*HOHQ 7DULK 6D\Õ



TÜRKİYE ODALAR VE BORSALAR BİRLİĞİ



Dumlupınar Bulvarı No:252 (Eskişehir Yolu 9. Km.) 06530 /ANKARA

www.tobb.org.tr - tobb@hs01.kep.tr

Savi : E-34221550-720-12186

Tarih:

08.11.2024

Konu : Karadağ'daki yatırım firsatları/Sunum

TÜM ODA VE BORSALARA (Genel Sekreterlik)

İlgi: Dışişleri Bakanlığı'nın 31.10.2024 tarihli ve E-78810371-150.05-38946410 sayılı yazısı.

İlgide kayıtlı yazıda, Karadağ Ankara Büyükelçiliğinden alınan ve Karadağ Yatırım Ajansı tarafından hazırlanan Karadağ Yatırım Potansiyeli sunumu iletilmektedir. Söz konusu sunum ekte yer almaktadır.

Bilgilerinizi ve konunun ilgili üyelerinize duyurulmasını rica ederim.

Saygılarımla,

e-imza

Ali Emre YURDAKUL Genel Sekreter Yardımcısı

EK: Karadağ'da Yatırım Fırsatları (47 sayfa)



Evrakı Doğrulamak İçin: https://belgedogrula.tobb.org.tr/belgedogrulama.aspx?eD=BSLKSP1FT5
Tel: +90 (312) 218 20 00 (PBX) - Faks: +90 (312) 219 40 90 -91 -92... - E-Posta: info@tobb.org.tr
Bilgi İçin: RAŞİT AKIN KANTAR - Tel: - E-Posta: akin.kantar@tobb.org.tr

%X EHF022/1/01.07/2003/5/07.02.2029/URQLN Birliğimizded/SOC9001/2015/Kalite-Yönetim/Sişteminuygulandnaktadır]d loh lpjd/Saydar10/1Wõu (YUDN VRUJXODPDVÕ KWWSV RGDERUVDHE\V WREE RUJ WU WE UL]H HQYLVLRQ 6RUJXOD %61 \$ 5= DGUHVLQG



%X EHOJH

D Q P O ú W O U



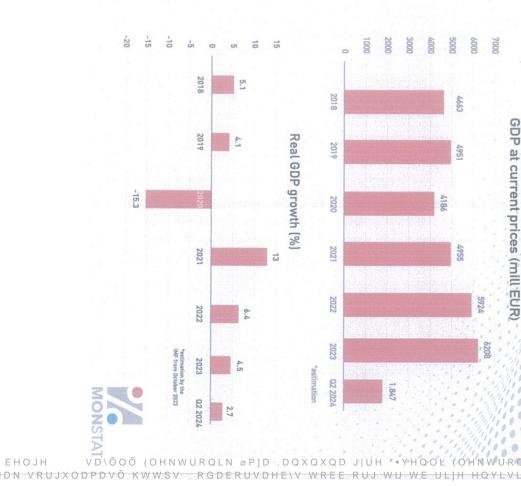
Professional, scientific and technical activities 4%

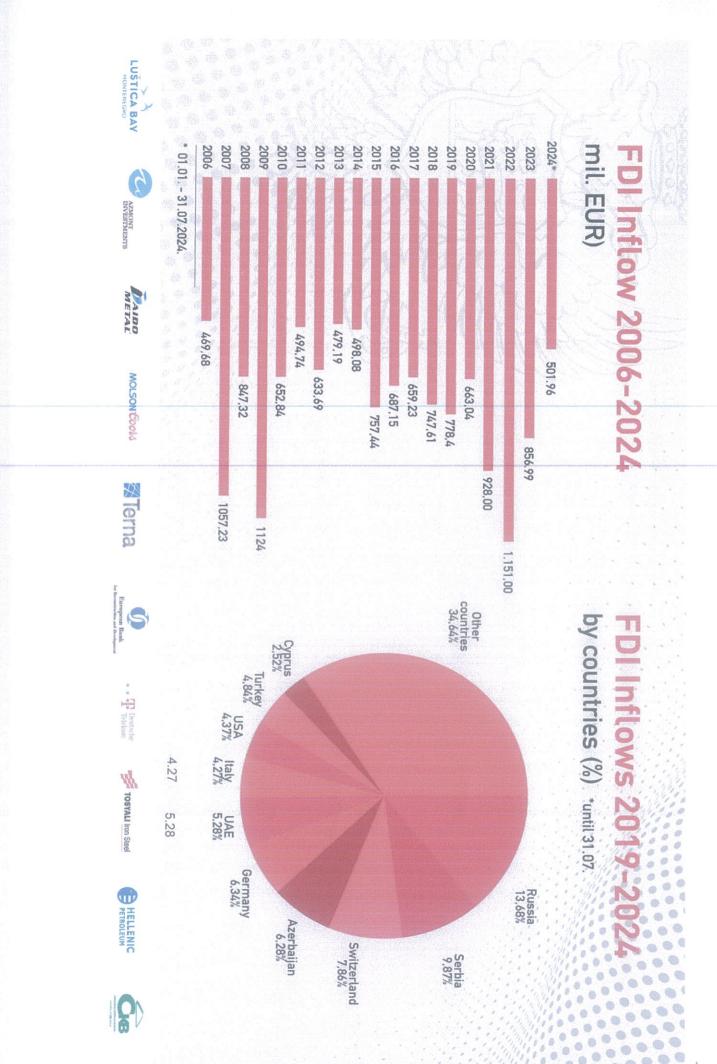
Water supply

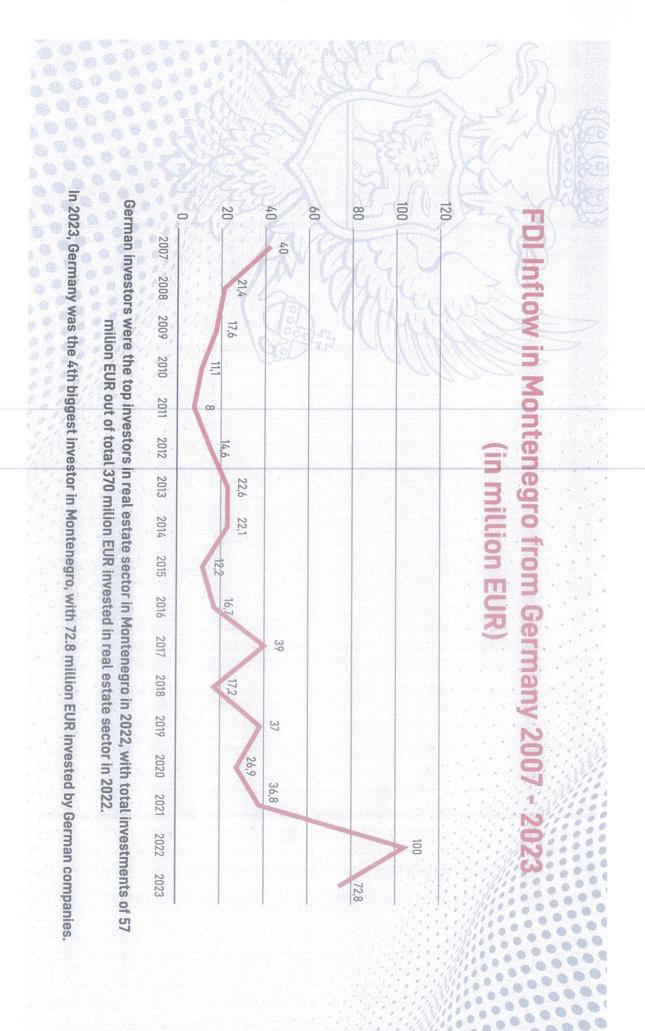
Traffic and storage

Wholesale and retail

Iministrative and support service activities 3% N GDP IN MONTENEGRO Public administration and defense and compulsory social security Arts, entertainment and recreation Other service activities; Activities of households as employers Min ning and quarrying 1% Electricity supply







of Montenegro (in million €) The total external trade in goods

% import coverage by export	Trade Balance	Export	Import	Total		
17.4%	-2.068.069	437.04	2.505.1	2.924.1	jan-dec 2021	
19,8%	-2.839.528	700.2	3.539.7	4.239.9	jan-dec 2022	
17.7%	-3.133.313	674.3	3.807.6	4.481.9	jan-dec 2023	

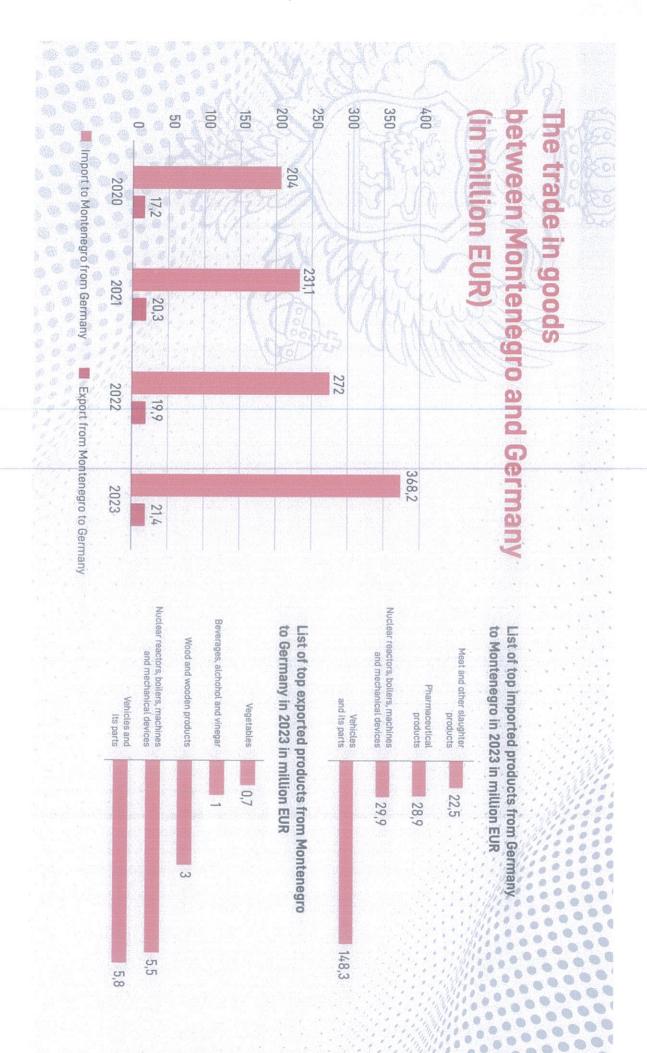


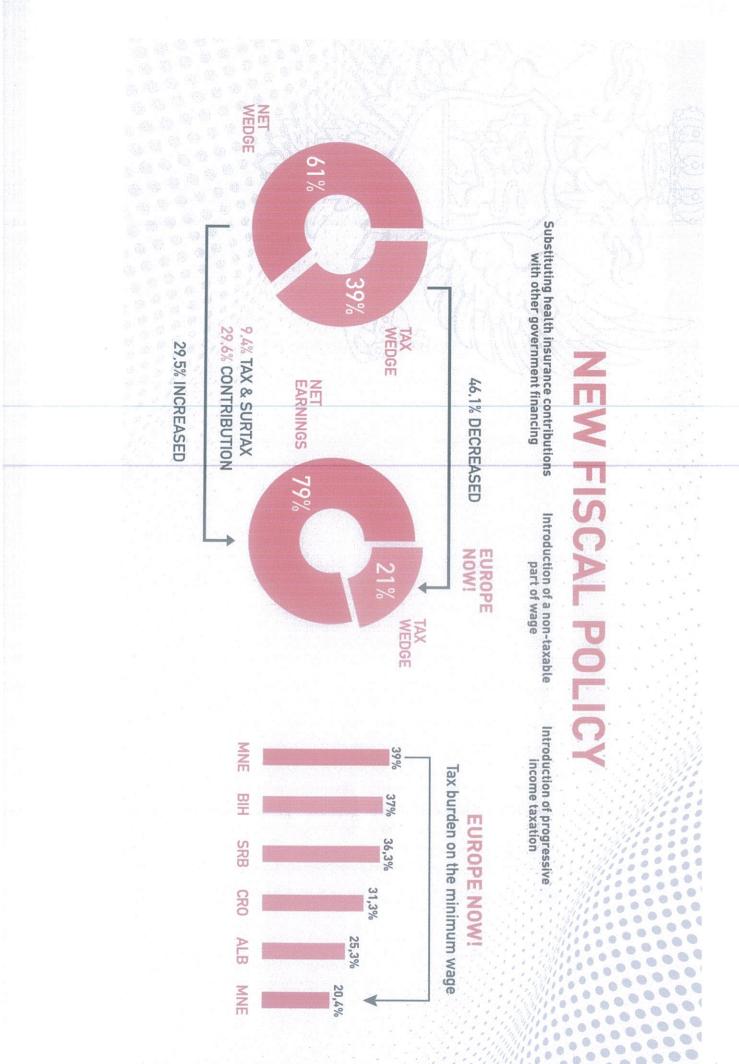
Top imported products in 2023 (in million €)

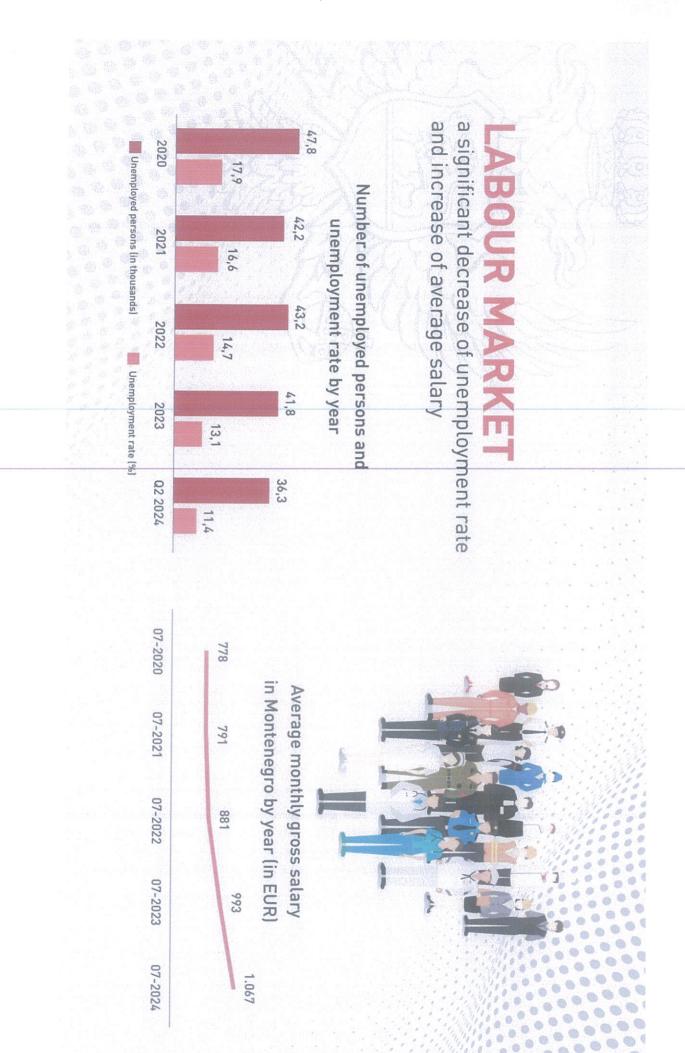
Electrical machines, apparatus and devices Various finished products Products from nonmetallic minerals Medicinal and pharmaceutical products Meat and meat processing Road vehicles Mineral fuels, lubricants and related materials 157.031 172.635 329,920 393.695 191.477 158.756 162.589

Top exported products in 2023 in thousand €)

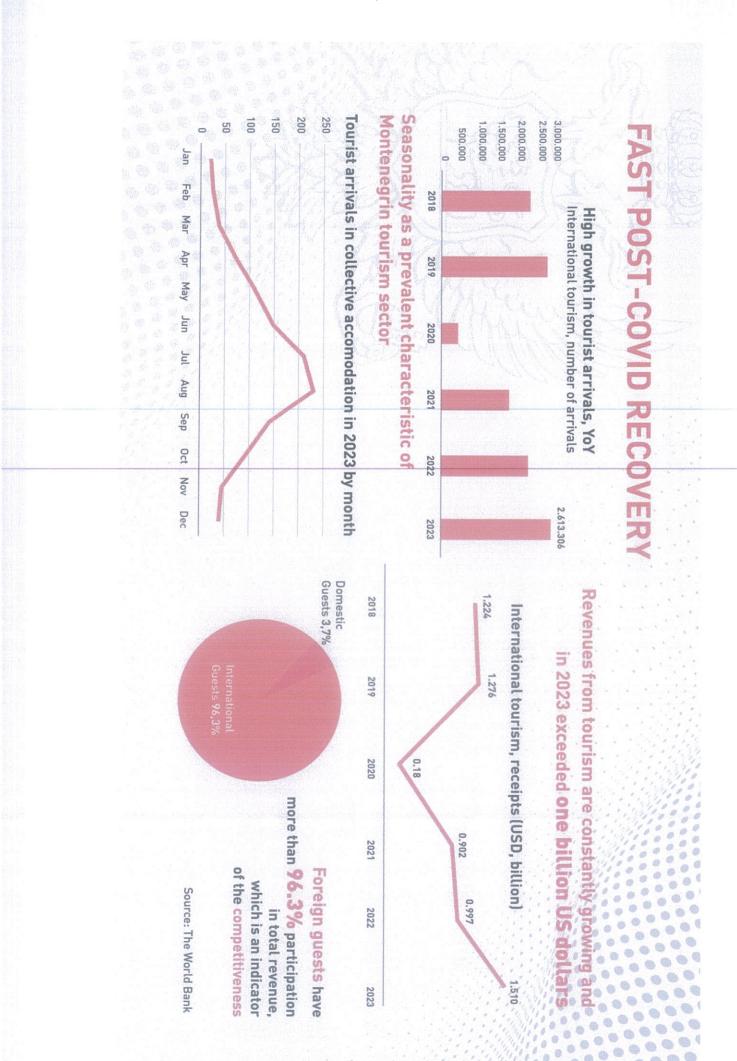
Mineral fuels, lubricants and related materials	239.806
Electricity	206.847
Manufactured goods classified chiefly by material	91.987
Crude materials, inedible, except fuels	77.003
Non-ferrous metals	67.424
Machinery and transport equipment	61.438
Chemicals	50.055











The most significant realized investments in the tourism sector

Investor: Orascom Luštica Bay

Investor: Investment Corporation of Dubai

Porto Montenegro

483 new employees 447 million € investment

835 million & investment 500 new employees

580 new employees 923,4 million € investment Investor: Azmont Investments

Porto Novi

opened wthin the resort - the first of that

in 2021, the "One & Only" hotel was

brand in Europe



36,6 million © investment Mamula Island Investor: Orascom

203 new employees



Swissôtel Resort Kolasin

the Kolašin 1600 project as of December 31, 2023, year: €20,676,665.20 The total amount invested in



VD\ÕÕÕ (OHNWURQLN ØP]D .DQXQXQD J'|ÚH DPDVÕ KWWSV RGDERUVDHE\V WREE RUJ

Montenegro - the biggest tourist construction site in the region

Ongoing projects



6 hotels under construction at this moment

"Breza" Hotel, Kolasin "Cr "Durmitor Hotel and Villas", Zabljak "Lil "Bjelasica 1450" Hotel, Kolasin "Ma

"K16" Hotel, Kolasin

"Cruiser" Hotel, Budva "Liko Soho" Hotel, Bar "Magnum" Hotel, Kolasin

"B" Hotel, Kolasin

"Amma Resort"

"Boka Place" Hotel, Tivat "D" Hotel, Kolasin "Montis hotel&resort" complex, Kolasin

"President" Hotel, Budva "Tivat" hotel complex, Tivat "Kolasin Resort and Spa", Kolasin "R" Hotel, Kolasin

44 million EUR ongoing projects in tourism sector

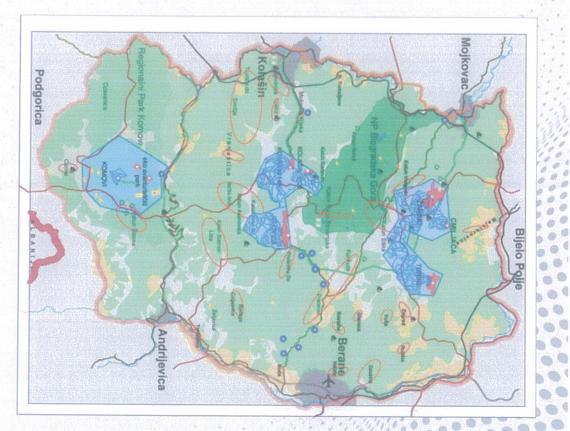
2764 new high category accomodation units

(ey project:

On the basis of the planned analyses, a planning concept has been proposed, which includes the development of tourism, agriculture, forestry, exploitation, energy and the development of transport and other technical infrastructure.

Mountain resorts will be the main vehicles for the development of tourism:

Mountain Center Žarski, Mountain Center Cmiljače, The Mountain Center of Jelovica, including the golf course,



and Bijelo Polje. The area of the mountain center is 1,550 ha. The Zarski Mountain Center is located in the northern part of the Bjelasica area on the territory of the municipalities of Mojkovac

In the base settlement, the following are planned:

- zones with the facilities of the Central Settlement with Hotels, Apartments, reception and public facilities
- zones of separate groups with facilities of single-family and multi-family accommodation units,
- Ski lift departure area
- parking zone at the entrance

A network of pedestrian communications is planned within the base settlement. The possibility of planning the Mojkovac Gondola-Base Settlement is given.

The ski slope zone is interpolated into the zone of the base resort in such a way as to provide ideal accessibility for skiers

As part of the landscaping, squares, green areas as well as sports fields (ice rink, etc.) are planned

The base settlement is located in the northwestern part of the mountain center at 1,650 m above sea level with an area of 178 ha.

Total number of beds 6.796



The base village of Cmiljača is located in the northeastern part of the zone of the mountain center Žarski, north of the ski terrain, on the territory of the Municipality of Bijelo Polje, at 1,620 m above sea level, with an area of 7.5 ha.

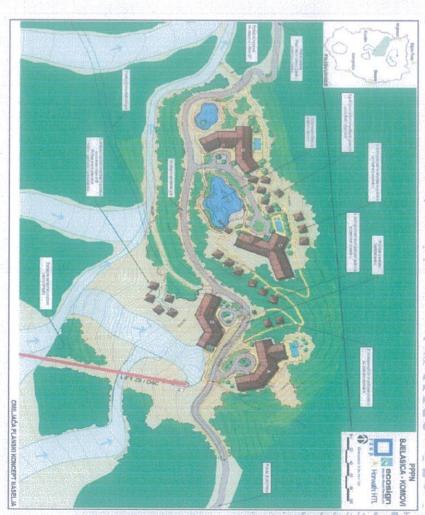
It consists of a zone with 4 hotels and 22 bungalows and a ski lift departure area.

A traffic connection to Žarsko is planned on the route of the existing unpaved road in order to establish a connection between the base settlements of Žarski and Cmiljača

Within the base settlement, it is planned to pedestrian communications network.

The ski slope zone is interpolated into the zone of the base resort in such a way as to provide ideal accessibility for skiers.

CGA = 47.368m²
Total number of beds = 1,995



ties of Andrijevica and Berane. This area of 1,022 ha is located below the natural line of the forest The zone of the mountain center of Jelovica is located in the southern part of the Bjelasica area on the territory of the municipali-

sea level north of the ski field and its area is 139.61 ha. The zone for the base settlement is located in the northern part of the mountain center below the river Jelovica at 1,330 m above

it consists of: - zones with the facilities of the Central Settlement with Hotels, Apartments with reception and public facilities, zones of sep-

A group of single-family accommodation units

Ski lift and golf area

Parking lot in the central part of the city
 A network of pedestrian communications is planned within the base settlement.

The ski slope zone is interpolated into the zone of the base resort in such a way as to provide ideal accessibility for skiers. As part of the landscaping, squares and green areas are planned.

CGA = 82.868m²

Total number of beds = 2.818



territory of the municipality of Bijelo Polje. The zone of the mountain center of Turin, with an area of 1,399 ha, is located in the northeastern part of the Bjelasica area on the

its area is 110.54 ha. It consists of: The base settlement zone is located in the northeastern part of the mountain center zone at 1,450up to 1,660 m above sea level and

- zones with the facilities of the Central Settlement with Hotels, Apartments, reception and public facilities
- zones of separate groups with facilities of single-family and multi-family accommodation units
- A place to start the ski lifts.

Parking Zone

of the base resort in such a way as to provide ideal accessibility for skiers. and enables natural movement for users, following the configuration of the terrain. The ski slope zone is interpolated into the zone

Within the base settlement, a network of pedestrian communications is planned, which connects all the facilities of the settlement

as well as sports fields are planned part of the landscaping, squares, green areas

Total number of beds =4.526







JP2 Block 2 Zone A Dup Topolica 3

Cadastral parcel: 4957/6, 4957/4, 4957/3, 4953/1, 4953/4, 4958/2, 4952/3, 4952/2, 4952/1 and parts of others, KO Novi Bar Total land area [m2]: 17767

Ownership status: Municipality of Bar and Government of Montenegro, no encumbrances or restrictions Total surface of all buildings (m2): without buildings

Form of transfer of rights. The subject of the transfer of rights is the entire plot through a public tender - auction Planning document: DUP Topolica 3, amendments to the DUP are being drafted

max GBA 62184 m2 is planned. The plot has a connection to the city water supply, sewerage and electricity network. The location is infrastructurally equipped. Location description. The location is located near the sea, in the area intended for the construction of high category hotels. The construction of the hotel building

X EHOJH VD\ÕOÕ (OHNWURQLN ØP]D .DQXQXQD JJOH VHQOL (OHNWURQLN A JOHN LIJA QPÕÚWÕU



UP 44 block 8 zone B DUP Topolica 3

Total land area (m2): 17430 Cadastral parcel: KP 4976/11, 4977/5, 4978/2, 4977/14 KO Novi Bar

Ownership status: Municipality of Bar and Government of Montenegro, no encumbrances or restrictions Total surface of all buildings (m2): no buildings built

Form of transfer of rights: The subject of the transfer of rights is the entire plot through a public tender - auction Planning document: DUP Topolica 3, changes to the DUP are underway

*HOHQ 7DULK 6D\Õ











Location name:

Mixed-use Building in Meljine

Location: Cadastral plot number 320/1 (part without LC), 320/2 i 320/3 K.

di

Land area: cca 2400 m2

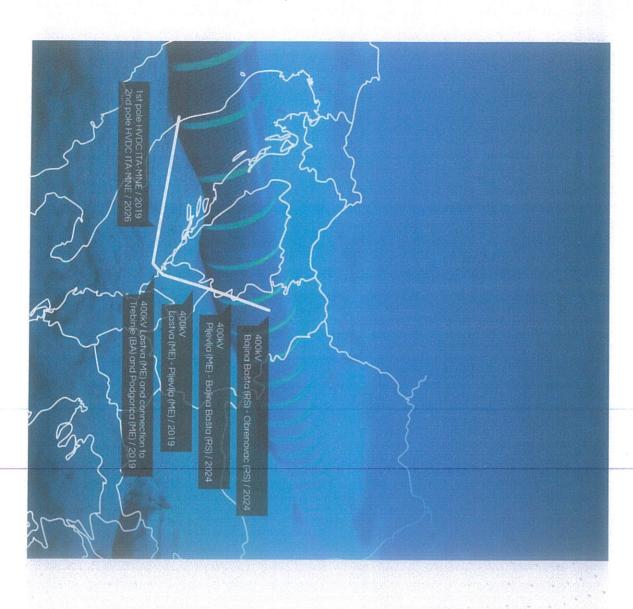
Land use: Mixed-used complex with various social contents, including parking lots. max lp = 0.4, max li = 1.5, max

floor of facilities in the complex is S + P + 3 (basement + ground floor + three floors)

Land use plan: Valid plan: DUP Meljine ("SI. list CG o. p." br. 26/12]: UP 47

RCEG NOVI





between Italy and Montenegro

the largest development project in the energy sector in history of Montenegro

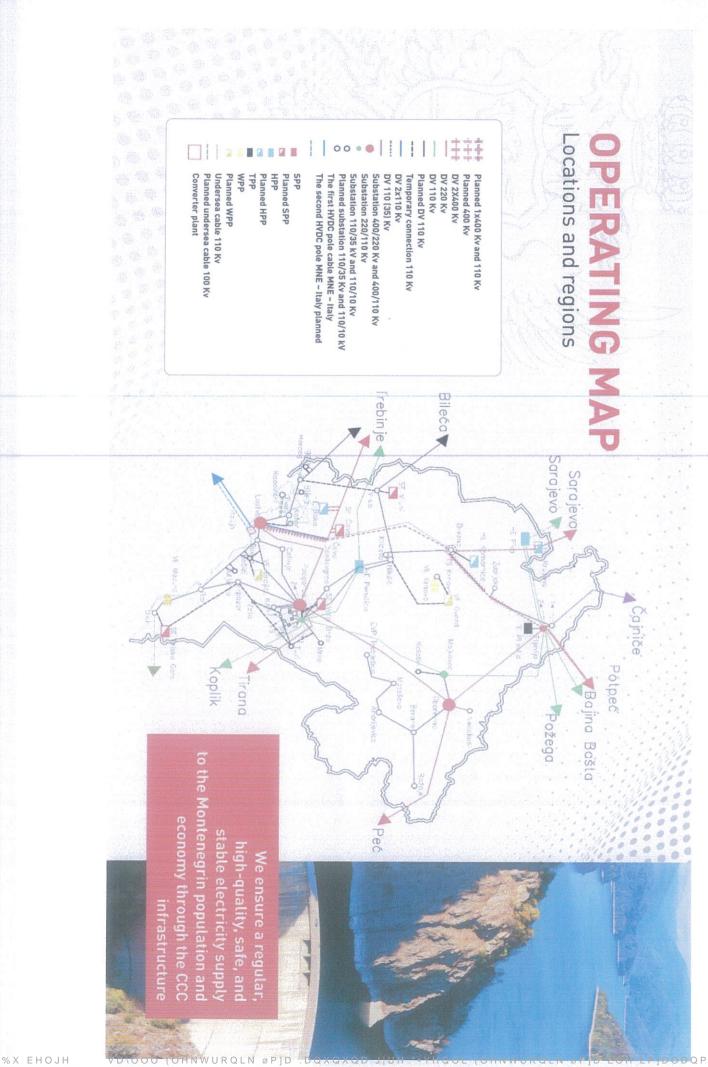
Regional hub for the electricity export to the EU market

A huge boost for the implementation of the new projects in the energy sector of Montenegro

600 MW capacity (total 1200 once the 2nd phase

is implemented)

1.2 billion EUR total investment

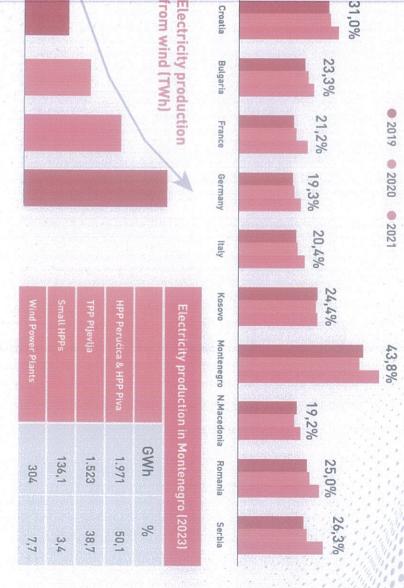


(YUDN VRUJXODPDVÕ KWWSV RGDERUVDHE\V WREE RUJ WU WE ULJH HQYLVLRQ 6RUJXOD %61 \$ 5= DGUHVLQ

SUSTAINABLE ENERGY SECTOR 31,0% WIND WIND SOLAR 50,15 Croatia Croatia Croatia Croatia Croatia

The largest share in the production of energy from renewable sources

Share of electricity production from renewables [%]





%X EHOJH VD1000 (OHNWORGEN #1]D .DQXQXQD JJUH THQOE (OHNWORGEN #1]D EOH ETJEOD QPÕ ú WÕ U (YUDN VRUJXODPDVÕ KWWSV RGDERUVDHE\V WREE RUJ WU WE ULJH HQYLVLRQ 6RUJXOD %61 \$ 5= DGUHVLQ

PROJECT GVOZD Construction of new Wind Farm

Planned installed capacity - 54,6 MW

Estimated investment value - cca 61 Mil. ©

Expected loan from EBRD Krnovo Project was financed by EBRD, KfW IPEX-Bank and Proparco

Start of construction envisaged in 2023

Planned annual generation - 150 GWh

IPP and SPP projects in Montenegro

	Installed Capacity (MW)	Annual generation (GWh/y)	Year of commissioning
SPP Briska Gora	50+200	90+360	2024/2026
SPP Velje Brdo	50+100	80+160	2024/2026
SPP Vilusi I	30	45	2024
SPP Dragalj / Vilusi II	80	140	2026
SPP Čevo	100	160	2025
Floating solar Slano Lake	34	70	
HPP Kruševo	100	230	
HPP Komarnica	171	213	

There are 51 requests for the connection to the grid by private investors building SPPs on private lands in procedure at this moment, out of which some grid connections agreements have already been signed with Montenegro's transmission system operator CGES



WATER PRODUCTION FACTORY

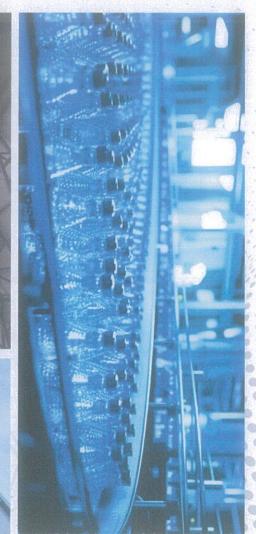
- Project status: In progress
- Type of project: Private project
- Estimated total investment cost so far: 421.000,00 €
- Estimated contribution by the potential partner: 966.000,00 €
- Form of cooperation with foreign partner: financial investment/joint venture Location: Andrijevica

More information available at request.

A 25-year concession was obtained.







X EHOJH VD\ÕOÕ (OHNWURQLN &PJD .DQXQXQD JJUH MIQOL (OHNWURQLN &PJD LOH LP]DODQPÕúWÕU

Business zones currently exist in the following municipalities: Berane, Bijelo Polje, Mojkovac, Niksic, Podgorica and Šavnik.

The industrial zone in the municipality of Kotor is also a strategic location for industrial development, offered to the credible investors



Podgorica, the capital

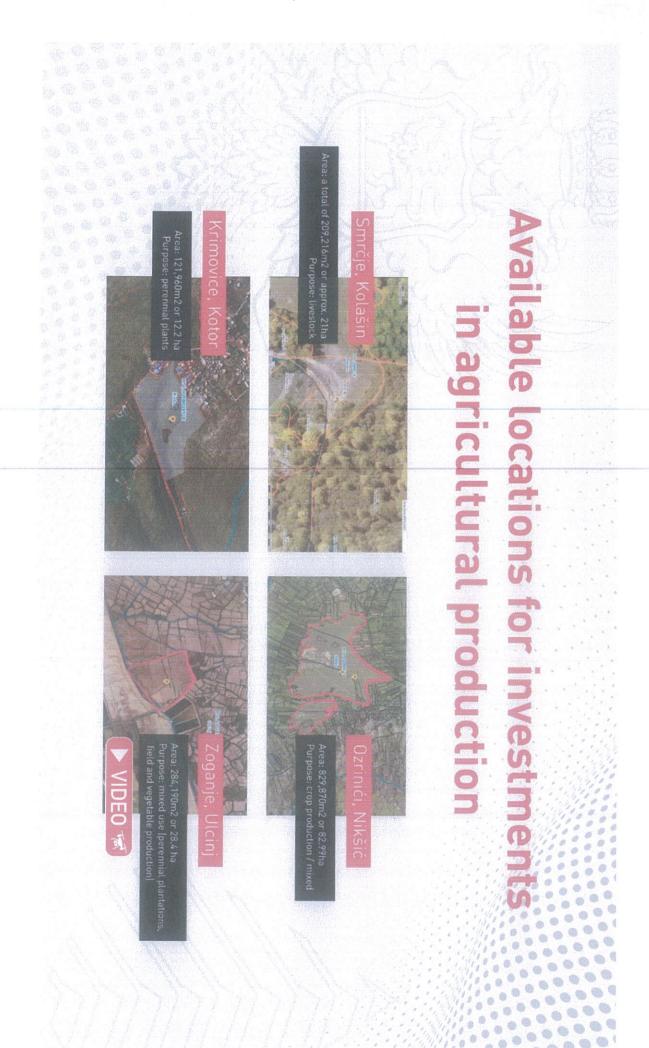
10 zones

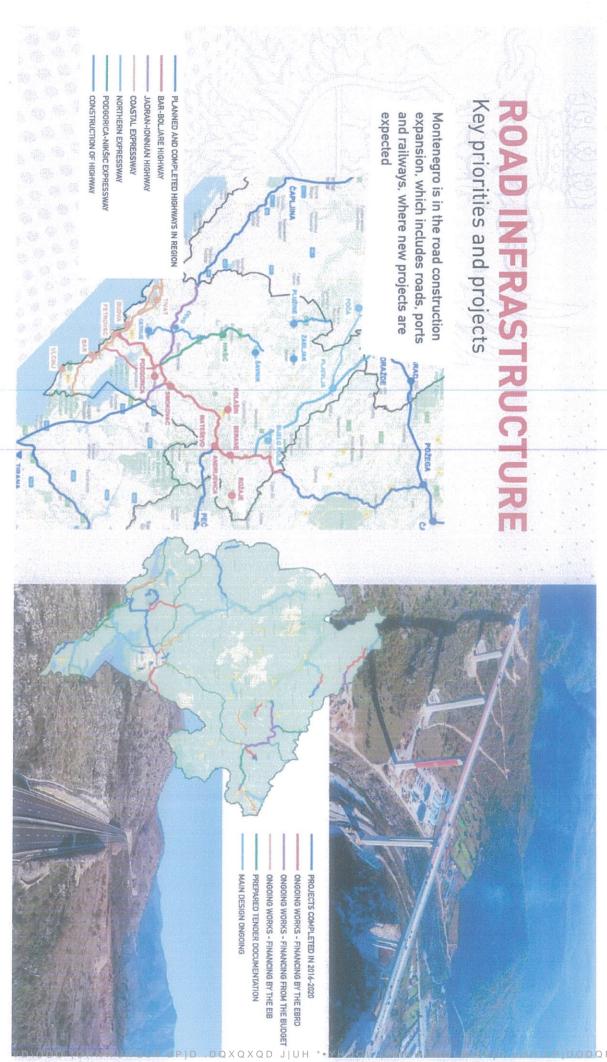
0,01 €/m²

257 hectares 30 years lease

local levels. Incentives at the local level relate to the following: Investors shall be provided with incentives at both, the state and

- reduction of utility or other fees;
- reduction or exemption from payment of surtax on personal favorable price of renting / buying space within the business zone;
- reduction of real estate tax rate;
- the possibility of defining a favorable model of private-public part-
- infrastructural equipping in areas where it does not exist





%X EHOJH VOLGOG COMPONIA PID DQXQXQD J|UH *• YUZOG MA OH PIDODQPÕ WÕ U (YUDN VRUJXODPDVÕ KWWSV RGDERUVDHE\V WREE RUJ WU WE ÜL]H HQYLVLRQ 6RUJXOD %61 \$ 5= DGUHV

BAR-BOLJARE HIGHW

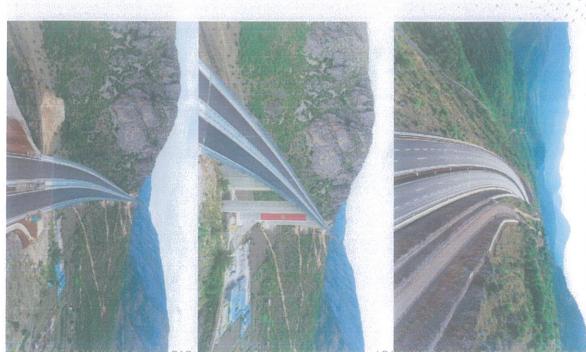
The largest infrastructure project being implemented in Montenegro

ble-tube tunnels The first section of the Bar - Boljare motorway (Smokovac - Mateševo) opened on 13th July 2022; it is about 41.5 km long; it has 29 bridges, ten overpasses, and sixteen dou-

Coming next:

Total 130.35 1,294.	Andrijevica - Boljare 55.08	Mateševo - Andrijevica 23.06	Farmaci - Smokovac (bypass around Podgorica) 17.10	Section Lenght Con (km) costs Djurmani - Farmaci 35.11
1,294.2	410.9	398.0	196.3	Construction costs (mill. EUR) 288.9
78.1	36.4	13.5	7.8	Expropriation costs (mill. EUR) 20.3
1.372.4	780.7	411.5	204.1	Total costs according to BoWs (EUR)
2.4	.7			EUR)
	Conceptual design	Preliminary design under construction	Preliminary design under construction	Documentation Status Conceptual design

Note: The costs in the table have been estimated at the beginning of 2022, with the significant rise of the construction material the costs are expected to be higher



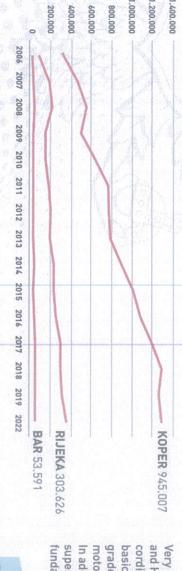
%X EHOJH VD1000 (OHNWURQEN &P]D .DQXQXQD JOH . MHQOL (OHNWORQEN &P]D .COM.CF]DOD QPÕúWÕU (YUDN VRUJXODPDVÕ KWWSV RGDERUVDHE\V WREE RUJ WU WE UL]H HQYLVLRQ 6RUJXOD %61 \$ 5= DGUHVLC

great potential for further development and new business partnerships

and the road Bar-Podgorica-Belgrade. Land and infrastructure, managed by the "Port Bar JSC": link in the chain of intermodal transport. The Port is a junction of the trunk road M-24 Herceg-Novi-Bar-Ulcinj Integrated with the Belgrade - Bar railway and road traffic network, the Port represents a very important

48.8 ha of infrastructural arranged space;

- 25 ha of infrastructure partially arranged space space for expansion of Free zone:
- 96.8 ha of infrastructure and unregulated area the area of Bigovica;
- operative quay with draft up to 14.0 m, length of 834.4 m;
- operative quay with draft 5,0-11,0 m, length 1573 m; Selectro-energetic, water and sewerage, telecommunication infrastructure influence on the current port capacity utilization rate. Bar has great potentials as a regional importance port. The quality of the port infrastructural links with its hinterland has a strong



RIJEKA

LinerShipping Connectivity Index 2006-2020. Source: Pelević (2021)

1,51

1,51

2,51

3,50

3,37

4,40

23,17 3,65

29,80 3,92

29,32 3,11

4,55

4,27

10,82 3,82

> grade-Budapest railway line and the construction of a full-profile cording to current estimates, the potential is much higher. The and Herzegovina, and Hungary is going via the Port of Bar; acmotorway on the same route basic prerequisite for this is the reconstruction of the Bar-Bel-Very low percentage of the cargo located in Serbia, Kosovo, Bosnia

superstructure, and digitization a fundamental prerequisites In addition, investing in the port

				nfrastructure, are the next
	Segedin Budapest Bucharest	Niš Skoplje Priština	Betgrade Novi Sad Subotica	Distance from the Port of the main regional centres
1-6.	739 km 875 km 940 km	476 km 442 km 551 km	530 km 580 km 691 km	om the Po egional cer ROAD
	777 km 826 km 926 km	523 km 647 km	476 km 632 km	Distance from the Port of Bar to the main regional centres CITY ROAD RAILWAY



 Airport marks: IATA - TGD, ICAO LYPG Runway: 2.500 m. width 45 m

Distance from

Passenger terminal: 5.500m2

Passenger handling

 Aircraft handling · Baggage handling

 Cargo and mail handling Aircraft fuel supply

Podgorica Airport is located at the very heart of Montenegro. You can

Top five destinations: Belgrade, Istanbul, Vienna, London, Warsaw.

In 2023. Podgorica Airport reported record of 1.657.522 handled pas-

Adriatic Sea and tremendous northern mountains in an hour or two

reach both

Ulcinj Bijelo Polje Niksic Bar Zabljak Tivat Cetinje Podgorica Airport: 90 min 90 min 60 min 120 min 40 min 30 min

150 min

 Runway: 2.500 m Airport marks: ATA - TIV. ICAO - LYTV

TIVAT AIRPORT

Passenger terminal:

T1 - 4.056 m2, T2 - 1.300 m2

Services:

Passenger handling

Aircraft handling

Baggage handling

In 2023. Tivat Airport reported 848.188 handled passengers lop five destinations: Belgrade, Istanbul, Tel Aviv, Vilnius. Aircraft fuel supply Cargo and mail handling

Kotor Tivat Budva Tivat Airport: Distance from 20 min 5 min

Petrovac Herceg-Novi 30 min 40 min 10 min

PODGORICA AND TIVAT

Bay of Kotor. Our airport serves as a gateway to the stunning Adriatic

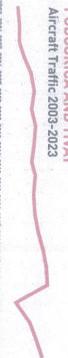
Tivat Airport is located in the coastal town of Tivat, nestled along the pic-

turesque

Aircraft Traffic 2003-2023

Passenger Traffic 2003-2023

PODGORICA AND TIVAT



VD\ÕOÕ (OHNWURQLN ØP]D..DQXQXQD DPDVÕ KWWSV RGDERUVDHE\V WREE

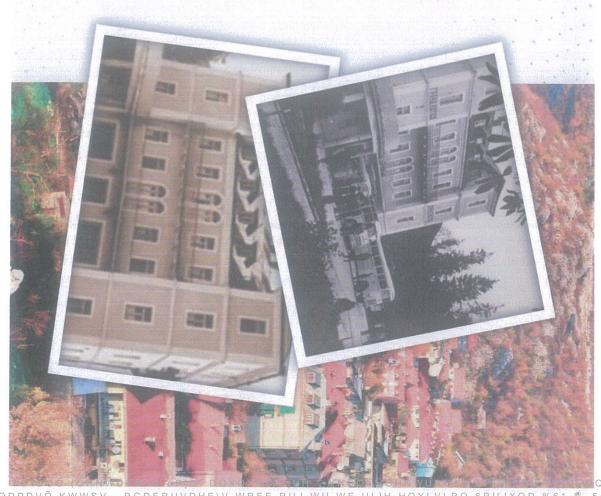
PROPOSAL FOR THE PPP LOKANDA CETINJE Proj

The evaluation of the project proposal "Construction (renovation) of the protected cultural property of the Hotel Lokanda" is underway.

The project proposal contains a justification analysis and a draft contract.

After evaluation and receiving a positive opinion from the Montenegrin Investments Agency and the Ministry of Finance, Cetinje will publish a public call for interested investors.

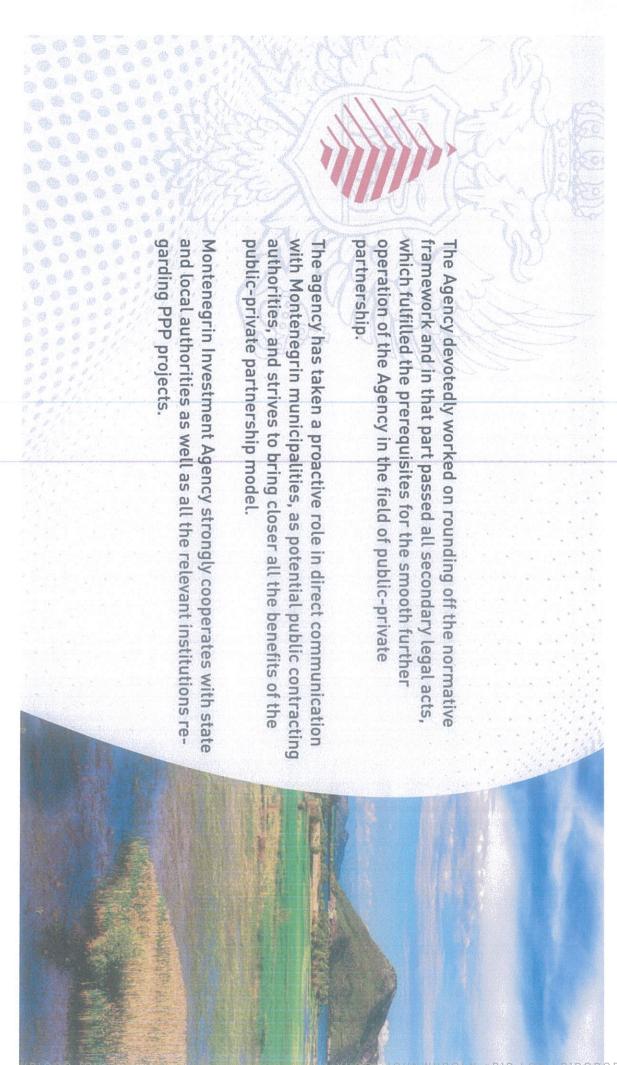
The public call is expected to be announced in the first half half of the year.



Q P Õ ú W Õ U

%X EHOJH

(YUDN VRUJXODPDVÕ KWWSV RGDERUVDHE\V WREE RUJ WU WE UL]H HQYLVLRQ 6RUJXOD %61 \$ 5≡ DĞUHVLQ



«X EHOJH — VOLOGO (GINWORGEN ØF)D DAXAXAD JOH EVINGSE (GINWORGEN ØF)D LOW EP]DODGPONWOU (YUDN VRUJXODPDVÕ KWWSV RGDERUVDHE\V WREE RUJ WU WE UL]H HQYLVLRQ 6RUJXOD %61 \$ 5 € DGUHVLQ





capabilities, Montenegro is becoming a next-wave location for delivery of Due to time proximity, good infrastructure and multilingual voice and non-voice business process services and IT

ICT SECTOR

The ICT sector in Montenegro has been recognized as one of the most important sectors for the future economic development of Montenegro

in ICT in 2022 revenue growth



Share of IT services in

PARK MONTENEGRO

Science and Technology Park Montenegro was established with the aim of providing support and strengthening the potential of economic growth and development of Montenegro, through the establishment and growth of companies/teams in high-tech activities. Also, a special aspect of the work of STP Montenegro is support in the development and commercialization of innovative ideas and projects.

- Support for entrepreneurial ventures through the processes of incubation, financing, training, mentoring and connecting with technological innovation ecosystems, both regional and global.
- Accelerating product innovation in the private sector through support programs and grants that encourage the development of new products and innovations.
 Encourages cooperation with the huminost and productions.
- Encourages cooperation with the business and academic community, as well as decision makers within Montenegro.
- Creating a stimulating environment that encourages innovation and collaboration, by attracting and supporting tenants focused on the development of technology-based products and services and the commercialization of scientific research.



knowledge and innovation. to orient itself even more strongly towards a society based on The establishment of the Fund shows Montenegro's clear commitment

Incentives for the development of research and innovation are provided in a form of exemption or relief in relation to:

Personal income tax and surtax on tax:

Contributions for compulsory social insurance;

Corporate income tax

Fees for communal equipment of building land

Use of real estate and / or land owned by the state

Real estate tax.

Innovation fund's budget by year: 2022: 716 838 EUR 2023: 2 million EUR expected

Additional 30 million EUR expected to be distributed through different programs from the Economic Citizenship Program revenues.



GRAM FOR IMPRO COMPETITIVENESS OF THE ECO

sisted of 4 program lines, aimed at strengthening the production activities and the transformation of the economy towards digital on which the development of a dynamic, innovative and export-oriented economy rests and green business, as well as the development of entrepreneurship of young people and women in business as essential segments The Program for Improving the Competitiveness of the Economy for 2024 will have a total budget of €3 million and will be con-

- Program line for the improvement of production and service capacities
- Program line for the procurement of low-value equipment
- Program line for digitization support
- Program line Vouchers for women and young people

support for the purchase of equipment/tools that are in the function of creating and budget of €200.000, aimed at strengthening the competitiveness of existing crafts promoting products and/or services the number of registered craftsmen. The Program is intended to provide financial men, encouraging entrepreneurship among women and young people, increasing The Program for the Development and Promotion of Crafts for 2024 will have a total

The Program has been coordinated by the Ministry of Economic Development from 2018



No restrictions Issued in 15 days

Residence permit

Why MO

Low corporate profit tax

9% - from 0 € to 100.000€ 15% - over 1.500.000€ 2% - from 100.000€ to 1.500.000 €

Easy business start up

Minimum initial capital for opening a LLC is 1 € Company registration in 10 business days

Buy a property in Montenegro

3% - the real estate purchase tax Get a residence permit based on property ownership 0.25% – 1% – annual real estate tax

Low company maintenance costs



toreign investors National treatment of

investors have the equal rights as domestic of national treatment, which means that foreign Foreing Investent Law guarantees the principle

Stable banking system

ones gro banks. At the end of 2021, the banking sector consisted of 11 banks, mostly foreign can choose from a wide numbers of Montene-Foreigners living or working in Montenegro

Great connectivity

ery of all products on time. of transport by land, air and sea guarantees unique access to markets and deliv-Well airport connectivity, the possibility

V D \ Õ O Õ (OHNWURQL



%X EHOJH VD\ÕÕÕ (OHNWURQLN ØP]D .DQXQXQD J|UH *•YHQOL (OHNWURQLN ØP]D LOH LP]DODQPÕúWÕU (YUDN VRUJXODPDVÕ KWWSV RGDERUVDHE\V WREE RUJ WU WE ULJH HQYLVLRQ 6RUJXOD %61 \$ 5 = DGUHVL