

**Barcelona
London Day[®]**

**Competitive advantages
for investment. Appendices**

Barcelona: 10 competitive advantages for investment

1

Privileged Location

- Barcelona is the centre of a 2.500 km² metropolitan area with nearly 5 M people and also a part of an European mega region with 27M inhabitants.
- 18,5% of the city's residents are foreigners, an historical high, which shows the city's cosmopolitan, diverse and open culture.
- Barcelona offers easy access to the EU (510 M people) and is part of the Mediterranean corridor, a Trans-European network for logistics with a direct impact on an area of 250 M inhabitants.

2

Accessible and well connected

- Barcelona's airport has the highest growth rate in Europe and ranks as the 7th busiest EU airport, with 50.2 M passengers in 2018 (+2.6% vs 2017) and 45 intercontinental destinations.⁽¹⁾
- Barcelona's port is the main port in Europe and the Mediterranean sea for cruises. It also holds the 5th position worldwide.
- First worldwide city by number of international congresses and delegates.⁽²⁾

3

Diversified economic activity

- Catalonia's GDP grew 2.3% in 2018 ⁽³⁾ and accounted for 19% of Spain's total GDP.
- The Barcelona region accounts for 74% of the Catalan's economy and a 14% of Spain's GDP.
- The 9th urban area by reception of foreign investment, with 135 greenfield projects.⁽⁴⁾
- It is a territory with a solid industrial base: Key sectors : chemicals and pharmaceutical, automobiles, food production, paper and graphic art. Tourism and services are also very strong.

4

Knowledge, research and innovation focus

- Barcelona's role as the Mobile World Capital, hosting the Mobile World Congress and its ambition to be a world leader in technology offers an strategic opportunity.
- The 8th most innovative city in Europe ⁽⁵⁾ and 30th in the world.
- The 18th the top academic scientific production in the world and 5th in Europe, in 2017.⁽⁶⁾
- Over half of Barcelona's employment originates from knowledge-intensive activities. Catalonia is the 4th top region in Europe in high tech industry jobs and the 5th in science and technology.⁽⁷⁾

5

Talent magnet

- The 4th most preferred city to work, after London, New York and Berlin.⁽⁸⁾
- In the last three years more than 25 technology/ innovation centres were set up in Barcelona including names as Cisco, Facebook, Nestlé, Allianz, Amazon, Zurich, Siemens, Roche: talent was a key decisional driver.

1. Source: Idescat

2. Source: International Congress and Convention Association (ICCA)

3. Barcelona's GDP grew 3.3% in 2017, data for 2018 still not available. Source: Ajuntament de Barcelona

4. KPMG Global Cities Investment Monitor 2018, Innovation Cities Index

5. According to the Innovation Cities Index

6. Source: Polytechnic University of Catalonia-Centre of Land Policy and Valuations, <http://www.cpsv.upc.es/KnowledgeCitiesRanking>

7. Ajuntament de Barcelona. Data Sheet 2018

8. Decoding Global Talent 2018, Boston Consulting Group

Barcelona: 10 competitive advantages for investment

6

High quality on higher education

- Catalonia has 12 universities, with 250,000 students, 82.4% concentrated in Barcelona's metropolitan area.
- Barcelona is the only city with two institutions amongst the top five business schools in Europe: IESE and ESADE rank 3rd and 5th business schools in Europe and 11th and 20th positions worldwide.⁽¹⁾

7

Growing entrepreneurial and digital hub

- Barcelona, with 1,100 tech startups stands as the 5th European Startup hub.
- In tech entrepreneurship, Barcelona is the 3rd most attractive city to set up a StartUp, after Berlin and London according to British consulting firm Atomico.⁽²⁾
- The distribution of the investment in the start up sector is dominated by the mobile sector (55%), followed by e-commerce (25%) and social nature (10%).
- The entrepreneurial rate (8.5%) is higher than in Germany (5.3%), Italy (4.3%) or France (3.9%).⁽³⁾

8

Competitiveness in costs

- Barcelona's average salary level is in the lower to mid range among the most developed cities. The average net salary was 49.6% of that earned in New York in 2018.
- Office and industrial rental prices are competitive, compared to other European cities, despite the increase in prices seen in the last years.

9

Quality of life and sustainable

- Barcelona's Mediterranean city model helps develop a sustainable and mobility-friendly city and the city ranks high: the 21st city in the world and the 15th in Europe in this regard.⁽⁴⁾
- Key factors such as public space, security, public transport combined with top architecture, climate, cultural and culinary offering makes the city very attractive.

10

International positioning and reputation

- Barcelona is well-positioned from an international and European perspective.
- It is seen as an advanced, competitive and reputable city, which offers longstanding assets like high quality of life, culture, health, and its attractiveness for tourism, in addition to its growing potential to attract investment and talent, particularly in the area of technology companies and the digital economy.

1. Financial Times, Global MBA Ranking 2018

2. Atomico, The State of European Tech 2017

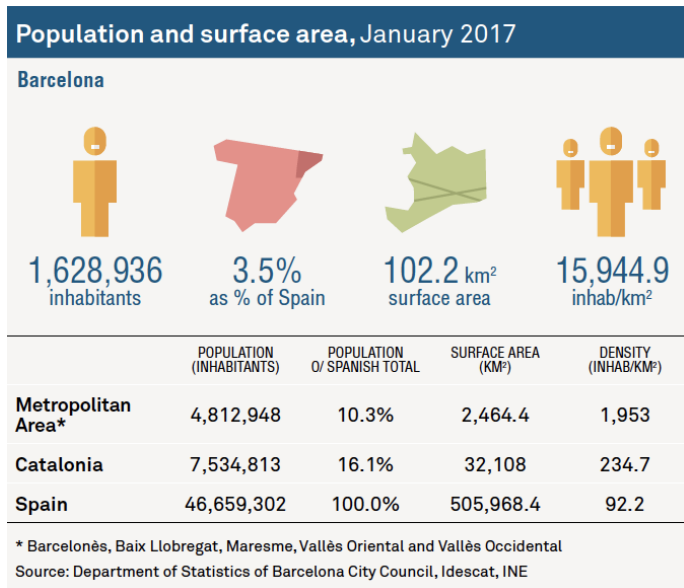
3. Global Entrepreneurship Monitor (GEM), Executive brief for Catalonia 2017-18 4. Sustainable Cities Mobility Index 2017.

Barcelona: competitive advantages for investment

1. Priviledged location and market potential



- Barcelona is the heart of a metropolitan area with nearly 5 M people and is also the gateway to Southern Europe. It is also the capital of the Mediterranean Sea, a bridge to the Maghreb and Latin America.
- 18.5% of the city's residents are foreigners, which shows the city's cosmopolitan and diverse nature



2. Accessible and well-connected



- Barcelona is the only city in southern Europe that accommodates, within 5 kilometers, one of the major ports in the Mediterranean, a high-speed train station, the 7th busiest airport in Europe and several highways linked to the European commercial network.
- The strategic location and good connection to international cities are some factors that allow Barcelona to be ranked number 1 city in the world by number of delegates and international congresses. The city also has the 2nd biggest trade fair site in Europe.

AIRPORT



Main cities in the world for number of international congresses and delegates, 2017

CITIES	CONGRESSES	DELEGATES	CITIES
Barcelona	195	148,624	Barcelona
Paris	190	113,624	Vienna
Vienna	190	111,725	Paris
Berlin	185	110,438	Madrid
London	177	110,438	Prague
Singapore	160	97,549	Berlin
Madrid	153	83,762	Singapore
Prague	151	78,811	London
Lisbon	149	76,549	Lisbon
Seoul	142	75,578	Amsterdam

Source: International Congress and Convention Association (ICCA)

PORT OF BARCELONA

Traffic (millions)

	2016	2017
Goods (tonnes)	47.6	60.1
Containers (TEU*)	2.2	3.0
Passengers	4.0	4.1

* TEU: Measure of sea transport capacity equivalent to a twenty-foot container
Source: Barcelona Port Authority



Cruise ships indicators

	2016	2017
Cruise passengers	2,683,594	2,712,247
Embarkation	773,601	720,512
Disembarkation	776,610	719,871
Traffic	1,133,288	1,271,864
Cruise ship visits	758	778

Source: Barcelona Port Authority

Main trade fairs of Fira de Barcelona that are benchmarks in Europe, 2018

Automobile Motorshow	3Rd. Expoquimia-Equiplast-Eurosurfas
Mobile World Congress	BB Construmat
Bcn Games World (OP)	Motoh!
Sonar (day / night)	Esc Congress - Cardiologia
Manga Fair	Smart-City Expo World Congress
Education Fair	4YFN - Four Years From Now
Barcelona International Comic Fair	Barcelona International Boat Show
Expo Sports	

Source: Fira de Barcelona. Fairs with highest number of visitors

The main cruise ports in the Mediterranean, 2017

	City	Variation 2017/2016 (%)	Passengers (thousands) 2017
1	Barcelona	1.1	2,712
2	Civitavecchia	-5.8	2,204
3	Palma	8.0	1,858
4	Marseille	-6.9	1,487
5	Venice	-11.1	1,428
6	The Piraeus	3.5	1,056
7	Naples	-29.0	927
8	Genoa	-9.1	925
9	Savona	-6.1	854
10	Valletta	13.9	778
11	Dubrovnik	-10.0	749
12	Livorno	-13.5	699
13	Mykonos	-3.3	699
14	Corfu	-9.2	680
15	Santorini	-20.8	621
16	Katakolon	12.3	567
17	Kotor (Montenegro)	0.7	541

Source: Cruise Insight, autumn 2018

3. Diversified economic activity



- Barcelona leads a big economic area with a long industrial tradition and a dense business ecosystem. The city is geared towards the economy and knowledge-intensive activities, especially advanced services and new economy activities:
 - Catalonia is the 5th top region in Europe in terms of employment in high-tech industries with 230,000 employees working in these activities
 - The industrial sector in Barcelona's metropolitan area accounts for 60% of all the jobs in Catalonia, with special emphasis in sectors like chemical and pharma, car production, food, paper and graphic arts, and waste treatment
- Barcelona is developing a 4.0 industrial sector based on Big Data and 3D printing. Manufacturing associations are promoting digital manufacturing in companies, schools and entrepreneurial communities.

Main urban areas in the world receiving international investment projects. 2017

Position	Urban area	Projects 2017
1	London	390
2	Singapore	354
3	Paris	338
4	Dubai	248
5	Shanghai	173
6	Hong Kong	161
7	New York	156
8	Bangalore	137
9	Barcelona	135
10	Dublin	132
11	Amsterdam	124
12	Sydney	121
13	Toronto	114
14	Tokyo	112
15	São Paulo	101
16	Madrid	95
17	Frankfurt	94
18	Munich	91
19	Beijing	79
20	Ho Chi Minh	79

Note: Greenfield projects.

Source: Global Cities Investment Monitor 2018. KPMG.

ECONOMIC ACTIVITY

Gross domestic product at market prices* (GDP), 2016 (Current prices in € millions)			
	GDP	GDP PER INHABITANT	
	MILLIONS OF EUROS	THOUSANDS OF EUROS	INDEX CATALONIA-100
Barcelona	69,420.3	43.7	144.5
Barcelona Metropolitan Area*	148,144.7	31.3	107.8

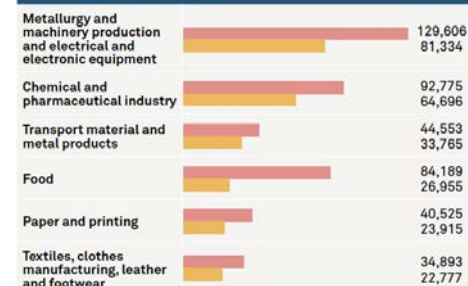
* Base 2010. Market value
Source: Statistical Institute of Catalonia (IDESCAT)

PRODUCTION SPECIALISATION

Productive structure. Employees by economic sector, 2017 (%)				
	BARCELONA	BMR	CATALONIA	SPAIN
Agriculture	0.0	0.1	0.3	0.4
Industry	7.4	14.0	16.3	14.1
Construction	2.7	4.1	4.7	5.3
Services	89.9	81.8	78.7	80.0
TOTAL	100.0	100.0	100.0	100.0

Source: Department of Statistics of Barcelona City Council and Idescat

Main industrial sectors for jobs* in Catalonia and the Metropolitan Area, 2017**



* Affiliates registered with the general Social Security system, including Self-employed Workers
** 4th Q

Source: Produced by the Economic Policy and Local Development Research Department at Barcelona City Council, based on data from Barcelona City Council Statistics Department.

4. Knowledge, digital and tech focus



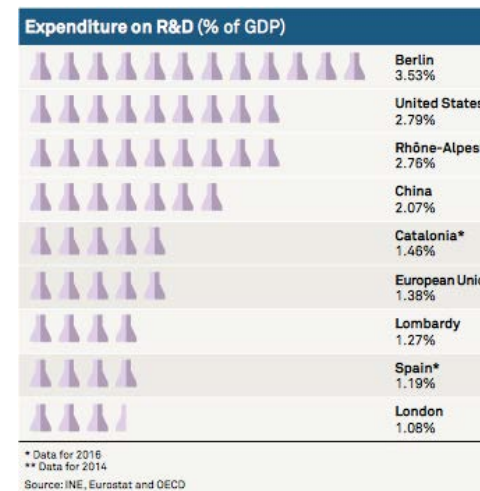
- Barcelona is the 8th in Europe and the 30th top innovative city worldwide
- It's also one of the top scientific publishing output producers in the world (18th worldwide and 5th in Europe).
- The R&D spend in Catalonia was 1.46% of GDP in 2016, below Europe average, but higher than regions like Lombardy or London



Top cities of the world in terms of academic scientific production, 2017

WORLD RANKING	EUROPEAN RANKING	CITY	PUBLICATIONS 2017*
1		Beijing	84,538
2	1	London	45,602
3		Shanghai	41,901
4		New York	36,984
5		Boston	35,885
6		Seoul	34,699
7		Tokyo	33,623
8	2	Paris	33,373
9	3	Madrid	20,652
10	4	Moscow	19,765
11		Chicago	19,457
12		Baltimore	19,451
13		Philadelphia	18,873
14		Cambridge (USA)	18,838
15		Houston	18,790
16		Toronto	18,465
17		Los Angeles	18,325
18	5	Barcelona	18,167
19		São Paulo	17,706
20		Melbourne	17,312
21	6	Rome	16,927
22	7	Milan	16,020
23		Singapore	15,646
24	8	Berlin	15,365
25		Hong Kong	15,231

* Provisional data September 2018
Source: Polytechnic University of Catalonia-Centre of Land Policy and Valuations, <http://www-cpsv.upc.es/KnowledgeCitiesRanking>



4. Knowledge, digital and tech focus



- Catalonia is the 5th region in Europe by number of people employed in science and technology
- This growth tech and science oriented ecosystem has been reinforced over the last three years with the set up of more than 25 technology centres in Barcelona, including Cisco, Facebook, Nestlé, Allianz, Amazon, Zurich, Siemens, Roche...

New Technological Centres of multinationals in the Barcelona area						
Technological Centres	City	Place	Team	Surface	Description	Opening year
Lidl	Barcelona	Bergara,13 (the former headquarters of BBVA in Plaça Catalunya)	200	3.200	E-commerce services and customer relations	
CCC-Facebook	Barcelona	Torre Glòries	500	9.000	Monitoring of fake news	2018
Amazon	Barcelona	Luxa Silver 22@ Building	500	10.000	Support for SMEs in Southern Europe	2017
Purina Studios	Esplugues	Nestlé's Central Headquarters	40	900	E-commerce, Internet, social networks and relations with	2017
Nestlé Global Digital Hub	Esplugues	Nestlé's Central Headquarters	100	-	Development of applications, websites and virtual stores	2016
Nestlé Global IT	Esplugues	Nestlé's Central Headquarters	-	-	Global IT services of the Swiss group	2018
Allianz	Barcelona	Aragón, 295	150	-	Computer services	2018
Microsoft	Barcelona	-	60	1.000	Quantum Laboratory	On going
Asics	Barcelona	Doctor Ferran, 25	70	2.500	Innovation Center and	2018
Siemens	Cornellà	Sede Centra	50	500	Co-creation of energy projects	2018
Moodle	Barcelona	22@	10	-	European software base for the education sector	2018
IGG	Barcelona	22@	60	-	Video game development	2018
Satellogic	Barcelona	22@	10	-	European Database of Satellite Image Data Analysis Service	2018
ThoughtWorks	Barcelona	MediaTIC Building	125	500	Software development	2017
Zeptolab	Barcelona	Headquarters of Mediapro	100	925	Video game development	2018
AXA	Cornellà	WTC Almeda Park	150	-	Creation of applications for all AXA entities worldwide	-
Zurich	Barcelona	Central Headquarters	200	-	Global Big Data Center	2016
GFT	Sant Cugat	Central Headquarters	10	-	Data in the cloud, IA and IoT for the financial sector	2018
Dynatrace	Barcelona	Torre Glòries	-	1.250	Research and development laboratory	2018
Deloitte	Barcelona	MediaTIC Building	50	-	Cybersecurity Center	2015
Visa, Global Payments, Samsung, Arval, CaixaBank	Barcelona	Pier01	15	1.000	Centre for innovation in the digitalisation of payment methods	2017
Roche	Sant Cugat	Central Headquarters	530	7.200	Clinical laboratory development centre and digital hub for the Diabetes Care area	2017
Cisco	Barcelona	Antigua fábrica de Ca l'Alier	-	-	IoT Solutions and Smart Cities	2018
N26	Barcelona	-	100	-	Tech hub in digital banking	2018

Population employed in science and technology in 2017, and spending on research and development in the regions of Europe in 2016

Total R&D domestic expenditures (% GDP) 2016	Domestic expenditures in the business sector on R+D (% GDP) 2016	Region (CITY)	Employees in science and technology (% population) 2017	Employees in science and technology (thousands) 2017
2.90	1.99	Ile de France (PARIS)**	20.7	1,826
1.07	0.50	London (LONDON)	25.4	1,695
1.66	0.94	Community of Madrid (MADRID)	20.5	1,001
		Istanbul (ISTANBUL)**	8.3	919
1.45	0.83	Catalonia (BARCELONA)	14.6	815
2.77	1.83	Rhone-Alps (LYON)**	16.7	792
1.30	0.96	Lombardy (MILAN)	10.6	788
1.74	0.75	Masovia (WARSAW)	19.7	780
4.35	3.33	Upper Bavaria (MUNICH)**	20.2	713
0.91	0.34	Andalusia (SEVILLE)	9.5	606
3.54	1.46	Berlin (BERLIN)**	21.4	588
1.10	0.80	South-East Ireland (DUBLIN)*	17.3	581
2.49	1.52	Provence-Alps-Cote d'Azur (MARSEILLE)***	14.1	520
2.79	1.13	Cologne (COLOGNE)*	15.4	519
1.68	0.67	Lazio (ROME)	11.5	510
6.17	5.71	Stuttgart (STUTTGART)*	16.4	508
3.13	2.48	Darmstadt (FRANKFURT)*	16.9	507
2.03	1.08	Holanda Sud (ROTTERDAM)**	18.2	498
1.75	1.31	Düsseldorf (DÜSSELDORF)*	12.6	494
1.76	0.80	South Holland (ROTTERDAM)**	22.2	471
3.78	2.82	Stockholm (STOCKHOLM)*	27.1	462
0.53	0.35	Upper Silesia (KATOWICE)	12.7	427
1.49	1.19	Surrey, East Sussex and West Sussex (BRIGHTON)	20.2	423
		Ankara (ANKARA)	10.5	420
1.15	1.15	Attica (ATHENS)*	14.3	414
0.99	0.41	Valencian Community (VALENCIA)	11.1	413
1.77	1.35	Central Hungary (BUDAPEST)	18.0	409
3.67	2.30	Berkshire, Buckinghamshire, and Oxfordshire (OXFORD)	23.0	392
1.23	0.79	Country of the Loire (NANTES)***	14.2	379
0.91	0.44	Nord-Pas-de-Calais (LILLE)***	12.8	377

NB: workers who have a higher degree in science-related training and are employed as professionals or technicians. Domestic expenditure includes spending on capital expenses and labour flows (both researchers and administrative staff) related to research activities in proportion to GDP.

* Data for 2015 on domestic expenditures in R+D (total and business).

** Data for 2013 on total domestic expenditures in R+D and 2014 on business expenditures in R+D.

*** Data for 2013 on domestic expenses in R+D (total and business).

Source: Eurostat

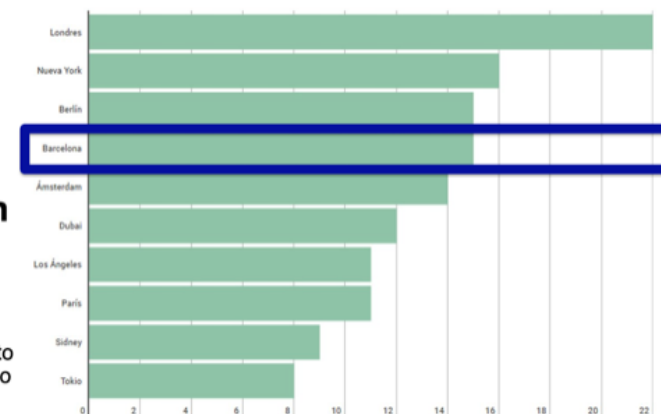
5. High quality talent: focus on generation, attraction and retention



- According to the Decoding Global talent Survey, Barcelona is the 4th best city to work
- High concentration of knowledge-intensive jobs: 50% employees work in knowledge-intensive services. In 2017, Catalonia was the 4th highest region in Europe concerning employment in high tech industries
- Consolidated digital and tech hub supported by the city capacity to gather skilled, local and international talent available

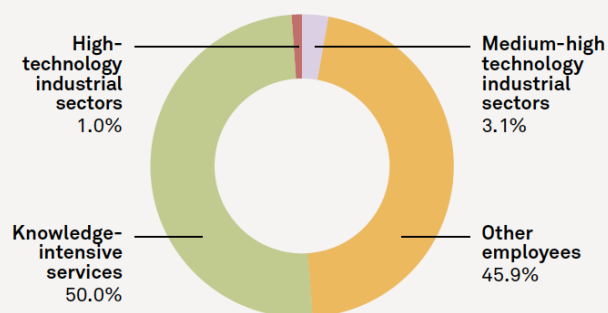
BCG Boston Consulting Group

% of workers willing to move to other cities to work



Employees* according to knowledge intensity of the activity in Barcelona, 2017 (% of total)**

Barcelona



* Those registered with the general Social Security system

** Data from the 4th quarter

Source: Produced by the Economic Policy and Local Development Research Department at Barcelona City Council, based on data from the Employment and Productive Model Observatory of the Generalitat (regional government) of Catalonia

People employed in high-tech industries in European Regions, 2017

REGION (CITY)	% PEOPLE EMPLOYED OF TOTAL	EMPLOYED WOMEN (THOUSANDS)	TOTAL PEOPLE EMPLOYED (THOUSANDS)
Stuttgart (Stuttgart)	19.8	96	435
Lombardy (Milan)	9.4	109	411
Upper Bavaria (Munich)	12.4	76	316
Catalonia (Barcelona)	7.0	74	230
Karlsruhe (Karlsruhe)	14.4	46	207
Istanbul (Istanbul)	3.7	43	207
Piemont (Turin)	10.5	46	190
Emilia-Romagna (Bologna)	9.3	41	183
Dusseldorf (Dusseldorf)	7.2	42	180
Rhône-Alpes (Lyon)	6.1	53	174
Darmstadt (Frankfurt)	8.1	41	164
Île-de-France (Paris)	3.0	45	160
Cologne (Cologne)	7.1	35	156

Source: Eurostat

6. Prestigious higher education system



- Catalonia has 12 universities with 250,000 students. Barcelona and its metropolitan area are home for the 82.4% of the students
- Barcelona is the only city with two institutions among the top eight business schools in Europe: ESADE and IESE standing as 5th and 3th business schools in Europe
- In 2017, 45.8% of employees had a university degree, a percentage higher than the average European Union

Working population with a university education in European regions. 2017

Women workers with university degree (%)	Region (CITY)	Total number of working people with university degree (%)
63.8	London (LONDON)	61.6
64.8	Oslo og Akershus (OSLO)	59.1
61.9	Brussels Region - capital (BRUSSELS)	57.5
60.4	Basque Country (BILBAO)	56.9
63.3	Southern Finland (HELSINKI)	55.8
59.4	Eastern Scotland (EDINBURGH)	54.7
58.1	Stockholm (STOCKHOLM)	53.3
55.6	Île-de-France (PARIS)	53.3
56.0	Community of Madrid (MADRID)	52.8
58.1	Denmark capital (COPENHAGEN)	51.4
57.4	Ireland - south and east (DUBLIN)	51.4
52.7	Vienna (AT)(VIENNA)	49.4
51.9	North Holland (AMSTERDAM)	48.5
51.7	South-west Scotland (GLASGOW)	47.0
56.1	Mazowsze (WARSAW)	46.6
46.1	Prague (PRAGUE)	46.5
54.4	Lithuania (VILNIUS)	46.3
51.9	Attica (ATHENS)	46.2
51.1	Catalonia (BARCELONA)	45.8
47.3	Berlin (BERLIN)	45.2
48.1	Rhône-Alpes (LYON)	43.5
48.9	Spain	43.2
48.1	Bucuresti - Ilfov (BUCHAREST)	43.2
50.8	South-west Bulgaria (BG) (SOFIA)	42.7
44.8	Greater Manchester (MANCHESTER)	42.3
47.0	Provence-Alps-Cote d'Azur (MARSEILLE)	42.3
43.7	South Holland (THE HAGUE)	42.0
37.1	Upper Bavaria (MUNICH)	41.4
44.3	Community of Valencia (VALENCIA)	38.7
41.7	Central Hungary (BUDAPEST)	38.6
41.5	West Midlands (BIRMINGHAM)	36.7
40.1	EUROPEAN UNION	36.1

NB: Percentage (%) of the population between 25 and 64 years of age with university qualification.
The original database contains around 450 regions but the table only shows a selection of benchmark regions.

Source: Eurostat

Best European business schools. 2018

European ranking	Business school	City	World ranking
1	Insead	Fontainebleau	2
2	London Business School	London	4
3	IESE Business School	Barcelona	11
4	University of Cambridge: Judge	Cambridge	13
5	Esade Business School	Barcelona	20
6	HEC Paris	Paris	21
7	IMD	Lausanne	24
8	University of Oxford: Saïd	Oxford	27
9	SDA Bocconi	Milan	29
10	Alliance Manchester Business School	Manchester	36
11	Rotterdam School of Management, Erasmus University	Rotterdam	37
12	Warwick Business School	Coventry	41
13	City University: Cass	London	46
14	Imperial College Business School	London	51
15	Universität St. Gallen	St. Gallen	60
16	Mannheim Business School	Mannheim	61
17	Cranfield School of Management	Cranfield	61
18	Durham University Business School	Durham	64
19	Lancaster University Management School	Lancaster	70
20	EDHEC Business School	Roubaix	75
21	The Lisbon MBA	Lisbon	80
22	ESMT - European School of Management and Technology	Berlin	88
23	Leeds University Business School	Leeds	92
24	WHU - Otto Beisheim	Dusseldorf	94
25	University College Dublin: Smurfit	Dublin	94
26	ESSEC Business School	Paris	96
27	University of Strathclyde Business School	Glasgow	98

Source: Global MBA Ranking 2018. Financial Times.

7. Growing entrepreneurial digital hub



- In tech entrepreneurship, Barcelona is the 3rd most attractive city to set up a startup after Berlin and London
- Barcelona, with 1,100 start-ups, stands as the 5th European Start-Up hub.
- The combination of highly qualified talent from all around the world and an environment that encourages innovation has led to success stories such as Travelperk, Glovo, and Typeform.
- Barcelona Tech city is an example of the strength of the entrepreneurial ecosystem

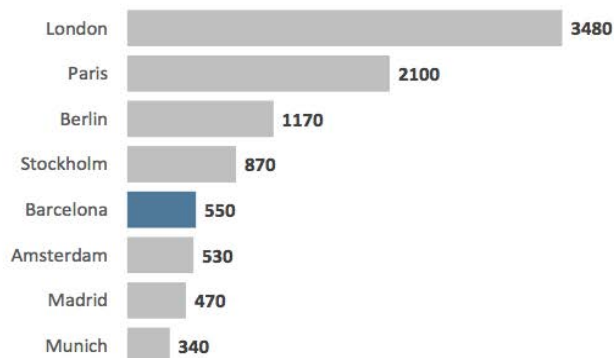
Barcelona is the 5th largest European tech hub (by investment)

Top 10 Start-ups in Europe

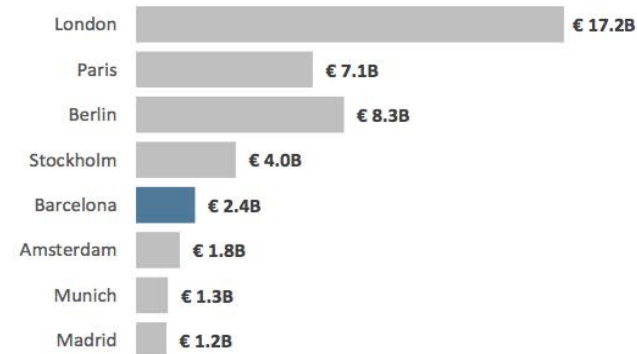
Ranking 2017	City	Ranking 2018
1	London	1
2	Berlin	2
3	Barcelona	3
4	Paris	4
8	Lisbon	5
5	Amsterdam	6
9	Munich	7
10	Milan	8
20	Zurich	9
11	Copenhagen	10

Source: Startup Heatmap Europe - Atomic.

of VC backed startups



VC investment (2014-2018)



Source: DealRoom. Excludes buyouts, secondary transactions, debt, ICO, lending capital, grants.

8. An entrepreneurial city with competitive costs



- Barcelona is the 11th city in Europe and 24th in the world in terms of competitiveness according to Global Power City Index 2018
- Barcelona's entrepreneurial ecosystem is impulsed additionally by the city's reasonable costs compared to other international cities: Barcelona ranks 79st in cost of living among the most important world cities
- Barcelona's average salary level is in the lower mid range among the most developed cities. The average net salary represented 49.6% of that of New York in 2018.

Global competitiveness of world cities. 2018

Position	City	European ranking
1	London	1
2	New York	
3	Tokyo	
4	Paris	2
5	Singapore	
6	Amsterdam	3
7	Seoul	
8	Berlin	4
9	Hong Kong	
10	Sydney	
11	Stockholm	5
12	Los Angeles	
13	San Francisco	
14	Toronto	
15	Frankfurt	6
16	Zurich	7
17	Vienna	8
18	Copenhagen	9
19	Chicago	
20	Boston	
21	Vancouver	
22	Madrid	10
23	Beijing	
24	Barcelona	11
25	Brussels	12
26	Shanghai	
27	Washington DC	
28	Osaka	
29	Dubai	
30	Geneva	13
31	Milan	14
32	Kuala Lumpur	
33	Moscow	15
34	Istanbul	16
35	Taipei	

Source: Global Power City Index 2018. Institute for Urban Strategies. The Mori Memorial Foundation.

Cost of living of cities in the world, 2018

CITY	RANKING 2017	RANKING 2018
Hong Kong	2	1 ↑
Tokyo	3	2 ↑
Zurich	4	3 ↑
Singapore	5	4 ↑
Seoul	6	5 ↑
Luanda	1	6 ↓
Shanghai	8	7 ↑
N'Djamena	15	8 ↑
Beijing	11	9 ↑
Bern	10	10 =
Barcelona	121	79 ↑

Source: Mercer Human Resource Consulting, Cost of Living City Ranking 2018

Salary levels in cities around the world, 2018

GROSS SALARY (NEW YORK - 100)	CITY	NET SALARY (NEW YORK - 100)
129.8	Zurich	153.8
131.5	Geneva	133.1
89.6	Chicago	94.9
101.3	Copenhagen	92.3
86.3	Munich	87.0
79.2	Tokyo	85.3
77.3	Berlin	79.0
68.5	London	76.0
80.9	Montreal	73.5
60.3	Hong Kong	72.4
68.6	Paris	69.4
66.5	Lyon	67.0
73.9	Amsterdam	64.2
65.2	Milan	59.5
58.3	Madrid	50.0
58.4	Barcelona	49.6
30.0	Athens	28.1

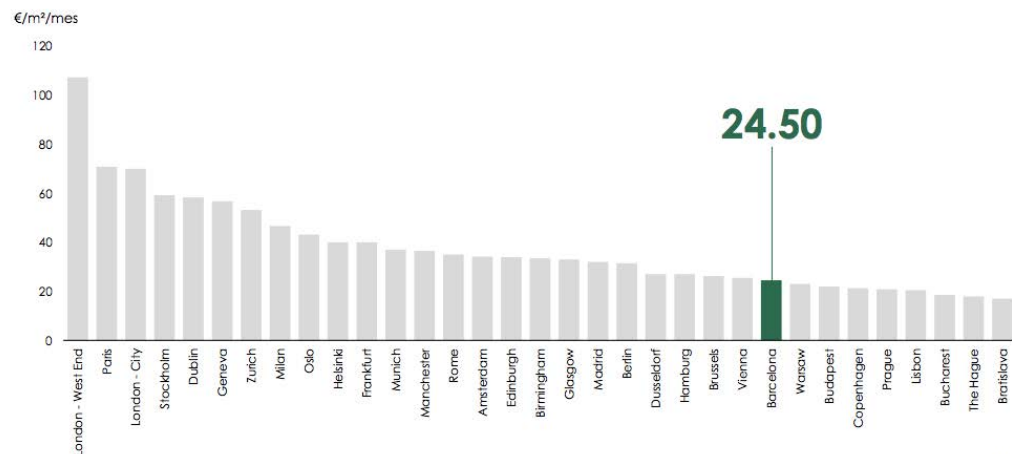
Source: UBS. Prices and Earnings 2018

8. An international city with an advantage in costs



- Housing, office and industrial rental prices are also competitive, compared to other European cities, despite the increase in prices in the last years
- Price of housing rentals rank 35th in Europe
- Latest prime office rental prices stand at 24,5 Eur/sqm, way below the main European cities.

Prime Office rentals



*Datos provisionales para 21 2018

Price of housing rentals in the centre (€/month), 2018

Ranking	City	Country	3 rooms	1 room	Ranking	City	Country	3 rooms	1 room
1	London	United Kingdom	3,407	1,827	26	Rome	Italy	1,896	968
2	Genoa	Switzerland	3,157	1,681	27	The Hague	Netherlands	1,632	903
3	Zurich	Switzerland	3,001	1,574	28	Reading	United Kingdom	1,776	950
4	Amsterdam	Netherlands	2,554	1,525	29	Bern	Swiss	1,913	931
5	Dublin	Ireland	2,683	1,520	30	Helsinki	Finland	1,679	930
6	Luxembourg	Luxembourg	2,890	1,484	31	Bristol	United Kingdom	1,650	920
7	Reykjavik	Iceland	2,341	1,479	32	Milton Keynes	United Kingdom	1,431	916
8	Copenhagen	Denmark	2,308	1,310	33	Eindhoven	Netherlands	1,557	915
9	Oslo	Norway	2,118	1,247	34	Slema	Malta	1,731	903
10	Lausanne	Switzerland	2,365	1,238	35	Barcelona	Spain	1,474	894
11	Lugano	Switzerland	2,458	1,193	36	Galway	Ireland	1,481	891
12	Oxford	United Kingdom	2,215	1,164	37	Frankfurt	Germany	1,669	900
13	Paris	France	2,438	1,148	38	Edinburgh	United Kingdom	1,571	857
14	Cambridge	United Kingdom	1,939	1,139	39	Espoo	Finland	1,443	856
15	Stockholm	Sweden	1,893	1,135	40	Madrid	Spain	1,573	854
16	Munich	Germany	2,197	1,104	41	Hamburg	Germany	1,800	853
17	Basel	Switzerland	2,185	1,096	42	Stuttgart	Germany	1,465	848
18	Bergen	Norway	1,663	1,087	43	Leiden	Netherlands	1,390	845
19	Brighon	United Kingdom	1,901	1,083	44	Birmingham	United Kingdom	1,459	827
20	Utrecht	Netherlands	1,809	1,063	45	Bournemouth	United Kingdom	1,510	826
21	Trondheim	Norway	1,717	1,047	46	Vienna	Austria	1,625	820
22	Cork	Ireland	1,698	1,031	47	Göteborg	Sweden	1,374	819
23	Rotterdam	Netherlands	1,653	1,028	48	Berlin	Germany	1,550	814
24	Stavanger	Norway	1,681	984	49	Brussels	Belgium	1,378	813
25	Milan	Italy	2,012	977	50	Manchester	United Kingdom	1,456	811

Source: Numbeo. Query conducted in September 2018.

Rental price of prime logistics land, 2018

Ranking	Urban area	Country	Rental logistics land (\$/m²/year)	Ranking	Urban area	Country	Rental logistics land (\$/m²/year)
1	Hong Kong	Hong Kong	433.6	26	Seattle	United States	81.4
2	London	United Kingdom	240.6	27	Guangzhou	China	81.3
3	Tokyo	Japan	214.8	28	Suzhou	China	81.3
4	Shanghai	China	113.1	29	South Florida	United States	80.6
5	Stockholm	Sweden	110.8	30	Rotterdam	Netherlands	80.2
6	Singapore	Singapore	109.4	31	Paris	France	80.2
7	Oakland	United States	107.2	32	Düsseldorf / Cologne	Germany	79.9
8	Beijing	China	105.3	33	Madrid	Spain	77.7
9	Munich	Germany	103.5	34	Perth	Australia	74.2
10	Sydney	Australia	103.4	35	Budapest	Hungary	73.9
11	Midlands	United Kingdom	101.8	36	Prague	Czech Republic	71.8
12	Manchester / Liverpool	United Kingdom	101.8	37	Adelaide	Australia	71.7
13	Barcelona	Spain	99.9	38	Tilburg / Eindhoven / Venlo	Netherlands	70.9
14	Auckland	New Zealand	98.1	39	Amsterdam	Netherlands	70.3
15	Shenzhen	China	97.7	40	Moscow	Russia	70.0
16	Los Angeles / Orange County	United States	95.6	41	Berlin	Germany	68.8
17	Frankfurt	Germany	93.2	42	Hangzhou	China	68.1
18	Seoul	South Korea	92.8	43	Wuhan	China	67.9
19	Leeds / Sheffield	United Kingdom	90.5	44	Milan	Italy	67.8
20	New Jersey	United States	88.9	45	Santiago de Chile	Chile	67.3
21	Brisbane	Australia	87.6	46	Calgary	Canada	66.7
22	Hamburg	Germany	85.8	47	Ningbo	China	65.7
23	Canberra	Australia	83.7	48	Melbourne	Australia	64.8
24	Buenos Aires	Argentina	81.8	49	Chongqing	China	63.7
25	Vancouver	Canada	81.4	50	Chengdu	China	63.1

Source: 2018 Global Industrial & Logistics Prime Rents. CBRE, July 2018 (Data for the first quarter of 2018).

9. Quality of life and sustainability



- Barcelona and its Mediterranean city model helps develop a sustainable mobility system. The city ranks high in prestigious sustainability indices.
- Key factors such as public space, security, and public transport, together with architecture, climate, cultural and culinary offering make the city very attractive
- The city scored well in terms of safety, networked city at exposure to sports: #7 in sports, #13 in safety #13 networked city.

Barcelona, entre las diez mejores ciudades del mundo, según el ranking Best Cities

La capital catalana se sitúa tras Dubai y por delante de San Francisco



Estudio Best Cities

CULTURE AND EDUCATION

Cultural and educational offer, 2017	
Public libraries (number and users in millions)	40 / 6.3
Museums, collections, exhibition centres and spaces of architectural interest (number and users in millions)	54 / 27,6
Theatre, music and cinema audience (millions)	9.7
Public sports facilities (number and members in thousands)	1,890 / 190.1
Pre-school, primary and secondary schools	852
Foreign schools in the Barcelona area	40

Source: Institute of Culture and Department of Statistics of Barcelona City Council

Theatre, music and cinema audience		
9,693,288 Audience		
6,153,031 Films	2,448,261 Theatres and performing arts spaces	1,091,996 Large auditoriums

Source: Institute of Culture and Department of Statistics of Barcelona City Council

UNESCO heritage sites in Barcelona	
Palau de la Música Catalana	
Hospital de Sant Pau	
Parc Güell	
Palau Güell	
Casa Milà	
Casa Vicens	
The Nativity façade and the crypt of the Sagrada Família	
Casa Batlló	
Crypt of the Colònia Güell	

Source: UNESCO

SUSTAINABLE MOBILITY

Modes of transport for internal travel in Barcelona, 2017 (% s/ total)		
50.4% On foot and by bicycle	34.2% Public transport	15.3% Private transport

Source: Working Day Mobility Survey 2017. Metropolitan Transport Authority (ATM)

Bicing	
	2015
Bike lanes	120 km
Bicing users	95,168
	2016
Bike lanes	126.2 km
Bicing users	102,353

Source: Director of mobility Services, Barcelona City Council

10. International positioning and reputation



- Barcelona continues to be well positioned from an international and European perspective. It is seen as an advanced, competitive and reputable city, which offers longstanding assets like high quality of life, culture, health, and its attractiveness for tourism.
- It also has a growing potential to attract investment and talent, particularly in the area of technology companies and the digital economy

Cities in the world with best reputations. 2017

Position	City	Index
1	Sydney	82.3
2	Copenhagen	81.5
3	Vienna	79.8
4	Stockholm	79.6
5	Vancouver	79.2
6	London	79.2
7	Melbourne	79.0
8	Barcelona	79.0
9	Milan	78.7
10	Toronto	78.6
11	Amsterdam	78.3
12	Tokyo	78.3
13	Rome	78.1
14	Montreal	78.0
15	Edinburgh	77.8
16	Helsinki	77.7
17	Dublin	77.6
18	Venice	77.5
19	Zurich	77.4
20	Munich	77.2
21	Madrid	77.0
22	San Francisco	76.3
23	New York	76.1
24	Paris	75.7
25	Prague	75.6
26	Frankfurt	74.9
27	Seattle	74.6
28	Orlando	74.5
29	Berlin	74.2
30	Brussels	73.7

Note: The Index takes a value between 0 and 100.

Source: 2017 City RepTrak, Reputation Institute

	FDI Cities and Regions of the Future 2018/19 1 st European city for strategy for promoting and attracting foreign investment 2 nd European city with best future prospects 2018/19
	Global Cities Investment Monitor, KPMG, 2018 9 th city in the world in foreign investment projects, 2017
	Decoding Global Talent, 2018 4 th most attractive city to work in for global talent
	Mori Global Power City Index, 2018 11 th European city for global competitiveness 24 th in the world for global competitiveness
	City Rep Trak, 2018 15 th city in the world with best reputation
	Innovation Cities Index 2018 8 th European city for innovation 30 th city in the world for innovation
	Digital City Index 2017 2 nd European city
	The State of European Tech 2017 3 rd preferred city in Europe for initiating a start-up in 2017
	Networked Society City Index 2016 13 th city in the world for technological maturity for social cohesion and sustainable development
	ICCA, 2017 1 st city in the world for organising international meetings 2017 1 st city in the world for participants at international meetings 2017
	European Cities Marketing Benchmarking Report, 2016/17 5 th for overnight stays for international tourists
	Travellers' choice. Trip Advisor, 2017 6 th city among the 25 principal tourist destinations in the world
	The Global Language Monitor, 2017 3 rd world fashion capital
	World-wide cost of living survey. Mercer Human Resource Consulting, 2018 79 th city in the world for cost of living

Why Barcelona



Strategic location and market potential

- Strategic location: the capital of the Mediterranean sea.
- Market potential: Barcelona metropolitan area with circa 5M people, is the gate way to Southern Europe.
- Good international connections by sea, air and roads.
- Solid Infrastructure.
- Unique quality of life.

Competitiveness in costs

- Average salary level is in the lower to mid range among the most developed cities.
- Office and industrial rental prices are competitive, compared to other European cities.
- Housing is still cheaper than main European capitals.

Well positioned to generate and attract talent

- High quality education system with internationally ranked business schools: IESE and ESADE.
- The city is a talent magnet for internationals. 18.5% of the population are foreigners. The international talent attracted by the high quality standards and the interesting job offers, reinforced by the growing digital and tech ecosystem.

Tech, Digital and Knowledge Focus

- Diversified economy and traditionally very entrepreneurial.
- Growing startup hub: with 1,100 tech startups as the 5th European startup hub. In tech entrepreneurship, Barcelona is the 3rd most attractive city to set up a startup, after Berlin and London.

Sources:

- Observatori Barcelona 2018 Report
- Barcelona Data Sheet 2018
- Cushman & Wakefield Data
- GDP Data Source: Oxford Economics
- Global Cities Investment Monitor 2018, KPMG
- Networked Society City Index 2016, Ericsson AB
- International Congress and Convention Association (ICCA)
- 2thinknow Innovation Cities™ Index 2018
- The State of European Tech 2017
- Financial Times, Global MBA Ranking 2018
- Global Entrepreneurship Monitor (GEM), Executive brief for Catalonia 2017-18
- The Safe Cities Index 2017. The Economist Intelligence Unit
- FDI Cities and Regions of the Future 2018/19

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