical industry...
- The Technical Center for Chemistry where R&D projects in plastic and rubber industry are conducted in laboratories for tests and analysis
- The Technical Center of Mechanical and Electrical Industries assist industrials in the modernization of the production methods, organization, technology improvement, quality control and human resources efficiencies development

Many international companies already posses R&D Centers in Tunisia:











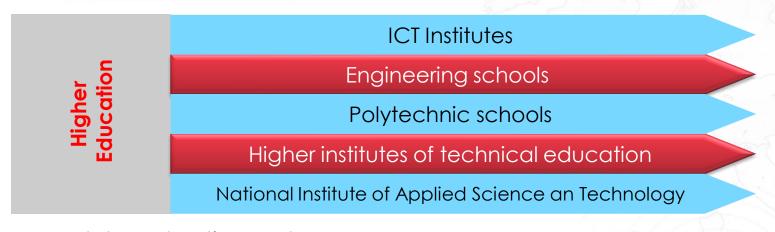








A Training program tailored to the needs of Aerospace Industry



Metal construction work

Electronics

Telecommunication

Maintenance

Mecatronics

General mechanics

Welding, tooling and plastics

Power engineering

14
Sectoral Training
Centers &
the Center of
Excellence for
Aerospace Industry
Professions
CEMIA



A dedicated infrastructure

El Mghira aeronautical park

- An integrated industrial platform spanning over an aerospace industrial park of more than 500 acres of which 50 acres are dedicated to STELIA Aerospace Park, a subsidiary of EADS / Airbus
- + 80 acres for future extensions (+ 350 Acres MT)







Investment Opportunities



Information Technology



OFFSHORING: ITO, BPO, R&D



34 000

Jobs
in Offshoring activities



+300

Foreign companies



Innovative Economy in Africa

Bloomberg Innovation Index - 2016



14%
Growth rate
for the ICT sector

7%Contribution of the ICT sector to GDP



Tunis

7th best city to launch your Startup

Forbes: 10 Top Cities Around The World To Launch Your

Startup - 2015



DESTINATION FOR LEADING INTERNATIONAL CORPORATIONS

























ITO Jobs:

- Software Development
- Web & Mobile applications
- Security systems
- **Software maintenance and testing**
- Software integration
- Infrastructure hosting and network
- Web design & graphic design

represents all the attractive « Tunisia characteristics that SOFRECOM Group is looking for, namely: The academic training of very good quality provided Engineering Schools the and Universities »

Mr. Laurent Blain, General Manager of **SOFRECOM-Tunisia**



DESTINATION FOR LEADING INTERNATIONAL CORPORATIONS



















BPO Jobs:

- **Help Desk**
- **Telemarketing**
- After-sales services
- **Debt recovery**
- **Prospecting**
- Payroll processing
- Data entry and processing

« We found in Tunisia young graduates with a good command of the language but have above all a great willingness to learn and a great ease in the human relationship and especially in the ability to provide this level of service ».

Mr Bertrand DERAZEY, Deputy CEO of **Teleperformance Tunisia**



DESTINATION FOR LEADING INTERNATIONAL CORPORATIONS

R&D



















R&D Jobs:

- Embedded systems
- Product Design
- R&D products
- Engineering
- KPO (Knowledge Process Outsourcing/Offshoring)

« ARDIA in Tunisia represents one of the main R&D centers of our ACTIA group. It is a center where our new products will be developed thanks to the local engineering. It is a centralized base in Tunisia to serve other subsidiaries located in France and more widely in Europe, or even the U.S. and China. Today it is a great success with view to our development »

Cyril Rochard, General Manager ARDIA



OFFSHORING: ITO, BPO, R&D

A Pool of International-Level Talent

Operational costs among the most competitive in the Euromed Area

A world Class Infrastructure

- √ Very favorable implantation conditions
- √ The annual rent per square meter of a class A office in Tunisia is around US dollars 110
- ✓ The Tunisian telecommunication network is actually among the most modern in the mediterranean basin, with high speed multifunction switches ensuring at the same time telephone, Internet and multimedia traffic,

Many Leading International Corporations are already in Tunisia...





OFFSHORING: A POOL OF TALENT



13000 IT Graduates / year

6000 Engineers Graduating / year

32 % Unemployment rate among Higher Education Graduates



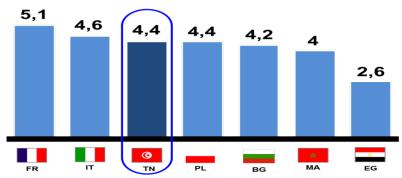
Tunisia is ranked:

in terms of Graduates in Science and Engineering
(% of total tertiary graduates)

Tunisia provides world-class mathematical and scientific education

Quality of Math and Science Education

1 = extremely poor - 7 = Excellent

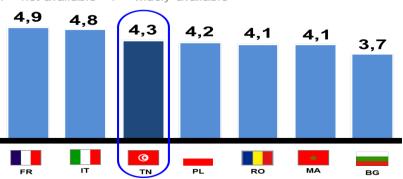


SOURCE: The Global Competitiveness Report 2015-2016 (WEF)

Tunisia has a large pool of scientists and engineers

Availability of Scientists and Engineers

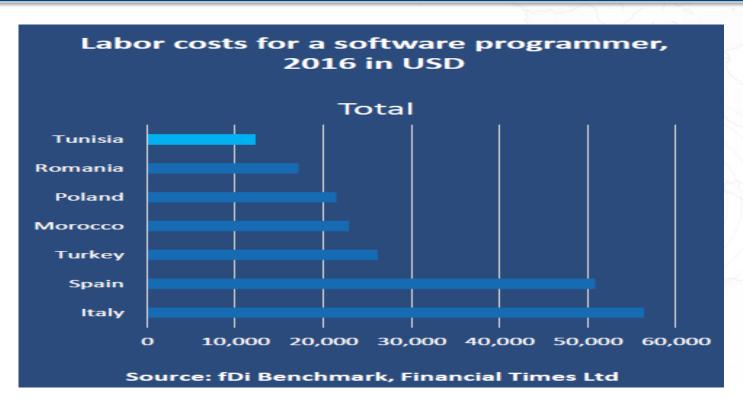
1 = not available - 7 = widely available



SOURCE: The Global Competitiveness Report 2015-2016 (WEF)

OFFSHORING:An Attractive Destination

Labor costs for a software programmer are the lowest in the Europe/North Africa Region

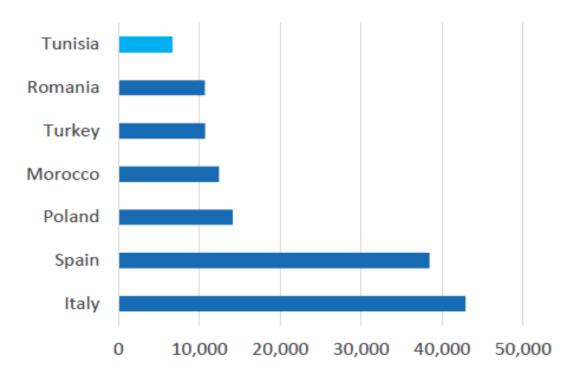


Source: fDi Benchmark, Financial Times Limited



OFFSHORING:An Attractive Destination

Lowest cost location for a BPO or IT Operation in the Europe/North Africa Region



Source: fDi Benchmark, Financial Times Limited



Class-A offices in Tunisia



A Public and Private Partnership

Class A Buildings: 12000 m²







HP has 7000 m² Employs 800 engineers



A covered area of 4500 m² Employs 550 engineers



Elgazala Technopark



- First IT oriented TECHNOPARK in Tunisia
 - 65 Hectares
 - More than 100 companies established : Alcatel, Siemens, HP, Huawei, ST,,,

Extension: Manouba Technopark



- 54 Hectares
- Next to Manouba Campus (ENSI, ESC,,,)
 - 20 min to the airport
- Area dedicated to companies: 12 700 m²

Sousse Technopark



- Focusing on mechanics, electronics and related IT activities
 - 60 Hectares
 - Dedicated to electronics and computing.

Sfax Technopark



- Dedicated to IT & Multimedia
- Area dedicated to companies: 10 500 m²
- R&D Center dedicated to IT, Multimedia & Digital Data Processing

Investment Opportunities







Food processing industries



AGRIFOOD INDUSTRY

1st World exporter of DATES

2nd world exporter of OLIVE OIL

2nd African country exporting organic products







ENTREPRENEURIAL FABRIC

1 052 including 190 foreign

JOBS

70 000

Synergy between the research centers and enterprises

Organic production booming

High quality product, flavor and natural taste

Reasonable labor costs



























AGRIFOOD INDUSTRY

TUNISIA is the world's 2nd largest Olive Oil exporter and the 1st World exporter of Dates

Promising sub-sectors in TUNISIA:

- ☐ medicinal and aromatic plants (essential oils);
- □ oil and fats;
- □ cereals and derivatives;
- □ canned food;
- □ dairy products;
- □ sugar and confectionery;
- □ soft drinks and ice cream;
- □ meat, fish and seafood;
- distilleries and wineries;
- canned and semi-canned fruits and vegetables.



























New Opportunities

Renewable Energies

Environment: waste treatment...

Tourism: medical, cultural, residential ...

Services dedicated to companies : Logistics,
Consultancy, Training

Infrastructure projects : Telecom, Road Networks, Railways

Financial sector

TEXTILES AND CLOTHING



THANK YOU FOR YOUR ATTENTION





www.investintunisia.tn