

The background of the slide is a photograph of several modern skyscrapers, including the Torre Agbar, under a clear sky. The image is overlaid with a semi-transparent red filter. A large white rectangular box is superimposed on the right side of the image, containing the title text.

Strategic Projects for Investment Attraction



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01 REGIONAL MINISTRY OF HEALTH

1.1 FIRST WORLDWIDE RESIDENCE FOR ALS PATIENTS

- | **DESCRIPTION:** Renovation of the former Puerta de Hierro University Hospital, with 190 beds. It will offer 50 residential places, both for inpatient and temporary stays, and 30 for outpatient care.
- | **CURRENT SITUATION:** At the moment, the first part is in the bidding phase for the project and technical management, with an amount of 5.9 million euros.
- | **BUDGET:** Budget for construction 80 million euros.
- | **INVESTMENT OPPORTUNITIES:** This project is open to investment by private agents to cover part of the investment due to the social commitment to this disease. The contribution to this important center offers a series of benefits to a private institution (whether a company, foundation, or individual), both in terms of social impact and corporate reputation.

1.2 TELEDERMATOSCOPY SERVICE IN ALL HEALTH CENTERS OF THE REGION

- | **DESCRIPTION:** The expansion of Teledermatology throughout the region facilitates assessment and screening during the first consultation. It requires the provision of appropriate technology for capturing and sending high-resolution images at all primary care service points, as well as image storage capacity.
- | **CURRENT SITUATION:** Currently, there is a pilot project for a "pre-assessment" service by dermatologists at the Infanta Leonor University Hospital in Vallecas, TELEDERMA. A prior e-consultation is conducted through a photo of the lesion taken with a mobile device, in which the severity of the patient's skin lesion is determined and whether it needs to be assessed by a dermatologist.
- | **BUDGET:** Budget to apply in the care points 473,000 euros.
- | **INVESTMENT OPPORTUNITIES:** Investment by private agents for the acquisition of equipment.

01 REGIONAL MINISTRY OF HEALTH

1.3 NETWORK FOR PEDIATRIC AND ADOLESCENT PALLIATIVE CARE

- | **DESCRIPTION:** Creation of 2 new units of the Pediatric and Adolescent Palliative Care Network at the 12 de Octubre University Hospital and the La Paz University Hospital, which would join the existing unit at the Niño Jesús University Hospital, replicating the network work model of PAL24 with adult palliative care.
- | **CURRENT SITUATION:** Not started.
- | **BUDGET:** The implementation of each unit requires an approximate budget of 756,000 euros.
- | **INVESTMENT OPPORTUNITIES:** Given the sensitivity of the project, an increasing number of people, organizations, and companies are showing their commitment to this issue. This project can be supported by foundations through the signing of collaboration agreements.



01 REGIONAL MINISTRY OF HEALTH

1.4 FUNCTIONAL NEUROREHABILITATION CENTER

- | **DESCRIPTION:** Located at the Enfermera Isabel Zendal Hospital, the goal is to treat patients with rehabilitable neurological and spinal cord damage, so they can receive specialized and personalized outpatient care. The service portfolio includes Functional Neurorecovery Units for both adults and pediatrics, psychologists and social workers, as well as an assisted dining room and a technical aid bank.
- | **CURRENT SITUATION:** The construction work is planned in two phases (Phase 1: starting in mid-2025 and Phase 2: completion by August 2026).
- | **BUDGET:** Budget estimated at 65 million euros.
- | **INVESTMENT OPPORTUNITIES:** Contributing to the financing of medical equipment demonstrates the company's commitment to the health and well-being of individuals, making it susceptible to investment by private agents for the acquisition of high-tech equipment. Additionally, the creation of the Madrid Neurotech Network, which will attract investment from large companies and start-ups in the field of clinical neurology, could help drive the center's development.

1.5 MENTAL HEALTH PROJECTS

- | **DESCRIPTION:**
 - The renovation and expansion (including a pediatric-adolescent day hospital) of the José Germain University Hospital.
 - The establishment of two more ADCOM (Behavioral Addictions) centers in two hospitals (12 de Octubre University Hospital and Ramón y Cajal University Hospital).
 - New units for minors under 18 and the transition to adulthood with eating disorders (TCA).
- | **CURRENT SITUATION:** Planned over 2025.
- | **BUDGET:** 6.5 million euros (estimated).
- | **INVESTMENT OPPORTUNITIES:** Currently, there is growing recognition and increased awareness of the importance of mental health. More and more individuals, organizations, and companies are showing a greater commitment to this issue, leading to an increase in initiatives and concrete measures to address mental health across all areas of society.

2.1 SPEED PLAN

DESCRIPTION: Due to the ageing of the national population, there is a growing need for residences for the elderly. For this reason, a plan is proposed to create, by 2030, 40 nursing homes (which will not exceed 150 places and more than 50% of their rooms will be individual), and 40 day centres, which will provide 2,460 new public residential places and 800 day care places in the Community of Madrid.

In addition, they will be organised into living units to replicate the operation of a state-of-the-art facilities, which will maximise the quality of service. It is estimated that 5,600 direct jobs and 15,000 indirect jobs will be generated during construction.

CURRENT SITUATION: Discussions for the transfer of plots of land have been initiated with interested municipalities and several applications have been received from local authorities.

BUDGET: 500 million euros.

INVESTMENT OPPORTUNITIES: This project offers private investors the opportunity to contribute to its development, leveraging its strong social commitment.



02 REGIONAL MINISTRY OF FAMILY, YOUTH AND SOCIAL AFFAIRS

2.2 ADVANCED TELEASSISTANCE

- | **DESCRIPTION:** Innovative care model for dependent, elderly or disabled people. This telematic monitoring makes it possible to detect, through devices, not only emergency situations, but also to intervene proactively and predictively. To monitor and follow up, professionals from different areas (nurses, psychologists, physiotherapists...) will remotely attend to any incident and carry out follow-up visits and home interventions.
- | **CURRENT SITUATION:** Advanced Telecare service contract in place since 12 July 2024. The provision of terminals, which already exceeds 400,000, includes smoke detectors, gas detectors, fall detectors, medication dispensers and geolocation bracelets.
- | **BUDGET:** 33 million euros for a two-year contract; 49.4 million euros through MRR Funds, for the supply of terminals and devices, a digital platform within the electronic social and health history and training content for carers and users.
- | **INVESTMENT OPPORTUNITIES:** Private investors may invest in this project to cover part of the resources due to the social commitment to address loneliness. Fundamentally for the incorporation of new technology and communication systems.

2.3 IMDEA SOCIAL

- | **DESCRIPTION:** The IMDEA Institutes are research centres of excellence based in the Community of Madrid, established between 2006 and 2007 as independent foundations. They focus on strategic areas for society from a business, scientific and technological point of view.

The new IMDEA Social would carry out and promote R&D&I activities of excellence in close collaboration with the productive sector, transfer research results to society, disseminate scientific knowledge and facilitate interdisciplinary collaboration.

- | **CURRENT SITUATION:** Research and technological development relies exclusively on private initiative, with the exception of some research groups in public universities such as the Carlos III University of Madrid.
- | **BUDGET:** Under consideration.
- | **INVESTMENT OPPORTUNITIES:** Participation of private agents in R&D&I activities, by different means (sponsorship, membership of IMDEA, etc.).

03 REGIONAL MINISTRY OF FAMILY, YOUTH AND SOCIAL AFFAIRS

3.1 SUPPORT FOR THE NEW SPANISH BALLET OF THE COMMUNITY OF MADRID AND THE ORCHESTRA AND CHOIR FOUNDATION OF THE COMMUNITY OF MADRID

- | **DESCRIPTION:** The Community of Madrid is promoting various cultural initiatives aimed at consolidating the region as a leading tourist destination with cultural potential. Among these, the new Ballet Español de la Comunidad de Madrid, whose world premiere took place at Hispanidad 2024, and the Fundación Orquesta y Coro de la Comunidad de Madrid, which has existed for 35 years, stand out.
- | **CURRENT SITUATION:** Launching of new cultural initiatives with space for receiving private support for their promotion and consolidation. Individuals, companies and institutions can collaborate.
- | **BUDGET:** Open to amounts deemed appropriate by private agents.
- | **INVESTMENT OPPORTUNITIES:** Through sponsorship and donations. Both entities are beneficiaries of the patronage of Law 49/2002. Donations result in a tax deduction in Personal Income Tax (IRPF), for individuals; or in Corporate Income Tax (IS), for legal entities.



03 REGIONAL MINISTRY OF FAMILY, YOUTH AND SOCIAL AFFAIRS

3.2 PROJECT FOR ATTRACTING INTERNATIONALLY RELEVANT BRANDS AND COLLECTIONS

- | **DESCRIPTION:** Madrid is working to attract art collections and a strong international contemporary art museum brand that would host international exhibitions that would be able to attract international tourists. Names like Yayoi Kusama, Damien Hirst, Jeff Koons, have never been exhibited in Madrid.
- | **CURRENT SITUATION:** In progress.
- | **BUDGET:** Under study.
- | **INVESTMENT OPPORTUNITIES:** These brands are recognised worldwide for their commitment to art and culture, strengthening their reputation and their position as a leader in the art world. Madrid is an important cultural and tourist centre, which means that the museum would have the opportunity to reach a wide international audience. While the brand could fund the construction and operation of the museum on an altruistic basis, it could also generate revenue through ticket sales and related activities.

3.3 STRATEGIC PLAN FOR THE AUDIOVISUAL SECTOR OF THE COMMUNITY OF MADRID

- | **DESCRIPTION:** The Plan addresses the sector's needs comprehensively. In particular, it aims to increase the competitiveness of Madrid's audiovisual sector compared to other regional models or international audiovisual poles of attraction, attracting investment, attracting major studios to the region and strengthening the sector's own brand, favouring cooperation between the Administration and the audiovisual industry, including the Madrid Audiovisual Cluster, as well as favouring technological innovation, professionalisation and sustainability of the audiovisual sector.
- | **CURRENT SITUATION:** The plan is currently in a drafting phase in which internal meetings are being held with the sector in order to determine the priority lines of the plan. This phase will last until early 2025, then the plan will be presented and implementation can begin.
- | **BUDGET:** Under study.
- | **INVESTMENT OPPORTUNITIES:** Subsidies for projects, institutions and acceleration of audiovisual initiatives. Tenders for the organization of festivals and/or events. Collaboration agreements with sectoral entities. Territorial rebalancing programmes that promote filming in municipalities in the region other than the capital.

03 REGIONAL MINISTRY OF FAMILY, YOUTH AND SOCIAL AFFAIRS

3.4 BIG EVENTS ATTRACTION: F1 GRAND PRIX

- | **DESCRIPTION:** Madrid Region aims to become an international benchmark for hosting major cultural and sporting events. To this end, it has reached an agreement with the owner of Formula 1 rights to host the Spanish Grand Prix in Madrid starting in 2026—the first to take place in a major European capital. With a global audience of over 1.5 billion viewers, the event is estimated to generate an economic impact of 4.5 billion euros over 10 years.
- | **CURRENT SITUATION:** The project is currently in development for its inaugural edition in 2026.
- | **BUDGET:** The funding for the project's direct costs, both investment and operational, will be provided by the private sector through the appropriate administrative channels of the IFEMA Madrid consortium.
- | **INVESTMENT OPPORTUNITIES:** This is a major tender project that, due to its scale and national and international appeal, has the potential to attract significant investment, new businesses, and a substantial influx of tourism to the region.



4.1 MADRID NUEVO NORTE (Madrid New North)

- | **DESCRIPTION:** The largest urban regeneration project in Europe, set to redefine the capital city and the region. It is a collaborative effort involving the State Administration (through ADIF), the Community of Madrid, the Madrid City Council, and the private company CREA Madrid Nuevo Norte (composed of BBVA, Constructora San José, and Merlin Properties). The project will be completed by 2038, with significant milestones in the Madrid Region planned for 2029.
- | **CURRENT SITUATION:** The project is currently in the urban planning management phase. Management commissions for the Compensation Boards of Property Owners have been established. The remodeling of Chamartín Station has been contracted, and a soil decontamination process for the EMT site has begun.
- | **BUDGET:** The initial budget amounts to 17 billion euros.
- | **INVESTMENT OPPORTUNITIES:** The project is expected to generate an economic impact of approximately 52 billion euros, creating an estimated 188,000 direct and indirect jobs. The urban development will establish a new model that attracts business opportunities, making it the most innovative business district in Southern Europe.



4.2 USE OF THE HISTORIC FACILITIES OF IMIDRA

DESCRIPTION: Rehabilitation of Facilities for Uses Linked to Their History. The project focuses on repurposing facilities for activities connected to their historical significance, including agricultural, educational, or R&D-related functions.

- Casa de la Monta (Aranjuez): To be used as a stable. Declared a Cultural Heritage Site.
- Casa del Pastor (Aranjuez, 19th Century).
- Finca “Las Vegas” (Navalcarnero): 9.9 hectares of land with various uses and an old farming building.
- Former Gamma Radiation Field (El Encín, Alcalá de Henares): Planned for use as an interpretation center with potential for outdoor events. Notably, this is one of only two such installations remaining in the world (the other is in Japan), though the structure at El Encín is now largely limited to its framework.

CURRENT SITUATION: All three facilities are on rural land and require rehabilitation or adaptation for activities connected to their historical use, such as agricultural, educational, or agricultural R&D purposes.

BUDGET: No budget has been allocated.

INVESTMENT OPPORTUNITIES: Private institutions may be interested in donations, sponsorships, or social contributions to facilitate the rehabilitation of these highly unique historical IMIDRA facilities.



5.1 REGIONAL INVESTMENT PROGRAM (PIR) 2022 - 2026

| DESCRIPTION:

- This program ensures that all municipalities, regardless of their population size or location, have access to high-quality public services. It serves as the primary economic cooperation tool provided by the Community of Madrid, covering the necessary expenses for implementing local works and services.

| **CURRENT SITUATION:** The first investment approvals for the PIR 2022-2026 began in 2021. By 2024, more than 600 projects have been included in the program.

| **BUDGET:** The program has a total budget of 1,000 million euros, distributed as follows:

- 650 million euros for infrastructure, public roads, equipment, green spaces, and municipal service expenses.
- 350 million euros reserved for contingencies, supra-municipal projects, regional interest actions, and investment lines.

| INVESTMENT OPPORTUNITIES:

- With a significant budget allocation, the PIR program can attract potential bidders to execute the defined municipal projects.
- Additionally, private companies may see the PIR as an opportunity to enhance their Corporate Social Responsibility (CSR) by contributing to efforts addressing depopulation issues.





5.2 CIUDAD DE LA JUSTICIA (JUSTICE CAMPUS)

I DESCRIPTION:

- A large complex composed of multiple buildings will be constructed on a single plot in the Valdebebas neighborhood of Madrid. The aim is to consolidate 26 offices and 374 judicial bodies currently scattered across the capital, which collectively accommodate more than 33,000 people daily.
- The construction will cover an area of over 460,000 m² and will include provisions for both public and private parking, as well as spaces for auxiliary services.

I **CURRENT SITUATION:** Currently, the project has been awarded to two business consortiums (joint ventures) responsible for the two sections into which the entire project was divided. Construction activities are expected to commence in the first quarter of 2025. The companies are currently drafting the basic and execution plans.

I **BUDGET:** The allocated and formalized budget amounts to 653 million euros.

I **INVESTMENT OPPORTUNITIES:** Due to the project's scale and significance, along with future tenders, it has the potential to attract prospective bidders for the development of the defined projects or complementary and auxiliary services to be implemented.



6.1 YOUTH TALENT PLAN

- | **DESCRIPTION:** The Plan focuses on enabling the Public Employment Service to facilitate effective coordination between young people and the business sector. This is achieved through the creation of specialized teams and the design of personalized pathways for each individual, providing them with guidance, training, and information to access the labor market.
- | **CURRENT SITUATION:** The Plan consists of 50 measures that have been very well received. Among its most notable actions are incentives for hiring young people, which have already benefited over 1,900 individuals, and the expansion of the tutor network, with two tutors assigned to each Employment Office.
- | **BUDGET:** The Plan has a budget of 200 million euros.
- | **INVESTMENT OPPORTUNITIES:** The existence of effective coordination between the public sector and companies, facilitating the integration and filling of vacant positions, can be an essential factor for businesses to establish themselves in the region to meet their staffing needs and grow efficiently. Additionally, training and talent development classrooms could be created in employment offices.

06 REGIONAL MINISTRY OF ECONOMY, FINANCE AND EMPLOYMENT

6.2 DIGITAL TALENT PLAN

- | **DESCRIPTION:** The initiative aims to address the mismatch between vacant job positions and people seeking employment. In collaboration with SAP, Oracle, Amazon, and Microsoft, the program offers training activities focused on digital skills related to the companies' products or developments. This equips participants with resources and tools to facilitate their entry into the labor market.
- | **CURRENT SITUATION:** The program has been operational since May and has delivered 65 courses, benefiting over 1,000 people so far.
- | **BUDGET:** The program has a budget of 20 million euros allocated for 2024 and 2025.
- | **INVESTMENT OPPORTUNITIES:** This is an open-tender project, and if it proves successful, it could be extended to include other companies in the future. Collaboration between the public and private sectors to implement projects of this scale can significantly enhance the region's attractiveness for businesses and investments.



07 REGIONAL MINISTRY OF DIGITALIZATION

7.1 TECHNOLOGICAL CLUSTERS

- | **DESCRIPTION:** This initiative aims to boost investment in the technological clusters of the Madrid region to internationalize them and expand their capacity and projects. It encompasses existing clusters (AI, under the Madrid4AI brand, focused on the development and application of artificial intelligence systems; Blockchain, addressing the application of blockchain and Web3 technologies across various sectors; IoT, specializing in sensorization, smart data platforms, and digital twins; and Digital Transformation) as well as a new quantum cluster.
- | **CURRENT SITUATION:** The Quantum Cluster is expected to be established in the coming months, with the next step being the inclusion of investing companies. It is estimated to be operational by late 2025.
- | **BUDGET:** Initial investment of 3 million euros for building a quantum computer (excluding construction and staffing costs). Additional funding is under review.
- | **INVESTMENT OPPORTUNITIES:** Opportunities include expanding the capacity and scope of existing clusters, increasing the number of innovative projects, fostering the creation of new businesses and employment.



07 REGIONAL MINISTRY OF DIGITALIZATION

7.2 APPLIED TECHNOLOGIES HUB

- | **DESCRIPTION:** Aims to position Madrid as an epicenter of innovation and technological development. The hub will work closely with universities, research centers, and tech companies. Additionally, partnerships with investors and venture capital funds will be established to secure funding for the most promising projects. This hub will integrate all disruptive technologies aimed to make a significant impact in the future, such as quantum computing, artificial intelligence, neuroscience, social robotics, and more.
- | **CURRENT SITUATION:** Currently searching for a specific location in Madrid designed to host tech companies and foster youth entrepreneurship by creating a dedicated ecosystem. The physical campus will feature cutting-edge facilities, including research laboratories, coworking spaces, and areas for events.
- | **BUDGET:** Under study.
- | **INVESTMENT OPPORTUNITIES:** Currently searching for a specific location in Madrid designed to host tech companies and foster youth entrepreneurship by creating a dedicated ecosystem. The physical campus will feature cutting-edge facilities, including research laboratories, coworking spaces, and areas for events.



08 REGIONAL MINISTRY OF EDUCATION, SCIENCE AND UNIVERSITIES

8.1 LAUNCH OF THE MADRID OFFICE OF TECHNOLOGICAL INNOVATION (OMIT)

- | **DESCRIPTION:** The OMIT (Madrid Office for Innovation and Technology) will drive flagship public-private collaboration projects in strategic areas such as semiconductors, space, biomedicine, energy, digital transformation, nanotechnology, and the environment. With the involvement of all regional ministries, the office will serve as a key technological and industrial development hub, positioning the region as a center of specialization, characterized by collaboration, excellence, and international openness.
- | **CURRENT SITUATION:** Priority areas have been identified, including energy sustainability, emerging digital technologies, personalized nutrition, microplastic toxicity, nanotechnology and carbon nanotubes, green hydrogen, and cryptography and cybersecurity.
- | **BUDGET:** Under study.
- | **INVESTMENT OPPORTUNITIES:** Investment opportunities depend on the specific projects.

8.2 GABRIELLA MORREALE PROGRAM

- | **DESCRIPTION:** The program goal is to attract top-level talent through stable contracts for researchers with high-impact potential.
- | **CURRENT SITUATION:** The Regional Ministry of Education, Science, and Universities will lead the recruitment of researchers based on merit and scientific excellence criteria.
- | **BUDGET:** Investment in talent acquisition through the hiring of researchers.
- | **INVESTMENT OPPORTUNITIES:** Eminent researchers have demonstrated a strong ability to attract investment, create jobs, and secure funding for high-value-added projects in the region. Their integration into Madrid's research system will be led by the Regional Ministry of Education, Science, and Universities, enabling research activities to be channeled across other regional ministries that wish to develop strategic projects within their respective areas.

08 REGIONAL MINISTRY OF EDUCATION, SCIENCE AND UNIVERSITIES

8.3 NEUROTECH MADRID

- | **DESCRIPTION:** Neurotech Madrid is a network aimed at establishing a public-private neurotechnology in Madrid, attracting investment and talent to the region. This network is linked to the National Neurotechnology Center (Spain Neurotech), headquartered on the campus of the Universidad Autónoma of Madrid. Its primary goal is to foster the integration of neuroscience and artificial intelligence, developing technological tools based on the principles of the human brain to prevent and treat neurological disorders.
- | **CURRENT SITUATION:** The development of the network is tied to the establishment of Spain Neurotech, planned for the end of 2024.
- | **BUDGET:** Included within the overall budget of Spain Neurotech.
- | **INVESTMENT OPPORTUNITIES:** The network provides opportunities to attract investment in entrepreneurship and companies interested in neurotechnology.

8.4 FLAGSHIP PROJECTS AND INNOVATION CLUSTERS OF THE MADRID REGION

- | **DESCRIPTION:** Madrid Region supports large-scale tractor-effect projects in strategic areas through public-private collaboration. These projects are developed in sectors such as biomedicine, agri-food, technological and digital innovation, semiconductors, and digital humanities. In all these areas, the Community of Madrid's Technological Innovation and Talent Clusters facilitate the execution of major projects involving partners such as universities, public research organizations (OPIs), and companies. The goal is to promote stable cooperation between the public and private sectors, attracting investment and boosting the transfer of knowledge and technology.
- | **CURRENT SITUATION:** Regional Ministry of Education, Science, and Universities is launching calls to attract investment for high-potential projects.
- | **BUDGET:** 15 million euros over 3 years.
- | **INVESTMENT OPPORTUNITIES:** These projects promote stable cooperation between the public and private sectors, attracting investment and enhancing the transfer of knowledge and technology. They offer an investment opportunity for institutions interested in implementing disruptive research and innovation projects..

9.1 VIVE MADRID PLAN

- DESCRIPTION:** Pioneering program for promoting affordable rentals through public-private collaboration. Bidding is conducted through land-use concessions, with drafting and construction carried out by developers. The housing units are built on publicly owned land designated for public protection, forming part of the broader municipal network. The units will later be leased under rental agreements. The concessionaire would recover the investment made in constructing the housing through exclusive utilization of the rental properties.
- CURRENT SITUATION:** Phase 1: Over 5,300 units awarded in 2021 (930 delivered; 1,000 more to be delivered in 2024; and 2,000 units—whose construction will conclude in 2024—to be delivered in early 2025). Phase 2: 1,100 units awarded in April 2023; all construction has begun. Phase 3: New bidding process for 1,912 units in May 2023. All contracts signed, with completion expected by June 2026. Plan VIVE – Young Solutions: 2,000 units in the upcoming tender process. In total: 10,500 units.
- BUDGET:** 1,250 million euros.
- INVESTMENT OPPORTUNITIES:** The project opens up bidding opportunities for construction and subsequent rental of housing units. The VIVE Plan sets an example for the development of other affordable housing projects, which could attract investors interested in similar initiatives.



09 REGIONAL MINISTRY OF HOUSING, TRANSPORT AND INFRASTRUCTURE

9.2 NEW TRANSPORT HUBS

| **DESCRIPTION:** Creation of three new transport hubs in Madrid: Conde de Casal, Legazpi, and Chamartin.

| **CURRENT SITUATION:**

- Conde de Casal. Construction project drafted by CRTM, currently under study in coordination with Metro Line 11 works. Start date: 2026. Expected completion: Q3 2027.
- Legazpi. Basic project drafting awarded. Start date: 2027. Expected completion: 2028.
- Chamartín. Basic project drafted. Start date: 2031. Expected completion: 2034.

| **BUDGET:**

- Conde de Casal. 39 million euros.
- Legazpi. 43 million euros.
- Chamartín. 130 million euros.

| **INVESTMENT OPPORTUNITIES:** These projects may attract companies with the potential to develop the works due to their high investment volume.

9.3 METRO LINE EXTENSIONS

| **DESCRIPTION:** Extension of the following Metro lines: 1) Continuation of Metro Line 11 extension. 2) Madrid Nuevo Norte Metro Line.

| **CURRENT SITUATION:**

- Plaza Elíptica-Conde de Casal: Currently under execution. Expected completion: November 2027.
- Cuatro Vientos-La Fortuna: Informative study drafting starts in 2027. Expected completion: 2029.
- Conde de Casal-Mar de Cristal: Start date: 2029. Expected completion: 2033.
- Mar de Cristal-Valdebebas: Construction project drafting starts in 2027. Expected completion: 2030.
- New Madrid Nuevo Norte Metro Line: In the drafting phase of the informative study, expected to be submitted for public consultation in Q1 2025. Construction project drafting has been awarded. It will be Madrid Metro's first automated line. Start date: 2030. Expected completion: 2033.

| **BUDGET:** Metro Line 11. 2,000 million euros. New Madrid Nuevo Norte Metro Line: 382 million euros.

| **INVESTMENT OPPORTUNITIES:** These projects may attract companies with the potential to develop the works due to their high investment volume.



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