



MEMORIA 2021

extenda

ANDALUCÍA EXPORTACIÓN
E INVERSIÓN EXTRANJERA



Junta de Andalucía
Consejería de la Presidencia,
Administración Pública e Interior

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Introduction

EXTENDA CHIEF EXECUTIVE OFFICER,

Arturo Bernal Bergua



EXTENDA ANNUAL REPORT 2021

2021 was the second year of the pandemic, the year in which humanity's efforts to combat it began to yield its first results in the form of vaccines which started to make the effects of the disease tolerable for people. With these first lights, normality emerged, and with it, the reactivation of the economy. And what was first resistance became resilience.

Throughout this tough context, which put us all to the test, the Andalusian foreign sector once again demonstrated the solidity of its foundations and its capacity not only to recover the previous activity, but also to reach its best records.

The 2021 financial year closed with an all-time record for Andalusian exports, at 34,552 million euros, which not only represents 24.2% over 2020, but also 7.3% more than in 2018, the previous best record. A record also in the weight that exports represent in Andalusia's wealth, reaching 20.3% of the regional GDP, which is 2.5% more than in 2020 and 0.9 points more than in 2018, the previous record. All of this, moreover, has been achieved with a surplus of the Andalusian trade balance of 1,358 million euros, which serves to mitigate Spain's deficit, of 26,178 million.

Thus, in 2021 Andalusia was the fastest-growing of the top 10 Spanish exporting regions; the third largest contributor to Spain's growth (2.6%) and the third in sales with 10.9%

of the total (316,609 million), only surpassed by the Community of Madrid, second exporter and first in growth, with 36.3% more, and by Catalonia, first exporter, but fifth in growth, with 21.5%.

Growth in Andalusia was three points higher than the Spanish average of 21.2%, and around 10 points higher than the average for the European Union, the Eurozone and the major European economies, such as Germany (13.9%), France (15.2%) and the United Kingdom (9.4%).

The chief characters of these good results have been the exporting companies, whose number also reached an all-time record in 2021, up to 28,641, which is 28.5% more than in 2020 and 18.8% more than in 2018, the previous record year. Of these, one in five, 5,567 companies, reached the category of regular exporters, having sold abroad for at least four consecutive years, although their number fell by 3.6% compared to 2020, a year in which, despite the pandemic, they had managed to maintain their record.

Exporting companies not only generated wealth, but also increased employment linked to internationalisation by 14.2%, with 47,767 more jobs linked to their activity abroad than in 2020, and 9.7% more than in 2018 (33,900 more jobs), the previous best

record, to complete the current figure of 383,824 jobs, of which 224,052 are direct jobs and 159,772 indirect jobs.

The good figures for Andalusia's foreign trade in 2021 also correspond to historic figures in terms of attracting foreign investment, the second variable of internationalisation, which shows the confidence generated by the Andalusian economy.

In 2021, Andalusia achieved the best annual record in foreign investment since 2010, with 965 million euros and an increase of +23% over 2020 (+180 million euros), compared to the 17.7% drop in Spain (-4,335 million), which places Andalusia as the fourth community in the national ranking.

These results have been achieved while also overcoming other adverse circumstances, such as the United Kingdom's exit from the European Union, which finally took place on 1 January 2021. Yet another test that Andalusian companies passed with flying colours, with a 14.2% increase in exports to this country, which remains the fifth largest destination for Andalusian exports. On this occasion, we were also caught with our 'homework

done', and in 2021 we kept active the measures included in the Brexit advisory programme, launched in 2020 to adapt all of us to the new reality.

It has therefore been a complicated year in which internationalisation has once again proved to be the driving force behind the Andalusian economy. An engine on which Extenda—as an entity of the Regional Ministry of the Presidency, Public Administration and the Interior—is working to ensure that it is always ready, both to cover short distances in response to adverse circumstances such as the pandemic or Brexit, and to face the long journey that will allow us to make a new quality leap in this decade.

If in 2020 we focused above all on the former, with measures such as the Plan Activa Internacional, in 2021 a new document came out with which we want to reach a new destination in 2027, the Strategy for the Internationalisation of the Andalusian Economy (EIEA) 2021-2027, which was approved by the Governing Council of the Regional Government of Andalusia on 29 June. Its initial budget of 618 million euros is more than double the investment of the previous plan and gives an idea of the extent to which this government considers policies to support

internationalisation to be a priority.

EIEA 21-27 is configured as the global roadmap to reactivate the internationalisation of Andalusian companies and the Andalusian economy after the pandemic, and to take a new leap abroad in terms of foreign trade, by strengthening the position of Andalusian companies in the international market, and in terms of attracting foreign investment.

The EIEA 21-27 is the result of intensive work carried out within the Andalusian Government, led by the General Secretariat for Foreign Action of the Regional Ministry of the Presidency, Public Administration and the Interior, with Extenda playing a coordinating role. The role of the Regional Ministry of Economic Transformation, Industry, Knowledge and Universities has also been of great importance, as well as that of the other regional ministries with responsibilities in this area. It also had the participation of the economic and social agents: the CEA and the trade unions UGT Andalucía and CC.OO. Andalucía, as well as the Andalusian Council of Chambers of Commerce of Andalusia.

The EIEA 21-27 marks the difference with previous plans by addressing new problems, for which it implements specific and differentiated strategies. In this way, 19 measures are activated, through which a total of 110 different actions will be developed, divided among its six main strategic axes. These measures include those aimed at overcoming the global economic situation, opening up new markets, attracting foreign investment, and providing quality services from the public administration.

In addition to the year of the EIEA, 2021 has been the year of the reactivation of part of the face-to-face activity in Extenda, that is, of many actions that in 2020 we had to carry out in online mode, although still with the strictness and restrictions imposed by the pandemic.

Even so, we closed the year with record activity on the part of Extenda: 1,647 actions that generated 12,401 participations from 4,095 Andalusian and 5,353 foreign companies. An activity that is 30% higher than planned and whose details are reproduced in these pages.

Many of these actions continued to be carried out in

online format, due to access restrictions in many countries, but in many others we were able to return to face-to-face activity, a commitment we made especially in those of the utmost importance that we organised entirely from Extenda. These are strategic actions in our programming, such as Aerospace & Defence Meetings-ADM Seville 2021, which had a mixed face-to-face-online format that allowed it to remain active and resume its face-to-face format in 2022; or Extenda Global, the annual meeting of Andalusian companies with our Foreign Network, which we were able to hold in November in 100% face-to-face mode, with the participation of 1,500 professionals from 740 companies.

We also had the pleasure of celebrating with the public the Alas Awards ceremony, which at the end of the year put the finishing touch and the well-deserved recognition to the Andalusian companies in this difficult situation. Precisely for this reason, what was its fifteenth edition had a new and well-deserved category, 'Covid 19 Overcoming', with which we wanted to recognise the role of all those Andalusian companies that, when society most needed the effort of

all, gave the best of themselves to help overcome the pandemic. A category that we never want to repeat again. It will undoubtedly be a sign that we have left behind a pandemic that has caused a lot of pain in society, but from which, I am convinced, our foreign sector will emerge stronger than ever.

15
PREMIOS
ALAS

01.
Overview



01.

Overview

- Extenda - Empresa Pública Andaluza de Promoción Exterior, S.A. is a public company of the Regional Government of Andalusia, whose capital is participated by the Andalusian Chambers of Commerce, and which is attached to the Ministry of the Presidency, Public Administration and Interior.
- Extenda, as an instrument of the Andalusian Government for the implementation of its internationalisation policy and in agreement with the different institutions and economic and social agents, has as its primary mission to work to support Andalusian companies in their internationalisation process, offering the necessary services for export and establishment in other countries and facilitating the promotion of foreign investment and the attraction of foreign investment.
- Extenda promotes growth and provides a differential value for the launch, development and growth of Andalusian companies in their international business, taking advantage of the benefits generated through efficient internal operations processes and continuous improvement based on digitally-based business intelligence methods and the development of a culture of competence, people and results oriented.
- The equity capital of Extenda is 301,467.67 € represented by 228 shares, of which 200 (87.72%) are owned by the Regional Government of Andalusia through its Directorate General of Assets, while the remaining 28 (12.28%) are divided among 12 of the 14 existing Official Chambers of Commerce, Industry, Services and Navigation in Andalusia.
- The Chambers of Commerce are currently represented on the Board of Directors by two representatives, the President and the Vice-President of the Andalusian Council of Chambers of Commerce, Industry, Services and Navigation.
- Also present on the Board of Directors are the different departments of the Andalusian Regional Government which, due to their competencies, are more closely related to the foreign promotion of companies, as well as a representative of the Andalusian Confederation of Employers (CEA).
- Finally, reciprocally to the presence of the Andalusian Autonomous Community on the Board of Directors of

‘ICEX - Spain Export and Investment’, a representative of this organisation sits on the Board of Directors of Extenda.

Members of the Board at the end of the 2021 financial year

- **Elías Bendodo Benasayag**, Regional Minister of the Presidency, Public Administration and the Interior and Chairman of the **Board of Directors**.
- **Carlos Arturo Bernal Bergua**, Chief Executive Officer.
- **Antonio Sanz Cabello**, Deputy Regional Minister of the Presidency, Public Administration and the Interior.
- **Lorena García de Izarra**, Deputy Regional Minister for Economic Transformation, Industry, Knowledge and Universities.
- **José Enrique Millo Rocher**, Secretary General for External Action of the Regional Ministry of the Presidency, Public Administration and the Interior.
- **Vicente Pérez García de Prado**, Secretary General for Agriculture, Livestock and Food of the Regional Ministry of Agriculture, Livestock, Fisheries and Sustainable Development.
- **Javier Sánchez Rojas**, President of the **Andalusian Council of Chambers of Commerce, Industry, Services and Navigation**.
- **Antonio Díaz Córdoba**, Vice President of the Andalusian

Council of Chambers of Commerce, Industry, Services and Navigation.

- **Luis Fernández Palacios González de Castejón**, Secretary General of the Andalusian Confederation of Employers.
- **Francisco Javier Serra Guevara**, Director General of Institutional Cooperation and Coordination of ICEX - Spain Export and Investment.

Secretary non-member of the Board

- **Matilde Fuertes Fuster**, Extenda's legal and contracting advisor, Secretary to the Board of Directors.

The Board of Directors held 5 meetings during 2021:

On 29 March 2021, in accordance with the Agenda of the meeting, the following matters were dealt with:

- Presentation of the Annual Accounts, the Management Report and the Proposed Distribution of Profit for the financial year 2020, for the purposes set out in Article 253 of Royal Legislative Decree 1/2010, of 2 July, approving the Consolidated Text of the Capital Companies Act.

- Activity Report 2020.
- Report on compliance with objectives in 2020 and approval of the proposal for the settlement of the incentive corresponding to such financial year.
- Report of the Chief Executive Officer on the Master Plan, Programming and Budgets for 2021.
- Approval of the new Resolution regulating the variable incentive as a concept of remuneration for productivity in the fulfilment of objectives for the financial year 2021.
- Granting of powers of attorney.
- Call for the Ordinary General Meeting.
- Requests and questions.
- Reading and approval, if appropriate, of the Minutes of the Board of Directors. Minutes of the Board of Directors.

On 26 May 2021, following the Agenda, the following matters were dealt with:

- Restatement of the Annual Accounts, the Management Report and the Proposed Distribution of Profit for the financial year 2020, for the purposes set out in Article 253 of Royal Legislative Decree 1/2010, of 2 July, approving the Consolidated Text of the Capital Companies Act.
- Approval of the Bases of the Alas 2021 Awards. 3º)
- Call for the Ordinary General Meeting.
- Requests and questions.
- Reading and approval, if appropriate, of the Minutes of the Board of Directors.

On 27 September 2021, following the Agenda, the following matters were dealt with:

- Report on the management of Extenda in the first half of 2021.
- Report on the progress of the creation process of the TRADE Agency and upcoming milestones affecting Extenda.

- Call for an Extraordinary General Meeting.

- Requests and questions.

- Reading and approval, if applicable, of the Minutes of the Board of Directors.

October 2021, Board held in writing and without a meeting, which included a single point:

- Approval of Extenda's PAIF 2022

On 1 December 2021, following the Agenda, the following matters were dealt with:

- Formulation of the project for the global transfer of assets and liabilities of the company in favour of the Business Agency for 'Economic Transformation and Development' (TRADE).

- Approval of the report justifying the project for the global transfer of assets and liabilities of the company in favour of the Business Agency for 'Economic Transformation and Development' (TRADE).

- Information on the Resolution of modification of the 2021 funding transfers.

- Report on the management of Extenda as of 30 September 2021.

- Requests and questions.

- Reading and approval, if applicable, of the Minutes of the Board of Directors.

At the end of the 2021 financial year, Extenda's Directive Council was made up of the following members:

CHIEF EXECUTIVE OFFICER: Carlos Arturo Bernal Bergua.

DIRECTOR OF CONSULTANCY AND ANDALUSIA NETWORK AREA: Juan Cruzado Candau.

DIRECTOR OF THE AREA OF PROMOTION, MARKET DEVELOPMENT AND FOREIGN NETWORK: María Lara Quinlan.

HEAD OF CORPORATE SERVICES DIVISION: Araceli Sánchez-Laulhé Ollero.

HEAD OF COMMUNICATIONS DIVISION: Gonzalo Alonso Escacena.

HEAD OF OPERATIONS, INTELLIGENCE AND DIGITAL TRANSFORMATION DIVISION: Áurea Pérez López.

COORDINATOR OF THE EXTENDA GENERAL MANAGEMENT: Antonio Sánchez Romero.

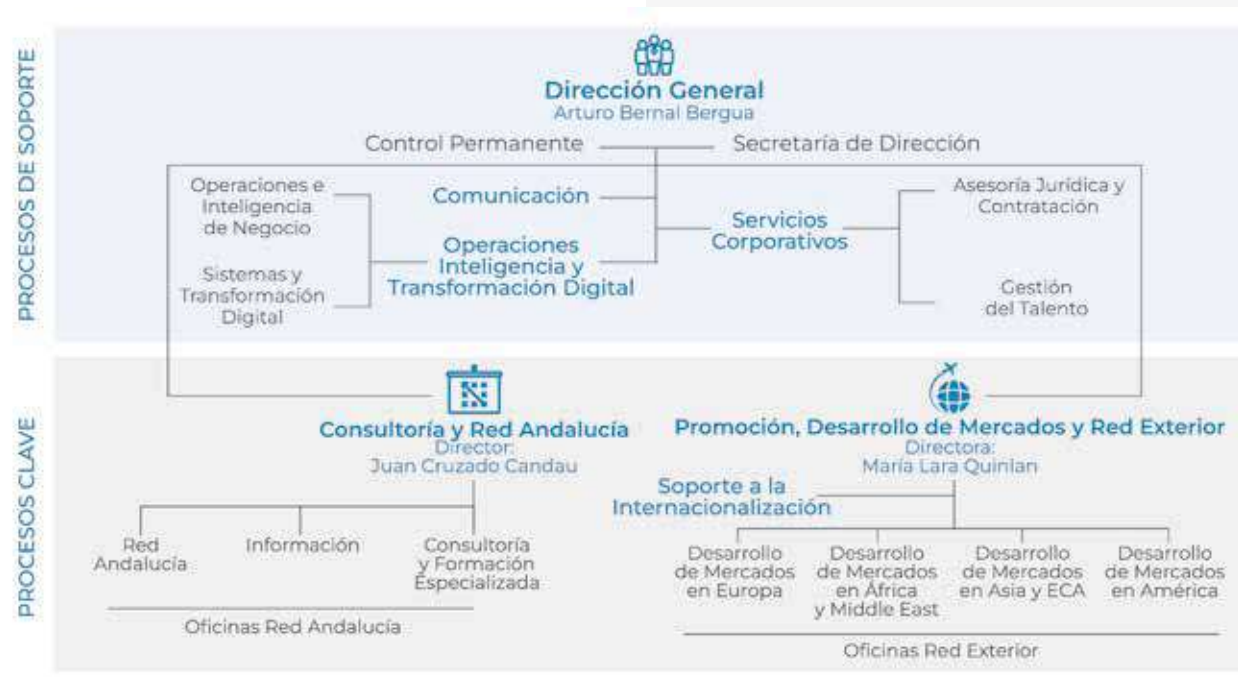


FIGURE 1: ORGANISATIONAL CHART OF EXTENDA 2021

Our headquarters:

SEVILLE HEADQUARTERS

Calle Marie Curie, 5

Isla de la Cartuja

41092 Seville

HEADQUARTERS ALGECIRAS - ITI CÁDIZ

Paseo de la Cornisa, s/n

11204 Algeciras, Cádiz

HEADQUARTERS LA LÍNEA DE LA CONCEPCIÓN(BREXIT PLAN)

Avenida del Ejército, s/n

11300 La Línea de la Concepción, Cádiz

Extenda's Foreign Network provides services in 62 different countries around the world through 37 offices.

EUROPE: Offices in Poland, Belgium (with services in the Netherlands and Luxembourg), United Kingdom (serving Ireland), Germany, Italy and France; and Branches in the Czech Republic (serving Slovakia, Austria, Slovenia, Switzerland, Hungary and Romania) and Portugal.

AMERICAS: Offices in the United States (with offices in Miami, Los Angeles and New York), Canada, Mexico and Brazil; and Branches in Panama (serving Costa Rica and the Dominican Republic), Peru (serving Ecuador), Colombia and Chile.

ASIA and EECA: Offices in Japan, China and Russia (serving Belarus); and Branches in Vietnam (serving Indonesia, Philippines, Singapore, Thailand and Malaysia), South Korea, Kazakhstan (serving Uzbekistan, Turkmenistan, Azerbaijan, Kyrgyzstan, Tajikistan) and India.

AFRICA and Middle East: Offices in Morocco and United Arab Emirates (serving Saudi Arabia, Qatar, Oman, Kuwait) and Branches in Turkey, Iran, Algeria, South Africa, Nigeria, Angola, Ghana, Ivory Coast, Kenya and Senegal.

RED EXTERIOR DE EXTENDA

Apoyo en destino en 62 países





02.

**Mission,
vision and
values**

02. Mission, Vision and Values

MISSION

Every international achievement of each of our companies is the satisfaction of the EXTENDA team: We drive growth and provide differential value for the launch, development and growth of Andalusian companies in their international business, taking advantage of the benefits we generate through efficient internal operations processes and continuous improvement; with a business approach based on expert consultancy and promotion in target markets, all supported by digitally-based business intelligence processes, transparency in management and the development of a culture of competence that is co-responsibly oriented towards people and results.

VISION

We will take Andalusia to the world through the best company:

We strive to be the benchmark for Andalusian companies in the development of their international business.

We are committed to being the best place to work, where our people are inspired to give, and to make others give

their best, enhancing the pride of belonging.

We focus on achieving the best, effective and efficient execution of the budget that the Andalusian Administration puts in our hands for the fulfilment of our public business purposes.

VALUES

Each one of us is EXTENDA. In everything we do, we do EXTENDA.

- **Integrity:** We are honest. We think, decide and act firmly and correctly, seeking the general interest in the fulfilment of our public corporate mission.
- **Quality. Excellence. Continuous improvement:** We are demanding in our work and ambitious in our objectives. What we do, we do well. Quality is a personal commitment and starts with the detail. Processes are re-evaluated under a culture of continuous improvement. Everything can be improved.

MISSION



VISION



VALUES



- **Empathy:** Extenda is a collective challenge and, as such, the people who make it possible are willing to enrich each other with new ideas, points of view and opportunities. The team is an opportunity to share and improve. We are committed to fostering collective talent.
- **Commitment:** We think and act as owners of the Company. We make our clients' objectives our own and we get involved in achieving them. The people who make up Extenda are convinced that through a culture of commitment we grow as an organisation, fostering innovation, modernisation, transparency, promoting self-management of time and inspiring continuous improvement.
- **Leadership:** We are leaders in our respective fields of action. We are proactive and inspire Andalusian companies to grow.
- **Innovation:** We change, evolve, propose and do things differently, because we expect different results. We offer new services and more efficient processes to provide them.
- **Transparency:** The company and the people who make it up act with transparency and mutual trust. Trust is the basis of our internal and external relations.

MISSION



VISION



VALUES



15
PREMIOS
ALAS

03.

Strategic lines master plan



03. Strategic Lines Master Plan

To ensure efficient and responsible management of the public resources that the Regional Government of Andalusia makes available to Extenda to support the internationalisation process of Andalusian companies.

To increase the export base as a factor to raise the degree of internationalisation of the Andalusian economy and its weight in the GDP of the Autonomous Community.

To meet the expectations of the user companies of Extenda's services through services of excellence that provide real added value to those companies that rely on Extenda to boost their international projection.

To standardise process re-engineering and continuous improvement as part of the company's operations in order to make Extenda a truly effective and efficient organisation, capable of making real quantitative and qualitative progress in its activity through the optimisation of resources.

EUR 17.9 million spent on business support services for internationalisation.

771 new companies registered in the database

911 new companies started using Extenda services.

1,647 actions developed in the 6 axes of the Internationalisation Strategy EIEA 2021-2027

Average rating by companies of 4.35 out of 5

Management by processes has been defined:
5 strategic processes
7 key processes
3 support processes
3 monitoring and control processes
50 continuous improvements approved



To digitally transform the company, as a critical objective in order to move towards an organisational model that operates with cutting-edge technical standards both in its internal processes and in the way it interacts with the recipients of its services and its suppliers.

To generate and consolidate a Business Intelligence system that becomes key and differential factor to make Extenda a benchmark in the production of valuable information that can generate competitive advantages for the Andalusian foreign sector.

To make Extenda an excellent place to work, where its team can develop its full professional potential in optimum conditions and foster the values of integrity, continuous improvement, empathy, commitment, leadership, innovation and transparency, emphasising pride in belonging to the organisation.

100% of services provided both virtually and face-to-face

Services to companies for Digital Transformation

- Extenda Market Monitor
- Detection of Business Opportunities
- Business Intelligence Service
- Contact with more than 5,000 foreign companies
- Development of internal analysis tools

Tool roll-out:

- Work environment
- Performance evaluation



03.2. Strategic lines master plan.

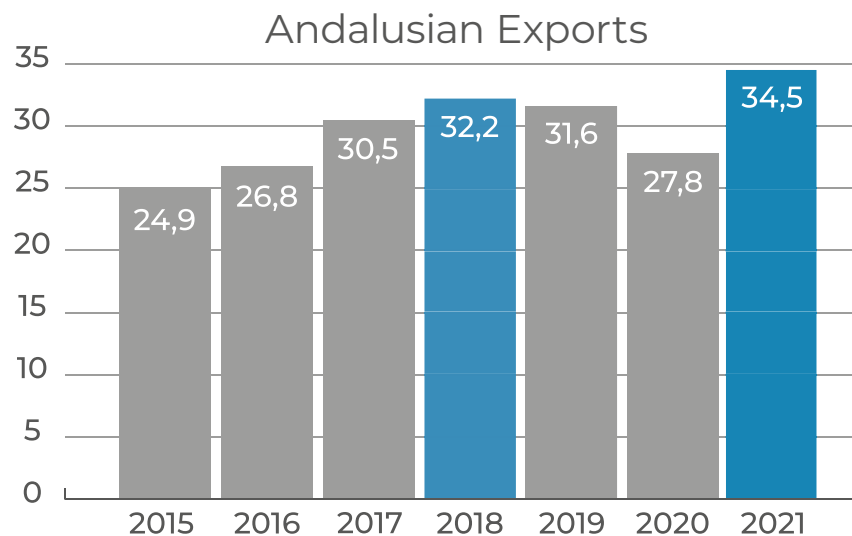


04.

Récord de
exportaciones

04. Record Exports

Andalusia closed 2021 with the **best export record in its history** since comparable data has been available (1995), EUR 34,552 million, which represents a year-on-year growth of 24.2%, up to 3 points above the national average increase, which stood at 21.2%. Imports amounted to EUR 33,194 million, an increase of 34.5%, resulting in a surplus of EUR 1,358 million in the Andalusian foreign trade balance, compared with a deficit for Spain as a whole.



04.1 Andalusian exports.

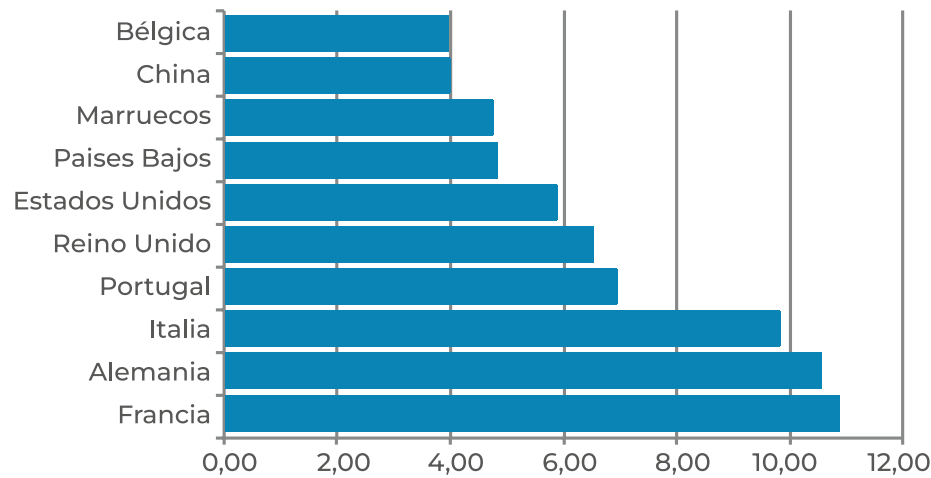
The areas that suffered most in 2020 due to the paralysis caused by the pandemic have resumed their momentum with greater strength, such as copper, foundry, chemical products and minerals, in addition to energy. At the same time, the agri-food sector, which continued to grow even in 2020, has still not reached its peak, with sales rising by 10% to EUR 12,385 million, including olive oil, Andalusia's leading product in terms of sales, which recorded a 17.4% increase to EUR 2,643 million.



04.2 Andalusian exports record.

EXPORTS TO 205 CUSTOMS COUNTRIES

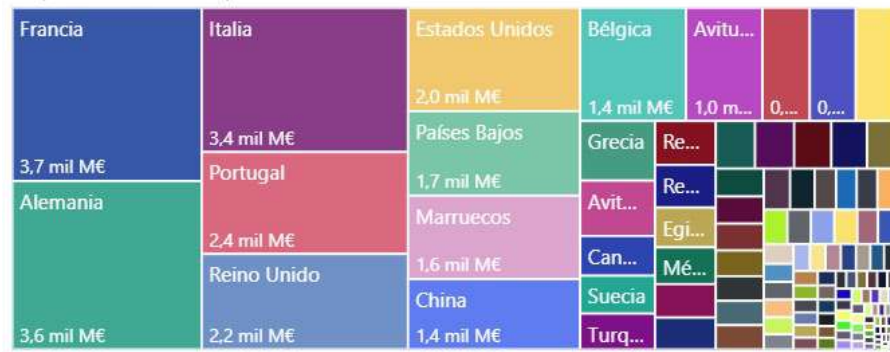
Export weight by country



04.3 Export weight by country

Exports are growing strongly not only in their natural market, Europe, where they are up 22% to EUR 23,399 million, but even more so in the continental destinations that provide diversification to the foreign sector: America, with a 25.3% increase in exports to EUR 3,665 million; Asia, with a 32% increase to EUR 3,610 million; and Africa, with a 24.4% increase to EUR 2,704 million.

Exportación a 205 países aduaneros



04.4 Exports to 205 customs countries

In this sense, sales in the foreign sector recorded significant growth in its top ten international markets, nine of them in double digits, gaining ground and diversification in some of the main non-EU world destinations, such as the United States, China and Morocco. With regard to the performance of the new non-EU market, the United Kingdom, this recorded a significant increase of 14.2% to become Andalusia's fifth destination, with EUR 2,246 million, 6.5% of the total.

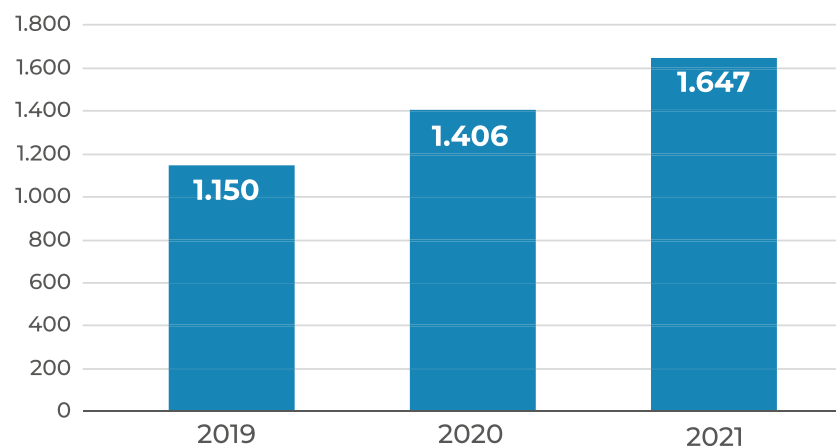


05.
**Management
report**

05. Management report

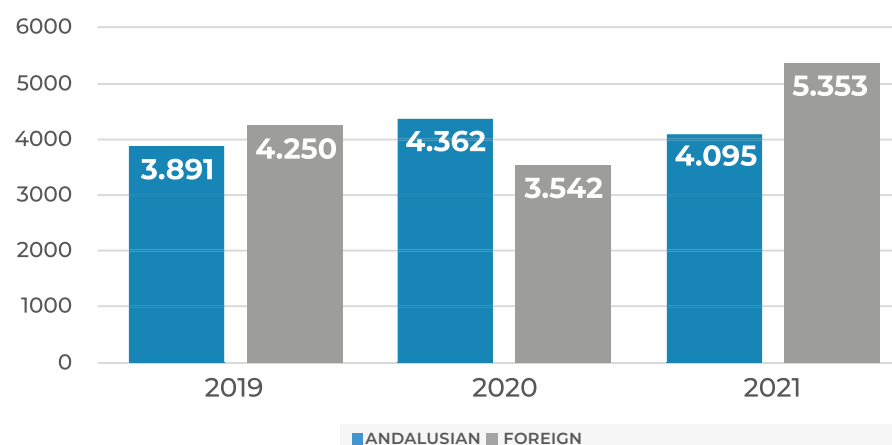
PERFORMANCE FIGURES

NO. ACTIONS CARRIED



05.1 NO. actions carried.

NO. PARTICIPATING COMPANIES



05.2 NO. participating companies.

During 2021, **a total of 1,647 actions were carried out** (30% more than planned), generating **12,401 participations** (80% more than planned). Taking into account the companies that made information enquiries, this figure rises to 15,001 participations.

A total of 14,718 people used EXTENDA services during the year, 64% men and 36% women.

A total of **4,095 Andalusian companies** used Extenda's services, of which **911 participated for the first time**. As for **foreign companies**, 5,353 companies participated, interested in Andalusian goods and services.

The substantial increase in the participation of foreign companies shows how the market approach has intensified the work of identifying foreign contacts of interest to Andalusian companies.

05. Management report

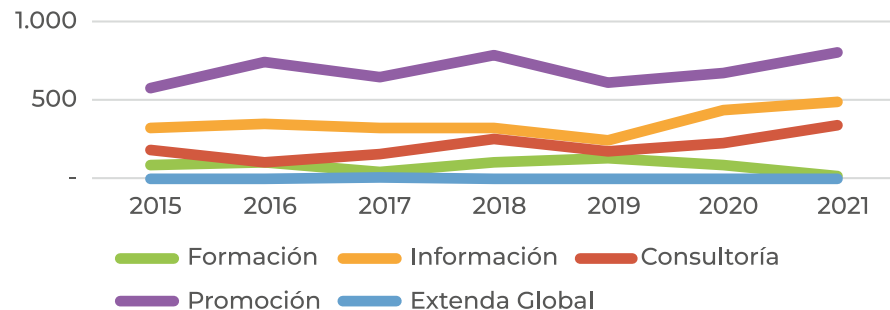
By field of activity, **Promotion** stands out with 49% of the total shares and 29% of the participations, followed by Information with 30% of the shares and 60% of the participations.

ACTIVITY BY FIELD OF BUSINESS SUPPORT				
	ACTIONS	PARTICIPATIONS	ANDALUSIAN COMPANIES	FOREIGN COMPANIES
TRAINING	14	551	488	-
INFORMATION	492	7.422	3.265	568
CONSULTANCY	335	370	261	-
PROMOTION	805	3.596	1.567	4.910
EXTENDA GLOBAL	1	462	462	-
TOTAL	1.647	12.401	4.095	5.353



05.1. Activity by field of business support.

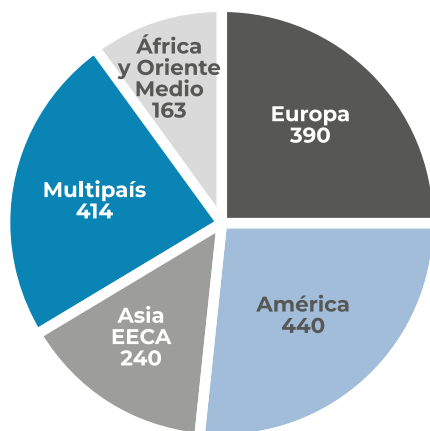
ACTIONS BY FIELD



05.3 Actions by field.

2021 was a **record year for Extenda's activity**. The main areas of action: promotion, information and consultancy have exceeded the figures of the last 7 years. The activity finally carried out was 30% more than initially planned. All of this is the result of a continuous adaptation to a changing environment, in which a special effort has been made to keep the Andalusian business sector informed, offering them personalised services and adapted promotional activity.

ACTIONS BY GEOGRAPHICAL AREA



05.4 Actions by geographical area.

ACTIONS BY GEOGRAPHICAL AREA

Multi-country / Americas

Africa and the Middle East / Europe / Asia-EECA

The Americas, with 440 actions, is the area with the greatest amount of activity in the total. It is followed by Europe, the main market for Andalusian exports with 390 actions, Asia-EECA with 240 and Africa and the Middle East with 163.

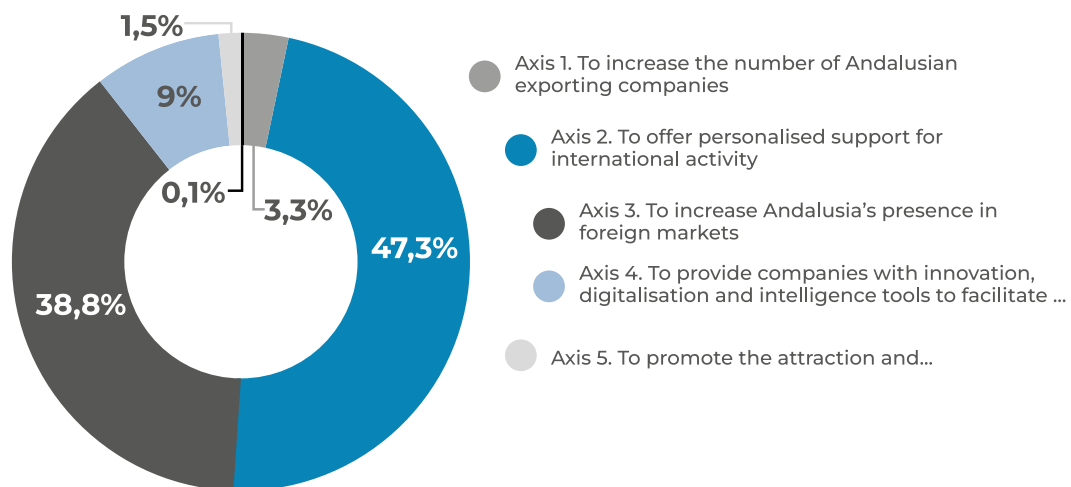
The multi-country group encompasses all those actions that, without having a defined market among their objectives, do contribute in a generic way to internationalisation in any of them.

Ranking by Services (Actions)



05.5 Ranking by services.

Extenda Activity EIEA 21-27



05.6 Extenda activity EIEA 21-27

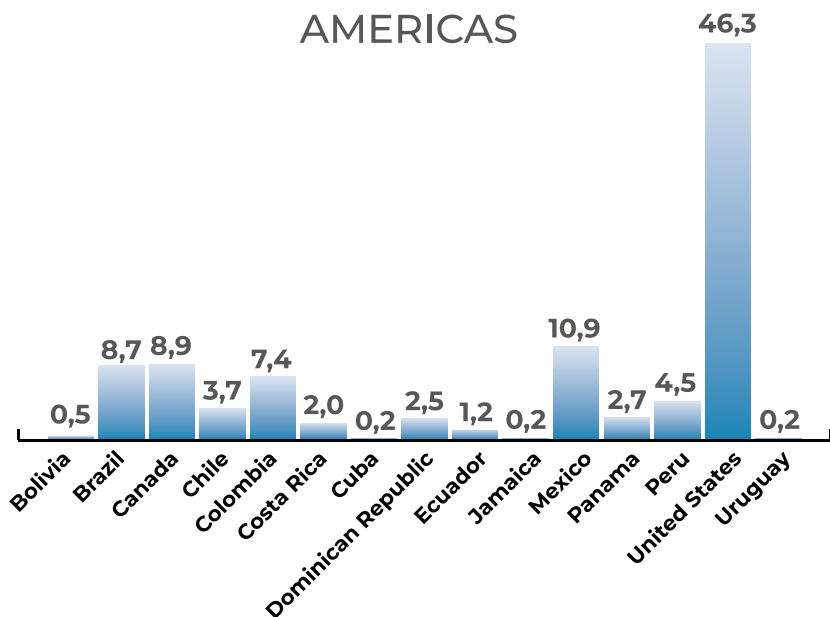
In a year in which mobility has been drastically reduced, companies have been able to participate in **Promotion** actions and contact foreign markets online. Thus, among the top ten services, mention should be made of the Individual Projects and Business Opportunities managed through the External Network.

In the field of **Consultancy**, the first positions in the ranking of services reflect the importance for companies of the Business Intelligence programmes on importers and competitors, Legal Advice and Consultancy to design a Digital Plan.

Extenda's activity since the beginning of the 2021 financial year has been based on the **Strategic framework defined in the Strategy for the Internationalisation of the Andalusian Economy 2021-2027 (EIEA 21-27)**, approved by the Governing Council on 29 June 2021, and has therefore developed its actions in accordance with the axes and measures established therein.

Extenda's actions have been carried out in the 6 axes of the EIEA 21-27, with an outstanding activity in the first three, in terms of number of actions and participations achieved.

ACTIVITY BY GEOGRAPHICAL AREAS: AMERICAS



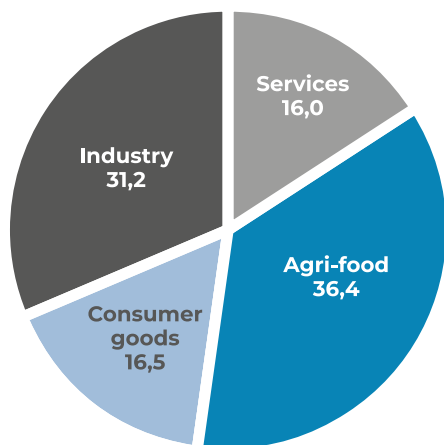
05.7 America's industry, services, consumer goods, agri-food.

RANKING BY SERVICES / AMERICAS



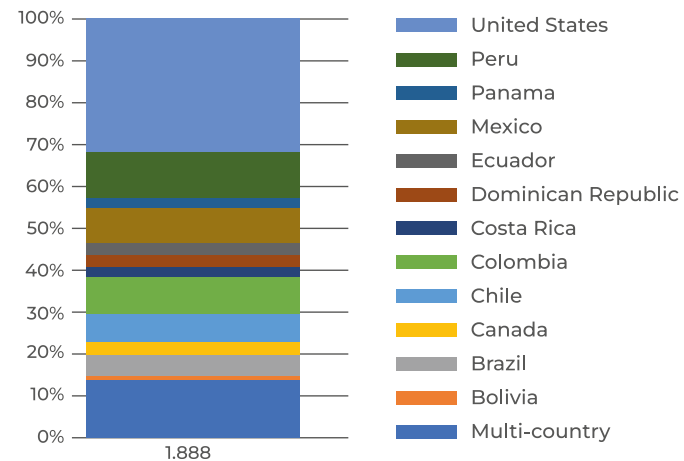
05.8 Ranking by services.

AMERICAS



05.9 Activity by macrosectors.

FOREIGN COMPANIES AMERICAS



Gráfica 05.10 Foreign companies americas.

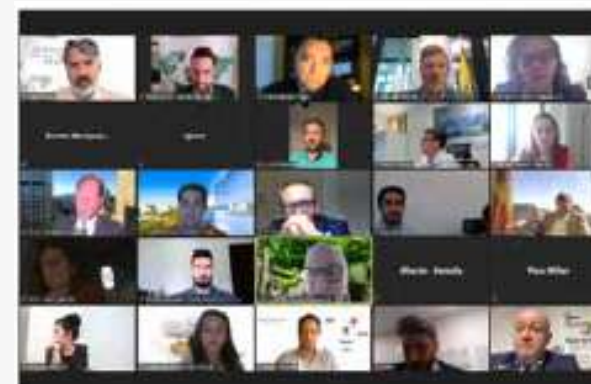
HIGHLIGHTS

NETWORK OF ANDALUSIAN COMPANIES IN THE UNITED STATES

On 5 March, from the three offices of the Foreign Network in Los Angeles, Miami and New York, an online networking day was held for Andalusian companies present in the US market, called “Network of Andalusian Companies in the United States”, with the aim of generating synergies and creating a support network for Andalusian companies already established in the country, and for those companies that want to enter this market, in order to promote cooperation that may arise between them and around their different experiences. Thirty-two Andalusian companies took part.


DIGITAL BUSINESS MEETINGS WITH LATIN AMERICA FOR THE ANDALUSIAN AGRICULTURAL AUXILIARY INDUSTRY

Between 8 October and 12 November four trade meetings were held with Latin America as a target market for twelve Andalusian companies from the agricultural ancillary industry, with the aim of strengthening their internationalisation in a strategic geographical area for the sector with great potential for growth. The purpose of these trade missions is to promote access for Andalusian products and services in the markets of Peru, Colombia, Chile and Brazil, as well as to reinforce the presence of those companies from the region that have already opened up to these countries, through direct contact with importers and distributors in the sector. Likewise, these meetings are the ideal framework for detecting business opportunities offered by these destinations to Andalusian firms of products and services linked to the agri-food sector; as well as to promote the transfer of knowledge about the development of the Andalusian agricultural sector in these territories.



 Network of Andalusian Companies in the United States.



 Digital business meeting with Latin America for the Andalusian agricultural auxiliary industry.

OVERVIEW OF PROMOTION ACTIONS IN THE AMERICAS

Annual Report 2021

05.Management report

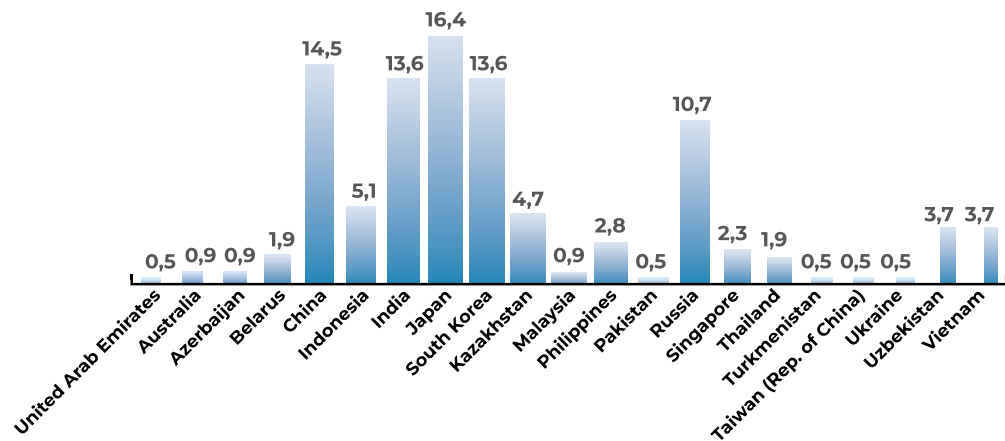
ACTION	SERVICE	SECTOR	MARKET	DATE
DM MULTILATERAL BOLIVIA	Direct Missions	No Sector (MULTISECTORAL)	Bolivia	24/09/2021
ELE PORTAL CAMPAIGN BRAZIL	Sector Campaigns	EDUCATIONAL SERVICES	Brazil	31/12/2021
DM ONLINE AGRI-FOOD BRAZIL	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Brazil	17/09/2021
DM AUX AGRICULTURAL IND BRAZIL	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Brazil	12/11/2021
RENEWABLE ENERGIES FORUM - BRAZIL	Direct Missions	ENERGY	Brazil	31/12/2021
DM ONLINE LOGISTICS BRAZIL	Direct Missions	LOGISTICS AND TRANSPORT	Brazil	18/06/2021
ELE PORTAL CAMPAIGN CANADA	Sector Campaigns	EDUCATIONAL SERVICES	Canada	31/12/2021
TRADE FAIR SIAL CANADA 2021	Grouped Trade Fairs	PROCESSED AGRI-FOOD PRODUCTS	Canada	23/09/2021
TRADE FAIR AEROMART MONTREAL 2021	Grouped Trade Fairs	AEROSPACE	Canada	28/10/2021
DIRECT MISSION FRUIT/VEGETABLES CANADA	Direct Missions	AGRICULTURAL PRODUCTS	Canada	18/06/2021
DM WINES CANADA	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Canada	05/11/2021
TRADE FAIR EXPOMIN CHILE 2021	Grouped Trade Fairs	No Sector (MULTISECTORAL)	Chile	29/10/2021
RENEWABLE ENERGIES FORUM - CHILE	Direct Missions	ENERGY	Chile	02/12/2021
DM AUX AGRICULTURAL IND CHILE	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Chile	29/10/2021
DM AGRI-FOOD CHILE	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Chile	02/07/2021
DM ONLINE INFRASTRUCTURES CHILE	Direct Missions	REAL ESTATE DEVELOPMENT AND CONSTRUCTION	Chile	03/12/2021
TRAINING IN GOURMET SHOPS IN COLOMBIA	Support to Importers/ Prescribers	PROCESSED AGRI-FOOD PRODUCTS	Colombia	15/12/2021
CONTRACT AMBASSADORS COLOMBIA	Sector Campaigns	INTERIOR DESIGN	Colombia	30/06/2021
RENEWABLE ENERGIES FORUM - COLOMBIA	Direct Missions	ENERGY	Colombia	25/11/2021
DM AUX AGRICULTURAL IND COLOMBIA	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Colombia	03/12/2021
NATIONAL CONGRESS ON INFRASTRUCTURE IN COLOMBIA	Direct Missions	REAL ESTATE DEVELOPMENT AND CONSTRUCTION	Colombia	26/11/2021
DM CONTRACT COLOMBIA	Direct Missions	INTERIOR DESIGN	Colombia	10/12/2021
DM ONLINE LOGISTICS COLOMBIA	Direct Missions	LOGISTICS AND TRANSPORT	Colombia	23/04/2021
DM MULTILATERAL COLOMBIA	Direct Missions	No Sector (MULTISECTORAL)	Colombia	08/10/2021
CONTRACT AMBASSADORS LATIN AMERICA	Ambassadors Programme	INTERIOR DESIGN	Colombia	31/12/2021
DM AUX AGRICULTURAL IND ECUADOR	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Ecuador	05/03/2021
DIRECT MISSION AGRICULTURAL AUXILIARY INDUSTRY IN ECUADOR	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Ecuador	05/03/2021
CONTEST - BEST ANDALUSIAN WINE LIST AND PAIRING	Support to Importers/ Prescribers	PROCESSED AGRI-FOOD PRODUCTS	United States	23/12/2021
INTERACTIVE CULINARY EXPERIENCE 2021	Support to Importers/ Prescribers	PROCESSED AGRI-FOOD PRODUCTS	United States	09/06/2021
ANDALUSIAN WINE TASTING IN USA	Support to Importers/ Prescribers	PROCESSED AGRI-FOOD PRODUCTS	United States	16/06/2021

ACTION	SERVICE	SECTOR	MARKET	DATE
PROSPECTIVE VISIT TO FAIR "MRO AMERICAS"	Prospective Visits	AEROSPACE	United States	27/04/2021
PROSPECTIVE VISIT TO FAIR "XPONENTIAL"	Prospective Visits	AEROSPACE	United States	17/08/2021
PROSPECTIVE VISIT SEATRADE CRUISE GLOBAL	Prospective Visits	LOGISTICS AND TRANSPORT	United States	30/09/2021
PROSPECTIVE VISIT TO FAIR "FIME SHOW"	Prospective Visits	HEALTHCARE TECHNOLOGY	United States	02/09/2021
PROSPECTIVE VISIT MINEXPO 2021	Prospective Visits	No Sector (MULTISECTORAL)	United States	14/09/2021
PROSPECTIVE VISIT "FAU EDUCATION ABROAD FAIR"	Prospective Visits	EDUCATIONAL SERVICES	United States	28/09/2021
PROSPECTIVE VISIT TO NEW YORK CHAMBER BUSINESS EXPO	Prospective Visits	BUSINESS SUPPORT	United States	23/09/2021
PROSPECTIVE VISIT TO FAIR "INTERPHEX 2021"	Prospective Visits	BIOTECHNOLOGY	United States	21/10/2021
PROSPECTIVE VISIT CYBERTECH NEW YORK	Prospective Visits	ICT	United States	20/10/2021
PROSPECTIVE VISIT GALIEN MEDSTARTUP PARTNERING DAY	Prospective Visits	HEALTHCARE TECHNOLOGY	United States	28/10/2021
COCKTAIL TRAINING COURSE WITH ANDALUSIAN WINES IN MEXICO	Support to Importers/ Prescribers	PROCESSED AGRI-FOOD PRODUCTS	Mexico	15/07/2021
ANTAD & ALIMENTARIA MEXICO 2021 EXHIBITION	Grouped Trade Fairs	PROCESSED AGRI-FOOD PRODUCTS	Mexico	20/10/2021
TRADE FAIR "FERIA EXPO AGROALIMENTARIO GUANAJUATO MEXICO 2021"	Grouped Trade Fairs	AGRICULTURAL AUXILIARY INDUSTRY	Mexico	12/11/2021
TRADE FAIR "FIL GUADALAJARA MEXICO 2021"	Grouped Trade Fairs	CULTURAL INDUSTRIES	Mexico	05/12/2021
DM AGRI-FOOD MEXICO	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Mexico	12/11/2021
DM AUX AGRICULTURAL IND MEXICO	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Mexico	04/06/2021
INVERSCREAA_INVESTOR MEETING	Training and capital raising AIDE	MULTISECTORAL AGRI-FOOD	Multi-country	24/02/2021
DM AUX AGRICULTURAL IND PANAMA, COSTA RICA AND DOMINICAN REPUBLIC	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Multi-country	08/10/2021
DM MULTILATERAL PANAMA, DOMINICAN REPUBLIC AND COSTA RICA	Direct Missions	No Sector (MULTISECTORAL)	Multi-country	07/05/2021
DM LOGISTICS DOMINICAN REPUBLIC	Direct Missions	LOGISTICS AND TRANSPORT	Multi-country	03/12/2021
DM AGRI-FOOD PANAMA, DOMINICAN REPUBLIC AND COSTA RICA	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Multi-country	12/11/2021
DM MULTILATERAL PERU AND ECUADOR	Direct Missions	No Sector (MULTISECTORAL)	Multi-country	02/12/2021
DM ONLINE ICT MEXICO AND BRAZIL	Direct Missions	ICT	Multi-country	02/07/2021
DIRECT MISSION ONLINE ICT COLOMBIA AND CHILE	Direct Missions	ICT	Multi-country	28/05/2021
DM ONLINE ELE CANADA AND USA	Direct Missions	EDUCATIONAL SERVICES	Multi-country	26/03/2021
EU-UN PROCUREMENT FORUM VIRTUAL EDITION 2021	Direct Missions	No Sector (MULTISECTORAL)	Multi-country	26/05/2021
"MI MÚSICA" MONKEY WEEK	Reverse Missions	CULTURAL INDUSTRIES	Multi-country	18/11/2021
TRADE FAIR "PERUMIN PERU 2021"	Grouped Trade Fairs	No Sector (MULTISECTORAL)	Peru	20/09/2021

<i>ACTION</i>	<i>SERVICE</i>	<i>SECTOR</i>	<i>MARKET</i>	<i>DATE</i>
DM AGRI-FOOD PERU	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Peru	07/10/2021
DM AUX AGRICULTURAL IND PERU	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Peru	22/10/2021
DM ICT PERU	Direct Missions	ICT	Peru	02/07/2021
DM ONLINE CONSTRUCTION PERU	Direct Missions	CONSTRUCTION MATERIALS, EQUIPMENT AND MACHINERY	Peru	26/03/2021
DM ONLINE SHIPBUILDING PERU	Direct Missions	SHIPBUILDING	Peru	21/05/2021
RENEWABLE ENERGIES FORUM - CARIBBEAN	Direct Missions	ENERGY	Dominican Republic	30/09/2021

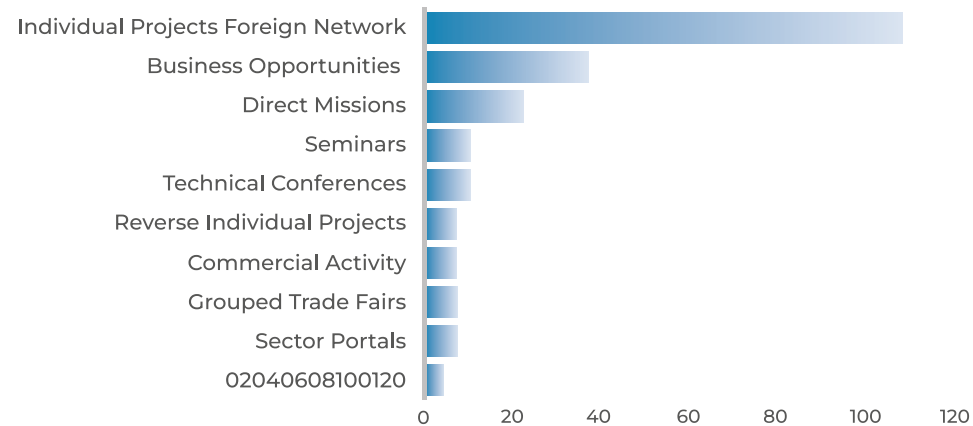
ACTIVITY BY GEOGRAPHICAL AREAS: ASIA-EECA

ASIA - EECA



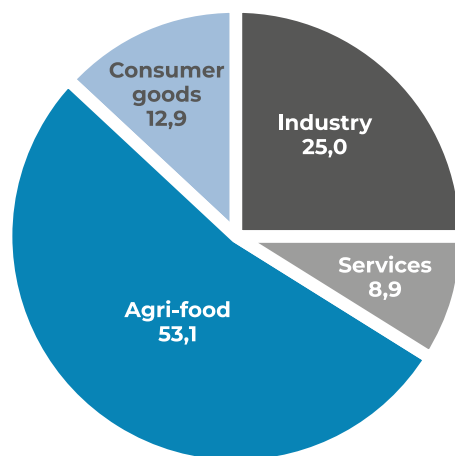
05.11 Activity by geographical area.

RANKING BY SERVICE ASIA-EECA



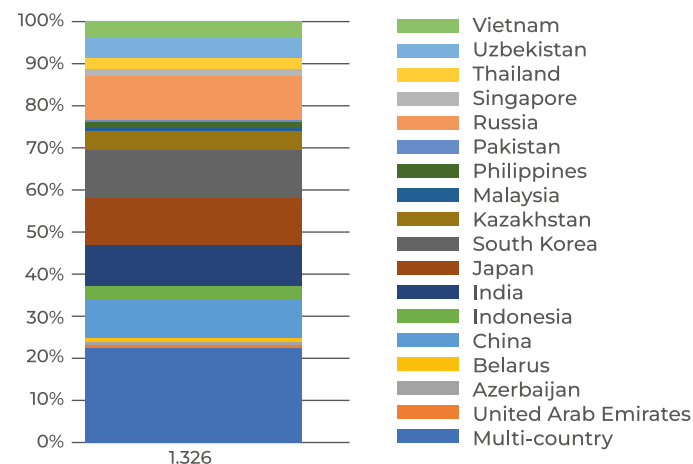
Gráfica 05.12 Ranking Servicios en Asia - EECA

ASIA - EECA



05.13 Extenda macrosector in Asia - EECA.

FOREIGN COMPANIES ASIA-EECA



05.14 Foreign companies Asia-EECA .

HIGHLIGHTS

MEETING OF THE AGRICULTURAL AUXILIARY INDUSTRY WITH AGENTS FROM ASIAN MARKETS


On 26 June, a trade mission was held for Andalusia's AGRICULTURAL AUXILIARY INDUSTRY to Indonesia, Thailand and Vietnam, markets in Southeast Asia, which is the region with the highest growth prospects in the world for the coming years. The main objective of the event was to open up new markets in order to diversify the export destinations of Andalusian companies in a sector that has a high demand for fertilisers and agricultural equipment and machinery. Held in digital format, it included more than 90 online business meetings between 11 Andalusian companies and 67 international operators. The aim was to increase the international business portfolio of a sector in which Andalusia is positioned as the fourth Spanish exporting community.

TRADE MISSION IN ASIA-PACIFIC FOR ANDALUSIAN OLIVE OIL


In the last days of January, Extenda brought together 27 Asian distributors with eight companies from the sector on a trade mission to Vietnam, a strategic market for the expansion of Andalusian olive oil. The firms had the opportunity to present their offer in an innovative hybrid format, which consisted of holding online business meetings, and afterwards, participating in a face-to-face showcooking, which took place in Ho Chi Minh City and where olive oil was shown through different gastronomic techniques.

This trade mission was specifically designed for the Andalusian olive oil sector, with the aim of promoting and informing importers and distributors in the Vietnamese market of the culinary and healthy qualities of the different varieties produced in our region. These varieties are associated with Protected Designations of Origin in order to achieve greater diversity in demand. The eight participating companies represented five provinces and seven designations of origin.



 Meeting of the agricultural auxiliary industry.



 Trade mission in asia-pacific for andalusian olive oil.

8TH PROMOTION CAMPAIGN FOR OLIVES IN INDIA

It is part of an agreement between Extenda and the Table Olive Interprofessional Association. The aims of the campaign are:


- To encourage consumption.
- To continue strengthening the association with “Olives from Spain”.
- To improve knowledge of the product through:
 - Communicating the nutritional properties
 - Spreading the versatility and its uses

The campaign is implemented through digital promotion actions: TV spots, Instagram posts, Youtube, Facebook, Whatsapp, etc. There is a “Chef Ambassador”, Amrita Raichand, and it also includes direct promotion activities through the HORECA channel.

- Prescripator training.
- Olive tasting in selected restaurants.

- Digital campaign:
 - Advertising campaign.
 - Video production on the origin to promote the product through storytelling and images..



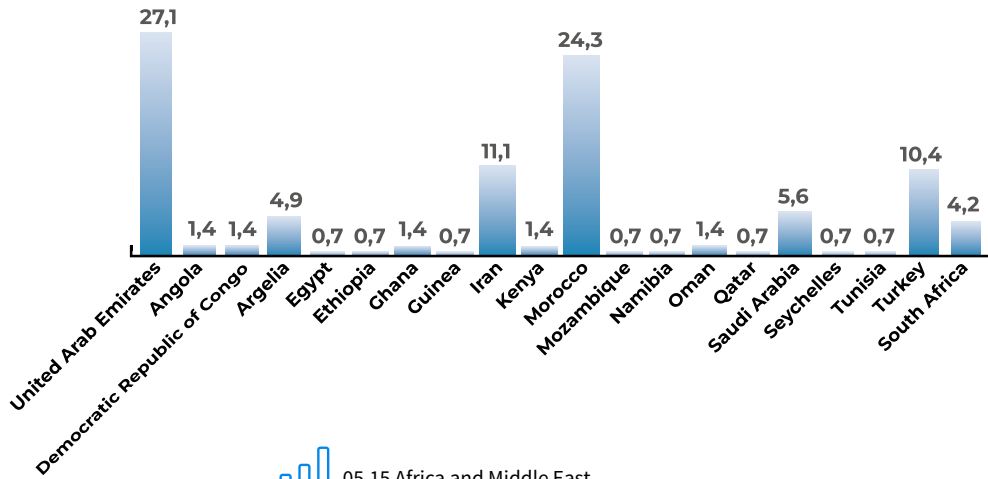
 8TH Promotion campaign for olives in india.

OVERVIEW OF PROMOTION ACTIONS IN ASIA-ECCA

ACTION	SERVICE	SECTOR	MARKET	DATE
SIAL CHINA 2021	Grouped Trade Fairs	PROCESSED AGRI-FOOD PRODUCTS	China	20/05/2021
TRADE FAIR “CIIE CHINA 2021”	Grouped Trade Fairs	No Sector (MULTISECTORAL)	China	10/11/2021
DM AGRI-FOOD CHINA	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	China	30/06/2021
RM CITRUS FRUIT CHINA	Reverse Missions	AGRICULTURAL PRODUCTS	China	26/11/2021
PSP HONG KONG	Point-of-Sale Promotions	MULTISECTORAL AGRI-FOOD	China	31/12/2021
DM FASHION KOREA	Direct Missions	FASHION	South Korea	15/12/2021
DM SWEETS AND SNACKS KOREA	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	South Korea	16/04/2021
DIRECT MISSION AGRI-FOOD SOUTH KOREA	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	South Korea	15/12/2021
PSP SOUTH KOREA	Point-of-Sale Promotions	MULTISECTORAL AGRI-FOOD	South Korea	31/12/2021
PROSPECTIVE VISIT “WORLD SMART CITY EXPO –SEUL”	Prospective Visits	ICT	South Korea	10/09/2021
OLIVE PROMOTION CAMPAIGN IN INDIA (2020)	Sector Campaigns	PROCESSED AGRI-FOOD PRODUCTS	India	23/02/2021
OLIVE PROMOTION CAMPAIGN IN INDIA (2021)	Sector Campaigns	PROCESSED AGRI-FOOD PRODUCTS	India	31/12/2021
DM AGRI-FOOD INDIA	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	India	30/09/2021
DM MULTISECTORAL AGRICULTURAL AUXILIARY INDUSTRY	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	India	16/12/2021
DIRECT MISSION EDUCATIONAL SERVICES INDIA	Direct Missions	EDUCATIONAL SERVICES	India	11/03/2021
MUSASHIYA PRODUCTS PRESENTATION	Support to Importers/ Prescribers	PROCESSED AGRI-FOOD PRODUCTS	Japan	25/11/2021
WINE COMPLEX NAGOYA 2021	Support to Importers/ Prescribers	PROCESSED AGRI-FOOD PRODUCTS	Japan	09/11/2021
WINE TASTING - SHERRY CLUB TOKIO	Cuisine Tastings	PROCESSED AGRI-FOOD PRODUCTS	Japan	14/07/2021
TASTING YEBRA JAPAN	Cuisine Tastings	PROCESSED AGRI-FOOD PRODUCTS	Japan	12/10/2021
TASTING DUVIN ACADEMY JAPAN	Cuisine Tastings	PROCESSED AGRI-FOOD PRODUCTS	Japan	09/12/2021
TRADE FAIR “SUPERMARKET TRADE SHOW JAPAN 2021”	Grouped Trade Fairs	PROCESSED AGRI-FOOD PRODUCTS	Japan	19/02/2021
FOODEX 2021	Grouped Trade Fairs	PROCESSED AGRI-FOOD PRODUCTS	Japan	12/03/2021
TRADE FAIR “SOLEIL TOKYO 2021”	Grouped Trade Fairs	FASHION	Japan	26/08/2021
TRADE FAIR “FOODEX JAPAN IN KANSAI 2021”	Grouped Trade Fairs	PROCESSED AGRI-FOOD PRODUCTS	Japan	16/07/2021
ANDALUSIAN WINE AMBASSADORS IN JAPAN	Ambassadors Programme	PROCESSED AGRI-FOOD PRODUCTS	Japan	31/12/2021
AMBASSADOR OF THE AGRI-FOOD AND BEVERAGE SECTOR IN JAPAN	Ambassadors Programme	MULTISECTORAL AGRI-FOOD	Japan	31/12/2021
PRESENTATION OF WINERIES NOT PRESENT IN JAPAN	Showroom	PROCESSED AGRI-FOOD PRODUCTS	Japan	31/12/2021
PROSPECTIVE VISIT TO TRADE FAIR “TOKYO 2021”	Prospective Visits	FASHION	Japan	09/01/2021

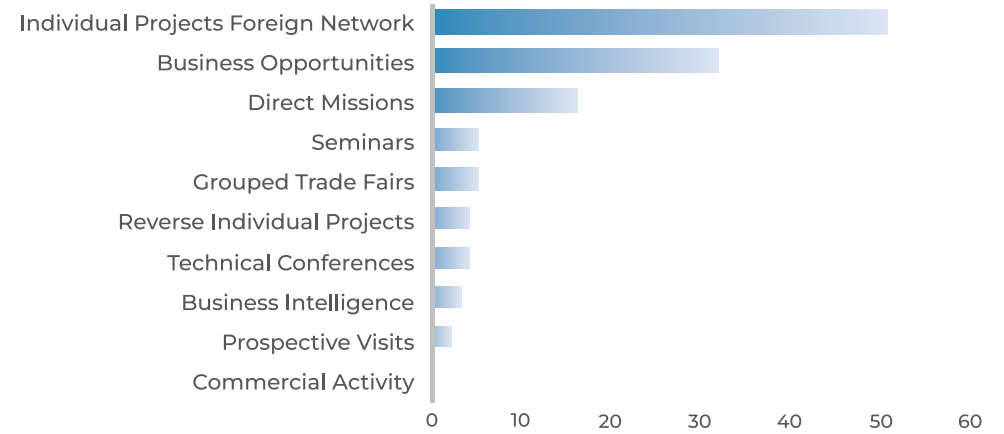
ACTION	SERVICE	SECTOR	MARKET	DATE
DIRECT MISSION OLIVE OIL VIETNAM AND INDONESIA	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Multi-country	04/03/2021
DM INTERIOR DESIGN KAZAKHSTAN AND RUSSIA	Direct Missions	INTERIOR DESIGN	Multi-country	29/10/2021
DM EDUCATION ROADSHOW ASIA	Direct Missions	EDUCATIONAL SERVICES	Multi-country	17/12/2021
DM AGRI-FOOD INDONESIA AND VIETNAM	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Multi-country	03/12/2021
DM FERTILISERS KAZAKHSTAN AND UZBEKISTAN	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Multi-country	26/02/2021
DM MULTILATERAL KAZAKHSTAN	Direct Missions	No Sector (MULTISECTORAL)	Multi-country	15/10/2021
DM FLAMENCO FASHION JAPAN	Direct Missions	FASHION	Multi-country	12/12/2021
DM AGRICULTURAL AUXILIARY INDUSTRY IN THAILAND, VIETNAM AND INDONESIA	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Multi-country	04/06/2021
DM AGRI-FOOD PHILIPPINES, MALAYSIA, SINGAPORE AND THAILAND	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Multi-country	30/09/2021
DM MULTISECTORAL INDONESIA, SINGAPORE AND MALAYSIA	Direct Missions	No Sector (MULTISECTORAL)	Multi-country	29/10/2021
ANDALUSIAN AGRI-FOOD CAMPAIGN IN RUSSIA	Sector Campaigns	PROCESSED AGRI-FOOD PRODUCTS	Russia	31/07/2021
TRADE FAIR "NEVA RUSSIA 202"	Grouped Trade Fairs	SHIPBUILDING	Russia	24/09/2021
DM AGRICULTURAL AUXILIARY INDUSTRY RUSSIA	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Russia	26/03/2021
DM AGRICULTURAL AUXILIARY INDUSTRY RUSSIA	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Russia	26/11/2021
DM AGRI-FOOD RUSSIA 2021	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Russia	25/06/2021
DM CONSTRUCTION MATERIALS UZBEKISTAN	Direct Missions	CONSTRUCTION MATERIALS, EQUIPMENT AND MACHINERY	Uzbekistan	28/05/2021
DM SHIPBUILDING SOUTHEAST ASIA	Direct Missions	SHIPBUILDING	Vietnam	16/07/2021

AFRICA AND MIDDLE EAST



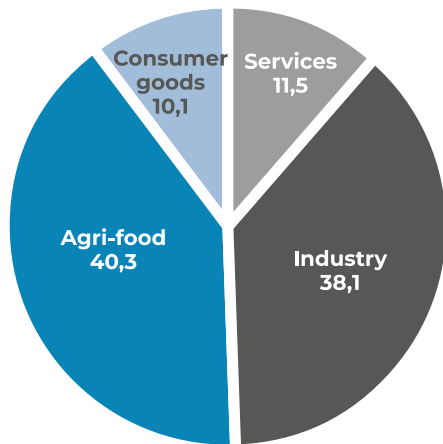
05.15 Africa and Middle East.

RANKING BY SERVICES MIDDLE EAST AND AFRICA



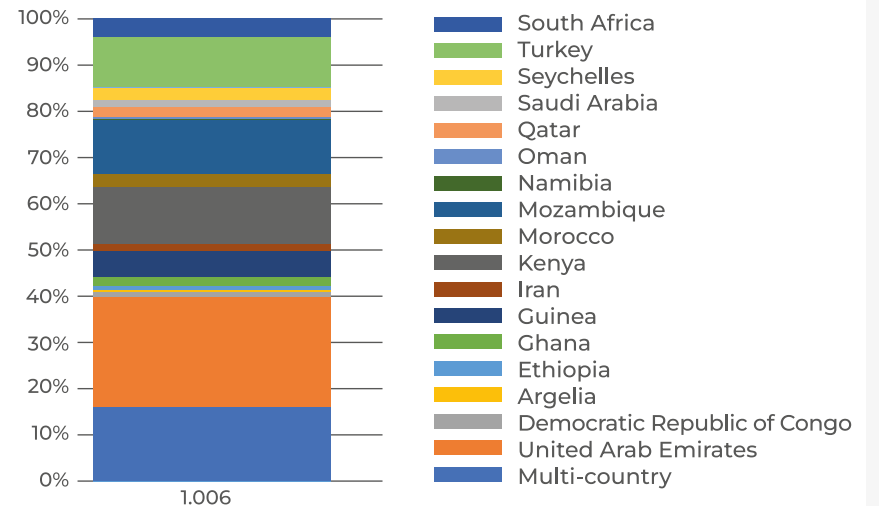
05.16 Ranking by services Middle East and Africa.

ORIENTE MEDIO Y ÁFRICA



05.17 Africa and Middle East

FOREIGN COMPANIES AFRICA AND MIDDLE EAST



05.18 Foreign companies africa and middle east.

HIGHLIGHTS

MIDDLE EAST ORGANIC AND NATURAL PRODUCTS EXPO

Extenda organised the participation of the Andalusian organic food industry in the Middle East Organic and Natural Product Expo in Dubai, the only fair in the region dedicated to this industry, which is held annually in December, in order to strengthen its internationalisation in a strategic geographical area for the sector with high growth potential. Andalusia showcased its leadership and quality in organic food production, displaying a selection of products from seven Andalusian companies that represent the high standards of quality and innovation that characterise the Andalusia Brand around the world, highlighting the region's extra virgin olive oil, olives, mantecados (buns), waters and juices, and fruit and vegetables.


This fair is held in collaboration with the UAE Ministry of Climate Change and Environment, and is the only event exclusively focused on the organic produce sector. For nineteen years it has been connecting importers with international distributors and producers.

TRADE MISSION TO GHANA


The trade mission to Ghana brought Andalusian companies closer to the business opportunities in this country, which is growing above the average for the continent and is considered the commercial gateway to West Africa. Six Andalusian companies from the agricultural auxiliary industry and general industry sectors took part, holding more than fifty meetings with different importers, distributors and local administrations interested in expanding their list of suppliers or partners.

Over the course of the mission, which took place from 6 to 10 September, the Andalusian companies were able to familiarise themselves with the Ghanaian market and identify the business opportunities it offers in multiple sectors, especially through direct contact with potential customers, distributors or partners, to whom they presented their offer directly at the meetings organised by Extenda with the support of the Economic and Commercial Office of Spain.



 Middle East Organic and Natural Products Expo



 Trade Mission to Ghana

OVERVIEW OF PROMOTION ACTIONS IN AFRICA AND THE MIDDLE EAST

<i>ACTION</i>	<i>SERVICE</i>	<i>SECTOR</i>	<i>MARKET</i>	<i>DATE</i>
DM MULTISECTORAL ANGOLA 2021	Direct Missions	No Sector (MULTISECTORAL)	Angola	29/10/2021
SAUDI ENERGY MEET FORUM	Grouped Trade Fairs	ENERGY	Saudi Arabia	08/04/2021
ICEXPERIENCE PROJECT IN SAUDI ARABIA	International Andalusian Hubs	MULTISECTORAL AGRI-FOOD	Saudi Arabia	26/11/2021
BATIMATEC 2021	Grouped Trade Fairs	CONSTRUCTION MATERIALS, EQUIPMENT AND MACHINERY	Algeria	11/11/2021
VISIT TO ANDALUSIA BY THE AMBASSADOR OF THE UNITED ARAB EMIRATES (UAE)	Special Actions	No Sector (MULTISECTORAL)	United Arab Emirates	20/10/2021
TRADE FAIR "GULFOOD 2021"	Grouped Trade Fairs	PROCESSED AGRI-FOOD PRODUCTS	United Arab Emirates	25/02/2021
TRADE FAIR "BIG 5 SHOW 2021"	Grouped Trade Fairs	REAL ESTATE DEVELOPMENT AND CONSTRUCTION	United Arab Emirates	15/09/2021
TRADE FAIR "MIDDLE EAST ORGANIC AND NATURAL PRODUCTS EXPO DUBAI 2021"	Grouped Trade Fairs	MULTISECTORAL AGRI-FOOD	United Arab Emirates	08/12/2021
PROSPECTIVE VISIT TO TRADE FAIR "ARAB HEALTH 2021"	Direct Missions	HEALTHCARE TECHNOLOGY	United Arab Emirates	24/06/2021
DM PROSPECTIVE VISIT TO TRADE FAIR "GITEX DUBAI 2021"	Direct Missions	ICT	United Arab Emirates	21/10/2021
AFRICA AND MIDDLE EAST AMBASSADORS PROGRAMME	Ambassadors Programme	INTERIOR DESIGN	United Arab Emirates	31/12/2021
PREPARATORY VISIT DUBAI EXPO 2020	Prospective Visits	No Sector (MULTISECTORAL)	United Arab Emirates	28/07/2021
PROSPECTIVE VISIT TO TRADE FAIR "BEAUTYWORLD MIDDLE EAST 2021"	Prospective Visits	FASHION	United Arab Emirates	07/10/2021
PROSPECTIVE VISIT TO TRADE FAIR "WETEX & DUBAI SOLAR SHOW 2021"	Prospective Visits	ENVIRONMENT	United Arab Emirates	20/10/2021
DM MULTISECTORAL ETHIOPIA 2021	Direct Missions	No Sector (MULTISECTORAL)	Ethiopia	08/10/2021
DM MULTISECTORAL GHANA	Direct Missions	No Sector (MULTISECTORAL)	Ghana	10/09/2021
DIRECT MISSION GUINEA-CONAKRY	Direct Missions	GENERAL INDUSTRY	Guinea	18/06/2021
DM AGRICULTURAL AUXILIARY INDUSTRY AND OLIVE GROVE TECHNOLOGY IN IRAN 2021	Direct Missions	AGRICULTURAL AUXILIARY INDUSTRY	Iran	22/10/2021
DIRECT MISSION ONLINE AGRI-FOOD IRAN	Direct Missions	MULTISECTORAL AGRI-FOOD	Iran	29/09/2021
DM KENYA MULTISECTORAL 2021	Direct Missions	No Sector (MULTISECTORAL)	Kenya	29/10/2021
INTERNATIONAL FORUM-EXPOSITION ON PLASTICS	Grouped Trade Fairs	GENERAL INDUSTRY	Morocco	23/06/2021
DM AGRI-FOOD MOROCCO	Direct Missions	MULTISECTORAL AGRI-FOOD	Morocco	29/10/2021
DM ITC MOROCCO 2021	Direct Missions	ICT	Morocco	27/05/2021
YUMMEX 2021	Grouped Trade Fairs	PROCESSED AGRI-FOOD PRODUCTS	Multi-country	09/11/2021

ACTION

AFRICAN MINING CONVENTION 2021
 TRADE MISSION TO RWANDA AND UGANDA
 DM FRUIT/VEGETABLES TO UNITED ARAB EMIRATES
 AFRICA ENERGY FORUM 2021
 DM SENEGAL AND IVORY COAST
 PROSPECTIVE VISIT TO TRADE FAIR “LIGHT MIDDLE EAST”
 PROSPECTIVE VISIT TO TRADE FAIR “IDEX-INTERNATIONAL DEFENCE EXHIBITION & CONFERENCE 2021”
 MENA ENERGY MEET 2021
 DM MULTISECTORAL SOUTH AFRICA
 DM GROWTECH TURKEY
 DM TURKEY MULTISECTORAL 2021

SERVICE

Grouped Trade Fairs
 Direct Missions
 Direct Missions
 Direct Missions
 Direct Missions
 Prospective Visits
 Prospective Visits

 Direct Missions
 Direct Missions
 Direct Missions
 Direct Missions

SECTOR

BUSINESS SUPPORT
 GENERAL INDUSTRY
 AGRICULTURAL PRODUCTS
 ENERGY
 No Sector (MULTISECTORAL)
 INTERIOR DESIGN
 SECURITY AND DEFENCE

 ENERGY
 No Sector (MULTISECTORAL)
 AGRICULTURAL AUXILIARY INDUSTRY
 No Sector (MULTISECTORAL)

MARKET

Multi-country
 Multi-country
 Multi-country
 Multi-country
 Multi-country
 Multi-country

 Oman
 South Africa
 Turkey
 Turkey

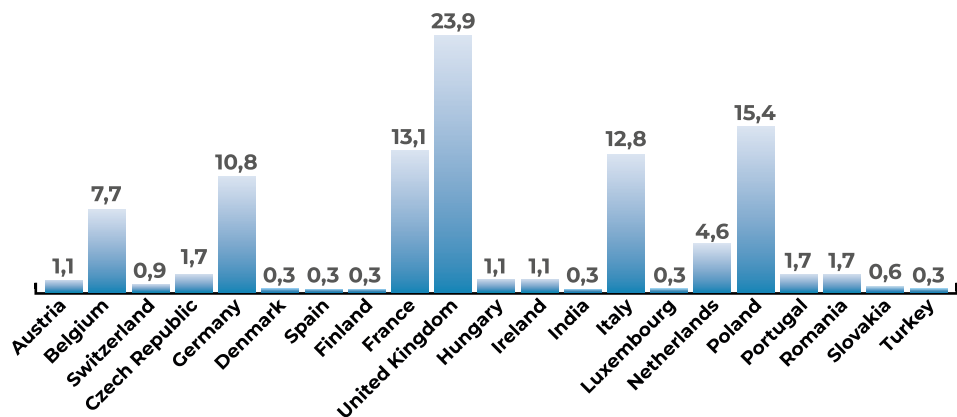
DATE

15/07/2021
 19/03/2021
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 26/03/2021
 30/09/2021
 25/02/2021

 31/08/2021
 19/11/2021
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 17/12/2021

ACTIVITY BY GEOGRAPHICAL AREAS: EUROPE

EUROPE



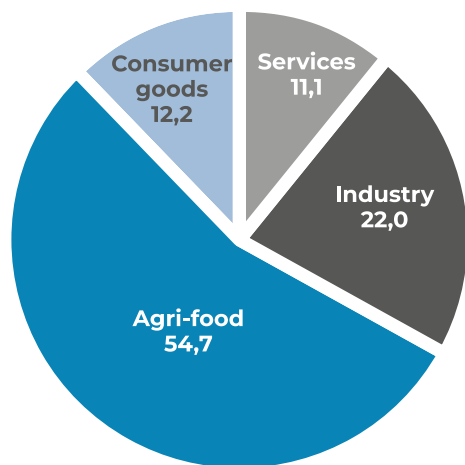
05.19 Europe.

RANKING BY SERVICES IN EUROPE



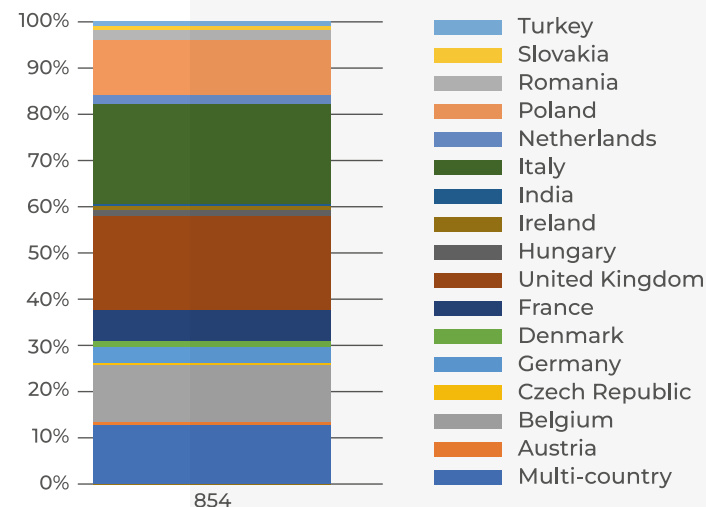
05.20 Ranking by Services in Europe.

EUROPE



05.21 Europe.

FOREIGN COMPANIES EUROPE



05.22 Foreign companies Europe.

HIGHLIGHTS

ANUGA FAIR

Extenda supported some thirty Andalusian agri-food companies at the ANUGA 2021 biennial trade fair, which took place from 9-13 October at the Kölnmesse exhibition centre in Cologne (Germany). This German trade fair is considered, together with Sial Paris, the world’s leading event for the food and beverage industry. It is aimed exclusively at a professional audience. The main objectives of visitors to the show—from wholesalers and retailers to opinion leaders—are to discover new trends and products, learn about market developments and gain access to new suppliers.

It was an opportunity to strengthen the presence of Andalusian agri-food products in the main world markets, and especially in Germany, which is traditionally the leading destination country for Andalusian agri-food products.

FORUM ON INVESTMENT AND INTERNATIONALISATION OPPORTUNITIES IN ROMANIA


The ANDALUSIA-ROMANIA ECONOMIC AND BUSINESS FORUM was held at Extenda’s headquarters in Seville, inaugurated by the Ambassador of Romania in Spain, Her Excellency Gabriela Dancau. The event was attended by a delegation of 31 firms representing the Andalusian productive fabric, with the aim of promoting business and institutional ties between the two territories and showcasing Romania’s potential as an investment destination. The Andalusian companies present at the meeting had the opportunity to participate in a colloquium and hold bilateral meetings with some fifteen Romanian companies and representatives of the Romanian Embassy in Spain.

On the other hand, the Romanian Ambassador to Spain was able to learn first-hand about Andalusia’s leadership in sectors such as agri-food and its auxiliary industry, renewable energies, aerospace, ICT, environment and health, as well as its attractiveness for foreign investment. In this regard, Extenda presented the advantages of Andalusia as a recipient of foreign investment through the regional government’s “Invest in Andalusia” programme.



 Anuga Fair.



 Forum on investment and internationalisation opportunities in Romania.

OVERVIEW OF PROMOTION ACTIONS IN EUROPE


ACTION	SERVICE	SECTOR	MARKET	DATE
WINE TASTING CLUB WSET	Support to Importers/ Prescribers	PROCESSED AGRI-FOOD PRODUCTS	Germany	212/09/2021
COMMENTED TASTING – GASTRONOMIC SCHOLS GERMANY	Support to Importers/ Prescribers	PROCESSED AGRI-FOOD PRODUCTS	Germany	24/11/2021
SUPPORT FOR IMPORTERS IN ANDALUSIA - EDEKA	Support to Importers/ Prescribers	AGRICULTURAL PRODUCTS	Germany	31/10/2021
INVESTMENT MANAGEMENT EXHIBITION (IME)	Foreign Investment Attraction	No Sector (MULTISECTORAL)	Germany	09/09/2021
ELE PORTAL CAMPAIGN GERMANY	Sector Campaigns	EDUCATIONAL SERVICES	Germany	31/12/2021
ANUGA FAIR 2021	Grouped Trade Fairs	PROCESSED AGRI-FOOD PRODUCTS	Germany	13/10/2021
TRADE FAIR “ICEF BERLIN”	Grouped Trade Fairs	EDUCATIONAL SERVICES	Germany	02/11/2021
AIRTEC 2021	Grouped Trade Fairs	AEROSPACE	Germany	28/10/2021
DM INTERSOLAR EUROPE GERMANY	Direct Missions	ENERGY	Germany	08/10/2021
VP MEDICA GERMANY	Direct Missions	HEALTHCARE TECHNOLOGY	Germany	21/11/2021
EXPOREAL MUNICH	Direct Missions	REAL ESTATE DEVELOPMENT AND CONSTRUCTION	Germany	13/10/2021
DM ORGANIC VEGETABLES ONLINE GERMANY	Direct Missions	AGRICULTURAL PRODUCTS	Germany	28/05/2021
PAIRING OF “GENEROSOS” WINES FROM ANDALUSIA AND CHEESES FROM BELGIUM	Sector Campaigns	PROCESSED AGRI-FOOD PRODUCTS	Belgium	30/11/2021
EXTRA VIRGIN OLIVE OIL PROMOTION CAMPAIGN IN BELGIUM	Sector Campaigns	PROCESSED AGRI-FOOD PRODUCTS	Belgium	30/11/2021
TRADE FAIR “SECOND HOME INTERNATIONAL GHENT (BELGIUM)”	Grouped Trade Fairs	REAL ESTATE DEVELOPMENT AND CONSTRUCTION	Belgium	10/10/2021
DM ORGANIC VEGETABLES ONLINE BENELUX	Direct Missions	AGRICULTURAL PRODUCTS	Belgium	29/04/2021
DM ELE NETHERLANDS ITI	Direct Missions	EDUCATIONAL SERVICES	Belgium	03/12/2021
DIRECT MISSION WINES FROM ANDALUSIA DENMARK	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Denmark	28/10/2021
OLIVE PROMOTION CAMPAIGN IN FRANCE	Sector Campaigns	PROCESSED AGRI-FOOD PRODUCTS	France	31/01/2021
ELE PORTAL CAMPAIGN FRANCE	Sector Campaigns	EDUCATIONAL SERVICES	France	31/12/2021
SALON SIRHA	Grouped Trade Fairs	PROCESSED AGRI-FOOD PRODUCTS	France	27/09/2021
SALON MAISON ET OBJET SEPTEMBER	Grouped Trade Fairs	INTERIOR DESIGN	France	13/09/2021
WHO'S NEXT SEPTEMBER	Grouped Trade Fairs	FASHION	France	06/09/2021
ONLINE PARTICIPATION - MARCHE DU FILM 2021	Grouped Trade Fairs	CULTURAL INDUSTRIES	France	15/07/2021
DIRECT MISSION - ORGANIC FRESH VEGETABLES ONLINE IN FRANCE	Direct Missions	AGRICULTURAL PRODUCTS	France	17/06/2021
PROSPECTIVE VIST TO MIPCOM	Direct Missions	CULTURAL INDUSTRIES	France	14/10/2021
PSP SYSTEME U FRANCE	Point-of-Sale Promotions	PROCESSED AGRI-FOOD PRODUCTS	France	19/06/2021
DM AGRI-FOOD IRELAND	Direct Missions	AGRICULTURAL PRODUCTS	Ireland	22/09/2021
ELE PORTAL CAMPAIGN ITALY	Sector Campaigns	EDUCATIONAL SERVICES	Italy	31/12/2021
ANDALUSIA - ITALY AERONAUTICAL BUSINESS MEETING	Business Conferences	AEROSPACE	Italy	10/05/2021

ACTION	SERVICE	SECTOR	MARKET	DATE
TRADE FAIR "TUTTO FOOD 2021"	Grouped Trade Fairs	PROCESSED AGRI-FOOD PRODUCTS	Italy	26/10/2021
LANGUAGE FAIR "SALONE DELLE LINGUE- ITALY"	Grouped Trade Fairs	EDUCATIONAL SERVICES	Italy	27/11/2021
AEROSPACE&DEFENCE MEETINGS TURIN 2021	Grouped Trade Fairs	AEROSPACE	Italy	02/12/2021
DM SHIPBUILDING ITALY ITI	Direct Missions	SHIPBUILDING	Italy	11/05/2021
DIRECT MISSION ELE ONLINE ITALY	Direct Missions	EDUCATIONAL SERVICES	Italy	23/04/2021
WEB SUMMIT LISBON 2021	Training and Capital Raising AIDE	ICT	Multi-country	04/11/2021
VIRTUAL TRADE FAIR "ECRM EUROPE"	Business Conferences	PROCESSED AGRI-FOOD PRODUCTS	Multi-country	25/03/2021
BUSINESS MEETING "WABEL EUROPA VIRTUAL"	Business Conferences	PROCESSED AGRI-FOOD PRODUCTS	Multi-country	04/06/2021
VICENZAORO SEPTEMBER 2021	Grouped Trade Fairs	FASHION	Multi-country	14/09/2021
HOST MILANO 2021	Grouped Trade Fairs	FOOD TECHNOLOGY	Multi-country	26/10/2021
MARMOMAC VERONA 2021	Grouped Trade Fairs	NATURAL STONE	Multi-country	02/10/2021
NORDIC ORGANIC FOOD 2021	Grouped Trade Fairs	MULTISECTORAL AGRI-FOOD	Multi-country	18/11/2021
BUSINESS FORUM OF THE IBERO-AMERICAN SUMMIT 2021	Direct Missions	No Sector (MULTISECTORAL)	Multi-country	20/04/2021
DM FRESH FRUIT AND VEGETABLES SWITZERLAND AND CZECH REPUBLIC	Direct Missions	AGRICULTURAL PRODUCTS	Multi-country	05/11/2021
RM RESIDENTIAL HOUSING CADIZ ITI	Reverse Missions	REAL ESTATE DEVELOPMENT AND CONSTRUCTION	Multi-country	29/09/2021
RM WINES NORWAY AND FINLAND ITI	Reverse Missions	PROCESSED AGRI-FOOD PRODUCTS	Multi-country	19/04/2021
REVERSE MISSION GASTROARTE	Reverse Missions	MULTISECTORAL AGRI-FOOD	Multi-country	30/11/2021
ANDALUSIAN FAIR S-MOVING - FYCMA - SERVICE 4 - PROSPECTIVE VISIT TO MOVE LONDON	Prospective Visits	ENVIRONMENT	Multi-country	10/11/2021
DM AGRI-FOOD POLAND	Direct Missions	AGRICULTURAL PRODUCTS	Poland	16/04/2021
DM ONLINE - SUPPLEMENTS, DIETARY SUPPLEMENTS AND FUNCTIONAL FOODS	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	Poland	17/09/2021
IBERIAN BUSINESS MEETING	Business Conferences	PROCESSED AGRI-FOOD PRODUCTS	Portugal	25/06/2021
WOMEX 2021	Grouped Trade Fairs	CULTURAL INDUSTRIES	Portugal	31/10/2021
INSTITUTIONAL MISSION UNITED KINGDOM	Business Conferences	MULTISECTORAL INDUSTRY	United Kingdom	01/11/2021
INDX - CHILDREN'S FASHION	Grouped Trade Fairs	FASHION	United Kingdom	05/07/2021
SPECIALITY AND FINE FOOD FAIR ITI	Grouped Trade Fairs	MULTISECTORAL AGRI-FOOD	United Kingdom	07/09/2021
ALPHE UK ONLINE	Grouped Trade Fairs	EDUCATIONAL SERVICES	United Kingdom	02/09/2021
DM ORGANIC HORTICULTURAL PRODUCTS UNITED KINGDOM	Direct Missions	MULTISECTORAL AGRI-FOOD	United Kingdom	23/06/2021
DIRECT MISSION ORGANIC PROCESSED PRODUCT UNITED KINGDOM	Direct Missions	PROCESSED AGRI-FOOD PRODUCTS	United Kingdom	15/07/2021
OLIVE PROMOTION CAMPAIGN IN THE UNITED KINGDOM	Point-of-Sale Promotions	PROCESSED AGRI-FOOD PRODUCTS	United Kingdom	31/03/2021
SHERRY WINE CAMPAIGN UNITED KINGDOM	Point-of-Sale Promotions	PROCESSED AGRI-FOOD PRODUCTS	United Kingdom	31/12/2021
ANDALUSIA-ROMANIA ECONOMIC AND BUSINESS FORUM	Reverse Missions	ICT	Romania	20/10/2021

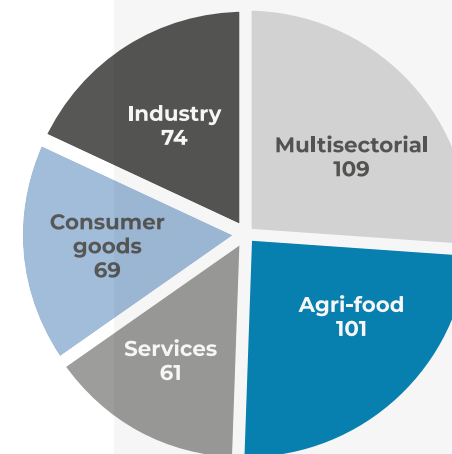
ACTIVITY BY GEOGRAPHICAL AREAS: MULTI-COUNTRY


RANKING BY SERVICES MULTI-COUNTRY



 05.23 Ranking by services multi-country.

ACTIONS BY MACRO-SECTOR



 05.24 Actions by macro-sector.

HIGHLIGHTS

GASTROARTE

On 30 November 2021, the first stop of “Andalusia, a Journey of Flavour” took place in Marbella Arena, an initiative that aims to promote Andalusian products and gastronomy and establish links abroad to promote its export worldwide. Attendees were able to witness the serving and live explanation, as well as taste the creations of eighteen of the best Andalusian chefs at a gala dinner which was also attended by political representatives of the sponsoring institutions.

Organised by the Gastroarte collective—a group made up of 42 chefs from all the Andalusian provinces, including 11 Michelin Star chefs and 23 Repsol Suns—and made possible thanks to the support of the Junta de Andalucía through Extenda-Andalusia Export and Foreign Investment as global sponsor and AGAPA-Agricultural and Fisheries Management Agency of Andalusia as institutional sponsor.


“Andalusia, a Journey of Flavour” will showcase the richness and uniqueness of the Andalusian produce and the culinary art of Andalusian gastronomy in five key markets for the agri-food industry: Germany, France, England, Italy and the United States.

FOUR YEARS FROM NOW 4YFN


Extenda organised the joint participation of Andalusian firms and start-ups from the information and communication technologies (ICT) sector in the Four Years From Now (4YFN) fair, which was held from 28 June to 1 July in Barcelona as part of the Mobile World Congress 2021, with the aim of generating synergies between the international agents present at this business meeting and the eighteen participating Andalusian companies from this sector.

All of them had an exhibition stand where they could present their product or service catalogues to all the international agents and investors and establish contacts of opportunity for the development of their firms abroad. In addition, with the aim of boosting the visibility and scope of these companies, an Elevator Pitch of Andalusian start-ups was organised, in which the firms presented their business models to international investors, with the aim of attracting foreign investment to their projects.



 Gastroarte



 Four Years From Now


ADM SEVILLE 2021

The event was organised by the Regional Ministry of the Presidency, Public Administration and the Interior, through Extenda-Andalusia Export and Foreign Investment, and by the French company BCI Aerospace, a specialist in international meetings in the aerospace sector. The main sponsor was Airbus, the largest European manufacturer, and the three Tier 1 aerostructures manufacturers in Spain —Alestis, Aernova and Aciturri— as well as Ansys, a US engineering company dedicated to the development of simulation software.


Aerospace & Defence Meetings-ADM Seville 2021 closed its fifth special edition in blended format, with the presence of more than half a thousand professionals, 25% more than those registered at the beginning of the event, thus reinforcing its character as a business event for the aeronautical sector, becoming the privileged framework for the internationalisation of the Andalusian and Spanish industry, which continue to consolidate Andalusia's position in international markets.

A total of 502 professionals from 264 companies from 20 countries took part. With these figures, 60% of the attending companies were from abroad and 40% from Spain, thus consolidating its character as an international trade fair and its status as a benchmark event for the aerospace sector in Spain. In total, these professionals closed a total of 3,500 business meetings.



 ADM Seville 2021.



 ADM Seville 2021.

OVERVIEW OF MULTI-COUNTRY PROMOTION ACTIONS

DESCRIPTION	SERVICE	SECTOR	MARKET	DATE END
ADM SEVILLE 2021	Special Actions	AEROSPACE	Multi-country	27/05/2021
ALAS AWARDS 2021-2022	Special Actions	No Sector (MULTISECTORAL)	Multi-country	31/12/2021
ALUSIAN TRADE FAIR S-MOVING FYCMA	Support to International Fairs in Andalusia	ENVIRONMENT	Multi-country	30/09/2021
ANDALUSIAN TRADE FAIR SIMED FYCMA	Support to International Fairs in Andalusia	No Sector (MULTISECTORAL)	Multi-country	06/11/2021
ANDALUSIAN FAIR SIMED FYCMA - SERVICE 1 TRANSLATION DOSSIER	Support to International Fairs in Andalusia	No Sector (MULTISECTORAL)	Multi-country	31/05/2021
ANDALUSIAN TRADE FAIR H&T- FYCMA - SERVICE 1- EXHIBITORS PRESENTATION DAY	Support to International Fairs in Andalusia	MULTISECTORAL AGRI-FOOD	Multi-country	02/11/2021
ANDALUSIAN TRADE FAIR H&T- FYCMA - SERVICE 2- PRESCRIPTORS PRESENTATION DAY	Support to International Fairs in Andalusia	PROCESSED AGRI-FOOD RODUCTS	Multi-country	02/12/2021
PHOTO REPORT - PROMOTION OF THE LOGISTICS SECTOR	Support to Importers/ Prescribers	LOGISTICS AND TRANSPORT	Multi-country	30/06/2021
RENMAJ LATAM 2021 CONGRESS	Attendance to Conferences and Forums	ENERGY	Multi-country	26/03/2021
MEETINGS WITH MULTIPLIERS OF FOREIGN INVESTMENT ATTRACTION	Foreign Investment Attraction	No Sector (MULTISECTORAL)	Multi-country	31/12/2021
GREENFIELD INVESTMENT OPPORTUNITIES - LEADS AIDE	Foreign Investment Attraction	No Sector (MULTISECTORAL)	Multi-country	31/12/2021
TRIDGE ONLINE PLATFORM	Sector Campaigns	AGRICULTURAL PRODUCTS	Multi-country	30/12/2021
MULTILATERAL TECHNICAL ASSISTANCE IN HEALTHCARE AND RELATED SECTORS	Sector Campaigns	HEALTHCARE TECHNOLOGY	Multi-country	30/09/2021
LINKEDIN SALES NAVIGATOR	Sector Campaigns	No Sector (MULTISECTORAL)	Multi-country	31/12/2021
ONLINE CAMPAIGN "ANDALUSIAN HOME COLLECTION"	Sector Campaigns	INTERIOR DESIGN	Multi-country	30/11/2021
ALHAMBRA VENTURE	Training and capital raising AIDE	ICT	Multi-country	13/07/2021
INVERSCREAA	Training and capital raising AIDE	MULTISECTORAL AGRI-FOOD	Multi-country	28/02/2021
MOBILE WORLD CONGRESS . 4 YEARS FROM NOW	Training and capital raising AIDE	ICT	Multi-country	01/07/2021
STARTUP OLE 2021	Training and capital raising AIDE	ICT	Multi-country	10/09/2021
SOUTH SUMMIT 2021	Training and capital raising AIDE	ICT	Multi-country	08/10/2021
STARTUP REVIEW & VALIDATION SERVICE	Training and capital raising AIDE	ICT	Multi-country	31/12/2021
RM WINE TASTING "WINES OF ANDALUSIA"	Cuisine Tastings	PROCESSED AGRI-FOOD RODUCTS	Multi-country	14/06/2021
CONTRACT OPERATORS BUSINESS MEETING	Business Conferences	INTERIOR DESIGN	Multi-country	10/06/2021
MULTILATERAL CLUB 2021 - INAUGURAL ONLINE CONFERENCE	Business Conferences	No Sector (MULTISECTORAL)	Multi-country	17/03/2021
I NETWORKING SESSION	Business Conferences	No Sector (MULTISECTORAL)	Multi-country	14/04/2021

DESCRIPTION	SERVICE	SECTOR	MARKET	DATE END
INAUGURAL SESSION ADM SEVILLA DIGITAL 2021	Business Conferences	AEROSPACE	Multi-country	26/05/2021
INTERIHOTEL DIGITAL EDITION 2021	Grouped Trade Fairs	INTERIOR DESIGN	Multi-country	26/02/2021
TRADE FAIR "LIBER ESPAÑA 2021"	Grouped Trade Fairs	CULTURAL INDUSTRIES	Multi-country	15/10/2021
TRADE FAIR "FRUIT ATTRACTION ESPAÑA 2021"	Grouped Trade Fairs	AGRICULTURAL PRODUCTS	Multi-country	07/10/2021
TRADE FAIR "BIOSPAIN ESPAÑA 2021"	Grouped Trade Fairs	BIOTECHNOLOGY	Multi-country	01/10/2021
TRADE FAIR "IBERFLORA ESPAÑA 2021"	Grouped Trade Fairs	AGRICULTURAL PRODUCTS	Multi-country	07/10/2021
TRADE FAIR "BISUTEX ESPAÑA 2021"	Grouped Trade Fairs	FASHION	Multi-country	19/09/2021
TRADE FAIR "E SHOW ESPAÑA 2021"	Grouped Trade Fairs	ICT	Multi-country	28/10/2021
TRADE FAIR "MADRID JOYA ESPAÑA 2021"	Grouped Trade Fairs	FASHION	Multi-country	19/09/2021
TRADE FAIR "INTERGIFT ESPAÑA 2021"	Grouped Trade Fairs	INTERIOR DESIGN	Multi-country	19/09/2021
TRADE FAIR "ALPHE MÁLAGA"	Grouped Trade Fairs	EDUCATIONAL SERVICES	Multi-country	14/01/2021
TRADE FAIR "MOMAD ESPAÑA 2021"	Grouped Trade Fairs	FASHION	Multi-country	19/09/2021
EXPOTIC CADIZ	Grouped Trade Fairs	ICT	Multi-country	19/03/2021
TRADE FAIR "TRANSFIERE"	Grouped Trade Fairs	No Sector (MULTISECTORAL)	Multi-country	15/04/2021
INTERIHOTEL NOVEMBER 2021	Grouped Trade Fairs	INTERIOR DESIGN	Multi-country	26/11/2021
EXTENDA GLOBAL 2021- SERVICE TO COMPANIES	Grouped Trade Fairs	BUSINESS SUPPORT	Multi-country	18/11/2021
RM AGRICULTURAL AUXILIARY INDUSTRY. 15TH EDITION	Reverse Missions	AGRICULTURAL AUXILIARY INDUSTRY	Multi-country	26/05/2021
RM SMART AGRIFOOD 2021	Reverse Missions	AGRICULTURAL AUXILIARY INDUSTRY	Multi-country	01/10/2021
RM NATURAL STONE. 11ST EDITION	Reverse Missions	NATURAL STONE	Multi-country	12/11/2021
RM OLIVE GROVE AUXILIARY INDUSTRY "EXPOLIVA"	Reverse Missions	AGRICULTURAL AUXILIARY INDUSTRY	Multi-country	25/09/2021
RM ONLINE ORGANIC PROCESSED PRODUCTS	Reverse Missions	PROCESSED AGRI-FOOD PRODUCTS	Multi-country	29/04/2021
RM COMMUNICATION AGENCIES	Reverse Missions	BUSINESS SUPPORT	Multi-country	25/11/2021
RM FURNITURE AND DECORATION	Reverse Missions	INTERIOR DESIGN	Multi-country	01/10/2021
RM GREENCITIES - URBAN INTELLIGENCE AND SUSTAINABILITY	Reverse Missions	MULTISECTORAL SERVICES	Multi-country	30/09/2021
RM SUTUS SUMMIT SPACE	Reverse Missions	AEROSPACE	Multi-country	23/09/2021

DESCRIPTION

RM WINES FROM ANDALUSIA
 6TH INTERNATIONAL RED FRUITS CONGRESS
 REVERSE MISSION “ALPHITO (ELE)”
 RM ONLINE - KITCHEN & BATHROOM CERAMICS
 RI CM MALAGA - CITIES AND MUSEUMS INTERNATIONAL.
 INTERNATIONAL CONTRACT WEEK
 RM WINES AND BEVERAGES - STARLITE
 ANDALUSIAN TRADE FAIR S-MOVING - FYCMA - SERVICE 3 REVERSE MISSION
 2ND REVERSE MISSION “ALPHITO (ELE)”
 ANDALUSIAN TRADE FAIR SIMED - FYCMA - SERVICE 4 REVERSE MISSION
 ANDALUSIAN TRADE FAIR SIMED FYCMA - SERVICE 5 REVERSE MISSION - MEDIA
 RM VITUR SUMMIT 2021
 RM VITUR SUMMIT PRESS
 FAM TRIP ANDALUSIA 2021
 MULTILATERAL CLUB 2021- ON-SITE CONFERENCE
 ANDALUSIAN FAIR S-MOVING FYCMA SERVICE 2 PROSPECTIVE VISIT
 TO MOBILE WORLD CONGRESS

SERVICE

Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Reverse Missions
 Prospective Visits

SECTOR

PROCESSED AGRI-FOOD PRODUCTS
 AGRICULTURAL PRODUCTS
 EDUCATIONAL SERVICES
 CONSTRUCTION MATERIALS, EQUIPMENT AND MACHINERY
 CULTURAL INDUSTRIES
 INTERIOR DESIGN
 PROCESSED AGRI-FOOD PRODUCTS
 ENVIRONMENT
 EDUCATIONAL SERVICES
 REAL ESTATE DEVELOPMENT AND CONSTRUCTION
 REAL ESTATE DEVELOPMENT AND CONSTRUCTION
 TURISMO Y OCIO
 TURISMO Y OCIO
 EDUCATIONAL SERVICES
 No Sector (MULTISECTORAL)
 ENVIRONMENT

MARKET

Multi-country
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DATE END

16/06/2021
 16/09/2021
 27/05/2021
 08/07/2021
 22/06/2021
 02/07/2021
 28/07/2021
 30/09/2021
 15/10/2021
 06/11/2021
 06/11/2021
 29/10/2021
 29/10/2021
 02/12/2021
 15/12/2021
 01/07/2021

ATTRACTION OF FOREIGN DIRECT INVESTMENT

In 2021, a total of 16 actions were held with the aim of increasing the Attraction of Foreign Direct Investment, which generated the participation of 95 Andalusian companies and 160 foreign companies.

AIDE GREENFIELD

- 18 Leads detected
- 118 Meetings with multipliers in 13 countries of the Foreign Network
- 6 Investment Opportunities


DIGITAL TOOLS

- Web Invest in Andalusia
- Linkedin Sales Navigator

AIDE CAPITAL (Training and Capital Raising Services)

- INVERSCREAA Pilot Project (Mentoring and Investment Forum)
- Alhambra Venture Reverse Mission
- Start-up Review and Validation Service
- Participation in 4 start-up promotion events: 4YFN, Start-up Olé, South Summit and Web Summit Lisbon
- Technical Day with Faraday Ventures



 Web Invest in Andalucía



 Alhambra Venture Reverse Mission

ALAS AWARDS

The Alas Awards, which will be presented on 1 December 2021 in their 15th edition, have as their main objective in all their categories to recognise the work of Andalusian companies and entities in international markets, as well as to stimulate the rest of the productive fabric of the community to start their internationalisation process, as a fundamental element of their economic activity. This unique edition included a special category, “Overcoming COVID -19”, to recognise the work of all the companies that contributed to overcoming the pandemic. The winners were:

- Export Starter: Meltio
- Exporting Company: Atlantic Copper
- International E-commerce: Queraltó
- Foreign Implantation: Aertec
- International Trajectory: Dcoop and Andalusian Confederation of Entrepreneurs (CEA)
- Covid-19 Special Award: Indago Innova

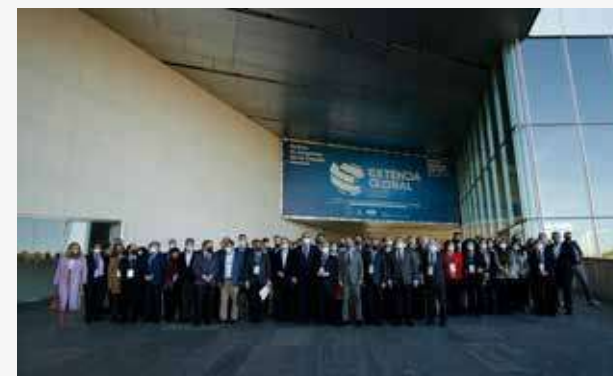
EXTENDA GLOBAL


“Extenda Global 2021. Activate your company in the world”, held on 17 and 18 November, is one of the measures aimed at increasing the number of exporting companies and the geographical diversification of exports.

- Participation of 740 Andalusian companies and 1,499 professionals.
- 1,521 business meetings with representatives of the Extenda Foreign Network in 62 countries.
- 11 conference sessions with prestigious speakers such as the economist Daniel Lacalle and the astronaut Miguel López-Alegría.
- Sessions on the new services and instruments to support internationalisation offered by Extenda.
- Exhibition area for the leading public and private entities that provide internationalisation support services in Spain.



 15 Alas Awards



 Extenda Global

ACTIVA INTERNATIONAL PROGRAMME

The Activa International Programme, launched in 2020 to adopt urgent support measures to reactivate Andalusian internationalisation, continued during the first half of the year, ending in June 2021. The following lines of action were specified:

- 1.- Map of export opportunities in recovering markets.
- 2.- Plan of support and mentoring of the exporting company.
- 3.- Substantial improvement in the conditions for the provision of services by EXTENDA and reimbursement of participation fees to companies.

As conclusions and results of the programme since its inception in 2020 and until June 2021, we can highlight:

- Adaptation of promotional activities to virtual formats.
- Landing page with information on COVID restrictions in countries where Extenda is present, information on aid and a repository of related webinars organised by Extenda.
- Adaptation of the consultancy programmes in their execution format, as well as in their approach to target markets.
- Refunds of fees for cancelled actions for an amount of more than 1.6 million euros.
- Reduced fees that meant savings for companies of more than 0.5 million euros.
- More than 300 conferences and seminars, with more than 8,000 participants.



Activa International Programme.

The background features a collage of various financial data visualizations, including bar charts, line graphs, and a pie chart, all rendered in shades of blue. A magnifying glass is positioned over the central text, and a clipboard is visible at the top. The overall aesthetic is professional and data-oriented.

06. Economic and financial report

Fig.1



Fig.2



Fig.3



06.

Economic and financial report

INCOME

The evolution of the main revenue items was as follows:

1. Self-generated income, with an execution of 74.46% over the budgeted amount.

The reason for this low execution can be found firstly in the cancellations of shares and the implementation of “super-reduced” participation fees as measures adopted to guarantee, as indicated by the Andalusian Government, the liquidity of companies and to support the maintenance of the productive fabric, establishing flat rates for participation in fairs of 1,000 euros and for the rest of Extenda’s services at 100 euros. The income difference in 2021 in relation to 2020 is €65,001, which represents an increase of 4.5%.

The uncertainty caused by the pandemic has led to a delay in the start of the Sector Campaigns, resulting in a 69.6% decrease in expected income for this programme.

During the first semester of 2021, the consequences of the pandemic have continued to be felt in terms of Extenda’s foreign activity.

The limitations on mobility have continued to produce cancellations in actions such as trade fairs, direct and inverse missions, which constitute the fundamental basis of Extenda’s activity and budgetary resources.

Comparing the actual revenues for 2021 with those of 2020, there is a slight recovery of the impact generated by the pandemic as a consequence of the fact that some of our target international markets started to lift restrictions from August onwards.

This slight recovery has a positive influence on the Grouped Trade Fairs service with an increase of 5.80% and especially on the Direct and Inverse Missions services with an increase of 408.40% and 196.58% respectively.

In relation to the consultancy programmes where, on the one hand, the commitment to personalised support for companies and, on the other, the effort made to offer services of greater value to them, it is worth highlighting the positive impact generated by the International Strategy and Action Programme (Diagnosis of International Potential) and the Branding

Programme.

The Individual Projects - Foreign Network held mostly in online format have allowed an increase in the number of participations compared to those initially foreseen, generating an increase in income compared to the previous year.

2. Transfers with nominative allocation. Despite the crisis situation caused by the pandemic, 65.57% of Extenda's activity has been financed, as a result of its reorganisation and reprogramming, adapting new work formulas, mainly through online events.

The highlights have been:

ERDF Advanced Services ITI Cadiz. 51.28% of the budget has been executed, mainly financing the activity of the Algeciras office. It should be taken into account that, due to the global pandemic crisis, the initially planned programming for the actions of the Extenda-ITI Office has been significantly affected. Thus, it became necessary to establish an "alternative programming" that responded to the different possibilities of cancellation, delay or modification of the activities pre-established in the initial planning. In this sense, the general tone for the approach of this new programming was to respond to the current situation, trying not to lose focus, insofar as possible, on the initial formulation that had been proposed. The alternative proposal, therefore, was reoriented, on the one hand, to propose webinars with themes that cover the main interests of the companies in the different priority sectors in Cádiz in the current situation and, on the other hand, to reformulate actions already planned, adapting them to an online format that would allow the action initially planned to continue to be carried out in remote mode. Likewise, this alternative programme has been modified according to the progress of events, in response to external

circumstances beyond the control of our scope of activity. During 2021, 18 promotional actions were held with a total of 118 participants. This is double the number of such actions compared to 2020, when pandemic-related restrictions were much greater.

ERDF for Internationalisation. 65.56% of the budget was executed. These transfers finance, on the one hand, promotion actions in the different international markets, advanced support services for internationalisation, including specialised consultancy, advice and information, as well as studies and services provided by Extenda's Foreign Network, and, on the other hand, the cost of hiring personnel to carry out the programmes financed with ERDF funds, all within the specific objective OE.3.4.3: To promote the internationalisation of SMEs. The budget has been implemented by adapting Extenda's initial programming to the new circumstances imposed by the pandemic, substituting face-to-face activities with online actions, thus reaching a greater number of companies and at a lower cost per action.


ERDF Technical Assistance. The execution rate is 87.14%. This transfer finances the expenditure of trainees hired for the execution of actions planned within the framework of the operation Technical Assistance for the internationalisation of the Andalusian economy 2019-2023.

3. Transfers of operational financing. This is intended to offset the profit and loss account, with an execution of 79.25%.


Extenda has not received funding from entities of the instrumental public sector of the Regional Government of Andalusia or any other public entities. Funding from private entities are those included under the heading of Self-Generated Income, i.e. the companies receiving the services provided by Extenda.

INCOME

OPERATING BUDGET: INCOME 2021			
	BUDGET 2021	EXECUTED AS OF 31/12/21	%EXECUTION OVER BUDGT
TRANSFERS	22.582.640€	16.391.970€	72,59%
Current Transfers (Chap IV)	11.582.640€	9.179.287€	79,25%
Transfers with nominative allocation	11.000.000€	7.212.683€	65,57%
ERDF Advanced Services ITI Cádiz	600.000€	307.698€	51,28%
ERDF for Internationalisation	10.000.000€	6.556.425€	65,56%
ERDF Technical Assistance	400.000€	348.560€	87,14%
SELF-GENERATED INCOME	2.010.000€	1.496.642€	74,46%
Financial services and income	2.010.000€	1.496.642€	74,46%
TOTAL	24.592.640€	17.888.612€	72,74%

 06.1. Operating budget: expenditure 2021.

EXTENDA SERVICE	2020	2021	2021/22
GROUPED TRADE FAIRS	860.572,48€	910.467,22€	5,80%
DIRECT MISSIONS	28.463,26€	1144.706,61€	408,40%
REVERSE MISSIONS	14.009,70€	41.550,00€	196,58%
CONSULTANCY	21.000,00€	26.600,00€	26,67%
INDIVIDUAL PROJECTS	49.807,64€	59.080,00€	18,62%

 06.2 Personnel expenses.

EXPENDITURE

In terms of expenditure items, we would highlight the following:

1. Personnel expenses. In 2021, personnel salaries have undergone a 0.9% increase with respect to those in force on 31 December 2020, in application of the fourth additional provision of Law 3/2020, of 28 December, on the Budget of the Autonomous Community of Andalusia for the year 2021.

The execution of personnel expenditure is 94.74 % of the budget. The reasons for this deviation are as follows:

- The average number of actual staff has been 83.97, lower than the budgeted number of 86.
- The provision of the variable incentive was lower than budgeted, the actual percentage being 7% compared to 10%.

In relation to temporary staff, the 19 staff members correspond to internship contracts financed with ERDF funds (technical assistance and ERDF staff) for a maximum duration of 2 years.

In relation to permanent staff, as of 31/12/2021 there is a vacancy arising from a voluntary leave of absence that we have not been able to fill with staff from the Andalusian public sector and we are in the process of authorisation for the incorporation of new staff by application of the replacement rate.

Relevant events during 2021 include the following:

- On 01/09/2021, the Equality Committee approved the II Plan for Equal Opportunities and Treatment between women and men of Extenda- Andalusian Public Company for Foreign Promotion, S.A.
- During the second semester of the year, authorisation is received for the hiring of 7 trainees to support the tasks of the Operation TECHNICAL ASSISTANCE FOR THE INTERNATIONALISATION OF THE ANDALUSIAN ECONOMY 2019-2023, for a maximum period of 1 year starting in January 2022.

At the end of the financial year, procedures were initiated with the D.G of European Funds for the request of 8 new internship contracts

for the execution of actions planned within the framework of the operation for INTERNATIONAL PROMOTION AND FOREIGN DIRECT INVESTMENT 2020-2023.

GASTOS

2. Other operating expenses. The item “External Services” shows an execution of EUR 13,094,694 which represents 66.19% of the budgeted amount. This item includes the expenses corresponding to the services offered by Extenda to Andalusian companies in their internationalisation process and which are included in the Internationalisation Plan. The justification for this implementation is due to the following points:

The year 2021 has continued to be affected by the effects of the pandemic, which has led to a reorganisation of Extenda’s activity as a result of the cancellations of actions that began to occur again from March onwards, coinciding with the third wave of COVID. Of the initially approved programme, 108 actions have been cancelled for an amount of EUR 2,987,332 and distributed among the following Extenda services:

These cancellations had a direct impact on the implementation of the budget allocated to the Communication programme, which meant that an amount of EUR 463,000 was not implemented.

On the other hand, the cost spent in actions has been lower than initially planned, either due

to the change of format from face-to-face to online, or because the number of companies that have participated in them has been lower than initially planned. Thus, in the programme of Grouped Trade Fairs, there has been an execution reduction of EUR 634,000 and in the Direct Missions programme of EUR 222,000.

On the other hand, the cost spent in actions has been lower than initially planned, either due to the change of format from face-to-face to online, or because the number of companies that have participated in them has been lower than initially planned. Thus, in the programme of Grouped Trade Fairs, there has been an execution reduction of EUR 634,000 and in the Direct Missions programme of EUR 222,000.

COVID-19 has also affected the Consultancy programmes and it has not been possible to execute projects for the amount of 570,000 initially budgeted.

The delay in certain tenders related to the Olive Campaigns in India and the Sherry Wine Campaign in the United Kingdom, due to the uncertainty caused by the pandemic,

has meant a delay in the start of these campaigns, with a budget under-execution of almost EUR 600,000.

As for the Foreign Network, the planned execution of Extenda’s branches has also been affected by the cancellation of actions, as well as by the holding of individual projects in online format. Specifically, Extenda had a budget of EUR 150,000 for face-to-face individual projects, but only EUR 8,000 was spent.

Within this External Services item, the provisions allocated for personnel claims due to dismissal and claims for amounts of EUR 295,472.80 have been updated.

3. As for **amortisation**, this represents 123% of its budget. The increase of the amortisation percentage is due to the acquisition of a QNAP storage cabinet, a new high capacity storage hardware for the daily backup archive dump and maintenance.


4. Other expenses (financial expenses, exchange differences, taxes).

Regarding taxes, in 2021 there will be a revision of the accrued interest for an amount of EUR 202,102.36 of the provision made in 2020 on the recommendation of the General Intervention of the Andalusian Regional Government, corresponding to the VAT payments charged and regularised by the Tax Administration in relation to the financial years 2013 to 2016.

5. Tax on profit: A tax on profit has accrued for an amount of EUR 48,563.92 corresponding to the financial expenses of the financial year 2020 that could not be deducted in accordance with the provisions of Article 16 of Law 27/2014 of 27 November “Limitation on the deductibility of financial expenses” and on which a positive off-accounting adjustment was made to the amount of EUR 194,255.69.


OPERATING BUDGET: EXPENDITURE 2021

	BUDGET 2021	EXECUTION AS OF 31/12/21	% EXECUTION
PERSONNEL	4.446.662€	4.446.662€	94,74%
EXTERNAL SERVICES	13.094.694€	13.094.694€	66,19%
DEPRECIATION AND AMORTISATION	78.147€	78.147€	123,00%
OTHER EXPENSES (FINANCIAL, EXCHANGE DIFF., TAXES)	269.110€	269.110€	515,89%
TOTAL EXTENDA	17.888.612€	17.888.612€	72,74%

 06.3. Operating budget: expenditure 2021


STAFF DISTRIBUTION BY GENDER

	WOMEN	MEN
PERMANENT STRUCTURE	40	27
TEMPORARY STAFF	8	11
TOTAL	48	38

 06.4. Staff distribution by gender.

PERSONNEL EXPENSES

ITEMS	EXTENDA	TECHNICAL ASSISTANCE	ERDF PERSONNEL	TOTAL
SALARIES AND WAGES	2.998.176,42	259.170,97	198.507,04	3.455.854,43
SOCIAL SECURITY	864.409,26	82.136,65	62.073,92	1.008.619,83
TOTAL PERSONNEL COST 2021	3.862.585,68	341.307,62	260.580,96	4.464.474,26
ADJUSTMENTS R.V. 2020 SALARIES AND WAGES	-13.718,73	-539,19	-483,73	-14.741,65
ADJUSTMENTS R.V. 2020 SOCIAL SECURITY	-2.743,75	-172,54	-154,79	-3.071,08
ADJUSTMENTS R.V. 2020	-16.462,48	-711,73	-638,52	-17.812,73
TOTAL	3.846.123,20	340.595,89	259.942,44	4.446.661,53
TOTAL%	86,49%	7,66%	5,85%	100,00%

 06.5. Personnel expenses.

ANNEX I: SERVICES AND FIGURES

	PROGRAMMED ACTIONS	COMPLETED ACTIONS	PROGRAMMED PARTICIPATIONS	COMPLETED PARTICIPATIONS
Total	1.270	1.647	8.356	15.001

	PROGRAMMED ACTIONS	COMPLETED ACTIONS	PROGRAMMED PARTICIPATIONS	COMPLETED PARTICIPATIONS
Training	24	14	557	551
Information	287	492	3.279	10.021
Andalusia Network	0	1	0	965
Information	56	16	1.510	2.789
Business Opportunities	130	295	130	2.073
Technical Conferences	4	59	46	1.353
Sector Portals	4	9	141	434
Seminars	87	108	1.452	2.385
Rest	6	4	0	23
Consultancy	291	335	590	370
International Strategy and Action	35	49	35	67
Business Intelligence	0	62	0	62
Consultancy Programme - Digital Plan	33	58	33	58
Consultancy Programme - Brands	25	34	25	34
Consultancy Programme - Funding	24	13	24	13
Legal Advice Programme	73	60	73	60
Consultancy Programme - Marketplaces	33	27	33	32
Contingency Plans for Brexit	30	20	30	20
Rest	38	12	337	24

	PROGRAMMED ACTIONS	COMPLETED ACTIONS	PROGRAMMED PARTICIPATIONS	COMPLETED PARTICIPATIONS
Promoción	667	805	3.430	3.596
Training and Capital Raising AIDE	6	8	52	69
Direct Missions	112	98	584	641
Sector Campaigns	24	16	159	420
Support to Importers/ Prescribers	8	11	105	105
Individual Projects Foreign Network	366	435	366	435
Business Conferences	2	10	20	137
Special Actions	5	3	56	93
Grouped Trade Fairs	72	57	717	523
Reverse Missions	18	33	223	416
Rest	54	134	1148	757
Foreign Network	1	1	500	462
Extenda Global	1	1	500	462

ANNEX II: OVERVIEW OF TECHNICAL CONFERENCES AND SEMINARS

DESCRIPTION	EXTENDA SERVICE	MAIN SECTOR	END DATE
WEBINAR: AEROSPACE SECTOR IN MEXICO	Technical Conferences	AEROSPACE	10/11/2021
CONFERENCE: BIOTECHNOLOGY IN THE US	Technical Conferences	BIOTECHNOLOGY	24/02/2021
WEBINAR: KEYS TO SUCCESS OF THE RENEWABLE ENERGY SECTOR IN THE US	Technical Conferences	ENERGY	18/05/2021
WEBINAR ON RENEWABLE ENERGY SECTOR IN COLOMBIA	Technical Conferences	ENERGY	07/07/2021
ARCHITONIC PLATFORM WEB INAR	Technical Conferences	INTERIOR DESIGN	27/05/2021
CONFERENCE: AGRICULTURAL AUXILIARY INDUSTRY IN MOROCCO	Technical Conferences	AGRICULTURAL AUXILIARY INDUSTRY	16/02/2021
TUNISIA: BUSINESS AND INVESTMENT OPPORTUNITIES IN TUNISIA	Technical Conferences	AGRICULTURAL AUXILIARY INDUSTRY	29/04/2021
SEMINAR: OPPORTUNITIES IN INDIAN AGRICULTURAL AUXILIARY INDUSTRY	Technical Conferences	AGRICULTURAL AUXILIARY INDUSTRY	06/10/2021
WEBINAR: LOW CARBON AND CIRCULAR ECONOMY BUSINESS ACTION IN THE AMERICAS	Technical Conferences	ENVIRONMENT	29/04/2021
WEBINAR: LOW CARBON AND CIRCULAR ECONOMY BUSINESS ACTION IN CANADA	Technical Conferences	ENVIRONMENT	30/06/2021
ANDALUSIAN TRADE FAIR S-MOVING FYCMA SERVICE 1 TECHNICAL SEMINAR ON ATTRACTING NEW CUSTOMERS	Technical Conferences	ENVIRONMENT	22/06/2021
CONFERENCE DAY: JEWELLERY SECTOR IN UAE	Technical Conferences	FASHION	17/02/2021
WEBINAR: OPPORTUNITIES FOR FASHION JEWELLERY AND ACCESSORIES IN ITALY	Technical Conferences	FASHION	16/02/2021
WEBINAR: COMMERCIAL OPPORTUNITIES IN THE AGRI-FOOD SECTOR IN IRELAND	Technical Conferences	MULTISECTORAL AGRI-FOOD	30/06/2021
SEMINAR: HALALAL MARKETS IN ASIA	Technical Conferences	MULTISECTORAL AGRI-FOOD	05/10/2021
WEBINAR: KEYS TO EXPORT YOUR SERVICES TO COLOMBIA	Technical Conferences	MULTISECTORAL SERVICES	08/04/2021
BIG FORTIFIED WINE TASTING	Technical Conferences	PROCESSED AGRI-FOOD PRODUCTS	30/04/2021
CONFERENCE: PROCESSED AGRI-FOOD PRODUCTS IN CHINA	Technical Conferences	PROCESSED AGRI-FOOD PRODUCTS	23/02/2021
CHEESE PRESENTATION IN ITALY	Technical Conferences	PROCESSED AGRI-FOOD PRODUCTS	22/03/2021
SEMINAR: BUSINESS OPPORTUNITIES IN TURKMENISTAN	Technical Conferences	PROCESSED AGRI-FOOD PRODUCTS	10/12/2021
TECHNICAL KEYS FOR THE ANDALUSIAN OLIVE OIL SECTOR AFTER BREXIT	Technical Conferences	PROCESSED AGRI-FOOD PRODUCTS	15/07/2021
SEMINAR: FRUIT AND VEGETABLES IN THE UNITED KINGDOM	Technical Conferences	AGRICULTURAL PRODUCTS	25/02/2021
TRIDGE WEBINAR: B2B PLATFORM FOR FOOD PRODUCTS	Technical Conferences	AGRICULTURAL PRODUCTS	23/02/2021
CONFERENCE: CONSTRUCTION IN MEXICO	Technical Conferences	REAL ESTATE DEVELOPMENT AND CONSTRUCTION	25/02/2021
WEBINAR: OPPORTUNITIES IN THE INFRASTRUCTURE AND CIVIL WORKS SECTOR IN THE US	Technical Conferences	REAL ESTATE DEVELOPMENT AND CONSTRUCTION	28/04/2021
INVESTMENT ATTRACTION DAY: POLAND REAL ESTATE SECTOR	Technical Conferences	REAL ESTATE DEVELOPMENT AND CONSTRUCTION	13/04/2021
SIMED FYCMA ANDALUSIAN FAIR - SERVICE 3 NEW TECHNOLOGIES AND PROPTECH CONFERENCE	Technical Conferences	REAL ESTATE DEVELOPMENT AND CONSTRUCTION	09/09/2021
SIMED FYCMA ANDALUSIAN TRADE FAIR - SERVICE 2 SUSTAINABLE BUILDING CONFERENCE	Technical Conferences	REAL ESTATE DEVELOPMENT AND CONSTRUCTION	09/09/2021

DESCRIPTION	EXTENDA SERVICE	MAIN SECTOR	END DATE
SEMINAR: OPPORTUNITIES IN THE SMART CITY SECTOR SOUTH KOREA	Technical Conferences	BUSINESS SUPPORT	20/10/2021
CONFERENCE: TEACHING SPANISH IN POLAND	Technical Conferences	EDUCATIONAL SERVICES	18/02/2021
MULTILATERAL CLUB 2020 CLOSING CONFERENCE	Technical Conferences	No Sector (MULTISECTORAL)	10/02/2021
GUIDELINES FOR ACCESS TO THE UNITED KINGDOM MARKET AS FROM 1 JANUARY 2021 FOR COMPANIES FROM CADIZ	Technical Conferences	No Sector (MULTISECTORAL)	17/02/2021
WEBINAR CONNECTAMERICAS: BID PLATFORM FOR BUSINESS GLOBALIZATION	Technical Conferences	No Sector (MULTISECTORAL)	23/03/2021
WEBINAR: PRESENTATION OF THE FREE TRADE ZONE DMCC-DUBAI MULTI COMMODITIES CENTRE UNITED ARAB EMIRATES	Technical Conferences	No Sector (MULTISECTORA	16/03/2021
SPECIALISATION IN THE CHINESE MARKET	Technical Conferences	No Sector (MULTISECTORAL)	13/06/2021
SPECIALISATION IN ASEAN MARKETS	Technical Conferences	No Sector (MULTISECTORAL)	25/07/2021
CONFERENCE ON BUSINESS OPPORTUNITIES IN CUBA	Technical Conferences	No Sector (MULTISECTORAL)	22/04/2021
CONFERENCE ON BUSINESS OPPORTUNITIES IN IRAN - PRESENTATION OF THE EXTENDA IRAN BRANCH OFFICE ANTENNA	Technical Conferences	No Sector (MULTISECTORAL)	26/04/2021
WORKSHOP: MARKET INTELLIGENCE SYSTEM - ASSORTIS	Technical Conferences	No Sector (MULTISECTORAL)	16/04/2021
WEBINAR: MULTILATERAL MARKET OPPORTUNITIES IN BOLIVIA	Technical Conferences	No Sector (MULTISECTORAL)	08/06/2021
CONFERENCE: TECHNICAL KEYS FOR AGRI-FOOD PRODUCTS AFTER BREXIT	Technical Conferences	No Sector (MULTISECTORAL)	15/06/2021
SEMINAR: TRADE SUPPORT INSTRUMENTS FOR TRADE WITH IRAN - EU-IRAN DUE DILIGENCE HELPDESK	Technical Conferences	No Sector (MULTISECTORAL)	01/07/2021
INFO-PILL 1: PROCUREMENT PLANS OF MULTILATERAL ORGANISATIONS	Technical Conferences	No Sector (MULTISECTORAL)	30/06/2021
INFO-PILL 2: HOW TO START SELLING FROM SCRATCH AND HOW TO PREPARE WINNING BIDS	Technical Conferences	No Sector (MULTISECTORAL)	21/09/2021
INFO-PILL 4: NATO - BUSINESS OPPORTUNITIES FOR SPANISH COMPANIES	Technical Conferences	No Sector (MULTISECTORAL)	27/10/2021
INFO-PILL 3: WHY YOU WIN A PROJECT AND WHY YOU LOSE - PRACTICAL TIPS AND MISTAKES	Technical Conferences	No Sector (MULTISECTORAL)	19/07/2021
CONFERENCE: TECHNICAL KEYS TO ACCESS THE BRITISH MARKET AFTER BREXIT	Technical Conferences	No Sector (MULTISECTORAL)	30/07/2021
WEBINAR: SETTING UP IN THE UNITED KINGDOM	Technical Conferences	No Sector (MULTISECTORAL)	16/09/2021
DRAFTING CONTRACTS WHEN EXPORTING TO OR IMPORTING FROM CHINA	Technical Conferences	No Sector (MULTISECTORAL)	28/09/2021
FINANCING AND ACCESS OF STARTUPS TO THE CHINESE MARKET	Technical Conferences	No Sector (MULTISECTORAL)	21/09/2021
NETWORKING DAY WITH THE COMMERCIAL COUNSELLOR OF THE PERUVIAN EMBASSY IN SPAIN	Technical Conferences	No Sector (MULTISECTORAL)	28/09/2021

DESCRIPTION	EXTENDA SERVICE	MAIN SECTOR	END DATE
INFO-PILL 5: EU? BUSINESS OPPORTUNITIES AND SEARCH FOR PARTNERS	Technical Conferences	No Sector (MULTISECTORAL)	07/10/2021
REAL CASES OF SUCCESS OF SPANISH COMPANIES IN MULTILATERAL TENDERS	Technical Conferences	No Sector (MULTISECTORAL)	15/12/2021
SEMINAR ON OPPORTUNITIES FOR PRODUCTIVE AND COMMERCIAL IMPLEMENTATION IN INDIA	Technical Conferences	No Sector (MULTISECTORAL)	14/12/2021
INFO-PILL 6: GLOBAL COMPACT, SDGS AND 2030 AGENDA	Technical Conferences	No Sector (MULTISECTORAL)	01/12/2021
WEBINAR: ALGERIA CURRENT SITUATION AND MULTILATERAL OPPORTUNITIES	Technical Conferences	No Sector (MULTISECTORAL)	22/12/2021
INAUGURAL CONFERENCE ON TECHNICAL ASSISTANCE IN HEALTH AND RELATED AREAS	Technical Conferences	HEALTHCARE TECHNOLOGY	12/03/2021
SEMINAR: 5G 2021 SUMMIT	Technical Conferences	ICT	06/05/2021
WEBINAR: FOREIGN INVESTMENT ATTRACTION SERVICES FOR TECHNOLOGY STARTUPS	Technical Conferences	ICT	25/11/2021
WEBINAR: THE RENEWABLE ENERGY SECTOR IN PANAMA, DOMINICAN REPUBLIC AND COSTA RICA	Seminars	ENERGY	30/06/2021
SEMINAR: RENEWABLE ENERGIES IN SOUTHEAST ASIA	Seminars	ENERGY	29/06/2021
SEMINAR: OPPORTUNITIES IN THE AGRICULTURAL AUXILIARY INDUSTRY IN THAILAND, VIETNAM AND INDONESIA	Seminars	AGRICULTURAL AUXILIARY INDUSTRY	17/03/2021
WEBINAR: THE NETHERLANDS AND BELGIUM AS REDISTRIBUTION MARKETS IN EUROPE	Seminars	LOGISTICS AND TRANSPORT	25/02/2021
SEMINAR: OPPORTUNITIES FOR COSMETICS AND HYGIENE IN INDIA	Seminars	FASHION	24/02/2021
WEBINAR: SAUDI ARABIA, OPPORTUNITIES FOR ANDALUSIAN COMPANIES	Seminars	MULTISECTORAL AGRI-FOOD	27/05/2021
SEMINAR: TECHNOLOGIES FOR PRODUCTION PROCESSES IN IRAN 2021	Seminars	MULTISECTORAL INDUSTRY	31/05/2021
WEBINAR: THE AGRI-FOOD SECTOR IN BRAZIL	Seminars	PROCESSED AGRI-FOOD PRODUCTS	18/02/2021
WEBINAR: THE OLIVE OIL MARKET IN FRANCE	Seminars	PROCESSED AGRI-FOOD PRODUCTS	05/02/2021
SEMINAR: AGRI-FOOD INDIA	Seminars	PROCESSED AGRI-FOOD PRODUCTS	07/04/2021
SEMINAR: HAM SLICING JAPAN	Seminars	PROCESSED AGRI-FOOD PRODUCTS	30/09/2021
SEMINAR: OLIVE OIL IN SOUTH KOREA	Seminars	PROCESSED AGRI-FOOD PRODUCTS	10/11/2021
SEMINAR: WINE DISTRIBUTION SECTOR IN SOUTH KOREA	Seminars	PROCESSED AGRI-FOOD PRODUCTS	23/09/2021
OLIVE OIL TASTING IN FRANCE	Seminars	PROCESSED AGRI-FOOD PRODUCTS	13/04/2021
SEMINAR WINE JAPAN	Seminars	PROCESSED AGRI-FOOD PRODUCTS	12/07/2021
1ST BARBATE BLUE ECONOMY BUSINESS FORUM	Seminars	PROCESSED AGRI-FOOD PRODUCTS	27/04/2021
ANDALUCIA, A JOURNEY OF FLAVOUR 2021	Seminars	PROCESSED AGRI-FOOD PRODUCTS	30/11/2021

DESCRIPTION	EXTENDA SERVICE	MAIN SECTOR	END DATE
WEBINAR: COMMERCIAL OPPORTUNITIES IN THE ORGANIC SECTOR UNITED KINGDOM OFFF SEVILLE 2021	Seminars	AGRICULTURAL PRODUCTS	22/03/2021
SEMINAR: SMART CITY POTENTIAL IN INDIA	Seminars	BUSINESS SUPPORT	23/10/2021
ONLINE WORKSHOPS WITH ENGLISH TEACHERS IN FRANCE	Seminars	BUSINESS SUPPORT	17/02/2021
CYCLE OF ONLINE WORKSHOPS FOR ELE TEACHERS IN BRAZIL	Seminars	EDUCATIONAL SERVICES	24/03/2021
CYCLE OF ONLINE WORKSHOPS FOR ELE TEACHERS IN THE US	Seminars	EDUCATIONAL SERVICES	14/05/2021
CYCLE OF ONLINE WORKSHOPS FOR TEACHERS OF ENGLISH IN CANADA	Seminars	EDUCATIONAL SERVICES	09/12/2021
TRAINING WORKSHOPS FOR TEACHERS IN ITALY	Seminars	EDUCATIONAL SERVICES	26/02/2021
CYCLE OF ELE WORKSHOPS IN THE UNITED KINGDOM AND IRELAND	Seminars	EDUCATIONAL SERVICES	18/02/2021
TRAINING WORKSHOPS FOR ELE TEACHERS IN POLAND, CZECH REPUBLIC, SLOVAKIA AND HUNGARY	Seminars	EDUCATIONAL SERVICES	25/05/2021
ONLINE WORKSHOPS FOR TEACHING SPANISH IN THE BENELUX COUNTRIES	Seminars	EDUCATIONAL SERVICES	16/06/2021
NETWORKING DAY AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN BRAZIL	Seminars	EDUCATIONAL SERVICES	21/05/2021
WEBINAR: OPPORTUNITIES IN THE MULTILATERAL SECTOR IN CENTRAL AMERICA AND THE CARIBBEAN	Seminars	No Sector (MULTISECTORAL)	26/02/2021
NETWORKING DAY AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN PANAMA	Seminars	No Sector (MULTISECTORAL)	22/02/2021
NETWORKING DAY AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN COSTA RICA	Seminars	No Sector (MULTISECTORAL)	21/07/2021
NETWORKING DAY AND EXCHANGE OF EXPERIENCES BETWEEN COMPANIES ESTABLISHED IN THE DOMINICAN REP.	Seminars	No Sector (MULTISECTORAL)	21/07/2021
NETWORKING DAY AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN MIAMI	Seminars	No Sector (MULTISECTORAL)	21/07/2021
NETWORKING DAY AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN LOS ANGELES	Seminars	No Sector (MULTISECTORAL)	21/07/2021
WEBINAR: BIDEN ERA - IMPACT AND OPPORTUNITIES FOR INTERNATIONAL COMPANIES IN THE U.S.A.	Seminars	No Sector (MULTISECTORAL)	21/07/2021
WEBINAR: BUSINESS OPPORTUNITIES IN CANADA IN THE FRAMEWORK OF THE AGREEMENT WITH THE EUROPEAN UNION (ECTA)	Seminars	No Sector (MULTISECTORAL)	05/03/2021
			05/03/2021
			26/01/2021
			25/05/2021

DESCRIPTION	EXTENDA SERVICE	MAIN SECTOR	END DATE
NETWORKING DAY AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN CANADA	Seminars	No Sector (MULTISECTORAL)	07/10/2021
WEBINAR ON BUSINESS OPPORTUNITIES IN THE PACIFIC ALLIANCE	Seminars	No Sector (MULTISECTORAL)	24/03/2021
NETWORKING DAY AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN PERU	Seminars	No Sector (MULTISECTORAL)	04/11/2021
DAY OF NETWORKING AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN ECUADOR	Seminars	No Sector (MULTISECTORAL)	22/09/2021
DAY OF NETWORKING AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN CHILE	Seminars	No Sector (MULTISECTORAL)	15/10/2021
DAY OF NETWORKING AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN COLOMBIA	Seminars	No Sector (MULTISECTORAL)	20/05/2021
WEBINAR: BUSINESS OPPORTUNITIES IN URUGUAY	Seminars	No Sector (MULTISECTORAL)	30/09/2021
NETWORKING DAY AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN MEXICO	Seminars	No Sector (MULTISECTORAL)	30/03/2021
WEBINAR ON BUSINESS OPPORTUNITIES IN MEXICO WITH T-MEC AND TLCUEM	Seminars	No Sector (MULTISECTORAL)	06/06/2021
SPECIALISATION IN AFRICAN MARKETS	Seminars	No Sector (MULTISECTORAL)	08/07/2021
MULTILATERAL SEMINAR ON CENTRAL ASIA AND RUSSIA	Seminars	No Sector (MULTISECTORAL)	05/03/2021
NETWORKING DAY AND EXCHANGE OF EXPERIENCES BETWEEN ANDALUSIAN COMPANIES ESTABLISHED IN NEW YORK	Seminars	No Sector (MULTISECTORAL)	28/01/2021
ANKORSTORE PLATFORM: ACCESS TO EUROPEAN RETAIL TRADE	Seminars	No Sector (MULTISECTORAL)	11/02/2021
BUSINESS AND ENTRY OPPORTUNITIES IN MOROCCO	Seminars	No Sector (MULTISECTORAL)	03/03/2021
BUSINESS OPPORTUNITIES IN ALGERIA	Seminars	No Sector (MULTISECTORAL)	03/03/2021
WEBINARS BREXIT ITI	Seminars	No Sector (MULTISECTORAL)	30/06/2021
WEBINAR: BUSINESS OPPORTUNITIES IN IRELAND	Seminars	No Sector (MULTISECTORAL)	02/06/2021
SEMINAR ON BUSINESS OPPORTUNITIES IN AFRICA	Seminars	No Sector (MULTISECTORAL)	08/06/2021
SEMINAR ON BUSINESS OPPORTUNITIES IN GHANA	Seminars	No Sector (MULTISECTORAL)	25/02/2021
SEMINAR ON BUSINESS OPPORTUNITIES IN KENYA	Seminars	No Sector (MULTISECTORAL)	18/03/2021
WEBINAR: MARKETPLACES I	Seminars	No Sector (MULTISECTORAL)	30/03/2021
WORKSHOP: MARKET INTELLIGENCE SYSTEM - ASSORTIS	Seminars	No Sector (MULTISECTORAL)	08/04/2021
WEBINAR BRANDS I	Seminars	No Sector (MULTISECTORAL)	09/04/2021
SELLING ABROAD IS EASIER THAN YOU THINK. WHERE DO I START?	Seminars	No Sector (MULTISECTORAL)	24/03/2021
CONTINUITY - COMMUNICATION, VIRTUAL LEADERSHIP AND THE NEW MANAGEMENT OF PEOPLE	Seminars	No Sector (MULTISECTORAL)	15/04/2021
WEBINAR: FINANCING I	Seminars	No Sector (MULTISECTORAL)	28/04/2021

DESCRIPTION	EXTENDA SERVICE	MAIN SECTOR	END DATE
ANDALUSIA MANAGEMENT	Seminars	No Sector (MULTISECTORAL)	06/05/2021
KEYS TO THE INTERNATIONALISATION OF COMPANIES-COLEGIO MAYOR GUADAIRA	Seminars	No Sector (MULTISECTORAL)	24/04/2021
FOLLOW-UP: ARTIFICIAL INTELLIGENCE AS AN ALLY OF SMES	Seminars	No Sector (MULTISECTORAL)	13/04/2021
CONFERENCE IN MALAGA: KEYS AND PHASES OF AN INTERNATIONALISATION PLAN	Seminars	No Sector (MULTISECTORAL)	22/06/2021
CONFERENCE IN GRANADA: KEYS AND STAGES OF AN INTERNATIONALISATION PLAN	Seminars	No Sector (MULTISECTORAL)	17/06/2021
CONFERENCE IN JAEN: KEYS AND STAGES OF AN INTERNATIONALISATION PLAN	Seminars	No Sector (MULTISECTORAL)	16/06/2021
CONFERENCE IN SEVILLE: KEYS AND PHASES OF AN INTERNATIONALISATION PLAN	Seminars	No Sector (MULTISECTORAL)	24/06/2021
CONFERENCE IN ALMERIA: KEYS AND PHASES OF AN INTERNATIONALISATION PLAN	Seminars	No Sector (MULTISECTORAL)	15/06/2021
CONFERENCE IN HUELVA: KEYS AND PHASES OF AN INTERNATIONALISATION PLAN	Seminars	No Sector (MULTISECTORAL)	23/06/2021
CONFERENCE IN CORDOBA: KEYS AND STAGES OF AN INTERNATIONALISATION PLAN	Seminars	No Sector (MULTISECTORAL)	23/06/2021
WEBINAR BREXIT II: PROBLEMS AFTER THE BREXIT AGREEMENT	Seminars	No Sector (MULTISECTORAL)	25/05/2021
SPONSORSHIP OF THE SECOND EDITION OF THE BUSINESS AWARDS OF SOUTHERN SPAIN CESUR	Seminars	No Sector (MULTISECTORAL)	15/06/2021
CONFERENCE ON INTERNATIONALISATION - MINERVA	Seminars	No Sector (MULTISECTORAL)	31/05/2021
WEBINAR: LEGAL I	Seminars	No Sector (MULTISECTORAL)	16/06/2021
WEBINAR: BRANDS II	Seminars	No Sector (MULTISECTORAL)	17/06/2021
WEBINAR: LEGAL II	Seminars	No Sector (MULTISECTORAL)	24/06/2021
WEBINAR: LEGAL III	Seminars	No Sector (MULTISECTORAL)	08/07/2021
CONFERENCE: IMPORTANCE OF THE REPUTATION IN SOCIAL MEDIA FOR FASHION COMPANIES	Seminars	No Sector (MULTISECTORAL)	13/07/2021
WEBINAR: LEGAL IV	Seminars	No Sector (MULTISECTORAL)	15/07/2021
ANDALUSIA MANAGEMENT 2021	Seminars	No Sector (MULTISECTORAL)	18/11/2021
CONFERENCE IN CADIZ: KEYS AND STAGES OF AN INTERNATIONALISATION PLAN	Seminars	No Sector (MULTISECTORAL)	05/10/2021
CONFERENCE IN HUELVA: KEYS TO INTERNATIONALISATION THROUGH MARKETPLACES	Seminars	No Sector (MULTISECTORAL)	28/10/2021
CONFERENCE IN ALMERIA: KEYS TO INTERNATIONALISATION THROUGH MARKETPLACES	Seminars	No Sector (MULTISECTORAL)	19/10/2021
CONFERENCE IN SEVILLE: KEYS TO INTERNATIONALISATION THROUGH MARKETPLACES	Seminars	No Sector (MULTISECTORAL)	28/10/2021
CONFERENCE IN JAEN: KEYS TO INTERNATIONALISATION THROUGH MARKETPLACES	Seminars	No Sector (MULTISECTORAL)	20/10/2021
CONFERENCE IN CORDOBA : KEYS TO INTERNATIONALISATION THROUGH MARKETPLACES	Seminars	No Sector (MULTISECTORAL)	27/10/2021
CONFERENCE IN GRANADA: KEYS TO INTERNATIONALISATION THROUGH MARKETPLACES	Seminars	No Sector (MULTISECTORAL)	21/10/2021
CONFERENCE IN MALAGA : KEYS TO INTERNATIONALISATION THROUGH MARKETPLACES	Seminars	No Sector (MULTISECTORAL)	26/10/2021
XX CEDE EXECUTIVES CONGRESS	Seminars	No Sector (MULTISECTORAL)	04/11/2021
CONFERENCE IN CADIZ: KEYS TO INTERNATIONALISATION THROUGH MARKETPLACES	Seminars	No Sector (MULTISECTORAL)	09/11/2021

DESCRIPTION	EXTENDA SERVICE	MAIN SECTOR	END DATE
1ST FORUM ON INTERNATIONAL RELATIONS, INNOVATION AND DEVELOPMENT IN THE 21ST CENTURY	Seminars	No Sector (MULTISECTORAL)	18/11/2021
INTERNATIONALISATION OPPORTUNITIES - OSUNA	Seminars	No Sector (MULTISECTORAL)	30/11/2021
1ST PROVINCIAL FORUM ON ENTREPRENEURSHIP AND YOUTH EMPLOYABILITY	Seminars	No Sector (MULTISECTORAL)	09/12/2021
CONFERENCE ON INTERNATIONALISATION - UNIVERSITY OF MALAGA	Seminars	No Sector (MULTISECTORAL)	26/11/2021
SEMINAR: KEYS TO INTERNATIONAL TAXATION AND LOGISTICS FOR ANDALUSIAN EXPORTS	Seminars	No Sector (MULTISECTORAL)	19/11/2021
SEMINAR: CONTINGENCY PLANS FOR BREXIT IN EXTENDA GLOBAL	Seminars	No Sector (MULTISECTORAL)	18/11/2021
SEMINAR: STRATEGY AND BRAND POSITIONING IN EXTENDA GLOBAL	Seminars	No Sector (MULTISECTORAL)	17/11/2021
HOW TO TURN MY COMPANY INTO A DATA DRIVEN ORGANISATION?	Seminars	No Sector (MULTISECTORAL)	15/12/2021
MYTHS AND REALITIES OF DIGITAL TRANSFORMATION	Seminars	No Sector (MULTISECTORAL)	02/12/2021
MEETING - 66 DAYS TO RESET THE WORLD	Seminars	No Sector (MULTISECTORAL)	24/11/2021
MEETING - PLANNING AND CONTROL SYSTEMS IN THE DIGITAL AGE	Seminars	No Sector (MULTISECTORAL)	20/10/2021
FOLLOW-UP: NEW BUSINESS MODELS FOR NEW NEEDS	Seminars	No Sector (MULTISECTORAL)	24/07/2021
SEMINAR: BUSINESS GENERATION IN THE DIGITAL AGE	Seminars	No Sector (MULTISECTORAL)	17/02/2021
WEBINAR: SMART CITIES GERMANY	Seminars	ICT	24/03/2021
AFTERWORK IN: THE CHALLENGE OF BEING IN THE CLOUD	Seminars	ICT	23/09/2021

A stylized world map in a light blue color, centered on the Atlantic Ocean, set against a dark blue background with a subtle circular grid pattern.

extenda

ANDALUCÍA EXPORTACIÓN
E INVERSIÓN EXTRANJERA



Junta de Andalucía

Consejería de la Presidencia,
Administración Pública e Interior