Country Commercial Guides (CCGs) are prepared annually by U.S. embassies with the assistance of several U.S. government agencies. These reports present a comprehensive look at countries' commercial environments, using economic, political and market analysis. The CCGs were established by recommendation of the Trade Promotion Coordinating Committee (TPCC), a multi-agency task force, to consolidate various reporting documents prepared for the U.S. business community.

Highlight Box

- Doing Business in Portugal
- Political and Economic Environment
- Selling U.S. Products and Services
- Leading Sectors for U.S. Export and Investment
- Trade Regulations and Standards
- Investment Climate
- Trade and Project Financing
- Business Travel
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Http://www.export.gov or Http://www.buyusa.gov/portugal
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Chapter 1: Doing Business in Portugal

- Market Overview
- Market Challenges
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Market Overview

Mainland Portugal, along with the semi-autonomous island regions of the Azores and Madeira, offers American exporters a market of approximately 10.6 million people in a country roughly the size of the State of Indiana. As a member of the European Union (EU), it is fully integrated with the EU, uses the euro currency, and follows directives from the European Commission in Brussels. As with all EU countries, Portugal’s borders and ports are completely open to the free flow of trade with other EU member countries. It has a politically stable environment with a democratically elected parliamentary government and is welcoming of foreign business and investment.

Portugal’s GDP per capita is $20,639 (2009), and its language is the 6th most widely spoken in the world. The country retains close political and economic relations with its former colonies, which are spread throughout Africa, Asia, and South America. Against a backdrop of the global recession, Portugal’s economy contracted by 2.9% in 2009, as its fiscal deficit rose sharply to around 8% of GDP. The government had successfully lowered the deficit to 2.7% in 2008, well below the EU limit of 3%, but a weak economy and concurrent steep decline in revenues caused it to balloon last year. As the government focuses now on deficit control, public investment projects will be impacted. At the same time, a push to stimulate economic growth and job creation will help maintain momentum on some of the country’s large-scale projects – most notably a high-speed rail line to Spain and a new international airport in Lisbon, both of which are anticipated to create diverse opportunities for technology imports and international service contracts.

The government remains committed to attracting FDI, expanding trade with Spain, the U.S., and Africa, and focusing on niche sectors of the economy such as tourism, renewable energy, high quality industrial components, and technology services. In part, this is to address its large current account deficit which reached a record in 2008 (12.1% of GDP) and is expected to be around 9% of GDP in 2009, falling to 8.2% in 2010.

U.S. Census data indicates that Portuguese consumers bought approximately $1 billion dollars worth of U.S. goods and services from January through November 2009. During that same period, U.S. imports of Portuguese goods and services totaled over $1.4 billion. The U.S. states exporting the most to Portugal were Texas, Virginia, New Jersey, California, New York and Wisconsin. Top U.S. exports included aircraft parts and components, electrical machinery, fuel and oil products, machinery and optical/medical equipment.
Although the United States ranks 8th among Portugal’s top export trading partners (2nd place for non-EU countries), Portugal only ranks 71st among U.S. export markets. All the same, the total amount of U.S. goods sold into Portugal is undoubtedly larger than the statistics reflect, as census data does not account for U.S. products imported into other EU countries and subsequently transported into Portugal for sale. It is common throughout the European Union for goods to be shipped to one EU location – often to take advantage of lower value added tax rates - and then to be distributed by ground transport to neighboring member state markets.

The United States continues to work closely with Portugal to find ways to expand and deepen two-way trade and investment to better reflect historically strong political, geo-strategic, and security ties between the two countries. Portugal’s drive to modernize and diversify its economy will offer possibilities for growth in U.S. trade and investment over the medium and long-term. Demand for high-quality, price competitive U.S. products in Portugal is strong and, as mentioned above, several large-scale infrastructure development projects planned for the coming years will offer contract opportunities regardless of global economic growth patterns.

### Market Challenges

Prime Minister Jose Socrates was reelected in 2009, but his party (the Socialist Party, or ‘PS’) did not secure an absolute majority in parliament and has therefore formed a minority government. Battling low economic growth, increasing fiscal deficits, and high unemployment, there is little room for public spending as a means of alleviating the impact of the current recession. As was the case in 2005, budget tightening is expected to target the public sector which, in turn, will limit the rate of economic growth. The Economist Intelligence Unit estimates real GDP growth in 2010 to be just 0.6%, reaching only 1% by 2011. This follows flat growth in 2008 and a contraction of the country’s GDP in 2009 by 2.9%. In addition, Portugal still has one of the highest Value Added Tax (VAT) rates in Europe at 20%.

American exporters face competition in Portugal from savvy European competitors. European companies are already familiar with aspects of the business culture, financing, regulations, standards, etc. In addition, they do not face import tariffs that U.S. companies have to pay to get their products into Portugal. Some U.S. companies have also reported that they are now encountering Chinese competitors in Portugal.

### Market Opportunities

The current dollar/euro exchange rate continues to present an advantage for U.S. exporters to Portugal and all euro-zone countries. A commonly held belief in Portugal is that U.S. products are high quality, but not competitive on price. All U.S. firms are advised to press their price advantage to break into the market and/or increase their market share.

The U.S. Commercial Service in Portugal is seeing renewed interest from Portuguese businesses looking for material and component suppliers from the U.S. The market for U.S. architectural, construction and engineering services is expected to expand in
Portugal in the near future. From now through 2017, there are select “major projects” that are being developed by the Government as priority initiatives. They include the new Lisbon Airport, a high-speed rail line to Madrid, the continued expansion of renewable energy parks, and new ports infrastructure and development. These projects, as well as other infrastructural investments resulting from Portugal's receipt of EU structural and cohesion funds, will present supply and service opportunities for U.S. firms.

The Portuguese market is larger than it may initially appear. There may only be 10.6 million people in Portugal, but there are well over 200 million people who speak Portuguese worldwide. Former Portuguese colonies, including Macau, Mozambique, Angola and Brazil, have close business ties with Portugal. U.S. companies can often find avenues to these other markets through Portugal.

Portugal is an excellent entry point or test-market for U.S. firms looking to establish access into the EU. English is widely spoken and the population is very friendly toward Americans. Both physical and IT Infrastructure are well developed and Portugal is still one of the lower commercial cost business environments in Western Europe.

**Market Entry Strategy**

First time exporters are urged to contact the nearest of over 100 U.S. Export Assistance Centers (USEAC). These USEACs are part of the worldwide network of U.S. Department of Commerce offices to support U.S. exporters. The U.S. Commercial Service in Portugal recommends that U.S. firms get acquainted with the Portuguese market through the standard market research reports we publish, and which are available through the USEACs and the Internet. Companies that have already penetrated one EU country will have met the requirements for Portugal, as well.

The quickest and best way to enter the Portuguese market is to work with a local partner. Both small and large U.S. exporters can benefit from finding the right person or group in Portugal who can provide advice and contacts. The U.S. Commercial Service office in Portugal, located in the U.S. Embassy in Lisbon, offers a variety of services to help U.S. firms find the information they need about the market and identify an agent, distributor or representative for their products or services.

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Chapter 2: Political and Economic Environment

For background information on the political and economic environment of the country, please click on the link below to the U.S. Department of State Background Notes.

Key Link: http://www.state.gov/r/pa/ei/bgn/3208.htm
Chapter 3: Selling U.S. Products and Services

- Using an Agent or Distributor
- Establishing an Office
- Franchising
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- Due Diligence
- Local Professional Services
- Web Resources

Using an Agent or Distributor

When doing business in Portugal, U.S. companies should keep the following points in mind:

- Local Representative. One needs a local representative with good contacts in order to be aware of future contracts and participate in tenders. Portugal is a small country and knowing people in your industry is very important.

- Exclusive Distributor. One distributor that is appointed on an exclusive basis is ideal.

- The Iberian Peninsula. Portugal and Spain do not constitute one homogeneous marketing area. Normally your Spanish distributor should not be asked to cover Portugal unless the Spanish company is willing to set up a separate Portuguese entity to handle this.

- Impact of the EU. If homework has been done for other EU markets it has basically been done for Portugal. Many projects are EU-funded, so an EU partner is desirable and often fundamental when bidding.

- Slow Down. Business takes longer compared to the U.S. or northern Europe, because personal contacts are important. Your customers want to get to know you before they will trust you.

- Business is Honorable. There are relatively few trade complaints. The business community is close knit and many distributors are family-run operations, which means trade disputes are few and are normally resolved out of court. If you do have
to resort to the courts, be prepared to wait. Despite some recent reforms and improvements the Portuguese legal system remains slow and is the biggest single cause of unresolved U.S. company trade complaints.

- English is Common.

Although Portugal is a European country, it looks to the Atlantic and has a long tradition of international trade. After all, Portugal discovered trade routes to Africa before Columbus landed in America. The Portuguese also opened the first major trading routes to India and the Far East, and administered a vast colonial empire for 500 years. The U.S. is well respected in the market and, unlike in Spain or other European Union countries, companies can usually do business in English.

Other aspects that have to be considered are those related to EU laws:

Companies wishing to establish distribution, franchising and agency arrangements need to ensure that the agreements they put into place are in accordance with European Union (EU) and Member State national laws. Council Directive 86/653/EEC establishes certain minimum standards of protection for self-employed commercial agents who sell or purchase goods on behalf of their principals. In essence, the Directive establishes the rights and obligations of the principal and its agents; the agent’s remuneration; and the conclusion and termination of an agency contract, including the notice to be given and indemnity or compensation to be paid to the agent. U.S. companies should be particularly aware that the Directive states that parties may not derogate certain requirements. Accordingly, the inclusion of a clause specifying an alternate body of law to be applied in the event of a dispute will likely be ruled invalid by European courts.

Key Link:

The European Commission’s Directorate General for Competition enforces legislation concerned with the effects on competition in the internal market of "vertical agreements." U.S. small- and medium-sized companies (SMEs) are exempt from these Regulations because their agreements likely would qualify as "agreements of minor importance," meaning they are considered incapable of affecting competition at the EU level but useful for cooperation between SMEs. Generally speaking, companies with fewer than 250 employees and an annual turnover of less than €50 million are considered small- and medium-sized undertakings. The EU has additionally indicated that agreements that affect less than 10 percent of a particular market are generally exempted as well (Commission Notice 2001/C 368/07).

Key Link:

The EU also looks to combat payment delays with Directive 2000/35/EC. This covers all commercial transactions within the EU, whether in the public or private sector, primarily dealing with the consequences of late payment. Transactions with consumers, however, do not fall within the scope of this Directive. In sum, the Directive entitles a seller who does not receive payment for goods/services within 30-60 days of the payment deadline to collect interest (at a rate of 7 percent above the European Central Bank rate) as
compensation. The seller may also retain the title to goods until payment is completed and may claim full compensation for all recovery costs. The current legislation is undergoing review.


Companies’ agents and distributors can take advantage of the European Ombudsman when victim of inefficient management by an EU institution or body. Complaints can be made to the European Ombudsman only by businesses and other bodies with registered offices in the EU. The Ombudsman can act upon these complaints by investigating cases in which EU institutions fail to act in accordance with the law, fail to respect the principles of good administration, or violate fundamental rights.


Establishing an Office

The process of setting up a business in Portugal has been simplified over the past couple of years. These days, there are a number of available methods to choose from. The Business Gateway (Portal da Empresa) offers a program called “On the Spot Firm”, which is described below. There is also an “On-line Company” registration method, along with the traditional Commercial Registry office process.

The “On the Spot Firm” method facilitates establishment of a single shareholder limited liability company, a private limited company or partnership, or a public limited company in less than sixty minutes. All the procedures are carried out in one place and as long as the partners have all necessary documents and the company is registered at one of the desks of the “On the Spot Firm” program, available throughout the country.

Key Link: http://www.empresanahora.pt/ENH/.../EN_homepage

In order to use the On-Line Company method, digital certification of the user is required (e.g.: Citizen ID card) Through this method, it is possible to set up companies of any type, with the exception of European public limited companies (societas europaeae) and companies whose share capital is paid through contributions in kind. For the latter, transfer of assets to the company by shareholders must be done through a more formal process.

Key Link: https://www.portaldaempresa.pt/cve/Login.aspx?page=1

The Traditional Method requires various visits to different entities, but has the advantage of personal contact.

Business Formality Centers (CFE) is a first stop for information and assistance in setting up a business. At each CFE there is a “National Registry of Corporate Entities” office, a notary’s office and a registration support office.

Key Link: http://www.cfe.iapmei.pt/index.php
Any American entity interested in establishing a company in Portugal should visit both the Commercial Service office of the U.S. Embassy in Lisbon and a Business Formality Centre (CFE) to discuss the project and obtain additional information that could prove useful in ensuring a smooth process.

Below is a brief example of the traditional stages of the incorporation of a company subject to a public deed. It should be noted that for this description to be comprehensive, the most demanding scenario in terms of formalities is envisioned.

1. One of the future partners should apply for an Admissibility Certificate for a company name or corporate entity name and a Provisional Company Identity Card. The application must be signed by the applicant or their legal representative.

   For this, the relevant body is the RNPC - Registo Nacional de Pessoas Colectivas (National Register of Corporate Entities) and the following documents are needed:

   - Modelo 11 (printed form) duplicate;
   - Modelo 10 (printed form);
   - Deposit slip for the fees (€70): the Admissibility Certificate (€56) and provisional identity card (€14) are provided by the relevant services.

   A Validation Certificate is valid for 3 months for the purpose of the deed, and for another 3 months after signing the deed of incorporation for the purpose of entry into the company register.

   If the future partner is a non-resident company it should also:

   - Register with the RNPC;
   - Provide documentary proof of the foreign company’s existence;
   - Provide documentary proof of authority of whoever is the granting party, issued in the country of origin, duly translated into Portuguese and certified.

   Once the name has been approved, a copy of the Certificate of Admissibility or Provisional Corporate Entity Card must be made so that the share capital can be deposited in a bank (any).

2. Schedule an appointment to sign the deed of incorporation in the Notary Office, for which you will need the following documents:

   - Admissibility Certificate for the company name;
   - Provisional Corporate Entity Card;
   - Appropriate form, duly completed;
   - Model chosen (from those provided by the notary) duly completed, or, alternatively, your own Articles of Association, in digital format;
   - Photocopies of the identification documents of the granting parties:
     - for individuals: Identity card and Tax identification card;
     - for corporate entities: Certificate from the Company Registry Office (CRC), issued within the past 12 months, /Corporate Identity card, initial deed of incorporation (or private deed either certified or duly recognized),
and the Identity card and Tax identification card of the person empowered to bind the future firm or represent it.

- Statutory auditor’s report for contributions other than in cash;
- Documentary proof of payment of municipal property transfer tax, when contributions to the capital are made in property, unless it is exempt from tax.

3. Sign the deed of incorporation in the Notary Office, for which you will need the following documents:

- Identity cards of the individual granting parties, viz.: Identity card and Tax identification card;
- Documentary proof of share capital deposit.

4. Application by a shareholder, director, lawyer or legal representative of the company for the company registration, publication on a website open to public access and registration with the RNPC, made to the CRC - Conservatória do Registo Comercial (Company Registry Office) (1), for which the following documents are required:

- Modelo 232 (printed form);
- The firm’s deed of incorporation (or private deed either certified or signed by the granting parties in the presence of a notary, if incorporation was not by public deed);
- The Admissibility Certificate for the name.

(1) Decree-Law no. 76-A/2006 of 29 March abolished the territorial jurisdiction of company registry offices, effective from 1 January 2007. This means that, since that date, any citizen or company can carry out any company registration in any registry office in Portugal, regardless of where the company’s head office may be located.

The CRC is responsible for publishing the details on the public website.

Key Link: [http://www.mj.gov.pt/publicacoes](http://www.mj.gov.pt/publicacoes)

All this should be done within 60 days of signing the private deed (either certified or in the presence of a notary, who has duly recognized the signatures), or the public deed of incorporation.

5. Start of Activity Declaration, from the DGCI – Direcção Geral das Contribuições e Impostos (Directorate-General for Taxation) for which the following documents are required:

- Modelo 1698 (printed form) (INCM), in triplicate, with details of the company’s duly certified accountant;
- Provisional Corporate Entity Card;
- Photocopy of the public or private deed of incorporation of the company;
- Photocopies of the ID and TIN cards of the partners and accountant, and the latter's membership card of the CTOC - Câmara dos Técnicos Oficiais de Contas (Chamber of Chartered Accountants).
The declaration, signed by a partner, director or other representative, must be submitted 15 days after lodging the registration application at the CRC - Conservatória do Registo Comercial (Company Registry Office).

6. Registration with the CRSS - Centro Regional da Segurança Social (regional Social Security office), for which the following documents are needed:

- Tax identification card;
- An authenticated copy of the public deed of incorporation or certified or recognized private deed if the incorporation was not made through a public deed;
- Provisional corporate entity card;
- Company minute appointing members of the corporate bodies and details of their remuneration;
- Photocopies of the tax identification cards of the members of the corporate bodies;
- Start of Activity Declaration.

Registration with Social Security should take place within 10 working days of start of activity.

Documentary proof of exemption should be provided, if applicable.

7. Application for registration in the Cadastro Comercial (Company Records Office), submitted to the DGAE - Direcção-Geral das Actividades Económicas (Directorate-General for Economic Activities) or DRE – Direcções Regionais do Ministério da Economia e da Inovação (Regional Offices of the Ministry of the Economy and Innovation) in the area where the company's office is registered, for which the following documents are required:

- Form from the DGAE - Direcção-Geral das Actividades Económicas (Directorate-General for Economic Activities), in duplicate, or,
- Form from the regional office of the Ministério da Economia e da Inovação (Ministry of the Economy and Innovation), in duplicate – Modelo 387 (printed form) INCM.

Registration in the company records office must take place within 30 days of the opening of the commercial establishment. In relation to industrial records, Decree-Law no. 174/2006, of 25 August, abolished the autonomous administrative act of mandatory registration of industrial establishments, along with the industrial establishment data sheet MOD.106-DGI/Modelo (printed form) no. 387 (INCM), in compliance with the Administrative and Legislative Simplification Programme - Simplex 2006 guidelines. Under this new system, the information provided in the industrial licensing procedure will be processed by the various bodies coordinating the licensing process, so as to compile the industrial register, and the entrepreneur no longer needs to furnish the information that is already in that file.

Setting up a European plc with headquarters in Portugal must follow the same formalities described for companies governed by Portuguese law. In addition, registration and cancellation of registration must be published in the European Union Official Gazette.
Overall, the economic climate in Portugal is open to franchises, especially for new and innovative concepts. The outlook for the franchise sector in 2010/2011 is positive, with projected annual growth of 3 - 5%, mainly due to the opening of new outlets and shopping malls in the country. There are 520 franchises operating in the market and the number of franchised units is estimated to be 11,300. Local franchisors represent 53% of the total market share, followed by Spain with 17% and the U.S. with 9% (representing 44 brands). Portugal offers many opportunities for expansion and the market still has considerable room for new, internationally known franchising concepts (see Best Prospects).

Distance selling and e-commerce have become effective direct marketing methods and their popularity has grown rapidly. According to the Portuguese Direct Marketing Association - AMD (www.amd.pt), the sales growth for 2010/2011 from direct marketing is estimated at 10%, with more than 80 direct marketing firms operating in Portugal.

Key Link: http://www.amd.pt

The most popular direct marketing sectors are cultural, instruction/training and consumer goods (30% of sales) and apparel and clothing (20% of sales). Other successful areas are home furnishings, perfumes and cosmetics, and art/collectible products. The expansion of this type of marketing has not been greater because Portuguese mailing expenses are still high and consumer confidence in direct marketing methods is low. Portuguese consumer protection regulations and laws are considered inadequate. Authorities implementing controls and conducting inspections often fail to do so effectively.

Direct marketing is increasing in importance as a sales method and is expanding every year to new areas of activity. Although relatively less developed than in many other EU countries, "E-commerce" has brought a new life to the sector and allowed the emergence of very successful shops of office supplies, computer hardware/software, groceries, clothing, and books.

Other aspects that have to be considered:

There is a wide range of EU legislation that impacts the direct marketing sector. Compliance requirements are stiffest for marketing and sales to private consumers. Companies need to focus, in particular, on the clarity and completeness of the information they provide to consumers prior to purchase, and on their approaches to collecting and using customer data. The following gives a brief overview of the most important provisions flowing from EU-wide rules on distance selling and on-line commerce. It is worth noting that the EU is currently overhauling its consumer protection legislation. Companies are advised to consult the information available via the hyper-
Processing Customer Data

The EU has strict laws governing the protection of personal data, including the use of such data in the context of direct marketing activities. For more information on these rules, please see the privacy section above.

Distance Selling Rules

Distance and Door-to-Door sales

The EU’s Directive on distance selling to consumers (97/7/EC and amendments) sets out a number of obligations for companies doing business at a distance with consumers. It can read like a set of onerous "do's" and "don'ts," but in many ways it represents nothing more than a customer relations good practice guide with legal effect. Direct marketers must provide clear information on the identity of themselves as well as their supplier, full details on prices including delivery costs, and the period for which an offer remains valid — all of this, of course, before a contract is concluded. Customers generally have the right to return goods without any required explanation within seven days, and retain the right to compensation for faulty goods thereafter. Similar in nature is the Doorstep Directive (85/577/EEC) which is designed to protect consumers from sales occurring outside of a normal business premises (e.g., door-to-door sales) and essentially assure the fairness of resulting contracts.

Key Links: Consumer Affairs Homepage:
http://ec.europa.eu/consumers/cons_int/safe_shop/index_en.htm

Distance Selling:
http://ec.europa.eu/consumers/cons_int/safe_shop/dist_sell/index_en.htm

Door Step Selling:
http://ec.europa.eu/consumers/cons_int/safe_shop/door_sell/index_en.htm

Distance Selling of Financial Services

Financial services are the subject of a separate Directive that came into force in June 2002 (2002/65/EC). This piece of legislation amends three prior existing Directives and is designed to ensure that consumers are appropriately protected in respect to financial transactions taking place where the consumer and the provider are not face-to-face. In addition to prohibiting certain abusive marketing practices, the Directive establishes criteria for the presentation of contract information. Given the special nature of financial markets, specifics are also laid out for contractual withdrawal.

Key Link:

Direct Marketing over the Internet
The e-commerce Directive (2000/31/EC) imposes certain specific requirements connected to the direct marketing business. Promotional offers must not mislead customers and the terms that must be met to qualify for them have to be easily accessible and clear. The Directive stipulates that marketing e-mails must be identified as such to the recipient and requires that companies targeting customers on-line must regularly consult national opt-out registers where they exist. When an order is placed, the service provider must acknowledge receipt quickly and by electronic means, although the Directive does not attribute any legal effect to the placing of an order or its acknowledgment. This is a matter for national law. Vendors of electronically supplied services (such as software, which the EU considers a service and not a good) must also collect value added tax (see Electronic Commerce section below).

Key Link: http://ec.europa.eu/internal_market/e-commerce/index_en.htm

### Joint Ventures/Licensing

Joint ventures and licensing are alternative ways to enter the Portuguese market. Joint ventures between American and Portuguese firms are treated under Portuguese law as a foreign investment operation, which may take the form of any type of business firm. With regard to tax treatment and incentives, both domestic and foreign-owned are treated equally. Special regulations apply to investment in some sectors as explained in Chapter VII.

Licensing is a contractual arrangement, in which the licensor makes available or sells its know-how, patents, trademarks or copyrights to a licensee for compensation. Franchising could be considered as an important form of know-how licensing.

American firms should be reminded that, as a fully integrated member of the EU, Portugal abides by the foreign trade and investment rules that govern the rest of the EU. Whatever applies in other EU countries applies to Portugal. If an American firm is mastering EU regulations prior to exporting or investing in the EU, it has already done its homework for Portugal. However, enforcement of some intellectual property rights laws is still weak.

### Selling to the Government

In 2008, Portugal adopted a new Code of Public Procurement, which transposed Directives 2004/18/CE and 2004/17/CE of the European Parliament. Government procurements may be issued in various ways, based on the amount or characteristics of the tender. Generally speaking, public tenders are used for large-scale investments and are open to national and foreign companies without discrimination.

Public tenders are published in the Portuguese Official Journal (Diário da República, Series III), and often in the major Portuguese newspapers.

Key Link: http://www.base.gov.pt/

Other aspects that have to be considered:
The EU public procurement market, including EU institutions and Member States, totals around EUR 1.6 billion. This market is regulated by three Directives:

- Directive 2004/18 on Coordination of procedures for the award of public works, services and supplies contracts, and
- Directive 2004/17 on Coordination of procedures of entities operating in the Utilities sector, which covers the following sectors: water, energy, transport and postal services.
- Directive 2009/81 on Coordination of procedures for the award of certain works, supply and service contracts by contracting authorities in the fields of defense and security (to be implemented in national laws of EU member states by mid-2011).

Remedies directives cover legal means for companies that face discriminatory public procurement practices. These directives are implemented in the national procurement legislation of the 27 EU Member States.

The US and the EU are signatories to the World Trade Organization’s (WTO) Government Procurement Agreement (GPA), which grants access to most public supplies and services and some works contracts published by national procuring authorities of the countries that are parties to the Agreement. In practice, this means that U.S.-based companies are eligible to bid on supplies and services contracts from European public contracting authorities above the agreed thresholds.

However, there are restrictions for U.S. suppliers in the EU utilities sector both in the EU Utilities Directive and in the EU coverage of the Government Procurement Agreement (GPA). The Utilities Directive allows EU contracting authorities in these sectors to either reject non-EU bids where the proportion of goods originating in non-EU countries exceeds 50% of the total value of the goods constituting the tender, or is entitled to apply a 3% price difference to non-EU bids in order to give preference to the EU bid. These restrictions are applied when no reciprocal access for EU companies in the U.S. market is offered. Those restrictions however were waived for the electricity sector.

For more information, please visit the U.S. Commercial Service at the U.S. Mission to the European Union website dedicated to EU public procurement. This site also has a database of all European public procurement tenders that are open to U.S.-based firms by virtue of the Government Procurement Agreement. Access is free of charge.

Key Link: http://www.buyusa.gov/europeanunion/eu_tenders.html

Distribution and Sales Channels

The Portuguese population is concentrated along the coast. The major distribution centers are Lisbon in the South and Porto in the North, although the regional centers of Braga (north of Porto) and Setubal (South of Lisbon) have come into their own in recent
years. The Lisbon region accounts for 21% of Portugal's population with 63% employed in services and 33% employed in industry. Major industries as well as the head offices of many large corporations are located in Lisbon. Most financial institutions have also chosen the capital to locate their headquarters. The Lisbon area has the highest purchasing power in the country and suffers, like many metropolitan areas, from traffic congestion and rising costs.

Porto is the most dynamic industrial development area in Portugal. It accounts for 16% of the Portuguese population and is also an area of high purchasing power. Most importers and distributors have offices in Porto; U.S. firms looking to appoint a distributor in Portugal should not overlook this fact. Porto is connected to Lisbon by a direct and well-maintained highway and a bridge over the Douro River, and is also easily reached by train and direct flights.

Portugal is a relatively small country, and most sales channels cover the entire territory. Distribution centers tend to be located in Lisbon and Porto, although many large importers and wholesalers have branch sales offices and/or sub-agents or dealers in other principal cities and towns, including those in the Portuguese islands of Madeira and the Azores.

**Selling Factors/Techniques**

In Portugal, modern techniques coexist with traditional practices. Modern sales techniques are generally accepted and are effective, but traditional values continue to be respected. Many businesspeople still consider a personal contact and a handshake to be a kind of informal contract, but they are also accustomed to formal contract procedures.

Direct sales, large “hypermarkets” and shopping malls are common. For consumer goods, the decisive selling factors may be price, quality, brand name or the product's innovative features. However, the institutional buyer is quality conscious and very sensitive to pricing. Most tenders consider price first and quality second. These characteristics, as well as its market size, sometimes make Portugal a difficult destination for some American exporters. A good understanding of market needs and the demand for new opportunities should lead to profitable niches for the American exporter.

**Electronic Commerce**

E-commerce is one of the fastest growing sectors in the country and offers great potential for U.S. companies. For more information on this, investors should be aware of Directive 95/46/EC of the European Parliament and of the Council of October 24, 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data.

Electronic users (%) from 2005 to 2009:

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<tr>
<td>Value</td>
<td>3.7%</td>
<td>4.7%</td>
<td>5.8%</td>
<td>6.4%</td>
<td>6.9%</td>
</tr>
</tbody>
</table>
Other aspects that have to be considered:

In July 2003, the EU started applying Value Added Tax (VAT) to sales by non-EU based companies of Electronically Supplied Services (ESS) to EU based non-business customers. U.S. companies that are covered by the rule must collect and submit VAT to EU tax authorities. European Council Directive 2002/38/EC further developed the EU rules for charging Value Added Tax. These rules were indefinitely extended following adoption of directive 2008/8/EC.

U.S. businesses mainly affected by the 2003 rule change are those that are U.S. based and selling ESS to EU based, non-business customers or those businesses that are EU based and selling ESS to customers outside the EU who no longer need to charge VAT on these transactions. There are a number of compliance options for businesses. The Directive created a special scheme that simplifies registering with each Member State. The Directive allows companies to register with a single VAT authority of their choice. Companies have to charge different rates of VAT according to where their customers are based but VAT reports and returns are submitted to just one authority. The VAT authority responsible for providing the single point of registration service is then responsible for reallocating the collected revenue among the other EU VAT authorities.

Key Link:  [http://ec.europa.eu/taxation_customs/taxation/vat/how_vat_works/e-services/index_en.htm](http://ec.europa.eu/taxation_customs/taxation/vat/how_vat_works/e-services/index_en.htm)

**Trade Promotion and Advertising**

As in all Western countries, some of the preferred techniques for reaching Portuguese buyers effectively are advertising and trade promotion events. Portugal offers a reasonably priced market in which to advertise. Advertising media are the same as in the majority of developed Western countries: newspapers, magazines, TV, and Internet advertising are the most popular.

In Portugal there are a number of annual specialized international trade shows. Major venues include the International Fair of Lisbon (FIL - Feira Internacional de Lisboa) and the Exponor trade center near Porto, both of which offer excellent means for finding prospective local partners. In addition, various associations' commercial bulletins are good avenues for client-directed promotional activities.

The U.S. Commercial Service at the U.S. Embassy in Lisbon can provide a list of major newspapers and business journals, upon request.

Other aspects that have to be considered:

**General Legislation**

Laws against misleading advertisements differ widely from member state to member state within the EU. To respond to this, the Commission adopted a Directive, in force...
since October 1986, establishing minimum and objective criteria regarding truth in advertising. The Directive was amended in October 1997 to include comparative advertising. Under the Directive, misleading advertising is defined as any "advertising which in any way, including its presentation, deceives or is likely to deceive the persons to whom it is addressed or whom it reaches and which, by reason of its deceptive nature, is likely to affect their economic behavior or which for those reasons, injures or is likely to injure a competitor." Member States can authorize even more extensive protection under their national laws.

Comparative advertising, subject to certain conditions, is defined as "advertising which explicitly or by implication identifies a competitor or goods or services by a competitor." Member States can, and in some cases have, restricted misleading or comparative advertising.

The EU's Audiovisual Media Services Directive lays down legislation on broadcasting activities allowed within the EU. From 2009 the rules allow for US-style product placement on television and the three-hour/day maximum of advertising will be lifted. However, a 12-minute/hour maximum will remain. Child programming will be subject to a code of conduct that will include a limit of junk food advertising to children.

Following the adoption of the 1999 Council Directive on the Sale of Consumer Goods and Associated Guarantees, product specifications, as laid down in advertising, are now considered as legally binding on the seller. (For additional information on Council Directive 1999/44/EC on the Sale of Consumer Goods and Associated Guarantees, see the legal warranties and after-sales service section below.)

The EU adopted Directive 2005/29/EC concerning fair business practices in a further attempt to tighten up consumer protection rules. These rules outlaw several aggressive or deceptive marketing practices such as pyramid schemes, "liquidation sales" when a shop is not closing down, and artificially high prices as the basis for discounts in addition to other potentially misleading advertising practices. Certain rules on advertising to children are also set out.

Key Link:

Medicine

The advertising of medicinal products for human use is regulated by Council Directive 2001/83/EC. Generally speaking, the advertising of medicinal products is forbidden if market authorization has not yet been granted or if the product in question is a prescription drug. Mentioning therapeutic indications where self-medication is not suitable is not permitted, nor is the distribution of free samples to the general public. The text of the advertisement should be compatible with the characteristics listed on the product label, and should encourage rational use of the product. The advertising of medicinal products destined for professionals should contain essential characteristics of the product as well as its classification. Inducements to prescribe or supply a particular medicinal product are prohibited and the supply of free samples is restricted.
The Commission presented a new framework for information to patients on medicines in 2008. The framework would allow industry to produce non-promotional information about their medicines while complying with strictly defined rules and would be subject to an effective system of control and quality assurance.

Key Link:
http://ec.europa.eu/enterprise/pharmaceuticals/patients/patients_key.htm

Nutrition & Health Claims

On July 1, 2007, a new regulation on nutrition and health claims entered into force. Regulation 1924/2006 sets EU-wide conditions for the use of nutrition claims such as “low fat” or “high in vitamin C” and health claims such as “helps lower cholesterol”. The regulation applies to any food or drink product produced for human consumption that is marketed on the EU market. Only foods that fit a certain nutrient profile (below certain salt, sugar and/or fat levels) will be allowed to carry claims. Nutrition and health claims will only be allowed on food labels if they are included in one of the EU positive lists. Food products carrying claims must comply with the provisions of nutritional labeling directive 90/496/EC. From 2010, only nutrition claims in the Annex will be allowed.

The development of nutrient profiles, originally scheduled for January 2009, is being delayed due to the 2009 Parliamentary elections and the appointment of a new Commission. Once they have been set, there will be another two-year period before the nutrient profiles begin to apply to allow food operators time to comply with the new rules. Nutrition claims can fail one criterion, i.e. if only one nutrient (salt, sugar or fat) exceeds the limit of the profile, a claim can still be made provided the high level of that particular nutrient is clearly marked on the label. For example, a yogurt can make a low-fat claim even if it has high sugar content but only if the label clearly states “high sugar content”. Health claims cannot fail any criteria.

The deadline of January 31, 2010, for compiling a list of well-established health function claims such as ‘calcium is good for your bones’ will not be met due to the vast amount of applications that have to be screened by EFSA. Disease risk reduction claims and claims referring to the health and development of children will require an authorization on a case-by-case basis, following the submission of a scientific dossier to EFSA. A simplified authorization procedure has been established for health claims based on new scientific data. GAIN Report E48055 describes how application dossiers for authorization of health claims should be prepared and presented. A guidance document on how companies can apply for health claim authorizations can be downloaded from EFSA's website at:

Summary Document:

Full Text:
Food Supplements

Regulation 1925/2006, applicable as of July 1, 2007, harmonizes rules on the addition of vitamins and minerals to foods. The regulation lists the vitamins and minerals that may be added to foods. This list was most recently revised in November 2009. A positive list of substances other than vitamins and minerals has not been established yet, although it is being developed. Until then, Member State laws will govern the use of these substances.

Tobacco

The EU Tobacco Advertising Directive bans tobacco advertising in printed media, radio, and internet as well as the sponsorship of cross-border events or activities. Advertising in cinemas and on billboards or merchandising is allowed though these are banned in many Member States. Tobacco advertising on television has been banned in the EU since the early 1990s and is governed by the TV without Frontiers Directive.

Pricing

Pricing is the most common explanation cited for why a number of U.S. products offered in Portugal are not competitive. Pricing of U.S. products sometimes reflects the dealer price in the United States. This often includes the exporter’s marketing overhead that:

1. Must be recalculated generally downward to properly account for actual expenses in the Portuguese market; and,

2. Must not be a "double-counted" expense that adds Portuguese marketing expenses on top of "built-in" American marketing expenses.

The most appropriate method for pricing a product for the Portuguese market is marginal cost pricing. This would be the marginal unit cost of production in the United States, plus Portuguese market-specific costs associated with overseas promotion, labeling and packaging expenses. A profit margin added to the other pricing components should keep the product competitive.

Portuguese importers currently accept the more common terms of international trade (C.I.F., C&F., F.A.S., F.O.B. or Ex point of origin). They prefer to receive C.I.F. quotations or at least F.O.B. quotations including detailed product description, gross and net shipping weight, volume and time of shipment (from where the delivery is made) and delivery. Pro-forma invoices with all the above details are not mandatory but are advisable and desirable.
The most important rules that address sales service and customer support in Portugal result from the transposition of EU Directives, such as Directive 1999/34/EC and 1985/374/EEC concerning the sale of consumer goods and the liability for defective products.

In Portugal the seller shall be held liable when the lack of conformity becomes apparent within 2 years from delivery of the goods, and within 5 years for real estate. In addition, for representation/agency/distributorship agreements, sharing promotion expenses and cooperating in marketing strategies or technical assistance could add valuable marketing leverage.

Other aspects that have to be considered:

Conscious of the discrepancies among Member States in product labeling, language use, legal guarantee, and liability, the redress of which inevitably frustrates consumers in cross-border shopping, the EU institutions have launched a number of initiatives aimed at harmonizing national legislation. Suppliers within and outside the EU should be aware of existing and upcoming legislation affecting sales, service, and customer support.

Product Liability

Under the 1985 Directive on liability of defective products, amended in 1999, the producer is liable for damage caused by a defect in his product. The victim must prove the existence of the defect and a causal link between defect and injury (bodily as well as material). A reduction of liability of the manufacturer is granted in cases of negligence on the part of the victim.

Key link: http://ec.europa.eu/enterprise/policies/single-market-goods/product-liability/

Product Safety

The 1992 General Product Safety Directive introduces a general safety requirement at the EU level to ensure that manufacturers only place safe products on the market. It was revised in 2001 to include an obligation on the producer and distributor to notify the Commission in case of a problem with a given product, provisions for its recall, the creation of a European Product Safety Network, and a ban on exports of products to third countries that are not deemed safe in the EU.

Key link: http://ec.europa.eu/consumers/safety/prod_legis/index_en.htm

Legal Warranties and After-sales Service

Under the 1999 Directive on the Sale of Consumer Goods and Associated Guarantees, professional sellers are required to provide a minimum two-year warranty on all consumer goods sold to consumers (natural persons acting for purposes outside their
trade, businesses or professions), as defined by the Directive. The remedies available to consumers in case of non-compliance are:

- Repair of the good(s);
- Replacement of the good(s);
- A price reduction; or
- Rescission of the sales contract.

Key link:

Other issues pertaining to consumers’ rights and protection, such as the New Approach Directives, CE marking, quality control and data protection are dealt with in Chapter 5 of this report.

Protecting Your Intellectual Property

Several general principles are important for effective management of intellectual property rights in Portugal and in the European Union (EU). First, it is important to have an overall strategy to protect IPR. Second, IPR is protected differently in Portugal and in the EU than in the U.S. Third, rights must be registered and enforced in Portugal and in the EU under local laws. Companies may wish to seek advice from local attorneys or IP consultants. The U.S. Commercial Service can often provide a list of local lawyers upon request.

It is vital that companies understand that intellectual property is primarily a private right and that the US government generally cannot enforce rights for private individuals in the EU. It is the responsibility of the rights' holders to register, protect, and enforce their rights where relevant, retaining their own counsel and advisors. While the U.S. Government is willing to assist, there is little it can do if the rights holders have not taken these fundamental steps necessary to securing and enforcing their IPR in a timely fashion. Moreover, in many countries, rights holders who delay enforcing their rights on a mistaken belief that the USG can provide a political resolution to a legal problem may find that their rights have been eroded or abrogated due to doctrines such as statutes of limitations, laches, estoppel, or unreasonable delay in prosecuting a law suit. In no instance should USG advice be seen as a substitute for the obligation of a rights holder to promptly pursue its case.

It is always advisable to conduct due diligence on partners. Negotiate from the position of your partner and give your partner clear incentives to honor the contract. A good partner is an important ally in protecting IP rights. Keep an eye on your cost structure and reduce the margins (and the incentive) of would-be bad actors. Projects and sales in the EU require constant attention. Work with legal counsel familiar with local laws to create a solid contract that includes non-compete clauses, and confidentiality/non-disclosure provisions.

It is also recommended that small and medium-size companies understand the importance of working together with trade associations and organizations to support
efforts to protect IPR and stop counterfeiting. There are a number of these organizations, Portuguese, EU and U.S.-based. These include:

- The U.S. Chamber and local American Chambers of Commerce
- National Association of Manufacturers (NAM)
- International Intellectual Property Alliance (IIPA)
- International Trademark Association (INTA)
- The Coalition Against Counterfeiting and Piracy
- International Anti-Counterfeiting Coalition (IACC)
- Pharmaceutical Research and Manufacturers of America (PhRMA)
- Biotechnology Industry Organization (BIO)
- Portuguese Institute of Industrial Property (INPI)
- Portuguese Software Association (ASSOFT)
- Portuguese Society of Authors (SPA)
- General Inspection of Cultural Activities (IGAC)

A wealth of information on protecting IPR is freely available to U.S. rights holders. Some excellent resources for companies regarding intellectual property include the following:

- For information about patent, trademark, or copyright issues -- including enforcement issues in the US and other countries -- call the STOP! Hotline: 1-866-999-HALT or register at www.StopFakes.gov.
- For more information about registering trademarks and patents (both in the U.S. as well as in foreign countries), contact the US Patent and Trademark Office (USPTO) at: 1-800-786-9199.
- For more information about registering for copyright protection in the US, contact the US Copyright Office at: 1-202-707-5959.
- For US small and medium-size companies, the Department of Commerce offers a "SME IPR Advisory Program" available through the American Bar Association that provides one hour of free IPR legal advice for companies with concerns in Brazil, China, Egypt, India, Russia, and Thailand. For details and to register, visit: http://www.abanet.org/intlaw/intlproj/iprprogram.html
- For information on obtaining and enforcing intellectual property rights and market-specific IP Toolkits visit: www.StopFakes.gov This site is linked to the USPTO website for registering trademarks and patents (both in the U.S. as well as in foreign countries), the U.S. Customs & Border Protection website to record registered trademarks and copyrighted works (to assist customs in blocking imports of IPR-infringing products) and allows you to register for Webinars on protecting IPR.
  - For an in-depth examination of IPR requirements in specific markets, toolkits are currently available in the following countries/territories: Brazil, Brunei, China, Egypt, European Union, India, Italy, Malaysia, Mexico, Paraguay, Peru, Russia, Taiwan, Thailand, and Vietnam.
  - For assistance in developing a strategy for evaluating, protecting, and enforcing IPR, use the free Online IPR Training Module on www.stopfakes.gov.

Other aspects that have to be considered:
Copyright

The EU’s legislative framework for copyright protection consists of a series of Directives covering areas such as the legal protection of computer programs, the duration of protection of authors’ rights and neighboring rights, and the legal protection of databases. Almost all Member States have fully implemented the rules into national law; and the Commission is now focusing on ensuring that the framework is enforced accurately and consistently across the EU.

Key Link: http://ec.europa.eu/internal_market/copyright/documents/documents_en.htm

The on-line copyright Directive (2001/29/EC) addresses the problem of protecting rights holders in the online environment while protecting the interests of users, ISPs and hardware manufacturers. It guarantees authors’ exclusive reproduction rights with a single mandatory exception for technical copies (to allow caching), and an exhaustive list of other exceptions that individual Member States can select and include in national legislation. This list is meant to reflect different cultural and legal traditions, and includes private copying "on condition right holders receive fair compensation."

Key Link: http://eur-lex.europa.eu/eli/dir/2001/167/oj

Patents

EU countries have a "first to file" approach to patent applications, as compared to the "first to invent" system currently followed in the United States. This makes early filing a top priority for innovative companies. Unfortunately, it is not yet possible to file for a single EU-wide patent that would be administered and enforced like the Community Trademark though negotiations are progressing (see below). For the moment, the most effective way for a company to secure a patent across a range of EU national markets is to use the services of the European Patent Office (EPO) in Munich. It offers a one-stop-shop that enables rights holders to get a bundle of national patents using a single application. However, these national patents still have to be validated, maintained and litigated separately in each Member State.

Key Links: http://ec.europa.eu/internal_market/indprop/patent/index_en.htm
http://www.european-patent-office.org

Trademarks

The EU-wide Community Trademark (CTM) can be obtained via a single language application to the Office of Harmonization in the Internal Market (OHIM) in Alicante, Spain. It lasts ten years and is renewable indefinitely. For companies looking to protect trademarks in three or more EU countries the CTM is a more cost effective option than registering separate national trademarks.

On October 1, 2004, the European Commission (EC) acceded to the World Intellectual Property Organization (WIPO) Madrid Protocol. The accession of the EC to the Madrid Protocol establishes a link between the Madrid Protocol system, administered by WIPO, and the Community Trademark system, administered by OHIM. As of October 1, 2004,
Community Trademark applicants and holders are allowed to apply for international protection of their trademarks through the filing of an international application under the Madrid Protocol. Conversely, holders of international registrations under the Madrid Protocol will be entitled to apply for protection of their trademarks under the Community Trademark system.

Key Links: http://oami.europa.eu/  
http://www.wipo.int/madrid/en

**Designs**

The EU adopted a Regulation introducing a single Community for the protection of designs in December 2001. The Regulation provides for two types of design protection, directly applicable in each EU Member State: the registered Community design and the unregistered Community design. Under the registered Community design system, holders of eligible designs can use an inexpensive procedure to register them with the EU’s Office for Harmonization in the Internal Market (OHIM), based in Alicante, Spain. They will then be granted exclusive rights to use the designs anywhere in the EU for up to twenty-five years. Unregistered Community designs that meet the Regulation’s requirements are automatically protected for three years from the date of disclosure of the design to the public.

Key Link: http://oami.europa.eu/

**Trademark Exhaustion**

Within the EU, the rights conferred on trademark holders are subject to the principle of "exhaustion." Exhaustion means that once trademark holders have placed their product on the market in one Member State, they lose the right to prevent the resale of that product in another EU country. This has led to an increase in the practice of so called "parallel importing" whereby goods bought in one Member State are sold in another by third parties unaffiliated to the manufacturer. Parallel trade is particularly problematic for the research-based pharmaceutical industry where drug prices vary from country to country due to national price Regulation.

Community wide exhaustion is spelled out in the Directive on harmonizing trademark laws. In a paper published in 2003, the Commission indicated that it had no plans to propose changes to existing legal provisions.

Key Link: http://ec.europa.eu/internal_market/indprop/tm/index_en.htm

Additional information regarding protection of property rights in Portugal can be found in Chapter VI.

**Due Diligence**

The U.S. Commercial Service at the U.S. Embassy in Lisbon assists U.S. firms in identifying the opportunities and risks of cross border transactions. In general, our office supports bids in competitive tenders, briefs U.S. firms as required, provides information
on key risks in the business environment, and advocates on behalf of U.S. firms, as appropriate.

For complex transactions and issues, our office can provide lists of attorneys and law offices, as well as accounting/consulting firms specialized in due diligence, to help investors achieve the best value for a transaction.

**Local Professional Services**

Using an attorney is not mandatory for doing business in Portugal. Most transactions may be accomplished without an attorney, including the establishment of small, non-complex businesses. However, attorneys are strongly recommended to solve some types of trade disputes and for the establishment of local offices such as joint venture investments with local entities or as 100% subsidiaries. For complex types of licensing, representation/distribution and franchising, an attorney is also recommended to assure compliance with local laws.

The U.S. Commercial Service at the U.S. Embassy in Lisbon can provide a list of major local service providers such as law, accounting and consulting firms, upon request.

**Web Resources**


Chapter 4: Leading Sectors for U.S. Export and Investment

- Agricultural Sectors

Commercial Sectors

- Showcase Europe
- Architectural/Construction & Green Building Services
- Franchising
- Medical Equipment
- Safety and Security Equipment and Services
- Tourism Services
- Water and Waste Services
Agricultural Sectors

To find out more about the leading agricultural sectors for U.S. Exports and Investment in Portugal, please contact the Foreign Agricultural Service at the American Embassy in Madrid.

Portugal is covered by the Madrid Office of Agricultural Affairs:

American Embassy Madrid - Foreign Agricultural Service (Spain and Portugal):
http://madrid.usembassy.gov/fas/indexen.html

Showcase Europe

The Showcase Europe program run by the U.S. Department of Commerce’s offices throughout Europe provides U.S. exporters a broader perspective on the European market. It is organized around eight leading sectors (listed alphabetically): aerospace & defense, automotive, energy & power generation, environmental technologies, information & communications technologies, medical & pharmaceutical, safety & security and travel & tourism. For more information on how to receive an assessment of your company’s product potential in Europe, please visit: http://www.buyusa.gov/quicktake
Architectural/Construction & Green Building Services

**Overview**

Architectural and engineering construction services have a strong economic and social impact on the Portuguese economy. The country continues to slowly invest in infrastructure and plans significant investments in major projects through 2017.

This sector has about 35,000 mostly small companies, employing 300,000 workers and generating an estimated turnover of $24 billion, of which $6 billion is in residential construction. A growth rate of 2-4% is estimated for the next 5 years, mainly as a result of upcoming major projects.

**Best Prospects/Services**

Airport Design, Construction and Engineering Services
- Consultancy and Project Management
- Infrastructure Development

High-Speed Rail Infrastructure Construction and Engineering Services
- Engineering Services for Railroad Signaling
- Anti-Collision Systems and Controls
- Transit Control Systems and Equipment

Energy Efficient Building Projects
- Buildings Operators and Developers
- Maintenance Services
- Diagnostic systems to regulate energy sources
- Architectural services

**Opportunities**

U.S. technology and equipment providers, consultants, and service providers are encouraged to contact Portuguese construction companies/groups to explore areas for collaboration. This sector, which is expected to present numerous contract opportunities over the next 8-10 years, requires a partnering approach with a local company or an architectural/construction group already present in the market. Obtaining current information is extremely important, given the fast-developing nature of the above-cited projects.

The Portuguese are very receptive to American architectural and engineering construction companies, due to the latter’s reputation for innovation in development of technological advances and construction methods and materials.

With regards to “green building”, it is a recent concept in Portugal and thus remains in early the development stages; however, the market potential looks solid, given current
public and private sector support and increasing incentives for energy-efficient construction.

The green building concept is gaining awareness and popularity in the Portuguese construction sector, as “traditional buildings” are increasingly regarded as unhealthy and less economically viable. This market holds the highest potential for architects, designers and contractors, who better understand certification schemes, as well as product manufacturers and suppliers with new and innovative offerings that meet market needs.

U.S. companies providing services and/or products in these areas will find good opportunities in the Portuguese market.

**Resources**

ITIC – Instituto Superior para a Indústria de Construção
(technical Institute for the Construction Industry)
http://www.itic.pt

AECOPS – Associação de Empresas de Construção e Obras Públicas
(Association of Construction and Public Works’ Companies)
http://www.aecops.pt

MOPTC – Ministério das Obras Públicas, Transportes e Comunicações
(Ministry of Public Works, Transportation and Communications)
Secretaria de Estado das Obras Públicas
(Secretary of State for Public Works)
http://www.portugal.gov.pt
Franchising

Overview

Sales Volume

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009 (estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Market</td>
<td>3.620</td>
<td>4.769</td>
<td>5.000</td>
</tr>
<tr>
<td>Local Market</td>
<td>1.400</td>
<td>1.750</td>
<td>1.870</td>
</tr>
</tbody>
</table>

$ billions
Source: IIF – Instituto Informação e Franchising SA

Best Prospects/Services

The following constitute the best product and service sub-sectors for U.S. franchises in Portugal:

- Children’s & Elderly Services
- Environmental Products & Services
- Educational Services
- Entertainment / Tourism Services
- Niche Retail Concepts

Opportunities

According to the “Franchising in Portugal” report, published by the Franchise Institute in 2009, services in general continue to hold an appeal to Portuguese consumers. Service franchises hold a large share of the market (48%), opportunities remain in this sub-sector given demand and market capacity for further development. Many U.S. franchise concepts still are absent in Portugal, such as educational entertainment, outdoor theme parks and brand wear. The economic climate is open to franchise opportunities and the general attitude towards franchising is positive.

At present, there are 520 franchisors operating in the market and the number of franchised units is estimated at 11,300. Currently, Portuguese franchisors represent 53% of the total franchise units in the country, followed by Spain with 17%, the U.S. with 9%. Even though Portugal is a small market of 10.6 million people, franchising employs 69,000 people and is still considered a best prospect. There are currently 44 U.S. brands present in the country.

There are no barriers to foreign-owned franchise companies in Portugal. The open market mentality and credit access provides excellent opportunities for companies to operate. Business relationships between franchisors and franchisees are freely negotiated contracts. However, due to the bureaucracy and complexity of the Portuguese legislation, competent legal advice is advisable during all steps of a franchising negotiation.
Resources

IIF – Instituto Informação e Franchising SA
(Franchise Institute)
Rua Basilio Teles 35-1º. Dto.
1070-020 Lisbon
Tel: (+351) 21 003 3800
Fax: (+351) 21 003 3888
http://www.infofranchising.pt

APF – Associação Portuguesa de Franchise
(Portuguese Franchise Association)
Rua Viriato 25-3º. Dto.
1050-234 Lisboa
Tel: (+351) 21 319 2938
Fax: (+351) 21 319 2939
http://www.apfranchise.org
Medical Equipment

Overview

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010 (estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Market Size</td>
<td>1.603</td>
<td>1.721</td>
<td>1.844</td>
</tr>
<tr>
<td>Total Local Production</td>
<td>0.157</td>
<td>0.158</td>
<td>0.159</td>
</tr>
<tr>
<td>Total Exports</td>
<td>128</td>
<td>164</td>
<td>211</td>
</tr>
<tr>
<td>Total Imports</td>
<td>1.716</td>
<td>1.871</td>
<td>2.039</td>
</tr>
<tr>
<td>Imports from the U.S.</td>
<td>308</td>
<td>351</td>
<td>404</td>
</tr>
</tbody>
</table>

Units: $ millions (use only as an estimate reference)
Source: National Statistics Institute / Bank of Portugal

Over 80 percent of medical equipment expenditures are made by the public sector, while 20 percent of sales are made to the private sector in Portugal. The market for medical equipment has improved in recent years and is expected to present increased business opportunities for American exporters in the future. Prices are considered to be of primary importance in all purchasing decisions, both by the public and private sectors.

Best Prospects/Services

High quality and technically sophisticated medical equipment has the best market potential in Portugal, especially equipment that increases efficiency and reduces occupancy rates in hospitals.

In Portugal, imports are a fundamental component of the Portuguese medical equipment market. Major suppliers are the United States, Germany, France and Japan. Products, such as the following, have the best sales potential:

- Surgery equipment
- Patient monitoring systems
- Mini invasive surgery (MIS) equipment
- Video endoscopes
- X-Ray equipment
- Digital image processing
- Magnetic resonance imaging (MRI) equipment
- Picture archiving systems

Opportunities

The Portuguese market for medical equipment is mature and presents a high level of sophistication. Portuguese are educated consumers and expect state-of-the-art medical treatment, which ensures continuous demand for innovative medical equipment and products. One of the prime characteristics of this market is its high level of imports.
Total annual expenditures for new equipment are determined in the annual budgets of hospitals. These budgets are prepared according to estimates based on the previous year. The market is very receptive to U.S. products. A considerable portion of the market is penetrated by foreign products and imports from the United States are considered to be very competitive.

Resources

Ministerio da Saude (Health Ministry)
Av. Joao Crisostomo, 9
1049-062 Lisbon, Portugal
Tel. (+351) 213 305 000
Fax: (+351) 213 305 044
email: gms@ms.gov.pt
http://www.min-saude.pt

INFARMED – Instituto Nacional da Farmacia e do Medicamento
Parque de Saude de Lisboa - Avenida Brasil 53
1749-004 Lisbon, Portugal
Tel: (+351) 217 987 100
Fax: (+351) 217 987 316
E-mail: infarmed@infarmed.pt
http://www.infarmed.pt

APORMED – Associação Portuguesa das Empresas de Dispositivos Médicos
Av. José Gomes Ferreira – Edifício Atlas I – 96 S – 61 Miraflores
1495-139 Algés, Portugal
Tel: (+351) 213 510 690
Fax: (+351) 213 510 699
E-mail: apormed@apormed.pt
http://www.apormed.pt

ANCECSI - Associação Nacional dos Comerciantes de equipamentos Científicos, Saúde e Imagem
Casa do Comércio – Rua Castilho, 14 - Miraflores
1269-076 Lisbon, Portugal
Tel: (+351) 213 515 610
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Safety and Security Equipment and Services

Overview

The Portuguese Market is receptive to U.S. safety and security products, especially for metal detectors, handheld detectors, X-ray machines and CCTV systems. Price reductions for video surveillance, security services and on ICT security have increased the use of these systems by the public and private sectors, including a growing slice of the “general public”.

The government and the private sector are currently in the process of reevaluating and upgrading certain security systems and technologies in Portugal. As a result, prospects for future sales of high quality U.S. safety and security products, particularly sensing and detection equipment, are good.

Best Prospects/Services

Beyond EU and NATO requirements, the most important driver of the market is an increasing concern for security on the part of both institutional and private customers.

ICT Security: The market for products related to ICT security has been on the rise. The number of anti-virus, firewall, SPAM filters, off-site backup solutions, emergency power sources and intrusion detection programs are some of the best prospects, according to sector analyst and major players.

Hardware equipment is also taking a larger share of the market as many software solutions are replaced by what is generally called “easy to install and manage” hardware. Secure content management continues to register strong growth in response to the exponential flood of worms, viruses and SPAM that is threatening all IT systems and businesses.

Surveillance and Access Control: Access control is one of the fastest growing segments of the Portuguese security and surveillance market. Investments in improving security have been growing substantially. Equipment such as video cameras and monitors, proximity switches, sensors and alarms are seeing demand increase. Simple mechanical locks are being replaced by more sophisticated locking systems combining mechanical and electronic security.

Government departments, banking institutions and larger companies are investing in sophisticated computerized systems that integrate several IT solutions (i.e., time control, biometric control or X-Ray machines for airports and ports). This market is expected to grow in the near future with adoption of electronic passports and the new biometric ID card in Portugal.

Security services: as in other EU countries, the trend in the Portuguese market is toward privatization of police or security duties. The private market has not been satisfied with the level of protection given by the police in certain areas of the country or cities, creating opportunities for companies to offer these services privately.
The principle public sector end-users include: National Armed Forces, Guarda Nacional Republican (National Guard), PSP (National Police), Judiciary Police, special units of surveillance, fireman and civil protection, airports and harbors administration and management organizations.

The main private sector end users include: private corporations (banking, insurance, telecommunications, etc.), private security companies, software companies providing computer network protection, private investigation/detective agencies and specialized distributors.

Within the Government of Portugal, the Ministry of Defense and the Ministry of Finance maintain the highest purchase capacity. The purchasing decisions done by the public administration are generally made in terms of certification requirements for airports, ISPS requirements and financing availability by the Portuguese Government. All factories, tourist facilities and shopping centers are required to install fire sensing and detection equipment, fire alarm systems and fire extinguishers.

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ANESA – Associação Nacional de Empresas de Segurança Alimentar
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URL: http://www.anesaportugal.org
Email: info@anesaportugal.org
Tourism Services

Overview

<table>
<thead>
<tr>
<th>Total number of travelers to and from the USA (pleasure and business All Portuguese Airports)</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lisbon Airport</td>
<td>364,985</td>
<td>304,873</td>
<td>265,369</td>
</tr>
<tr>
<td>Oporto Airport</td>
<td>44,832</td>
<td>59,654</td>
<td>49,488</td>
</tr>
<tr>
<td>Faro Airport</td>
<td>24</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Ponta Delgada Airport (Azores Island)</td>
<td>46,923</td>
<td>44,091</td>
<td>40,254</td>
</tr>
<tr>
<td>Santa Maria Airport (Azores Island)</td>
<td>22</td>
<td>21</td>
<td>13</td>
</tr>
<tr>
<td>Madeira Island Airport</td>
<td>0</td>
<td>58</td>
<td>44</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>456,786</strong></td>
<td><strong>408,707</strong></td>
<td><strong>355,188</strong></td>
</tr>
</tbody>
</table>

The table above shows the flow of O&D (origin and destination) passengers between Portugal and the U.S. using the various airports in Portugal. The numbers are based on airlines that use these airports: TAP-Air Portugal, Continental Airlines, U.S. Airways and Sata Airlines. Total numbers increase substantially when indirect visitors are added, i.e. using connection flights through other European airlines/airports to travel to the U.S.

<table>
<thead>
<tr>
<th>Other statistics</th>
<th>2007 (thousands)</th>
<th>2008 (thousands)</th>
<th>2009 Jan-Oct (thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of Portuguese travelers to the USA for vacation. (TIA figures)</td>
<td>72,251</td>
<td>80,894</td>
<td>60,241</td>
</tr>
<tr>
<td>Total spending by Portuguese while visiting the USA (millions)</td>
<td>USD 5.6</td>
<td>USD 6.0</td>
<td>USD 5.5</td>
</tr>
</tbody>
</table>

In 2009 Portuguese travelers to the United States, between January and October, decreased by 18.6% compared to the same period in 2008. This was anticipated, as the world financial economic crisis impacted travel across the board.

Exchange rate: 2007 Euro 1 = USD 1.370  
               2008 Euro 1 = USD 1.470  
               2009 Euro 1 = USD 1.393

Sources: TIA-Travel Industry Association  
          ANA-Aeroportos e Navegação Aérea
Travel and Tourism (TRA)

With a strong Euro, increased airport security and inviting airfares, the U.S. remains a popular destination but Portuguese tourism inflow to the U.S. decreased due to the economic instability in 2009. Most airlines, but specifically TAP-Portugal Airline and Continental Airways, two carriers with direct flights to Newark, registered decreases. There are two other airlines operating direct flights, one to Boston Logan International by SATA-Azorean Airline, and one to Philadelphia by U.S. Airways for which we do not have updated data, but all local airport statistics show a decline in the 2009 numbers compared to 2008.

Best Products/Services

The media, travel agents and tour operators have a major influence in promoting specific countries as holiday destinations outside Portugal. The U.S. is increasingly becoming more visible to Portuguese travelers that have higher purchasing power.

Tour operators are now focusing on the U.S. for theme park vacations and beach holidays. U.S. tour operators and destination managers are encouraged to contact local Portuguese operators to place different offers on the table with new U.S. destinations, i.e., SPA, camping, nature traveling, National Parks, etc. U.S. operators should be aware that this market, although small, has the potential to grow rapidly over the next five years as the economy recovers.

CS Portugal continues to promote the United States as a tourism destination, working closely with the Visit USA Board members, two ESTA Seminars were held during 2009 for tour operators and travel agents and this year, during the 2010 Lisbon Tourism Show (BTL-Bolsa de Turismo de Lisboa), board members had the Visit USA Portugal logo in their booths and heavily promoted the USA.

Opportunities

Due to large concentrations of Portuguese in certain areas of the United States and the number of Portuguese travelers going to the US to visit family and relatives, the following continue to be popular destinations: California, Maryland, Massachusetts, New Jersey and Rhode Island. There are a number of opportunities in these areas that should be promoted to encourage the Portuguese that are already traveling there expand their itineraries such as visiting National Parks, Museums, Shopping and Dining.

CS Portugal advises U.S. destination managers and tour operators to pay attention to this growing market and contact our office to learn about our services. Typically, Portuguese tour operators focus on Brazil and Europe as primary vacation destinations, but during 2009 the U.S. was on the front cover of many travel brochures.

Resources

TIA-Travel Industry Association: www.tia.org
DGT-Direcção Geral de Turismo:  www.dgturismo.pt

DGT is the Portuguese Tourism Department of the Secretary of State for Commerce and Tourism. In conjunction with the National Statistical Institute, it compiles the annual Portuguese Vacation Trends Report. In order to more accurately report on Portuguese vacation trends, the Commercial Service Lisbon also obtains data from the Portuguese Airport Authority (ANA-Aeroportos e Navegação Aérea).

ANA - Aeropotos e Navegação Aérea:  www.ana-aeroportos.pt
The water and waste services sector in Portugal has expanded over the years. However, the market in Portugal is complex, with different management models and scales at different development stages, and with varied levels of service quality.

Despite the rapid evolution of recent years, the current situation regarding the provision of water and waste services continues to present some shortcomings in terms of capability in this area, particularly with human resources and efficient technology.

That being said, Portugal reorganized the sector during the 1990’s in order to more effectively ensure universal access to continuous services, guarantee a high quality of service (particularly water quality), guarantee affordable prices, and promote environmental sustainability.

Although Portugal still lags tackling some environmental problems when compared to other EU member states, the government continues to improve and highlight the importance of progress to promote a cleaner and sustainable environment. Demand for innovative environmental equipment and services are therefore expected to continue to grow over the next few years.

Areas in which U.S. exporters will find business opportunities in the Portuguese water and waste services markets include:

- Recycling technologies
- Filtering and purifying machinery
- Technologies for treatment and disposal of hazardous waste
- Composting equipment
- Heavy metal collection equipment
- Sensors and analyzers
- Water treatment technologies
- Waste water treatment aeration and purification systems
- Air and sea pollution products
- New technologies to create valuable end-products from any form of waste
- Consulting and engineering services for the development and operation of waste management and recycling facilities.

Portugal is committed to continuing its efforts to carry out and promote investments in the waste and water treatment markets through EU and national programs.
These investments have been used for the construction and upgrade of numerous wastewater and solid waste treatment facilities as well as the building of new recycling plants, composting facilities and treatment plants for industrial and hazardous waste materials.

The transposition of EU environmental legislation into national law has also created the appropriate institutional basis for successfully addressing environmental protection challenges.

In 2007, the Portuguese Government approved the following programs:

- **PERSU II** - Plano Estratégico para os Resíduos Sólidos Urbanos (National Strategic Plan for Urban Solid Waste) 2007/2016 - with an investment of $2.74 billion focusing in areas such as valorization of organic waste and improvement of the selective collection systems.

- **PEAASAR II** - Plano Estratégico de Abastecimento de Água e Saneamento de Águas Residuais (National Strategic Plan for Water Supply and Wastewater Systems) 2007/2013 – with an investment of $5.48 billion used for project development, infrastructure, setup and equipment supply and construction supervision and management of related projects.


Other programs are currently being developed and are expected to be approved soon, such as:

- Estratégia Nacional de Resíduos Industriais (National Strategy for Industrial Waste)
- Plano Estratégico de Resíduos Hospitalares (Strategic Plan for Hospital Waste)
- Plano Nacional de Resíduos (National Plan for Waste)
- Estrategia Nacional de Prevenção de Resíduos Solidos Urbanos (National Strategy to Avoid Urban Solid Waste)

As these efforts continue, the Portuguese water and waste services markets will have strong growth potential over the next several years.

In order to take advantage of existing and future business opportunities and successfully enter or expand into the Portuguese market, foreign firms usually align themselves with Portuguese companies in joint ventures, consortiums and cooperation agreements. These types of collaboration make U.S. business interests eligible for EU funding.

**Resources**

Pedro Ferreira – Commercial Specialist:
Instituto Nacional de Estatística (Statistical Data): http://www.ine.pt

Entidade Reguladora dos Serviços de Águas e Resíduos (Portuguese Regulator): http://www.irar.pt/


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- Customs Regulations and Contact Information
- Standards
- Trade Agreements
- Web Resources

Import Tariffs

Member states of the European Union have established a Community Integrated Tariff (TARIC) system, where duties are applied to imports from non-EU countries. TARIC was established by the 1958 Treaty of Rome as part of the European Economic Community (EEC). The Uruguay Round reinforced the Single Market program. There are combined bilateral, regional, and multilateral policies.

Duties on imports from non-EU countries, including the United States, are levied on an ad valorem basis. Most raw materials enter duty-free or at low rates, most manufactured goods are subject to rates between 5 and 17%. The minimum tariff schedule is applied to goods originating in countries entitled to the benefits of most-favored nation treatment (members of the General Agreement on Tariffs and Trade (GATT) and countries with which the EU has signed trade agreements). Most agricultural product imports are covered by the Common Agricultural Policy (CAP), subjecting many items to varied levies designed to equalize the prices of imported commodities with those produced in the EU. Agricultural products are strictly regulated based on EU standards. Special tariffs exist for tobacco, alcoholic beverages, petroleum and automotive vehicles.

Please note that importers in Europe must pay the value-added tax (VAT) in full at the time of importation from a non-EU country, in Portugal VAT/IVA is currently 20%. Imports from EU countries only pay the IVA when a product is sold. This detail encourages many distributors to import indirectly from the U.S. via other E.U. countries.

Trade Barriers

The Office of the United State Trade Representative (USTR) publishes an annual report on significant foreign trade barriers known as the National Trade Estimate (NTE) Report. The NTE is an inventory of the most important foreign barriers affecting U.S. exports of goods and services, foreign direct investment by U.S. persons, and protection of intellectual property rights. The report also provides a valuable tool in enforcing U.S. trade laws, with the goal of expanding global trade, which benefits all nations, and U.S.
producers and consumers in particular. Use the below link to see the 2009 NTE report for the European Union, which also includes Portugal:


Information on agricultural trade barriers can be found at the following website:
http://www.fas.usda.gov/posthome/useu/

To report existing or new trade barriers and get assistance in removing them, contact either the Trade Compliance Center at http://www.trade.gov/tcc or the U.S. Commercial Service at the U.S. Embassy in Lisbon.

Import Requirements and Documentation

Since 1993, controls on the movement of goods within EU countries have been abolished. Any imported goods from countries other than those within the EU or participants in the World Trade Organization (WTO), and for a limited number of products are considered to be sensitive; a specific import/export license may be required. Food products need a certificate of health; electric materials and construction equipment/machinery need a certificate of conformity to EU directives; alcoholic beverages and tobacco need a certificate of authenticity. Otherwise, the following documents are required to import into Portugal:

Shipping Documents - The documents generally required by Portugal on all sea and air shipments from the United States include the commercial invoice, the bill of lading or air waybill, and a certificate of origin.

Commercial Invoice - Portuguese Customs requires two copies of commercial invoices, but at least one additional copy should be provided to the importer. The invoice should clearly indicate the country of origin of each product. If the invoices are intended to certify the origin of the goods, they must have a certification by a Chamber of Commerce (or by U.S. Customs or port authorities). In cases involving commodities that have undergone industrial transformation not representing full process of manufacturing in the country of origin, or which have passed through free port or zones, the respective commercial invoice shall bear notation issued by the Portuguese Consulate having jurisdiction in that area. No special form of commercial invoice is prescribed and the firm's letterhead may be used.

The invoice should contain the following details:

- Names and addresses of seller and buyer;
- Place and date the invoice was prepared;
- Method of shipment;
- Number, kind and markings of the packages and their numerical order;
- Exact description of the goods-customary commercial description according to kind, quality, grade, etc., with special emphasis on factors increasing or decreasing their value;
- Quantity of goods, expressed in units customary in international trade;
• Agreed price of the goods (unit cost, total cost, including shipping and insurance charges, as well as other expenses charged to the costs of the goods);
• Delivery and payment terms

Although not a requirement, it is advisable to have the signature of a responsible official of the exporting firm on each invoice.

Bill of Lading or Air Waybill - This is a contract between the owner of the goods and the carrier. Either a straight or negotiable bill of lading is acceptable. No consular formalities are required. Two copies of the document used in Portuguese or English are required.

Certificate of Origin - This document certifies that the goods entering Portuguese territory are made in the United States, and thus are subject to the duties, taxes and restrictions that apply to U.S. goods. Although certificates of origin are not expressly required for all imports into Portugal, they are strongly recommended. If a certificate of origin does not accompany a shipment, it may be held up by customs. Portuguese authorities accept certificates of origin certified by authorized U.S. Chambers of Commerce or a Portuguese Consulate.

Other Documents - Information on documents required for exportation to Portugal of agricultural products (including food items) as well as plants and animals are available in the Foreign Agricultural Service of the Department of Agriculture. Owing to the complexities of these regulations, U.S. exporters should also obtain information directly from the importer prior to shipment.

Other aspects that have to be considered:

The Integrated Tariff of the Community, referred to as TARIC (Tarif Intégré de la Communauté), is designed to show various rules applying to specific products being imported into the customs territory of the EU and Portugal or, in some cases, when exported from it. To determine if a license is required for a particular product, check the TARIC.

The TARIC can be searched by country of origin, Harmonized System (HS) Code, and product description on the interactive website of the Directorate-General for Taxation and the Customs Union. The online TARIC is updated daily.

Key Link: http://ec.europa.eu/taxation_customs/common/databases/taric/index_en.htm

Many EU Member States including Portugal maintains their own list of goods subject to import licensing. For information relevant to Portugal import licenses, please consult the Portuguese Customs Administration (DGAIEC): http://www.dgaiec.min-financas.pt/pt/

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Key Link: http://www.dgaiec.min-financas.pt
Import Documentation

Non-agricultural Documentation

The official model for written declarations to customs is the Single Administrative Document (SAD). European Free Trade Association (EFTA) countries including Norway, Iceland, Switzerland, and Liechtenstein also use the SAD. However, other forms may be used for this purpose. Information on import/export forms is contained in Title VII, of Council Regulation (EEC) No. 2454/93, which lays down provisions for the implementation of Council Regulation (EEC) No. 2913/92 establishing the Community Customs Code (Articles 205 through 221). Articles 222 through 224 provide for computerized customs declarations and Articles 225 through 229 provide for oral declarations.

Additional information on import/export documentation can be found in Title III, of Council Regulation (EEC) No. 2913/92 of October 12, 1992, establishing the Community Customs Code (Articles 37 through 57). Goods brought into the customs territory of the Community are, from the time of their entry, subject to customs supervision until customs formalities are completed.

Goods presented to customs are covered by a summary declaration, which is lodged once the goods have been presented to customs. The customs authorities may, however, allow a period for lodging the declaration, which cannot be extended beyond the first working day following the day on which the goods are presented to customs. The summary declaration can be made on a form corresponding to the model prescribed by the customs authorities. However, the customs authorities may permit the use, as a summary declaration, of any commercial or official document that contains the particulars necessary for identification of the goods. It is encouraged that the summary declaration be made in computerized form.

The summary declaration is to be lodged by:

- the person who brought the goods into the customs territory of the Community or by any person who assumes responsibility for carriage of the goods following such entry; or
- the person in whose name the person referred to above acted.

Non-EU goods presented to customs must be assigned a customs-approved treatment or use authorized for such non-Community goods. Where goods are covered by a summary declaration, the formalities for them to be assigned a customs-approved treatment or use must be carried out:

- 45 days from the date on which the summary declaration is lodged in the case of goods carried by sea;
- 20 days from the date on which the summary declaration is lodged in the case of goods carried other than by sea.

Where circumstances so warrant, the customs authorities may set a shorter period or authorize an extension of the period.
The Modernized Customs Code (MCC) of the European Union is expected to be fully put into place by 2013 although there are concerns that this deadline may be missed due to the complexity of the project. Some facets of the MCC implementation have already been put into place such as Economic Operators Registration and Identification (EORI) numbers. The MCC will replace the existing Regulation 2913/92 and simplify various procedures such as introducing a paperless environment, centralized clearance, and more. Check the EU’s Customs website periodically for updates: http://ec.europa.eu/taxation_customs/customs/procedural_aspects/general/community_code/index_en.htm.

**Batteries**

EU battery rules changed in September 2006 following the publication of the Directive on batteries and accumulators and waste batteries and accumulators (Directive 2006/66). This Directive replaces the original Battery Directive of 1991 (Directive 91/157). The updated Directive applies to all batteries and accumulators put on the EU market including automotive, industrial and portable batteries. It aims to protect the environment by restricting the sale of batteries and accumulators that contain mercury or cadmium (with an exemption for emergency and alarm systems, medical equipment and cordless power tools) and by promoting a high level of collection and recycling. It places the responsibility on producers to finance the costs associated with the collection, treatment, and recycling of used batteries and accumulators. The Directive also includes provisions on the labeling of batteries and their removability from equipment. For more information, see our market research report: http://www.buyusainfo.net/docs/x_8086174.pdf or visit the U.S. Commercial Service EU website Batteries Direct page at: http://www.buyusa.gov/europeanunion/batteries.html

**REACH**

REACH is a major reform of EU chemicals policy that was adopted in December 2006 and became national law in the 27 EU Member States in June 2007 (Regulation 1907/2006). Virtually every industrial sector, from automobiles to textiles, is affected by the new policy. REACH stands for the "Registration, Evaluation and Authorization and Restriction of Chemicals." Since June 1 2008, REACH requires chemicals produced or imported into the EU in volumes above 1 ton per year per to be registered with a central European Chemicals Agency (ECHA), including information on their properties, uses and safe ways of handling them. Chemicals pre-registered before December 1 2008, benefit from extended registration deadlines, from three to eleven years depending on the volume of the substance and its hazard properties. U.S. companies without a presence in Europe cannot register directly and must have their chemicals registered through their importer or EU-based ‘Only Representative of non-EU manufacturer’. A list of Only Representatives can be found on the website of the U.S. Mission to the EU: http://www.buyusa.gov/europeanunion/reach.html.

U.S. exporters to the EU should carefully consider the REACH ‘Candidate List’ of substances of very high concern. Substances on that list are subject to communication requirements and may at a later stage require Authorization for the EU market. For more information, see the ECHA website: http://echa.europa.eu/chem_data/authorisation_process/candidate_list_table_en.asp
WEEE & RoHS

EU rules on waste electrical and electronic equipment (WEEE), while not requiring specific customs or import paperwork, may entail a financial obligation for U.S. exporters. They require U.S. exporters to register the products with a national WEEE authority, or arrange for this to be done by a local partner. Similarly, related rules for EEE restricting the use of the hazardous substances (RoHS) lead, cadmium, mercury, hexavalent chromium, PBBs, and PBDEs, do not entail customs or importation paperwork. However, U.S. exporters may be asked by a European RoHS enforcement authority or by a customer to provide evidence of due diligence in compliance with the substance bans on a case-by-case basis. The WEEE and RoHS Directives are currently being revised to enlarge the scope and add substances to be banned in electrical and electronic equipment; the new rules could take effect as early as 2011. U.S. exporters seeking more information on WEEE and RoHS regulations should visit: http://www.buyusa.gov/europeanunion/weee.html

Agricultural Documentation

Phytosanitary Certificates: Phytosanitary certificates are required for most fresh fruits, vegetables, and other plant materials.

Sanitary Certificates: For commodities composed of animal products or by-products, EU countries require that shipments be accompanied by a certificate issued by the competent authority of the exporting country. This applies regardless of whether the product is for human consumption, for pharmaceutical use, or strictly for non-human use (e.g., veterinary biologicals, animal feeds, fertilizers, research). The vast majority of these certificates are uniform throughout the EU, but the harmonization process is not complete. During this transition period, certain Member State import requirements continue to apply. In addition to the legally required EU health certificates, a number of other certificates are used in international trade. These certificates, which may also be harmonized in EU legislation, certify origin for customs purposes and certain quality attributes. Up-to-date information on harmonized import requirements can be found at the following website: http://www.fas.usda.gov/posthome/useu/certificates-overview.html

Sanitary Certificates (Fisheries): In April 2006, the European Union declared the U.S. seafood inspection system as equivalent to the European one. Consequently, a specific public health certificate must accompany U.S. seafood shipments. Commission Decision 2006/199/EC places specific conditions on imports of fishery products from the U.S. Sanitary certificates for live shellfish are covered by Commission Regulation (EC) 1664/2006 and must be used for gastropods, bivalve mollusks, tunicates and echinoderms. The two competent Authorities for issuing sanitary certificates are the FDA and the U.S. Department of Commerce, National Marine Fisheries Service (NMFS/NOAA/USDC).

Since May 1, 2007, with the implementation of the second Hygiene Package, aquaculture products coming from the United States must be accompanied by a public health certificate according to Commission Decision 2006/199/EC and the animal health
attestation included in the new fishery products certificate covered by Regulation (EC) 1664/2006. This animal health attestation is not required in the case of live bivalve mollusks intended for immediate human consumption (retail).

For detailed information on import documentation for seafood, please contact the NOAA Fisheries office at the U.S. Mission to the EU (stephane.vrignaud@mail.doc.gov) or visit the following FDA dedicated web site: http://www.cfsan.fda.gov/

**U.S. Export Controls**

For exports from the U.S., information on U.S. export controls is available from:

Bureau of Industry and Security  
U.S. Department of Commerce  
http://www.bis.doc.gov/

Defense Trade Controls  
Bureau of Political Military Affairs  
U.S. Department of State  
http://www.state.gov/t/pm/

**Temporary Entry**

Foreign goods may enter Portuguese territory under temporary duty-free admission. Temporary entry can be allowed for goods in transit, for manufacturing, for temporary storage in bonded warehouses or for temporary importation. Generally, temporary entry of goods requires the deposit of a guarantee for import duties and VAT.

However, in some cases, exemptions and partial guaranties can be made. In-transit merchandise can enter without guarantee by residents of the EU who make regular entries or a carnet TIR, carnet ATA or a NATO 302 form may be used. Guaranties are reimbursed when the merchandise leaves the territory of the EU. Professional materials, merchandise to be presented in exhibitions, teaching materials, and other materials can be temporarily imported duty-free under a carnet ATA. Temporary importation allows the merchandise to stay in the EU territory as foreign merchandise for a period of 24 months.

Samples and Carnets: Samples with no intended commercial value enter Portugal free of duties and taxes. When sending such samples parcel post, the sender must specify the types of samples are being shipped. "No commercial value" should be written on the appropriate shipping documents.

In order for samples of commercial value to enter Portugal duty- and tax-free, a bond or deposit of the total amount of duties and taxes must be arranged. Samples must be re-exported within one year if the deposit is to be recouped. An alternative to placing such a deposit is applying for an ATA Carnet.

ATA Carnet: An ATA carnet is a special international customs document designed to
simplify and streamline customs entry procedures for merchandise into participating countries for up to one year. The initials "ATA" are an abbreviation of the Portuguese and English words "Admissão Temporária/Temporary Admission." Customs authorities in the United States and Portugal accept carnets as a guarantee that all customs duties and taxes will be paid if any of the items covered by the carnet are not re-exported within the time period allowed. Carnets may be used for commercial samples, professional equipment, and goods destined for exhibitions and fairs.

To inquire about or apply for an ATA Carnet, contact the U.S. Council for International Business:

USCIB
1212 Avenue of the Americas
New York, NY 10036
Tel.: (212) 354-4480
Fax: (212) 575-0327
Email: info@uscib.org


### Labeling and Marking Requirements

U.S. firms entering the Portuguese market are strongly advised to examine EU as well as Portuguese laws. Given that legislation regarding labeling continues to develop, EU labeling regulations and standards need to be carefully monitored.

There may be special requirements for some products such as pharmaceuticals, detergents, tobacco, fertilizers, alcoholic beverages and foodstuffs containing preservatives and colorings. There are also special requirements for the packaging and labeling of dangerous or toxic products.

Jewelry and other articles of gold, silver or platinum must be assayed and hallmarked in Portugal by the assayer’s office in Lisbon or Porto. The importation of these articles is limited to those firms or persons registered in the assayer’s office.

Manufacturers should be mindful that, in addition to the EU’s mandatory and voluntary schemes, Portuguese voluntary labeling schemes might still apply. These schemes may be highly appreciated by consumers, and thus may become unavoidable for marketing purposes. Labeling in Portugal serves an increasingly informational and even promotional role. Labels often act as "silent salespeople," especially due to the recent growth of large retail stores offering little sales assistance.

Manufacturers are advised to take note that all labels require metric units starting 2010. The use of language on labels has been the subject of a Commission Communication, which encourages multilingual information, while preserving the freedom of Member States to require the use of the language of the country of consumption.

Basic Labeling Requirements:
Though many labeling regulations are sector-related, the following information is generally required for all categories of products:

Origin: All imported products sold directly to the public must be marked with the label “Fabricado em” which is the Portuguese translation of “Made in”.

Language: Labels must be written in Portuguese. Portuguese or international law must have authorized any foreign words or abbreviations. The writing must be clear and non-promotional.

Brand Names/Trademarks: Any name symbols and marks relating to the product must be found on the exterior of the packaging, the product label, and the bottle-top or lid, as the case applies. The manufacturer can only use registered brand names and trademarks.

Composition: All ingredients or materials constituting the product must be listed.

Usage Instructions: Explain how the product is to be used.

Required Dates: These include the consumption limit for perishable items, and recommended “use by” date for pre-packaged and frozen food products.

An overview of EU mandatory and voluntary labeling and marking requirements has been compiled in a market research report that is available at: http://www.buyusainfo.net/docs/x_4171929.pdf.

The subject has been also been covered in the section about standards (see below).

Prohibited and Restricted Imports

As an EU country, Portugal follows the EU Customs Code. Some products might be subject to strict controls such as strategic products, wildlife, hazardous articles, non-sport firearms and ammunition, etc.

While not considered a "closed market," certain regulations exist in both Portugal and the EU, which limit the market access for specific U.S. agricultural exports.

For more information on trade restrictions, food standards and regulations, please refer to the Food and Agricultural Import Regulation and Standards Report (FAIRS).

Key Link: http://www.fas.usda.gov

The TARIC is designed to show various rules applying to specific products being imported into the customs territory of the EU or, in some cases, when exported from it. To determine if a product is prohibited or subject to restriction, check the TARIC for that product for the following codes:
For information on how to access the TARIC, see the Import Requirements and Documentation Section above.

Key Link: http://ec.europa.eu/taxation_customs/common/databases/taric/index_en.htm

**Customs Regulations and Contact Information**

Homepage of Customs and Taxation Union Directorate (TAXUD) Website: http://ec.europa.eu/taxation_customs/customs/index_en.htm

**Major Regulatory Efforts of the EC Customs and Taxation Union Directorate:**

**The Electronic Customs Initiative** deals with major EU Customs modernization developments to improve and facilitate trade in the EU Member States. The electronic customs initiative is essentially based on the following three pieces of legislation:

- **Security and Safety Amendment to the Customs Code**, which provides for full computerization of all procedures related to security and safety;
- Decision on the paperless environment for customs and trade (**Electronic Customs Decision**), which sets the basic framework and major deadlines for the electronic customs projects;
- **Modernized Community Customs Code**, which provides for the completion of the computerization of customs procedures.


**Customs Valuation** – Most customs duties and value added tax (VAT) are expressed as a percentage of the value of goods being declared for importation. Thus, it is necessary to develop a standard set of rules for establishing the goods’ value, which will then serve for calculating the customs duty.

The EU imports more than one trillion euros worth of goods. It is vitally important that the value of this commerce is accurately measured, for the purposes of:

- economic and commercial policy analysis,
- application of commercial policy measures,
- proper collection of import duties and taxes, and
- import and export statistics.

These objectives are met using a single instrument - the rules on customs value.

The EU applies an internationally accepted concept of ‘customs value’.

The value of imported goods is one of the three 'elements of taxation' that provides the basis for assessment of the customs debt, which is the technical term for the amount of duty that has to be paid, the other ones being the origin of the goods and the customs tariff.

Key Link:

**Customs and Security** – At the end of July 2003, the Commission presented to the Parliament and Council a series of measures to address security issues. These measures can be found in two communications and a proposal for amending the Community Customs Code. This package brings together the basic concepts underlying the new security-management model for the EU's external borders, such as a harmonized risk assessment system. The security amendment to the Community Customs Code (Regulation (EC) n° 648/2005 of 13 April 2005) has been published in the Official Journal of the European Union on 4 May 2005. With this amendment the European Union introduces a number of measures to tighten security around goods crossing international borders. The measures will mean faster and better-targeted checks. The results are positive for customs authorities, the public and industry.

The measures cover three major changes to the Customs Code:

- require traders to provide customs authorities with information on goods prior to import to or export from the European Union (see Pre Arrival / Pre Departure Declarations);
- provide reliable traders with trade facilitation measures see Authorized Economic Operator (AEO);
- introduce a mechanism for setting uniform Community risk-selection criteria for controls, supported by computerized systems.

Key Link:

Contact Information at national customs authorities:

http://ec.europa.eu/taxation_customs/taxation/personal_tax/savings_tax/contact_points/index_en.htm
Products tested and certified in the United States to American standards are likely to have to be retested and re-certified to EU requirements as a result of the EU’s different approach to the protection of the health and safety of consumers and the environment. Where products are not regulated by specific EU technical legislation, they are always subject to the EU’s General Product Safety Directive as well as to possible additional national requirements.

European Union standards created under the New Approach are harmonized across the 27 EU Member States and European Economic Area countries to allow for the free flow of goods. A feature of the New Approach is CE marking. For a list of new approach legislation, go to http://ec.europa.eu/enterprise/policies/european-standards/documents/harmonised-standards-legislation/list-references/index_en.htm

While harmonization of EU legislation can facilitate access to the EU Single Market, manufacturers should be aware that regulations and technical standards might also function as barriers to trade if U.S. standards are different from those of the European Union.

U.S. exporters should note that all goods entering Portugal should conform to EU standards. Although one of the goals of the European Union is to harmonize standards across the EU member states, many of these EU standards remain in the developmental stage. Where an EU standard does not currently exist, Portuguese standards apply.

**Agricultural Standards**

The establishment of harmonized EU rules and standards in the food sector has been ongoing for several decades, but it took until January 2002 for the publication of a general food law establishing the general principles of EU food law. This Regulation introduced mandatory traceability throughout the feed and food chain as of Jan 1, 2005. For specific information on agricultural standards, please refer to the Foreign Agricultural Service’s website at: http://www.fas.usda.gov/posthome/useu/

There are also export guides to import regulations and standards available on the Foreign Agricultural Service’s website: http://www.fas.usda.gov/posthome/useu/
EU standards setting is a process based on consensus initiated by industry or mandated by the European Commission and carried out by independent standards bodies, acting at the national, European or international level. There is strong encouragement for non-governmental organizations, such as environmental and consumer groups, to actively participate in European standardization.

Many standards in the EU are adopted from international standards bodies such as the International Standards Organization (ISO). The drafting of specific EU standards is handled by three European standards organizations:

- CENELEC, European Committee for Electrotechnical Standardization ([http://www.cenelec.eu/Cenelec/Homepage.htm](http://www.cenelec.eu/Cenelec/Homepage.htm))
- CEN, European Committee for Standardization, handling all other standards ([http://www.cen.eu/cenorm/homepage.htm](http://www.cen.eu/cenorm/homepage.htm))

Standards are created or modified by experts in Technical Committees or Working Groups. The members of CEN and CENELEC are the national standards bodies of the Member States, which have "mirror committees" that monitor and participate in ongoing European standardization. CEN and CENELEC standards are sold by the individual Member States standards bodies. ETSI is different in that it allows direct participation in its technical committees from non-EU companies that have interests in Europe and gives away its individual standards at no charge on its website. In addition to the three standards developing organizations, the European Commission plays an important role in standardization through its funding of the participation in the standardization process of small- and medium-sized companies and non-governmental organizations, such as environmental and consumer groups. The Commission also provides money to the standards bodies when it mandates standards development to the European Standards Organization for harmonized standards that will be linked to EU technical legislation. Mandates can be checked on line at [http://ec.europa.eu/enterprise/policies/european-standards/standardisation-requests/index_en.htm](http://ec.europa.eu/enterprise/policies/european-standards/standardisation-requests/index_en.htm)

Due to the EU’s vigorous promotion of its regulatory and standards system as well as its generous funding for its development, the EU’s standards regime is wide and deep - extending well beyond the EU's political borders to include affiliate members (countries which are hopeful of becoming full members in the future) such as Albania, Croatia, FYR of Macedonia, and Turkey among others. Another category, called “partner standardization body” includes the standards organization of Australia, which is not likely to become a CEN member or affiliate for political or geographical reasons. Many other countries are targets of the EU’s extensive technical assistance program, which is aimed at exporting EU standards and technical Regulations to developing countries, especially in the Mediterranean and Balkan countries, Africa, as well as programs for China and Latin America.

To know what CEN and CENELEC have in the pipeline for future standardization, it is best to visit their websites. CEN’s "sectors" page provides an overview by sector and/or technical committee whereas CENELEC offers the possibility to search its database.
ETSI's portal ([http://portal.etsi.org/Portal_Common/home.asp](http://portal.etsi.org/Portal_Common/home.asp)) leads to ongoing activities.

With the need to adapt more quickly to market needs, European standards organizations have been looking for "new deliverables" which are standard-like products delivered in a shorter timeframe. While few of these "new deliverables" have been linked to EU Regulations, expectations are that they will eventually serve as the basis for EU-wide standards.


The Portuguese Institute for Quality is the Portuguese authority in charge of coordinating the establishment of standards for the Portuguese market in full compliance with European Union standards. Copies of the most up-to-date standards can be obtained directly from IPQ.

Instituto Português de Qualidade (IPQ)  
(Portuguese Institute for Quality)  
Rua Antonio Giao, 2  
2829-513 CAPARICA, PORTUGAL  
Tel.: (+351) 212 948 100  
Fax: (+351) 212 948 260  
E-mail: encomenda@mail.ipq.pt  
http://www.ipq.pt

NIST Notify U.S. Service  
Member countries of the World Trade Organization (WTO) are required under the Agreement on Technical Barriers to Trade (TBT Agreement) to report to the WTO all proposed technical regulations that could affect trade with other Member countries.

Notify U.S. is a free, web-based e-mail subscription service that offers an opportunity to review and comment on proposed foreign technical regulations that can affect your access to international markets. Register online at Internet URL: [http://www.nist.gov/notifyus/](http://www.nist.gov/notifyus/)

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Conformity Assessment is a mandatory step for the manufacturer in the process of complying with specific EU legislation. The purpose of conformity assessment is to ensure consistency of compliance during all stages of the production process to facilitate acceptance of the final product. EU product legislation gives manufacturers some choice with regard to conformity assessment, depending on the level of risk involved in the use of their product. These range from self-certification, type examination and production quality control system, to full quality assurance system. You can find conformity assessment bodies in individual Member State country in this list by the European Commission.

Key Link: [http://ec.europa.eu/enterprise/newapproach/nando/](http://ec.europa.eu/enterprise/newapproach/nando/)
To promote market acceptance of the final product, there are a number of voluntary conformity assessment programs. CEN’s certification systems are the Keymark, the CENCER mark, and CEN workshop agreements (CWA) Certification Rules. CENELEC has its own initiative. ETSI does not offer conformity assessment services.

**Product Certification**

IPQ is the Portuguese Institute for Quality. This agency oversees standardization, accreditation, certification and metrology in Portugal.

To sell products on the EU market of 27 Member States as well as Norway, Liechtenstein and Iceland, U.S. exporters are required to apply CE marking whenever their product is covered by specific product legislation. CE marking product legislation offers manufacturers a number of choices and requires decisions to determine which safety/health concerns need to be addressed, which conformity assessment module is best suited to the manufacturing process, and whether or not to use EU-wide harmonized standards. There is no easy way for U.S. exporters to understand and go through the process of CE marking, but hopefully this section provides some background and clarification.

Products manufactured to standards adopted by CEN, CENELEC and ETSI, and published in the Official Journal as harmonized standards, are presumed to conform to the requirements of EU Directives. The manufacturer then applies the CE marking and issues a declaration of conformity. With these, the product will be allowed to circulate freely within the EU. A manufacturer can choose not to use the harmonized EU standards, but then must demonstrate that the product meets the essential safety and performance requirements. Trade barriers occur when design, rather than performance, standards are developed by the relevant European standardization organization, and when U.S. companies do not have access to the standardization process through a European presence.

The CE marking addresses itself primarily to the national control authorities of the Member States, and its use simplifies the task of essential market surveillance of regulated products. Although CE marking is intended primarily for inspection purposes by Member State inspectors, the consumer may well perceive it as a quality mark.

The CE marking is not intended to include detailed technical information on the product, but there must be enough information to enable the inspector to trace the product back to the manufacturer or the authorized representative established in the EU. This detailed information should not appear next to the CE marking, but rather on the declaration of conformity (which the manufacturer or authorized agent must be able to provide at any time, together with the product's technical file), or the documents accompanying the product.

**Accreditation**

Independent certification bodies, known as notified bodies, have been officially accredited by competent national authorities to test and certify to EU requirements. However, under U.S.-EU Mutual Recognition Agreements (MRAs), notified bodies based in the United States and referred to as conformity assessment bodies, are allowed to
test in the United States to EU specifications, and vice versa. The costs are significantly lower which results in U.S. products becoming more competitive. At this time, the U.S.-EU MRAs cover the following sectors: EMC (in force), RTTE (in force), medical devices (in transition), pharmaceutical (on hold), recreational craft (in force) and marine equipment (in force). The U.S. Department of Commerce, National Institute of Standards and Technology (NIST), has a link on its website to American and European Conformity Assessment bodies operating under a mutual recognition agreement.

Key Link: http://ts.nist.gov/Standards/Global/mra.cfm

Accreditation is handled at Member State level. "European Accreditation" (http://www.european-accreditation.org/content/home/home.htm) is an organization representing nationally recognized accreditation bodies. Membership is open to nationally recognized accreditation bodies in countries in the European geographical area that can demonstrate that they operate an accreditation system compatible with EN45003 or ISO/IEC Guide 58.

The Portuguese accreditation authority is:

IPAC - Instituto Português de Acreditação, I.P.  
(Portuguese Institute for Accreditation)  
Rua António Gião, 2, 5º  
2829-513 Caparica  
Tel (+ 351) 212 948 201  
Fax (+ 351) 212 948 202  
Email: acredita@ipac.pt  
http://www.ipac.pt/index.asp

Publication of Technical Regulations

The Official Journal is the official gazette of the European Union. It is published daily on the internet and consists of two series covering draft and adopted legislation as well as case law, studies by committees, and more (http://eur-lex.europa.eu/JOIndex.do) it lists the standards reference numbers linked to legislation (http://ec.europa.eu/enterprise/policies/european-standards/documents/harmonised-standards-legislation/list-references/index_en.htm). National technical Regulations are published on the Commission's website http://ec.europa.eu/enterprise/tris/index_en.htm to allow other countries and interested parties to comment.

Member countries of the World Trade Organization (WTO) are required under the Agreement on Technical Barriers to Trade (TBT) Agreement to report to the WTO all proposed technical regulations that could affect trade with other member countries.

Notify U.S. is a free, web-based e-mail subscription service that offers an opportunity to review and comment on proposed foreign technical regulations that can affect access to international markets. Register online at Internet URL: http://tsapps.nist.gov/notifyus/data/index/index.cfm

In Portugal, IPQ provides standards for conformity in Portugal with European standards: Access on-line at Web site: http://www.ipq.pt
As stated earlier, U.S. firms entering the Portuguese market are strongly advised to examine EU as well as Portuguese laws. Each European Union country is integrating the rulings of the EU into its national legislation. As much legislation regarding labeling is still in the developmental stage, EU labeling regulations and standards need to be carefully monitored.

Manufacturers should be mindful that, in addition to the EU’s mandatory and voluntary schemes, national voluntary labeling schemes might still apply. These schemes may be highly appreciated by consumers, and thus, become unavoidable for marketing purposes.

Manufacturers are advised to take note that all labels require metric units although dual labeling is also acceptable. The use of language on labels has been the subject of a Commission Communication, which encourages multilingual information, while preserving the right of Member States to require the use of language of the country of consumption.

The EU has mandated that certain products be sold in standardized quantities. Council Directive 2007/45/EC, , harmonizes packaging of wine and spirits throughout the EU. Existing national sizes will be abolished with a few exceptions for domestic producers.

Key Link: [http://ec.europa.eu/enterprise/prepack/packsize/packsiz_en.htm](http://ec.europa.eu/enterprise/prepack/packsize/packsiz_en.htm)

The Eco-label

The EU eco-label is a voluntary label which US exporters can display on products that meet high standards of environmental awareness. The eco-label is intended to be a marketing tool to encourage consumers to purchase environmentally-friendly products. The criteria for displaying the eco-label are strict, covering the entire lifespan of the product from manufacture, to use, to disposal. These criteria are reviewed every three to five years to take into account advances in manufacturing procedures. There are currently twenty-three different product groups, and approximately 250 licenses have been awarded for several hundred products.

Applications to display the eco-label should be directed to the competency body of the member state in which the product is sold. The application fee will be somewhere between €300 and €1300 depending on the tests required to verify if the product is eligible. The eco-label also carries an annual fee equal to 0.15% of the annual volume of sales of the product range within the European community. However, the minimum annual fee is currently set at €500 and maximum €25,000. There are plans to significantly reform the eco-label in the near future, reducing the application and annual fees and expanding the product ranges significantly. It is also possible that future eligibility criteria may take into account carbon emissions.

Key Links: [Eco-label Home Page](http://ec.europa.eu/enterprise/prepack/packsize/packsiz_en.htm)
[Product Categories eligible for the Eco-label](http://ec.europa.eu/enterprise/prepack/packsize/packsiz_en.htm)
[Eco-Label Catalogue](http://ec.europa.eu/enterprise/prepack/packsize/packsiz_en.htm)
List of Competent Bodies
Revision of the Eco-label
The Eco-label and Carbon Footprint

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http://www.min-economia.pt

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Foreign Commercial Service
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louis.santamaria@mail.doc.gov
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Tel.: +32 2 508 2675

Trade Agreements

As a member of the European Union, Portugal is subject to all European Union Free Trade Arrangements. European Union laws and regulations provide that member states may designate parts of the customs territory of the Community as free trade zones and free warehouses.
For a list of trade agreements with the EU and its Member States, as well as concise explanations, please see http://tcc.export.gov/Trade_Agreements/index.asp.

**Web Resources**

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Taxation and Customs Union:
http://ec.europa.eu/taxation_customs/customs/index_en.htm

Contact Information at National Customs Authorities:
http://ec.europa.eu/taxation_customs/taxation/personal_tax/savings_tax/contact_points/index_en.htm

Cenelec, European Committee for Electrotechnical Standardization:
http://www.cenelec.eu/Cenelec/Homepage.htm

ETSI, European Telecommunications Standards Institute: http://www.etsi.org/

CEN, European Committee for Standardization, handling all other standards:
http://www.cen.eu/cenorm/homepage.htm

Standardisation – Mandates: http://ec.europa.eu/enterprise/standards_policy/mandates/


NIST - Notify us: http://tsapps.nist.gov/notifyus/data/index/index.cfm

Metrology, Pre-Packaging – Pack Size:
http://ec.europa.eu/enterprise/prepack/packsize/packsiz_en.htm

European Union Eco-label Homepage:
http://ec.europa.eu/comm/environment/ecolabel/index_en.htm


Agricultural Trade Barriers: http://www.fas.usda.gov/posthome/useu/

Trade Compliance Center: http://www.trade.gov/tcc


WEEE and RoHS in the EU: http://www.buyusa.gov/europeanunion/weee.html
Overview of EU Certificates: http://useu.usmission.gov/agri/certificates-overview.html
Center for Food Safety and Applied Nutrition: http://www.cfsan.fda.gov/
The European Union Eco-Label: http://buyusainfo.net/docs/x_4284752.pdf
Trade Agreements: http://tcc.export.gov/Trade_Agreements/index.asp

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Chapter 6: Investment Climate

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Openness to Foreign Investment

Portugal offers a favorable investment climate for foreign capital, both in the near and long term. Its economy has become increasingly diversified and service-based since the country joined the European Community in 1986. On January 1, 2002, Portugal introduced the euro as its official currency, further integrating itself with the European Union's financial and economic policies. Prime Minister Jose Socrates, who began his second term in office in 2009, has made opening Portugal's economy to foreign investment a key priority.

Government Promotion Agencies: The agency leading Portugal's economic development policy is AICEP (the Portuguese Agency for Foreign Investment and Commerce). AICEP is responsible for the promotion of global Portuguese trademarks, exports of goods and services, and attracting foreign direct investment (FDI). It serves as the point of contact for investors with projects over 25 million euros or companies with a consolidated turnover of more than 75 million euros. For foreign investments not meeting these requirements, AICEP will make a preliminary analysis and direct the investor to assistance agencies such as IAPMEI, the Institute for the Support of Small- and Medium-sized Enterprises (SMEs), which provides technical support, or to AICEP CAPITAL GLOBAL, which offers technology transfer, incubator programs and venture capital support.
Government Policies - General: According to the Bank of Portugal, foreign direct investment is defined as an act or contract that obtains or increases enduring economic links with an existing Portuguese institution or one to be formed. Foreign direct investment is thus all investment made by a non-resident of, at least, 10 percent of a resident company's equity, provided that the direct investor also plays a role in the company's decision making.

The Portuguese legal system is based on non-discrimination with regard to the national origin of investment, and foreigners are permitted to establish themselves in all economic sectors open to private enterprise. However, foreign and domestic investments alike are limited in relation to certain economic activities. Portuguese government approval is required in the following sectors: defense, water management, public service telecommunications operators, railways, maritime transportation and air transport, or if they involve the exercise of public authority. Private-sector companies can operate in these areas only through a concession contract.

Finance/Insurance: Investors wishing to establish new credit institutions or finance companies, acquire a controlling interest in such financial firms, and/or establish a subsidiary must have authorization from the Bank of Portugal (for EU firms) or the Ministry of Finance (for non-EU firms). In both cases, the authorities carefully consider the proposed transaction, but in the case of non-EU firms, the Ministry of Finance especially considers the impact on the efficiency of the financial system and the internationalization of the economy. Non-EU insurance companies seeking to establish an agency in Portugal must post a special deposit and financial guarantee and must have been authorized for such activity by the Ministry of Finance for at least five years.

Foreign Workers: Non-Portuguese EU workers must obtain a residence card for EU nationals but are not required to have work permits. Non-EU workers are required to have both a residence visa and a work permit. The permanent authorization for residence is granted when an employee has a labor contract, rent contract or a permanent resident evidence document and is registered in the Social Security Services. The request is processed at the Servios de Estrangeiros e Fronteiras (SEF) Branch. The requests are regulated by the act Law 23/2007 dd 4/07 and by the Decree-Law 84/2007 dd 05/11. For more information visit: http://www.sef.pt

Structural and Cohesion Funds: For the 2007-2013 programming period, Portugal has been allocated 21.5 billion euros of Structural and Cohesion Funds financing under the European Union's Convergence, Regional Competitiveness and Employment, and Territorial Cooperation program. Portugal plans to use the funds to develop a skilled workforce, to promote sustainable growth, to guarantee social cohesion, to ensure territorial development, and to improve governance efficiency. One of the most important public policy priorities for growth and competitiveness of the Portuguese economy is the Technological Plan, an action agenda which aims to mobilize enterprises, families and institutions to overcome the modernization challenges the country has faced during the last years. For more information visit: http://www.planotecnologico.pt
Finally, following are Portugal rankings for several widely-accepted measures of the business and investment environment:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Year</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>TI Corruption Index</td>
<td>2009</td>
<td>35 of 180</td>
</tr>
<tr>
<td>Heritage Economic Freedom</td>
<td>2009</td>
<td>53 of 179</td>
</tr>
<tr>
<td>World Bank Doing Business</td>
<td>2010</td>
<td>48 of 183</td>
</tr>
</tbody>
</table>

For more information about these measures visit:

http://www.heritage.org/index/
http://www.doingbusiness.org/economyrankings/

Conversion and Transfer Policies

Portugal maintains no current or capital account restrictions. On January 1, 1999, Portugal and ten other European countries formed the European Monetary Union. On January 1, 2002, Portugal introduced the euro as its official currency, replacing the Portuguese escudo which is no longer in circulation. Currently, there are sixteen member-states that use the euro.

Expropriation and Compensation

There have been no cases of expropriation of foreign assets or companies in Portugal in recent history, nor is there concern about future expropriation.

Banco Portugues de Negocios (BPN) was nationalized November 2, 2008, the first bank nationalization in Portugal since 1975. At the time of nationalization BPN had lost approximately 700 million euros from declining investment values from the global financial crisis, but the Ministry of Finance stressed that BPN was taken over as a result of an ongoing investigation into mismanagement and malfeasance.

Dispute Settlement

The Portuguese legal system is slow and deliberate, with many cases taking years to resolve. In an effort to address this problem, the government introduced reforms in litigation procedures and public administration in 2007. These reforms are intended to reduce delays in the justice system and improve its effectiveness by reorganizing the court system and redefining the division of the court's jurisdiction.

Performance Requirements and Incentives

As an incentive to both national and foreign companies, resident entities or branches of non-resident entities whose main activity is of a commercial, industrial or agricultural nature are subject to a corporate income tax (IRC) with a rate of 12.5 percent for the first 12,500 euros of income and 25 percent for income exceeding 12,500 euros, and a set municipal surcharge of no greater than 1.5 percent of company’s taxable profit subject to IRC. Rates vary from municipality to municipality. Other tax regimes are in place for the country’s two autonomous island regions: the Azores and Madeira.
The Portuguese Government also offers several incentive packages tailored to investors, needs and capital based on industry, proposed size of investment and project sustainability. Details about the programs are available on the AICEP website: http://www.portugalglobal.pt

For example, under Portugal's investment incentive regime, AICEP is empowered to negotiate a tailored incentives package for large investment projects on a case-by-case basis, including tax cuts and subsidized or interest-free loans, as well as cash grants. Large-scale investment projects are investment projects exceeding 25 million euros, within a period of three years, or those promoted by a company, or group of companies with a total turnover greater than 75 million euros. The goal of the program is to leverage investments for proposed projects that support the government's economic development goals. AICEP has designed the program to address Portugal's long-term competitiveness, including human resources, and to promote Portugal's brands and patents in the industrial, energy, construction, transport, tourism, commerce and services sectors. For more information visit: http://www.portugalglobal.pt

The National Strategic Reference Framework (NSRF) seeks to improve the quality of Portugal’s workforce and encourage economic and socio-cultural development through expanded human resources development opportunities, support for entrepreneurship and innovation, streamlined public administration, and other measures. For more information visit: http://www.qren.pt or http://www.incentivos.qren.pt/

Right to Private Ownership and Establishment

Private Ownership/Enterprise: Private ownership is limited to 49 percent in the following sectors: basic sanitation (except waste treatment), international air transport, railways, ports, arms and weapons manufacture, and airports. The government requires private firms to obtain concessions, contracts, and licenses to operate in a number of sectors (public service television, waste distribution, waste treatment), but grants these on a non-discriminatory basis. Foreign firms have the right to establish themselves in all economic sectors open to private enterprise. Foreign investments affecting public health, public order or security, or relating to the arms industry, require approval of the competent authorities.

Competitive Equality: Law No.18/2003, of June 6, 2003, governs protection and promotion of competition in Portugal. It specifically outlaws collusion between companies to fix prices, limit supplies, share markets or sources of supply, discriminate in transactions, or force unrelated obligations on other parties. Similar prohibitions apply to any company or group with a dominant market position. The law also requires prior government notification of mergers or acquisitions which would serve to give one company more than 30 percent market share in one sector or among entities which had total sales in excess of 150 million euros in the preceding financial year. The Competition Authority has 60 days to determine if the merger or acquisition can proceed. The European Commission may claim authority on cross-border competition issues or those involving entities large enough to have a significant EU market share. For more information visit: http://www.concorrencia.pt/en/index.asp
Privatization Program: Portugal engaged in a wide-ranging privatization program that sold 100 enterprises and generated approximately $14 billion in revenues between 1996 and 2006. Privatization involves the sale of government shares in state-owned companies, typically in a series of share offerings. These share offerings often include private transactions, usually to attract a "strategic partner" as an equity holder, and public offerings.

Major privatizations in recent years included sales of interest in Portugal Telecom (telecommunications), EDP (electricity), REN (Electricity Transmission System Operator) and GALP Energia (petroleum refining and marketing, natural gas distribution).

Protection of Property Rights

The government adopted the Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPS) and provisions of General Agreement on Tariffs and Trade (GATT) in 2003. Portuguese legislation for the protection of intellectual property rights has been consistent with WTO rules and EU directives since 2004.

Portugal is a participant in the eMAGE and eMARKS projects which provide multilingual access to databases of trademarks and industrial designs. These international efforts assist participating customs authorities in preventing sales of counterfeit goods. Other countries involved include France, Austria, Hungary and Spain.

Trademark Protection: Portugal is a member of the International Union for the Protection of Industrial Property (WIPO) and a party to the Madrid Agreement on International Registration of Trademarks and Prevention of the Use of False Origins. Portugal's current trademark law entered into force on June 1, 1995. The law, however, is not considered to be entirely consistent with TRIPS.

Copyright Protection: Portugal has transposed the EU information society and protection of databases directives into national legislation (Decree-Law 50/2004 and 112/2000, respectively). However, the software piracy rate is slightly greater than average software piracy rate in EU.

Patent Protection: Currently, Portugal's patent protection is governed by the Code of Industrial Property that went into effect on June 1, 1995. In 1996, new legislation was passed to extend the life of then-valid patents to 20 years, consistent with the provisions of TRIPS. A new industrial property code, designed to bring Portugal into full conformity with EU and international norms, came into effect at the beginning of 2003.

Portugal grants health (FDA-equivalent) approval to market new drug products without crosschecking for existing products with unexpired patent protection already in the market. This forces companies to pursue redress through the court system, an expensive and time-consuming process. U.S. pharmaceutical companies have brought a number of cases before Portuguese tribunals for the violation of patent rights by Portuguese companies. One U.S.-owned pharmaceutical company has won five cases and has several more pending.
Transparency of Regulatory System

In the recent past, businesses frequently complained about red tape with regards to registering companies, filing taxes, receiving value-added tax refunds and importing materials. Decision-making tended to be centralized and obtaining government approvals/permits can be time-consuming and costly.

The Ministry of Economy has promoted various initiatives to improve the situation. In 2007, it worked with the Ministry of Justice to launch the "Cutting Red Tape" website, a repository of information for all measures taken since 2005 to reduce bureaucracy in the incorporation, registration, certification, liquidation, dissolution and merging of businesses in Portugal. Other initiatives include the "Empresa na Hora" (On-the-Spot Company) which allows for the incorporation of companies in less than one hour at Corporate Formalities Centers and Business Registration Offices; and other services such as online company incorporation, labor mediation, bilingual commercial registration, and patents and trademarks. Since 2005, a total of 14,471 companies have been incorporated under the "Empresa na Hora" program, while over 450 companies have been incorporated using the online service. More information can be found at the "Cutting Red Tape" website: http://www.cuttingredtape.mj.pt

Efficient Capital Markets and Portfolio Investment

One result of Portugal's participation in the European Monetary Union is the country's increasing integration into a European-wide financial market. As a member of the Eurozone, Portugal offers low exchange rate risk for foreign investors, interest rates comparable to other EU countries and a greater availability of credit. In addition to bank lending, the private sector has access to a variety of credit instruments, including bonds. Legal, regulatory, and accounting systems are consistent with international norms.

The Portuguese capital markets code (the CVM) came into effect on March 1, 2000, and has rationalized and streamlined Portuguese capital markets legislation. The Lisbon stock market is part of Euronext, which also includes the Paris, Brussels and Amsterdam markets.

Portugal has about 45 banking institutions, and the six largest bank groups account for seventy-eight percent of the sector's total assets. The country's largest bank, Caixa Geral de Depositos (CGD), is controlled by the Portuguese government. Despite recent economic challenges, the financial sector continues to perform well.

In addition to banks and stock markets, Portugal has taken specific steps to ensure that the financial needs of SMEs are met. IAPMEI has a program of mutual guarantees so that SMEs do not have to use their assets or those of their shareholders to collateralize debt. The companies pay an initial evaluation fee and an annual fee equal to 0.75-3.00 percent of the guarantee. IAPMEI has also supported the creation of venture capital funds and venture capital companies, which will channel capital to SMEs.

Competition from State Owned Enterprises

In addition to banks and stock markets, Portugal has taken specific steps to ensure that the financial needs of SMEs are met. IAPMEI has a program of mutual guarantees so that SMEs do not have to use their assets or those of their shareholders to collateralize debt. The companies pay an initial evaluation fee and an annual fee equal to 0.75-3.00 percent of the guarantee. IAPMEI has also supported the creation of venture capital funds and venture capital companies, which will channel capital to SMEs.
The Portuguese system is based on non-discrimination regarding national origin of investment. Foreign and domestic private companies are limited in relation to certain economic activities, such as water utilities, postal services, rail transport, and the maritime ports. Private sector companies, regardless of national origin, can operate in these restricted fields only through a concession contract.

There is no sovereign wealth fund in Portugal.

**Corporate Social Responsibility**

There is strong awareness of corporate social responsibility in Portugal, and broad acceptance of the need to consider the community among key stakeholders of any company. RSE Portugal (Corporate Social Responsibility Portugal), the leading association for corporate social responsibility in Portugal, was formed in 2002 as the successor to the Portuguese Business Network for Social Cohesion, which was formed in 1996. RSE Portugal aims to build bridges between the private sector and key stakeholders towards a more responsible and sustainable future. RSE Portugal’s mission is to promote corporate social responsibility as business’s contribution for sustainable development through the conception, execution, and support of programs and projects in education, formative, social, cultural, scientific, environmental, civic and economic areas in Europe and in developing countries. Since its formation RSE Portugal has sponsored numerous classes and workshops promoting corporate social responsibility and collaborated with Nike to fund and support innovative projects for young people in the areas of social sciences, health, education, and training. RSE Portugal has also carried out studies of competitiveness and sustainability in the construction industry in collaboration with counterpart organizations in Italy, Spain, Hungary, and Austria. For more information visit: [http://www.rseportugal.eu](http://www.rseportugal.eu)

**Political Violence**

There have been no incidents involving politically motivated damage to projects and/or installations. Potentially destructive civil disturbances are not likely.

**Corruption**

Corruption, including bribery, raises the costs and risks of doing business. Corruption has a corrosive impact on both market opportunities overseas for U.S. companies and the broader business climate. It also deters international investment, stifles economic growth and development, distorts prices, and undermines the rule of law.

It is important for U.S. companies, irrespective of their size, to assess the business climate in the relevant market in which they will be operating or investing, and to have an effective compliance program or measures to prevent and detect corruption, including foreign bribery. U.S. individuals and firms operating or investing in foreign markets should take the time to become familiar with the relevant anticorruption laws of both the foreign country and the United States in order to properly comply with them, and where appropriate, they should seek the advice of legal counsel.
The U.S. Government seeks to level the global playing field for U.S. businesses by encouraging other countries to take steps to criminalize their own companies’ acts of corruption, including bribery of foreign public officials, by requiring them to uphold their obligations under relevant international conventions. A U.S. firm that believes a competitor is seeking to use bribery of a foreign public official to secure a contract should bring this to the attention of appropriate U.S. agencies, as noted below.

U.S. Foreign Corrupt Practices Act: In 1977, the United States enacted the Foreign Corrupt Practices Act (FCPA), which makes it unlawful for a U.S. person, and certain foreign issuers of securities, to make a corrupt payment to foreign public officials for the purpose of obtaining or retaining business for or with, or directing business to, any person. The FCPA also applies to foreign firms and persons who take any act in furtherance of such a corrupt payment while in the United States. For more detailed information on the FCPA, see the FCPA Lay-Person’s Guide at: [link]

Other Instruments: It is U.S. Government policy to promote good governance, including host country implementation and enforcement of anti-corruption laws and policies pursuant to their obligations under international agreements. Since enactment of the FCPA, the United States has been instrumental to the expansion of the international framework to fight corruption. Several significant components of this framework are the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions (OECD Antibribery Convention), the United Nations Convention against Corruption (UN Convention), the Inter-American Convention against Corruption (OAS Convention), the Council of Europe Criminal and Civil Law Conventions, and a growing list of U.S. free trade agreements. This country is party to [add instrument to which this country is party], but generally all countries prohibit the bribery and solicitation of their public officials.

OECD Antibribery Convention: The OECD Antibribery Convention entered into force in February 1999. As of December 2009, there are 38 parties to the Convention including the United States (see [link]). Major exporters China, India, and Russia are not parties, although the U.S. Government strongly endorses their eventual accession to the Convention. The Convention obligates the Parties to criminalize bribery of foreign public officials in the conduct of international business. The United States meets its international obligations under the OECD Antibribery Convention through the U.S. FCPA. [Insert information as to whether your country is a party to the OECD Convention.]

UN Convention: The UN Anticorruption Convention entered into force on December 14, 2005, and there are 143 parties to it as of December 2009 (see [link]). The UN Convention is the first global comprehensive international anticorruption agreement. The UN Convention requires countries to establish criminal and other offences to cover a wide range of acts of corruption. The UN Convention goes beyond previous anticorruption instruments, covering a broad range of issues ranging from basic forms of corruption such as bribery and solicitation, embezzlement, trading in influence to the concealment and laundering of the proceeds of corruption. The Convention contains transnational business bribery provisions that are functionally similar to those in the OECD Antibribery Convention and contains provisions on private sector auditing and books and records requirements. Other provisions address matters such as prevention, international
cooperation, and asset recovery.  [Insert information as to whether your country is a party to the UN Convention.]

**OAS Convention:** In 1996, the Member States of the Organization of American States (OAS) adopted the first international anticorruption legal instrument, the Inter-American Convention against Corruption (OAS Convention), which entered into force in March 1997. The OAS Convention, among other things, establishes a set of preventive measures against corruption, provides for the criminalization of certain acts of corruption, including transnational bribery and illicit enrichment, and contains a series of provisions to strengthen the cooperation between its States Parties in areas such as mutual legal assistance and technical cooperation. As of December 2009, the OAS Convention has 33 parties (see http://www.oas.org/juridico/english/Sigs/b-58.html) [Insert information as to whether your country is a party to the OAS Convention.]

**Council of Europe Criminal Law and Civil Law Conventions:** Many European countries are parties to either the Council of Europe (CoE) Criminal Law Convention on Corruption, the Civil Law Convention, or both. The Criminal Law Convention requires criminalization of a wide range of national and transnational conduct, including bribery, money-laundering, and account offenses. It also incorporates provisions on liability of legal persons and witness protection. The Civil Law Convention includes provisions on compensation for damage relating to corrupt acts, whistleblower protection, and validity of contracts, inter alia. The Group of States against Corruption (GRECO) was established in 1999 by the CoE to monitor compliance with these and related anti-corruption standards. Currently, GRECO comprises 46 member States (45 European countries and the United States). As of December 2009, the Criminal Law Convention has 42 parties and the Civil Law Convention has 34 (see www.coe.int/greco.) [Insert information as to whether your country is a party to the Council of Europe Conventions.]

**Free Trade Agreements:** While it is U.S. Government policy to include anticorruption provisions in free trade agreements (FTAs) that it negotiates with its trading partners, the anticorruption provisions have evolved over time. The most recent FTAs negotiated now require trading partners to criminalize “active bribery” of public officials (offering bribes to any public official must be made a criminal offense, both domestically and trans-nationally) as well as domestic “passive bribery” (solicitation of a bribe by a domestic official). All U.S. FTAs may be found at the U.S. Trade Representative Website: http://www.ustr.gov/trade-agreements/free-trade-agreements. [Insert information as to whether your country has an FTA with the United States: Country [X] has a free trade agreement (FTA) in place with the United States, the [name of FTA], which came into force. Consult USTR Website for date: http://www.ustr.gov/trade-agreements/free-trade-agreements.]

**Local Laws:** U.S. firms should familiarize themselves with local anticorruption laws, and, where appropriate, seek legal counsel. While the U.S. Department of Commerce cannot provide legal advice on local laws, the Department’s U.S. and Foreign Commercial Service can provide assistance with navigating the host country’s legal system and obtaining a list of local legal counsel.

**Assistance for U.S. Businesses:** The U.S. Department of Commerce offers several services to aid U.S. businesses seeking to address business-related corruption issues. For example, the U.S. and Foreign Commercial Service can provide services that may assist U.S. companies in conducting their due diligence as part of the company’s overarching compliance program when choosing business partners or agents overseas.
The U.S. Foreign and Commercial Service can be reached directly through its offices in every major U.S. and foreign city, or through its Website at www.trade.gov/cs.

The Departments of Commerce and State provide worldwide support for qualified U.S. companies bidding on foreign government contracts through the Commerce Department’s Advocacy Center and State’s Office of Commercial and Business Affairs. Problems, including alleged corruption by foreign governments or competitors, encountered by U.S. companies in seeking such foreign business opportunities can be brought to the attention of appropriate U.S. government officials, including local embassy personnel and through the Department of Commerce Trade Compliance Center “Report A Trade Barrier” Website at tcc.export.gov/Report_a_BARRIER/index.asp.

Guidance on the U.S. FCPA: The Department of Justice’s (DOJ) FCPA Opinion Procedure enables U.S. firms and individuals to request a statement of the Justice Department’s present enforcement intentions under the antibribery provisions of the FCPA regarding any proposed business conduct. The details of the opinion procedure are available on DOJ’s Fraud Section Website at www.justice.gov/criminal/fraud/fcpa. Although the Department of Commerce has no enforcement role with respect to the FCPA, it supplies general guidance to U.S. exporters who have questions about the FCPA and about international developments concerning the FCPA. For further information, see the Office of the Chief Counsel for International Counsel, U.S. Department of Commerce, Website, at http://www.ogc.doc.gov/trans_anti_bribery.html. More general information on the FCPA is available at the Websites listed below.

Exporters and investors should be aware that generally all countries prohibit the bribery of their public officials, and prohibit their officials from soliciting bribes under domestic laws. Most countries are required to criminalize such bribery and other acts of corruption by virtue of being parties to various international conventions discussed above.

Post Input: Public sector corruption, including bribery of public officials, remains a minor challenge for U.S. firms operating in Portugal. Corruption plays a limited role in Portugal’s business culture. Although U.S. firms occasionally encounter limited degrees of corruption in the course of doing business in Portugal, they do not identify corruption as an obstacle to foreign direct investment. In Transparency International's 2009 Corruption Perceptions Index, Portugal ranked 35 out of 180 countries considered (listed from least to most corrupt). Portugal has ratified the OECD Anti-bribery Convention and recently passed legislation to bring its criminal code in compliance with the Convention. Tax evasion remains a problem for the government, which has implemented several initiatives to improve collection rates. The Socrates administration is taking steps to address the limited degrees of corruption that businesses, both U.S. and other, face in Portugal.

Anti-Corruption Resources

Some useful resources for individuals and companies regarding combating corruption in global markets include the following:

- Information about the OECD Antibribery Convention including links to national implementing legislation and country monitoring reports is available at: http://www.oecd.org/department/0,3355,en_2649_34859_1_1_1_1_1,00.html. See also new Antibribery Recommendation and Good Practice Guidance Annex for companies: http://www.oecd.org/dataoecd/11/40/44176910.pdf

- General information about anticorruption initiatives, such as the OECD Convention and the FCPA, including translations of the statute into several languages, is available at the Department of Commerce Office of the Chief Counsel for International Commerce Website: http://www.ogc.doc.gov/trans_anti_bribery.html.

- Transparency International (TI) publishes an annual Corruption Perceptions Index (CPI). The CPI measures the perceived level of public-sector corruption in 180 countries and territories around the world. The CPI is available at: http://www.transparency.org/policy_research/surveys_indices/cpi/2009. TI also publishes an annual Global Corruption Report which provides a systematic evaluation of the state of corruption around the world. It includes an in-depth analysis of a focal theme, a series of country reports that document major corruption related events and developments from all continents and an overview of the latest research findings on anti-corruption diagnostics and tools. See http://www.transparency.org/publications/gcr.


- The World Economic Forum publishes the Global Enabling Trade Report, which presents the rankings of the Enabling Trade Index, and includes an assessment of the transparency of border administration (focused on bribe payments and corruption) and a separate segment on corruption and the regulatory environment. See http://www.weforum.org/en/initiatives/gcp/GlobalEnablingTradeReport/index.htm.

- Additional country information related to corruption can be found in the U.S. State Department’s annual Human Rights Report available at http://www.state.gov/g/drl/rls/hrrpt/.

- Global Integrity, a nonprofit organization, publishes its annual Global Integrity Report, which provides indicators for 92 countries with respect to governance and anti-corruption. The report highlights the strengths and weaknesses of national level anti-corruption systems. The report is available at: http://report.globalintegrity.org/.
OPIC and Other Investment Insurance Programs

Portugal is a country with low political risk, and the potential for significant OPIC insurance programs in Portugal is limited. Portugal is a member of the Multinational Investment Guarantee Authority (MIGA) of the World Bank.

Labor

Numerous labor reform packages aimed at improving the productivity of Portugal’s workforce have been enacted over recent years, with limited success. A package of labor reform laws took effect in 2003 permitting greater geographic and functional mobility for employees. The labor code limits the role of unions and makes it more difficult for workers to strike. It also addresses absenteeism and fraudulent leave. Additional changes were enacted in 2009 clarifying rules concerning intermittent and seasonal employment, specifying leave flexibility regarding parenthood and family support, and other issues. However, low productivity and difficulty in firing workers continue to hamper Portugal’s ability to attract foreign investment.

Labor strikes and work stoppages in Portugal, as in much of Europe, are more common than in the United States. Most strikes, however, are of short duration. In the past two years, work stoppages have been more common among public sector workers, including the transportation sector and teachers, than in the private sector.

Portugal is a member of the International Labor Organization (ILO) and adheres to the ILO Conventions Protecting Labor Rights. Portugal ratified ILO Convention 138, which establishes a minimum employment age of 15 for all economic sectors. As of January 1, 1997, the minimum working age in Portugal is 16, thereby exceeding the ILO norm.

Unemployment: Portugal’s unemployment rate reached 10.3 percent in the 4th quarter of 2009. This is an increase of 30 percent from the same quarter of 2008 (7.8 percent) and up 5 percentage points from the previous quarter. The number of unemployed was estimated to be 575.6 thousand individuals.

Foreign-Trade Zones/Free Ports

Portugal has two foreign trade zones (FTZ)/free ports in the island autonomous regions of Madeira and the Azores. These foreign trade zones/free ports were authorized in conformity with EU rules or incentives granted to member states. Industrial and commercial activities, international service activities, trust and trust management companies, and offshore financial branches are all eligible. Companies established in the foreign trade zones enjoy import/export-related benefits, financial incentives, tax incentives for investors and tax incentives for companies.

The Madeira FTZ has approximately 6500 registered companies. Under the terms of Portugal’s agreements with the EU, companies in the Madeira FTZ can take full
advantage of the tax incentives provided until December 2011, when those incentives will begin to be phased out. For more information visit: http://www.madeira-management.com

**Foreign Direct Investment Statistics**

Foreign Direct Investment flows into Portugal: http://www.portugalglobal.pt

Portuguese Trade with the U.S.: http://www.census.gov/foreign-trade

Major Foreign Direct Investors in Portugal: http://www.portugalglobal.pt

**Web Resources**

Bank of Portugal: http://www.bportugal.pt

Portuguese Agency for Foreign Investment and Commerce: http://www.portugalglobal.pt

"Cutting Red Tape": http://www.cuttingredtape.mj.pt

Empresa na Hora (On-the-Spot Firm): http://www.empresanahora.pt


EUROSTAT (Statistical Office of the European Communities): http://ec.europa.eu/eurostat

U.S. Census Bureau: http://www.census.gov

Technological Plan: http://www.planotecnologico.pt

The "Cutting Red Tape" Investment Incentive Program: http://www.cuttingredtape.mj.pt

Portuguese Government: http://www.portugal.gov.pt

American Chamber of Commerce in Lisbon: http://www.amcham.org.pt/

IAPMEI (Institute for S.M.E. Support and Investment): http://www.iapmei.pt

INPI (Portuguese Patent and Trademark Office): http://www.inpi.pt

Trade and Competition Directorate-General: http://www.dgcc.pt


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How Do I Get Paid (Methods of Payment)  Return to top

Depending on the size of the order and payment history of the buyer, the terms of the sale will vary. For larger transactions or where the seller is less comfortable with the credit worthiness of the seller, foreign products are often imported by using irrevocable letters of credit against documents, particularly during the first year of business. Opening irrevocable letters of credit is a straightforward process in Portugal through which importers can insure against exchange risk with their banks. When a long-term relationship has been established between a supplier and a customer, more favorable credit terms may be negotiated.

Payment terms are frequently 30, 60 and 90 days. Large corporations, including large retailers, negotiate or impose longer payment terms that can last up to six months. The government defers all payments. Depending on the department, payments can be deferred up to one year. Product pricing must also include the necessary financial charges.

Aside from letters of credit, methods of payment most commonly used in Portugal for international trade are:

Checks (Cheques): While bank checks offer security in transactions, (since the bank issuing the check needs the guarantee of the transfer to issue it), personal checks do not provide adequate guarantees against commercial risk, as the bank does not guarantee the funds in the account of the person issuing the check.

Payment Order (Letras): In this case, the importer gives an order to the bank and, by using a correspondent bank in the same country, pays the exporter’s bank the amount due. The initiative for the payment in this case is the importer’s responsibility. These transfers, via SWIFT, are a common practice in the Portuguese banking system.

Documents against payment (Cartas de Crédito): Exporters use this instrument to ensure the possession of the merchandise until the collection of funds, or at least until the importer accepts a bill of exchange.

Documentary Credit (Credito Documentário): This method of payment offers safer conditions in the transaction, due to the involvement of banks in both countries. In this case, the importer’s bank ensures against the entrance of a third party (an exporter, the bank or a correspondent bank).
Credit Card (Cartão de Crédito) for Small Online Purchases: Even though credit card purchases over the Internet are still not widespread in Portugal, due to security issues, this option should not be excluded.

A U.S. exporter looking to recover debts should contact the Portuguese Credit and Collection Management Association (APERC) for information on and contact with debt collecting agencies. The Association can be reached on:

Credit reports on Portuguese companies can be obtained by contacting any of the sources below:

Dun & Bradstreet Portugal
R Barata Salgueiro 28,4º
1250-044 Lisboa, Portugal
Tel.: 351 213 500 300 Fax: 351 213 578 939
http://www.dbportugal.pt

Coface-Serviços Portugal SA
Avenida Columbano B Pinheiro 75,7º
1070-061 Lisboa, Portugal
Tel.: 351 213 588 800 Fax: 351 213 588 801
http://www.coface.pt

You may also take advantage of customized credit report provided by the U.S. Commercial Service at the U.S. Embassy in Lisbon. Our reports will help you assess the risk, reliability and capability of the Portuguese company. This service is called the International Company Profile (ICP); you may obtain more information at:
http://www.buyusa.gov/portugal/en/international_company_profile.html

How Does the Banking System Operate

The Portuguese banking system witnessed very important structural changes over the last three decades from a government-controlled system to a market-driven environment fully integrated in the European Union. These profound structural and operational changes such abolishment of administrative interest rates in the 80s, liberalization and harmonization in the 90s and the implementation legislation which has brought Portuguese banking regulations in-line with EU legislative practices.

The Portuguese banking system is still quite concentrated, with the five biggest banks accounting for around 85% of the market. These banks also have a leading position in other non-traditional banking business sectors, such as insurance activity, and on the most important brokers on the Portuguese stock exchange. The biggest banking groups in Portugal include Millennium BCP, BES - Banco Espírito Santo, BPI, Santander Totta and the state-owned bank, Caixa Geral de Depósitos.
The existing crisis in the international financial markets and the global economic slowdown has led to particularly unfavorable conditions for banking activities worldwide.

The Portuguese economy is small and highly integrated in economic and financial terms, so Portuguese banks have also been affected by the turmoil in the world’s financial system. The impact on the country’s financial system has had two effects; first it has become more difficult to obtain financing in the international wholesale markets; secondly, losses on financial assets have increased, even though there is no significant exposure to the subprime market and related transactions. These economic conditions do not appear to have fundamentally weakened the banking system and banks in Portugal continue to show good capacity for adaptation to this particularly adverse situation.

At present, only Banco Português de Negócios (BPN) was nationalized November 2, 2008, the first bank nationalization in Portugal since 1975. At the time of nationalization BPN had lost approximately 700 million euros from declining investment values from the global financial crisis, but the Ministry of Finance stressed that BPN was taken over as a result of an ongoing investigation into mismanagement and malfeasance.

As a member of the EU, Portugal offers a modern banking system with advanced financial products. The country has one of the most advanced inter-banking networks in the world. ATMs and bank branches are easily found all over Portugal. Electronic banking is widespread in Portugal. Internet banking is offered by all major banks. Major credit and debit cards are commonly accepted in most Portuguese hotels, shops, restaurants and gas stations. Most banks are open Monday to Friday from 8:30am to 3:00pm and are closed on weekends and public holidays.

The entity supervising the banking sector in Portugal is the Portuguese Central Bank (Banco de Portugal), a member of the European System of Central Banks (ESCB).

**Foreign-Exchange Controls**

There are no exchange controls in Portugal. Portugal does not restrict currency holdings by residents or nonresidents, nor does it limit the foreign exchange supply. Residents and nonresidents are free to hold deposits in any currency with Portuguese banks. There are no official guarantees against inconvertibility.

Reporting requirements apply to banks and other financial institutions, such institutions must provide information between March and April on their positions in derivatives and report cross-border investments and lending in excess of EUR 50 million on an annual calendar year basis.

Transactions of less than EUR 12,500 are exempt from the notification requirement. Any party that transfers an amount larger than this outside Portugal in foreign banknotes, gold, travelers’ checks or bearer securities must declare it to the Portuguese customs authority. Money laundering rules are being tightened in accordance with the worldwide trend. Full information about clients, notaries, art dealers and any other entities are required when transactions of more than EUR 10,000 are undertaken. Suspicious transactions must be reported.
U.S. Banks and Local Correspondent Banks

CITICORP/ CITIBANK
Edifício Fundação
Rua Barata Salgueiro, 30-4º
1269-056 Lisboa, Portugal
Tel.: (+351) 21 311 63 00
Fax: (+351) 21 311 63 99
http://www.citibank.com

JP MORGAN CHASE (former Chase Manhattan Bank)
Rua Barata Salgueiro, 30 - 3ºDto.
1250-044 Lisboa, Portugal
Tel.: (+351) 21 351 5400
Fax: (+351) 21 352 63 02
http://www.jpmorganchase.com

MERRILL LYNCH (acquired by Bank of America)
International Lisbon Rep. Office
Atrium Saldanha
Praca Dq. De Saldanha 1-9o. F
1050-094 Lisboa, Portugal
Tel.: (+351) 21 351 2350
Fax: (+351) 21 351 2359
http://www.ml.com

AMERICAN EXPRESS (Credit Card Service Company)
MillenniumBCP
Departamento American Express
Tagus Park, Ed. 6, Piso 0, Ala B
2704-254 Porto Salvo, Portugal
Tel.: (+351) 21 421 9041
Fax: (+351) 21 006 6851
http://www.americanexpress.com/portugal/homepage.shtml

Project Financing

Project finance and Public Private Partnerships (PPP) has been a popular concept in Portugal since the early 90s, thanks to a stream of state-funded projects that included the construction of the second Tagus Bridge, development of major roads and highways, hospitals and more recently the high-speed rail and airports.

Energy projects have also been abundant, particularly renewable energy schemes like solar, wind and photovoltaic plants.

Portugal recently re-elected Prime Minister Socrates continues to be committed to building a new international airport in Lisbon using a DBOT (Design Build Operate...
Transfer) model and to structuring the high-speed train project through PPP model. These two projects have a combined value of around $34.4 billion.

Key Link:  http://www.dgtf.pt/Parcerias-Publico-Privadas/
            http://www.moptc.pt/cs2.asp?idcat=1

If you would like to obtain additional information on Project Finance and PPP in Portugal, please contact the U.S. Commercial Service at the U.S. Embassy in Lisbon, Portugal.

Other aspects that have to be considered:

EU financial assistance programs provide a wide array of grants, loans, loan guarantees and co-financing for feasibility studies and infrastructure projects in a number of key sectors (e.g., environmental, transportation, energy, telecommunications, tourism, public health). From a commercial perspective, these initiatives create significant market opportunities for U.S. businesses, U.S.-based suppliers, and subcontractors.

The European Union provides project financing through grants from the European Commission and loans from the European Investment Bank. Grants from the Structural Funds are distributed through the Member States’ national and regional authorities, and are only available for projects in the 27 EU Member States.

The CSEU Tenders Database

The U.S. Commercial Service at the U.S. Mission to the European Union offers a tool on its website to help U.S.-based companies identify European public procurement opportunities. The database features all current public procurement tenders issued by all national and regional public authorities in the 27 Member States of the European Union, plus four other European countries, and that are open to U.S.-based firms under the terms of the Government Procurement Agreement (GPA) implemented in 1995. The database is updated twice weekly and is easy to use with a range of search options, including approximately 20 industry sectors. The database also contains tenders for public procurement contracts relating to structural funds. Readers may access the database at http://www.buyusa.gov/europeanunion/eu_tenders.html.

EU Structural Funds

The EU Structural Funds, including the European Regional Development Fund, were created in 1975 to assist economically depressed regions of the European Union that required industrial restructuring. The EU earmarked EUR 308 billion for projects under the Structural Funds and the Cohesion Fund programs for the 2007-2013 period for the EU-27. In addition to funding economic development projects proposed by Member States or local authorities, EU Structural Funds also support specialized projects promoting EU socioeconomic objectives. Member States negotiate regional and “sectoral” programs with officials from the regional policy Directorate-General at the European Commission. For information on approved programs that will result in future project proposals, please visit: http://ec.europa.eu/regional_policy/atlas2007/fiche_index_en.htm.

For projects financed through the Structural Funds, Member State officials are the key decision-makers. They assess the needs of their country; investigate projects; evaluate bids; and award contracts. To become familiar with available financial support programs
in the Member States, it is advisable for would-be contractors to meet with local officials to discuss local needs.

Tenders issued by Member States’ public contracting authorities for projects supported by EU grants are subject to EU public procurement legislation if they meet the EU minimum contract value requirement for the eligible sector. Below this threshold, tender procedures are subject to national procurement legislation. There are no overt prohibitions against the participation of U.S. companies, either as developers or concessionaires of projects supported partially by the Structural Funds, or as bidders on subsequent public tenders related to such projects, but it is advisable to team up with a local partner. All Structural Fund projects are co-financed by national authorities and most may also qualify for a loan from the European Investment Bank. The private sector is also involved in project financing. For more information on these programs, please see the market research section on the website of the US Mission to the EU: http://www.buyusa.gov/europeanunion/mrr.html

The Cohesion Fund

The Cohesion Fund is another instrument of EU structural policy. Its EUR 61.5 billion (2007-2013) budget seeks to improve cohesion within the EU by funding transport infrastructure and environmental projects in Portugal, Spain, Greece and the twelve new (since 2004) EU Member States from Central and Eastern Europe. These projects are generally co-financed by national authorities, the European Investment Bank, and the private sector.

Key Link: http://ec.europa.eu/regional_policy/funds/cf/index_en.htm

Other EU Grants for Member States

Another set of sector-specific grants offers assistance to EU Member States in the fields of science, technology, communications, energy, environmental protection, education, training and research. Tenders related to these grants are posted on the various websites of the directorates-generals of the European Commission. Conditions for participation are strict and participation is usually restricted to EU firms or tied to EU content. Information pertaining to each of these programs can be found on: http://ec.europa.eu/grants/index_en.htm

Web Resources

The EU regional policies, the EU Structural and Cohesion Funds: http://ec.europa.eu/regional_policy/index_en.htm


The European Investment Bank: http://www.eib.org/
CSEU Tender Database:  
http://www.buyusa.gov/europeanunion/eu_tenders.html

European Union Tenders Database:  
http://www.buyusa.gov/europeanunion/euopportunities.html


OPIC: http://www.opic.gov

Trade and Development Agency: http://www.tda.gov/

SBA’s Office of International Trade: http://www.sba.gov/oit/

USDA Commodity Credit Corporation: http://www.fsa.usda.gov/ccc/default.htm


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- Web Resources

**Business Customs**

The Portuguese Republic is a democratic republic located on the Iberian Peninsula in south-western Europe and is the westernmost country in continental Europe.

Portugal is bordered by Spain to the north and east and by the Atlantic Ocean to the west and south. In addition, Portugal includes two archipelagos in the Atlantic, Azores (Açores) and Madeira Islands.

The Portuguese business community is very formal and titles such as Doctor, Engineer, and Architect are commonly used. Make sure you ask the title of the person you are meeting with and always use it with the person’s last name. Writing in red ink is considered an insult and therefore never used in the business community. When greeting a businessperson, a handshake is proper.

Courtesy, in business and other spheres, is expected and easily extended. Legal contracts don’t have the strength in business associations that personal confidence, built over years of experience, offers. Aggressiveness is not acceptable in marketing because it may be interpreted as socially offensive. Pragmatism, of the American variety, is respected but only when presented as a possible option, not as a hard sell.

In terms of everyday business, the Portuguese are direct and civil. They respect the time of their appointments and expect the same from others. They are thorough to a fault, often poring over all documents relative to a negotiation, and not overly eager "to just hit the highlights". This is done partly to be careful (conservative) but also to demonstrate their grasp of the matter - - exhibiting pedantic rather than pragmatic merit. Many Portuguese speak two, often three languages, English being the preferred second language.

Housing in Portugal is up to European standards, but so are the rents. Executive location costs in Portugal are now in the same category as any major commercial center in the European Union.
Food supplies are plentiful though there are seasonal variations in prices for perishable items. Supermarkets are fully stocked. Prices are very close to those found in the United States and often exceed them for packaged goods.

**Travel Advisory**

There are no travel advisories for Portugal nor have there been for many years.

**Visa Requirements**

No visas are required to visit Portugal for stays of 90 days or less.

U.S. Companies that require travel of foreign businesspersons to the United States should allow sufficient time for visa issuance if required. Visa applicants should go to the following links:

State Department Visa Website: [http://travel.state.gov签证/index.html](http://travel.state.gov/visa/index.html)


**Telecommunications**

Portugal is a fully "wired" country with regard to communications, making available all the services found anywhere else in Europe: long-distance calls on Stateside credit cards; cellular telephones (can be rented from Vodafone at the airport departures area); video-conferencing in state-of-the-art facilities; Internet services; e-mail, etc. The ATM system in Portugal is one of the best in the world, as it enables you to do most payments and money transfers at terminals throughout in Portugal.

**Transportation**

Portugal has direct airline connections from Lisbon to all the major cities in the European Union, New York, Boston and Newark. Since June 2006 there are also seasonal direct flights to Philadelphia in the United States. Direct connections also exist between Lisbon and a number of Portuguese-speaking countries in Africa and the major cities in Brazil. Porto serves fewer cities directly in the European Union and none in North America, but it does offer service to major cities in Brazil.

**Language**

Many Portuguese speak two, often three languages, English being the preferred second language. English is therefore widely spoken and American business travelers can generally conduct their meetings with business and government contacts in English.
Health care in Portugal is a constitutional right, which means that the public health facilities are overburdened and therefore not able to offer the levels of service considered standard in the United States. There are a number of private clinics and small private hospitals however, that are adequate, plus there are several new hospitals planned to be built in the near future to offer high quality service to patients.

Local Time, Business Hours, and Holidays

Local time is Greenwich Mean Time (GMT) – the same as London. Normal business hours are from 09:00 AM through 06:00 PM. Stores are open from 09:00 AM to 07:00 PM but shopping malls operate from 10:00 AM to 11:00 PM everyday of the week and on public holidays (except for Christmas and New Year).

The American Embassy in Lisbon is open from 08:00 AM to 05:00 PM and is closed for business on both American (A) and Portuguese (P) holidays.

Legal Holidays for 2010

The Embassy is closed for business on both American (A) and Portuguese (P) holidays. Listed below are holidays that will be observed by the Mission in 2010:

- January 1 (P/A) Tuesday New Year's Day
- January 18 (A) Monday Birthday of Martin Luther King, Jr
- February 15 (A) Monday Washington's Birthday
- February 16 (P) Tuesday Carnival
- April 2 (P) Friday Good Friday
- April 4 (P) Sunday Easter
- April 25 (P) Sunday Liberty Day
- May 1 (P) Saturday May Day
- May 24 (P) Monday Holy Spirit Day (In the Azores Only)
- May 31 (A) Monday Memorial Day
- June 3 (P) Thursday Corpus Christi
- June 10 (P) Thursday Portugal Day
- June 13 (P) Sunday St. Anthony's Day (In Lisbon Only)
- July 1 (P) Thursday Funchal Day (In Funchal Only)
- July 5 (A) Monday Independence Day (observed)
- August 15 (P) Sunday Assumption Day
- September 6 (A) Monday Labor Day
- October 5 (P) Tuesday Proclam. Portuguese Republic
- October 11 (A) Monday Columbus Day
- November 1 (P) Monday All Saints' Day
- November 11 (A) Thursday Veteran's Day
- November 25 (A) Thursday Thanksgiving Day
December 1  (P) Wednesday  Restor. Port. Independence
December 8  (P) Wednesday  Feast of Immaculate Conception
December 24  (A) Friday  Christmas Day (observed)
December 25  (P/A) Saturday  Christmas Day
December 31  (A) Friday  New Year’s Day (observed)

**Temporary Entry of Materials and Personal Belongings**

Personal belongings may enter the country without barriers imposed by Portuguese Customs. If Portuguese Customs see that personal belongings are of very high value (such as jewelry, and high-end electronic materials) they may require a money guarantee that will be reimbursed when leaving the country.

Entry of materials to hand out at trade shows such as promotional literature, gadgets, tourism and technical information and brochures may enter the country, but the company carrying these will have to fill out a customs request.

Companies that plan to temporarily bring materials and equipment, into Portugal, will be requested to fill out a formal request of Temporary Importation of Products.

The Portuguese Customs Authority supplies this form upon entering. This will enable the U.S. company to take the equipment back upon departure without having to pay customs. If the equipment is sold while in Portugal, the U.S. company will have to pay the duties applicable to the specific equipment.

**Web Resources**

State Department Visa Website: http://travel.state.gov/visa/index.html

United States Visas.gov: http://www.unitedstatesvisas.gov/

U.S. Embassy Lisbon: http://www.american-embassy.pt


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Chapter 9: Contacts, Market Research, and Trade Events

- Contacts
- Market Research
- Trade Events

Contacts

U.S. Embassy Trade Related Contacts:
Dillon Banerjee
Senior Commercial Officer

American Embassy Lisbon
U.S. Commercial Service
Av. das Forças Armadas
Sete Rios
1600-081 Lisbon, Portugal

Tel.: (+351) 21727 33 00
Fax: (+351) 21726 89 14

American Embassy Lisbon
U.S. Commercial Service
Unit 5320 Box 199
DPO AE 09726

U.S. Commercial Service Websites:
http://www.buyusa.gov/portugal
http://www.export.gov/cs

Other U.S. Embassy Contacts (same address as U.S. Commercial Service):
Lucy Chang
Economic Officer

Margaret Peg Thursland
Agricultural Counselor
(Resident in Madrid)

Office of Defense Cooperation
Tel.: (+351) 21770 22 76
Fax: (+351) 21726 89 13

International Mail:
Unit 5320
Box 150
DPO AE 09726-0150
USA
U.S. Embassy Military Contacts:

Office of Defense Attaché: Col. Karl Johnson
Chief, Army Section: Maj. Martin Farenfield USA
Chief, Air Force Section: Lt. Col. Karn Carlson (USAF)
Chief, Navy Section: CDR Edward Bradfield

Amcham and Bilateral Business Councils:

Portugal-U.S. Chamber of Commerce
5 West 45th Street
New York, NY 10036
Tel.: (212) 354-4627
Fax: (212) 575-4737

American Chamber of Commerce in Portugal
Rua D. Estefânia, 155, 5º-E
1000 Lisbon, Portugal
Tel.: (+351) 21357 25 61
Fax: (+351) 21357 25 80
Contact: Graça Didier, Executive Secretary

Portuguese Trade or Industry Private Associations in Key Sectors:

Associação Comercial de Lisboa
(Lisbon Commercial Association)
Rua das Portas de Santo Antão, 89
1000-154 Lisbon
Tel.: (+351) 21342 32 77
Fax: (+351) 21342 43 04
http://www.port-chambers.com/

Associação Comercial do Porto - Câmara de Comércio e Indústria do Porto
(Porto Chamber of Commerce and Industry)
Rua Ferreira Borges, Palácio da Bolsa
4050-253 Porto
Tel.: (+351) 22339 90 00
Fax: (+351) 22339 90 90
http://www.cciporto.com/

Associação Empresarial de Portugal
(Portuguese Business Association)
Av. da Boavista, 2671
4410-135 Porto
Tel.: (+351) 229981537
Fax: (+351) 229981639
http://www.aeportugal.pt/

Associação Industrial Portuguesa
(Portuguese Industrial Association)
Praça das Indústrias
1301-965 Lisbon
Tel.: (+351) 213 60 11 10
Fax: (+351) 213 64 13 01
http://www.aip.pt/

Exponor - Feira International do Porto
(International Fair of Porto)
4450-617 Leça da Palmeira
Tel.: (+351) 22996 15 30
Fax: (+351) 22996 42 13
http://www.exponor.pt/

FIL – Feira Internacional de Lisboa
(International Fair of Lisbon)
Rua do Bojador, Parque das Nações
1998-010 Lisbon
Tel.: (+351) 218 92 15 00
Fax: (+351) 218 92 15 55
http://www.fil.pt/

Confederação dos Agricultores de Portugal (CAP)
(Portuguese Confederation of Farmers)
Av. Colegio Militar, 1786
1549-012 Lisbon
Tel.: (+351) 21710 00 00
Fax: (+351) 21716 61 23
http://www.cap.pt/

Confederação do Comércio e Serviços de Portugal (CCP)
(Portuguese Business Confederation)
Av. Vasco da Gama, 29
1449-032 Lisbon
Tel.: (+351) 21303 13 80
Fax: (+351) 21303 14 01
http://www.ccp.pt/

Confederação da Indústria Portuguesa (CIP)
(Portuguese Industrial Confederation)
Av. 5 de Outubro, 35, 1.º
1069-193 Lisbon
Tel.: (+351) 21316 47 00
Fax: (+351) 21354 50 94

Associação Portuguesa de Hospitalização Privada
(Portuguese Association of Private Hospitalization)
Av. Luís Bivar, 36, 1°- E
1050-145 Lisbon
Tel: (+351) 213 53 84 15
e-mail: geral.aphp@mail.telepac.pt
Portuguese Ministries, Secretaries of State and other Public Entities:

Economy, Innovation, Industry, Commerce and Tourism

Ministry of Economy and Innovation
(Ministry of Economy and Innovation)
Rua da Horta Seca
1200-221 Lisbon
Tel.: (+351) 21324 54 00
Fax: (+351) 21324 54 40
http://www.min/economia.pt/

Secretário de Estado Adjunto, da Indústria e da Inovação
(Secretary of State of Industry and Innovation)
Rua da Horta Seca
1200-221 Lisbon
Tel.: (+351) 213 24 54 00
Fax: (+351) 213 24 54 50
http://www.min/economia.pt/

Secretário de Estado do Comércio, Serviços e Defesa do Consumidor
(Secretary of State of Commerce, Services and Consumer Defense)
Rua da Horta Seca
1200-221 Lisbon
Tel.: (+351) 213 24 54 00
Fax: (+351) 213 24 54 60
http://www.min/economia.pt/

Secretário de Estado do Turismo
(Secretary of State of Tourism)
Rua da Horta Seca
1200-221 Lisbon
Tel.: (+351) 213 24 54 00
Fax: (+351) 213 24 54 70
http://www.min/economia.pt/

Direcção Geral de Energia e Geologia
(General Directorate of Energy and Geology)
Av. 5 de Outubro, 87
1069-039 Lisbon
Tel.: (+351) 21792 27 00
Fax: (+351) 21793 95 40
http://www.dgge.pt/

Agência para o Investimento e Comércio Externo de Portugal – AICEP
(Business Development Agency)
Porto:
O’ Porto Bessa Leite Complex
Instituto Nacional de Engenharia e Tecnologia Industrial (Engineering and Technological Institute)
Estrada da Portela
Zambujal – Alfragide
Apartado 7586
2720-866 Amadora
Tel.: (+351) 21470 54 00
Fax: (+351) 21471 90 18
http://www.ineti.pt/

IAPMEI - Instituto de Apoio às Pequenas e Médias Empresas e ao Investimento (Small Business Institute)
Estrada do Paço do Lumiar, Edifício A
1649-038 Lisbon
Tel.: (+351) 21383 60 00
Fax: (+351) 21383 62 83
http://www.iapmei.pt/

IIF – Instituto Informação e Franchising SA (Franchise Institute)
Rua Basílio Teles 35-1º. Dto.
1070-020 Lisbon
Tel: (+351) 21003 38 00
Fax: (+351) 21003 38 88
http://www.infofranchising.pt

APF – Associação Portuguesa de Franchise (Portuguese Franchise Association)
Rua Viriato 25-3o. Dto.
1050-234 Lisboa
Tel: (+351) 21319 29 38
Fax: (+351) 21319 29 39
http://www.apfranchise.org

Instituto Nacional de Propriedade Industrial (National Institute of Industrial Property)
Campo das Cebolas
1149-035 Lisbon
Tel.: (+351) 21881 81 00
Fax: (+351) 21886 98 59
http://www.marcasepatentes.pt/

Arbitrare – Centro de Arbitragem de Propriedade Industrial,
Nomes de Domínio, Firmas e Denominações
(Arbitration Centre for Industrial Property, Domain Names, Companies and
Designations)
Av. Defensores de Chaves, 52, 1º
1000-120 Lisbon
Tel.: (+351) 211 203 100
Fax: (+351) 211 203 120
http://www.arbitrare.pt/

Sociedade Portuguesa de Autores
(Authors Portuguese Association)
Av. Duque de Loulé, 31
1069 - 153 Lisbon
Tel.: (+351) 213 594 400
Fax: (+351) 213 530 257
http://www.spautores.pt/

Associação Portuguesa de Software – ASOFT
(Portuguese Association of Software)
Rua da Junqueira, Praça das Indústrias, 39, 1º
1300 - 307 Lisbon
Tel.: (+351) 21 361 70 40
Fax: (+351) 21 364 33 16
http://www.assoft.pt/

IGAC - Inspecção-Geral das Actividades Culturais
(General Inspection of Cultural Activities)
Palácio Foz, Praça dos Restauradores
Apartado 2616
1116-802 Lisbon
Tel.: (+351) 21 321 25 00
Fax: (+351) 21 321 25 66
http://www.igac.pt

Instituto Português da Qualidade
(Portuguese Quality Institute)
Rua António Gião, 2
2829-513 Caparica
Tel.: (+351) 21294 81 00
Fax: (+351) 21294 81 01
http://www.ipq.pt/

Finance and Taxes:

Ministério do Estado e das Finanças
(Ministry of the State and Finance)
Av. Infante D. Henrique, 1
1149-009 Lisbon
Tel.: (+351) 21881 68 00
Fax: (+351) 21881 68 62
http://www.min-financas.pt

Secretário de Estado Adjunto e do Orçamento
(Secretary of State for the Budget)
Av. Infante D. Henrique, 1
1149-009 Lisbon
Tel.: (+351) 21881 68 00
Fax: (+351) 21881 73 18
http://www.min-financas.pt/

Secretário de Estado dos Assuntos Fiscais
(Secretary of State of Fiscal Affairs)
Av. Infante D. Henrique, 1
1149-009 Lisbon
Tel.: (+351) 218 81 68 00
Fax: (+351) 218 81 71 29
http://www.min-financas.pt/

Secretário de Estado da Administração Pública
(Secretary of State of Public Administration)
Av. Infante D. Henrique, 1
1149-009 Lisbon
Tel.: (+351) 218 81 68 00
Fax: (+351) 218 81 68 62
http://www.min-financas.pt/

Direcção Geral das Alfândegas e dos Impostos Especiais sobre o Consumo
(Bureau of Customs and Special Consumption Taxes)
Rua da Alfândega, 5
1149-006 Lisbon
Tel.: (+351) 21881 13 01
Fax: (+351) 21881 39 90
http://www.dgaieic.min-financas.pt/

Direcção Geral de Estudo e Previsão
(General Directorate of Study and Prevision)
Rua da Alfândega, 5, 2º
1100-016 Lisbon, Portugal
Tel.: (+351) 21884 05 00
Fax: (+351) 21884 05 51
http://www.dgep.pt/

Instituto National de Estatística
(National Institute of Statistics)
Av. António José de Almeida
1000-043 Lisbon, Portugal
Tel.: (+351) 21842 61 00
Fax: (+351) 21842 63 80
Public Works, Transports and Communication

Ministério das Obras Públicas, Transportes e Comunicação
(Ministry of Public Works, Transports and Communications)
Rua de S. Mamede ao Caldas, Palácio Penafiel, 21
1100-533 Lisbon
Tel: (+351) 218 81 51 00
Fax: (+351) 218 86 76 22
http://www.moptc.pt/

Secretário de Estado Adjunto, das Obras Públicas e das Comunicações
(Secretary of State of Public Works and Communications)
Rua de S. Mamede ao Caldas, Palácio Penafiel, 21
1100-533 Lisbon
Tel: (+351) 218 81 51 00
Fax: (+351) 218 86 23 16
http://www.moptc.pt/

Secretária de Estado dos Transportes
(Secretary of State of Transports)
Rua de S. Mamede ao Caldas, Palácio Penafiel, 21
1100-533 Lisbon
Tel.: (+351) 218 81 51 00
Fax: (+351) 218 86 18 95
http://www.moptc.pt/

Laboratório Nacional de Engenharia Civil
(National Laboratory of Civil Engineering)
Av. do Brasil, 101
1700-066 Lisbon
Tel.: (+351) 2144 30 00
Fax: (+351) 21849 76 60
http://www.lnec.pt/

ITIC – Instituto Superior p/a Indústria de Construcão
(Technical Institute for the Construction Industry)
Rua Duque de Palmela, 20
1250-098 Lisbon
Tel.: (+351) 213 515 880(1)
Fax: (+351) 213 515 889
http://www.itic.pt/

AECOPS – Associação de Empresas de Construção e Obras Públicas
(Association of Construction and Public Works’ Companies)
SEDE
Rua Duque de Palmela, 20
1250-098 Lisboa
Tel.: (+351) 21311 02 00
Fax: (+351) 21355 48 10
http://www.aecops.pt

Instituto das Comunicações de Portugal - ANACOM
(Portuguese Communications Institute)
Av. Jose Malhoa, 12
1099-017 Lisbon, Portugal
Tel.: (+351) 21721 00 00
Fax: (+351) 21721 10 01
http://www.anacom.pt/

Instituto Nacional de Aviação Civil
(National Institute of Civil Aviation)
Rua B, Edifícios 4, 5, 6 Aeroporto de Lisboa
1749-034 Lisboa
Tel: (+351) 21842 35 00
Fax: (+351) 21847 35 85
http://ww2.inac.pt/

Science, Technology and Higher Education

Ministério da Ciência, Tecnologia e Ensino Superior
(Ministry of Science, Technology and Higher Education)
Estrada das Laranjeiras, Palácio das Laranjeiras, 197 a 205
1649-018 Lisbon
Tel.: (+351) 217 23 10 00
Fax: (+351) 217 27 14 57
http:// www.mctes.pt/

Secretário de Estado da Ciência, Tecnologia e Ensino Superior
(Secretary of State of Science, Technology and Higher Education)
Estrada das Laranjeiras, Palácio das Laranjeiras, 197 a 205
1649-018 Lisbon
Tel.: (+351) 217 23 10 00
Fax: (+351) 217 26 41 36
http:// www.mctes.pt/

Fundação para a Ciência e a Tecnologia
(Science and Technology Foundation)
Av. D. Carlos I, 126-2º
1249-074 Lisbon
Tel.: (+351) 21392 43 00
Fax: (+351) 21390 74 81
http://alfa.fct.mctes.pt/

Instituto de Meteorologia
(Institute of Meteorology)
Rua C, 5 - Aeroporto de Lisboa
1749-077 Lisbon
Tel.: (+351) 21844 70 00
Fax: (+351) 21840 23 70
http://www.meteo.pt/
Agriculture, Rural Development, Forest, and Fisheries

Ministry of Agriculture, Rural Development and Fisheries (MADRP)
(Ministerio da Agricultura, Desenvolvimento Rural e Pescas)
Praça do Comércio
1149-010 Lisbon
Tel.: (+351) 213 23 46 00
Fax: (+351) 213 23 46 04
http://portal.min-agricultura.pt/

Secretário de Estado de Agricultura e Pescas
(Secretary of State for Agriculture and Fishing)
Praça do Comércio
1149-010 Lisbon
Tel.: (+351) 213 23 46 00
Fax: (+351) 213 23 46 07
http://portal.min-agricultura.pt/

Direcção-Geral de Agricultura e Desenvolvimento Rural
(General Directorate for Agriculture and Rural Development)
Av. Afonso Costa, 3
1949-002 Lisbon
Tel: 218442 20 0/1
Fax: 21844 22 02
http://www.dgadr.pt/

Direcção Geral das Pescas e Aquicultura
(General Directorate for Fisheries and Aquiculture)
Av. Brasília
1449-030 Lisbon
Tel.: (+351) 21303 57 00
Fax: (+351) 21303 57 01/2
http://www.dgpa.min-agricultura.pt/

Secretário de Estado do Desenvolvimento Rural e das Florestas
(Secretary of State for Rural Development and Forest)
Praça do Comércio
1149-010 Lisbon
Tel.: (+351) 213 23 46 00
Fax: (+351) 213 23 49 95
http://portal.min-agricultura.pt/

IFADAP - Instituto Financeiro de Apoio ao Desenvolvimento da Agricultura e Pescas
(Financial Institute for Assistance to Agricultural and Fishing Development)
Rua Castilho, 45-51
1269-164 Lisbon
Tel.: (+351) 21384 60 00
Fax: (+351) 21384 61 70
http://www.ifap.min-agricultura.pt/
Environment

Ministério do Ambiente
(Ministry of the Environment)
Rua do Século, 51, 2º
1200-433 Lisbon
Tel.: (+351) 21323 25 00
Fax: (+351) 21323 25 31
http://www.maotdr.gov.pt/

Secretário de Estado do Ambiente
(Secretary of State for the Environment)
Rua do Século, 51, 2º
1200-433 Lisbon
Tel: (+351) 21323 25 00
http://www.maotdr.gov.pt/

Agência Portuguesa do Ambiente
(Portuguese Agency for the Environment)
Rua da Murgueira, 9-9A,
Apartado 7585
2611-865 Amadora
Tel: 21472 82 00
Fax: 21471 90 74
http://apambiente.pt/

Entidade Reguladora dos Serviços de Águas e Resíduos
(Regulatory Entity for Water Services and Waste)
Av. Tomás da Fonseca, Centro Empresarial Torres de Lisboa, Torre G-8.º
1600-209, Lisbon
Tel: 21005 22 00
Fax: 21005 22 59
http://www.irar.pt/

Instituto da Água
(Water Institute)
Av. Almirante Gago Coutinho, 30
1049-066 Lisbon
Tel.: (+351) 21843 00 00
Fax: (+351) 21847 35 71
http://www.inag.pt/

Labor and Social Cohesion

Ministério do Trabalho e da Solidariedade Social
(Ministry of Labor and Social Solidarity)
Praça de Londres, 2, 16.º
1000-190 Lisbon
Tel.: (+351) 21842 41 00
Fax: (+351) 21842 41 08
http://www.mtss.gov.pt/
Inspecção Geral do Trabalho  
(Inspector General of Employment)  
Praça do Alvalade, 1º  
1700 Lisbon  
Tel.: (+351) 21797 51 76  
Fax: (+351) 21795 70 58  

Autoridade para as Condições de Trabalho  
(Working Conditions Authority)  
Av. Casal Ribeiro, 18-A  
1000-092 Lisbon  
Tel: (+351) 21330 87 00  
Fax: (+351) 21330 87 10  
http://www.igt.gov.pt/

Direcção Geral do Emprego e das Relações de Trabalho  
(General Directorate of Employment and Working Relations)  
Praça de Londres, 2º, 7º  
1049-056 Lisbon  
Tel.: (+351) 21844 14 00  
Fax: (+351) 21844 14 25  
http://www.dgert.mtss.gov.pt/

Instituto do Emprego e Formação Profissional  
(Institute of Employment)  
Av. José Malhoa, 11  
1099-018 Lisbon  
Tel.: (+351) 21861 41 00  
Fax: (+351) 21722 70 13  
http://www.iefp.pt/

Justice, Supervisory and Public Registries

Ministério da Justiça  
(Ministry of Justice)  
Praça do Comércio  
1149-019 Lisbon  
Tel.: (+351) 21881 38 01  
Fax: (+351) 21881 39 90  
http://www.mj.gov.pt/

Ministério da Administração Interna  
(Ministry of National Administration)  
Praça do Comércio  
1149-015 Lisboa  
Tel.: (+351) 213 23 30 00  
Fax: (+351) 213 23 22 92  
http://www.mj.gov.pt/

Autoridade de Segurança Alimentar e Económica (ASAE)
(Food and Economic Security Authority)
Av. Conde de Valbom, 98
1069-185 Lisbon
Tel: (+351) 21798 36 00
Fax: (+351) 21798 38 34
http://www.asae.pt/

Registo Nacional das Pessoas Colectivas
(National Registry of Collective Persons)
Praça Silvestre Pinheiro Ferreira, 1-C
Apartado 4064
1501-803 Lisbon
Tel.: (+351) 21771 43 00
Fax: (+351) 21778 3724 / 774 12 64
http://www.dgrn.mj.pt/

Health

Ministério da Saúde
(Ministry of Health)
Av. João Crisóstomo, 9, 6.º
1049-062 Lisbon
Tel.: (+351) 21330 50 00
Fax: (+351) 21330 51 72
http://www.portaldasaude.pt/

Secretário de Estado da Saúde
(Secretary of State for Health)
Av. João Crisóstomo, 9, 5º
1049-062 Lisbon
Tel.: (+351) 21330 50 00
Fax: (+351) 21330 51 42
http://www.portaldasaude.pt/

Direcção Geral de Saúde
(General Directorate of Health)
Alameda D. Afonso Henriques, 45
1049-005 Lisbon
Tel.: (+351) 21843 05 00
Fax: (+351) 21843 05 30
http://www.dgs.pt/

Serviço de Utilização Comum dos Hospitais
(Hospitals Common Utilization Service)
Av. do Brasil, Parque de Saúde de Lisboa, n.º 53, Pavilhão 33-A
1749-003 Lisbon
Tel.: (+351) 21792 34 00
Fax: (+351) 21795 85 26
http://www.somos.pt/

Foreign Affairs
Ministério do Estado e dos Negócios Estrangeiros
(Ministry of State and Foreign Affairs)
Largo do Rilvas, Palácio das Necessidades
1399-030 Lisbon
Tel.: (+351) 21394 60 00
Fax: (+351) 21394 60 70

Secretário de Estado dos Negócios Estrangeiros e da Cooperação
(Secretary of State of Foreign Affairs and Cooperation)
Largo do Rilvas, Palácio das Necessidades
1399-030 Lisbon
Tel.: (+351) 213 94 60 00
Fax: (+351) 213 94 60 54

Defense:

Ministério da Defesa Nacional
(Ministry of National Defense)
Av. Ilha da Madeira, 1
1400-204 Lisbon
Tel.: (+351) 21303 45 00
Fax: (+351) 21303 45 01

Secretário de Estado da Defesa Nacional e dos Assuntos do Mar
(Secretary of State of National Defense and Sea Affairs)
Av. Ilha da Madeira
1400-204 Lisbon
Tel.: (+351) 21303 45 00
Fax: (+351) 21303 45 51

Direcção Geral de Armamento e Equipamentos de Defesa
(General Directorate of Armament and Defense Equipment)
Av. Ilha da Madeira, 1
1400-204 Lisboa
Tel.: (+351) 21303 85 68
Fax: (+351) 21301 84 83

Estado-Maior do Exército
(Army)
Rua Museu de Artilharia
1149-065 Lisbon
Tel.: (+351) 21884 23 00
Fax: (+351) 21844 25 00
http://www.exercito.pt/
Estado-Maior da Armada
(Navy)
Praça do Comércio
1100-148 Lisbon
Tel.: (+351) 21092 52 00
Fax: (+351) 21092 52 01
http://www.marinha.pt/

Estado-Maior da Força Aérea
(Air Force)
Av. da Força Aérea
2724-506 Alfragide
Tel: (+351) 21472 35 09
Tel.: (+351) 21471 57 94
http://www.emfa.pt/

Offsets:
EMPORDEF - Empresa Portuguesa de Defesa SGPS, SA
(Portuguese Defense Co.)
Rua Braancamp, 90 – 7.º e 8.º
1250-052 Lisbon
Tel.: 21380 51 00
Fax: 21380 51 09
http://www.empordef.pt/

Banks and Stock Exchange

Banco de Portugal
(Bank of Portugal)
Rua do Ouro, 27
1100-150 Lisbon
Tel.: (+351) 21321 32 00
Fax: (+351) 21346 48 43
http://www.bportugal.pt/

Bolsa de Valores de Lisboa
(Lisbon Stock Exchange)
Avenida Liberdade 196, 7º,
1250-147 Lisbon
Tel.: (+351) 217 900 000
Fax: (+351) 217 952 021
e-mail: geral@euronext.pt

Publications

The following publications are useful sources of economic and commercial information:

Area Handbook for Portugal
Superintendent of Documents
U.S. Government Printing Office
Washington, D.C. 20402
TOP Export of Portugal
(English-Portuguese)
Jovitur, Lda.
Av. Infante Santo, 23 3 B
1300 Lisbon, Portugal
Estatísticas Indústrias
(Industrial Statistics)

Anuário Estatístico
(Statistical Yearbook)

Estatísticas do Comércio Externo
(Foreign Trade Statistics)
Instituto Nacional de Estatística
Av. António José de Almeida
1000 Lisbon, Portugal

OECD Economic Surveys--Portugal
OECD Publications Center
1750 Pennsylvania Avenue, N.W.
Washington, D.C. 20006

International Customs Journal - Portugal
International Customs Tariff Bureau
Rue de l'Association, 38
B-1000 Brussels, Belgium
Business Report

Portugal-U.S. Chamber of Commerce
590 Fifth Av., third floor
New York, NY 10036
Tel.: 212 354 4267/fax: 212 575 4737

The U.S. Commercial Service in Portugal also provides upon request contact lists according to industry sector. Unscreened contact lists will be assembled from directories published in Portugal. Screened contact lists include evaluation by a commercial specialist for suitability and currency of contact information, but will not include direct contact with the listed company. To know more about this service, please click on the following link: http://www.buyusa.gov/portugal/en/contact_lists.html

Market Research

To view market research reports produced by the U.S. Commercial Service please go to the following website: http://www.export.gov/marketresearch.html and click on Country and Industry Market Reports.
Please note that these reports are only available to U.S. citizens and U.S. companies. Registration to the site is required, but free of charge.

The U.S. Commercial Service through the Customized Market Research (CMR) service provides U.S. firms with customized, individualized information on overseas markets.

The service provides specific information for specific products or services. For further details, please click on the following link:


Trade Events

Please click on the link below for information on upcoming trade events.

http://www.export.gov/tradeevents.html


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The U.S. Commercial Service offers customized solutions to help your business enter and succeed in markets worldwide. Our global network of trade specialists will work one-on-one with you through every step of the exporting process, helping you to:

- Target the best markets with our world-class research
- Promote your products and services to qualified buyers
- Meet the best distributors and agents for your products and services
- Overcome potential challenges or trade barriers

For more information on the services the U.S. Commercial Service offers U.S. businesses, please click on the link below.


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