

IP

THE WAŁBRZYCH
SPECIAL ECONOMIC ZONE
"INVEST-PARK"
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INVEST PARK INFO



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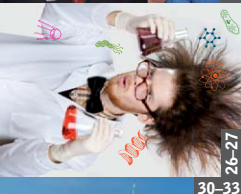
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The IPI magazine available on the iPad!

- english version
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Available on the App Store



Let's get to know

The Wałbrzych Special Economic Zone "INVEST-PARK" is the biggest economic zone in Poland and one of the biggest in Europe. We function

in four provinces in south-western Poland: Dolnośląskie, Wielkopolskie, Opolskie, and Lubuskie.

We are a good zone for business, especially automotive, food, home appliances and chemical industries. Our area is growing – this year, we will expand it from 2,200 ha to 2,400 ha of investment land. That is why new entrepreneurs are joining us – we feature them in this issue of "IPI".

We all know that using public aid requires knowledge (especially when settling it) and discipline (in order to carry out the

OVERVIEW OF EVENTS AND DEADLINES

HR Managers' Club

Meetings of HR managers of companies functioning in the WSEZ "INVEST-PARK" is the best way to exchange experiences and gain knowledge.

We are planning another expert consultation meeting at the end of April. We are going to talk about some difficult issues, including disciplinary penalties and termination of an employment contract. We will discuss labor law regula-

tions and judicial decisions pertaining to this matter. We would like to encourage those HR managers that have not joined us yet to contact us at:

 hr@invest-park.com.pl

There is no other equally exclusive club whose member do not have to pay any fees. All you need is a willingness to share experience and knowledge.

There will be fun!

Roman Szelemej, President of Wałbrzych, during the New Year's meeting with entrepreneurs mentioned the long-forgotten idea of zone picnics.

The entrepreneurs picked up the idea and it seems that on **7 June** the employees of firms functioning in the zone and their families will get a chance to have fun at the picnic. The event will be held on the premises of AQUA-ZDRÓJ. The name of the star who will perform after the

sports rivalry and games with children remains a mystery but we do know that this part of the picnic will be open to all inhabitants of Wałbrzych. Things will get hot!





commitments supported with the aid). Public aid provides companies with tangible benefits, which we present in our magazine (in this issue we write about combining aid from different sources, settling aid, and the changes in the level of maximum tax exemption). Public aid granted to companies presents the host regions with a chance to develop economically and socially. While implementing the development strategy of the WSEZ, we perceive public aid in this broad context. Our strategy fosters beneficial economic processes. Development is impossible without industry clusters, adequate vocational education to meet the employers' needs, implementing R&D results and adapting scientific research to entrepreneurs' expectations. All these actions are and will be supported by the WSEZ

"INVEST-PARK". The "INVEST-PARK Info" quarterly is our way of telling you about the enormous potential that emerges as a result of our work in the Wałbrzych Special Economic Zone. Companies, people, ideas, possibilities – it's a good idea to meet each other and join the best!

➡ **JOLANTA CIANCIARA, Managing Editor**

Jolanta Cianciara has held numerous positions in journalism, from field reporter to programming director and managing director. She has taught Public Relations, Protocol and Etiquette, and Journalism at universities and in various training institutions. She has also worked in business (creating and implementing marketing strategies) and self-government administration (managing human resources, supervising EU programs). Currently she is Director of the Communications Department in WSEZ.



Quote of the issue

Yes, we believe in democracy, with elections that are free and fair, and independent judiciaries and opposition parties, civil society and uncensored information so that individuals can make their own choices.

Yes, we believe in open economies based on free markets and innovation and individual initiative and entrepreneurship and trade and investment that creates a broader prosperity. And yes, we believe in human dignity, that every person is created equal — no matter who you are or what you look like or who you love or where you come from. That is what we believe. That's what makes us strong!

The ideals that unite us matter equally to the young people of Boston or Brussels or Jakarta or Nairobi or Krakow or Kiev.

BARACK OBAMA, President of the USA, speech in Brussels, March 2014

Invest in Wrocław

JP Weber and Wrocław Agglomeration Development Agency (WSSE "INVEST-PARK" cooperates with both companies) have created an Internet portal for investors

www.invest-in-wroclaw.pl

It is a platform for investors who are thinking about opening

a company in Wrocław agglomeration. It provides information about the local job market and rules concerning company formation. The portal also has a database of investment plots, office spaces for rental, and suppliers of goods and services. A team of experts

who cooperate with it offer support during the investment process and after the investment.

The portal is available at the following addresses:

www.invest-in-wroclaw.pl,
www.invest-in-wroclaw.com
www.standort-breslau.pl.

Order and efficiency

KAIZEN philosophy, which is rooted in the Japanese philosophy of life, is becoming increasingly popular in different organizations.

WSSE "INVEST-PARK" in cooperation with the Profes Institute is organizing a series of training sessions on KAIZEN. The next session, titled "5S Audit – idea, principles, problems in implementation," will be held in June and it is aimed especially at companies in the automotive industry. The orga-

nization of training for entrepreneurs is coordinated by Katarzyna Prociak of WSSE "INVEST-PARK" Investor Services Department:

k.prociak@invest-park.com.pl



"IPI" would like to remind that all companies functioning in our zone can participate in the training sessions for free. All we are counting on in exchange is your next investments! ■

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Engineers, managers and technicians are our

CHIEF ASSET

BARBARA KAŚNIKOWSKA, PRESIDENT OF THE BOARD OF WSSE "INVEST-PARK"

When we think about it, it's nothing short of a miracle that investors are still willing to set up their companies in Poland. China, for example, tempts entrepreneurs with an unconditional three-year tax exemption and a 50% discount on income tax in the next two years, not to mention its incomparably lower labor costs and relaxed approach to environment protection rules. So why would anybody be willing to produce their goods in Europe?

But still! In 2013 alone, we granted 27 permits to conduct business activity in the Wałbrzych zone, which means 27 new investments that will generate more than a thousand jobs. So far this year we have given more than a dozen of permits. Investors are willing to do business in Poland! There must be something that attracts them here. It's clear that before they make the decision to invest their money, they analyze all the pros and cons. There are no miracles in the economy and in fact we know why investors come here after all. (Editor's note: the managing editor of "IPI" does not share this opinion about "miracles".)

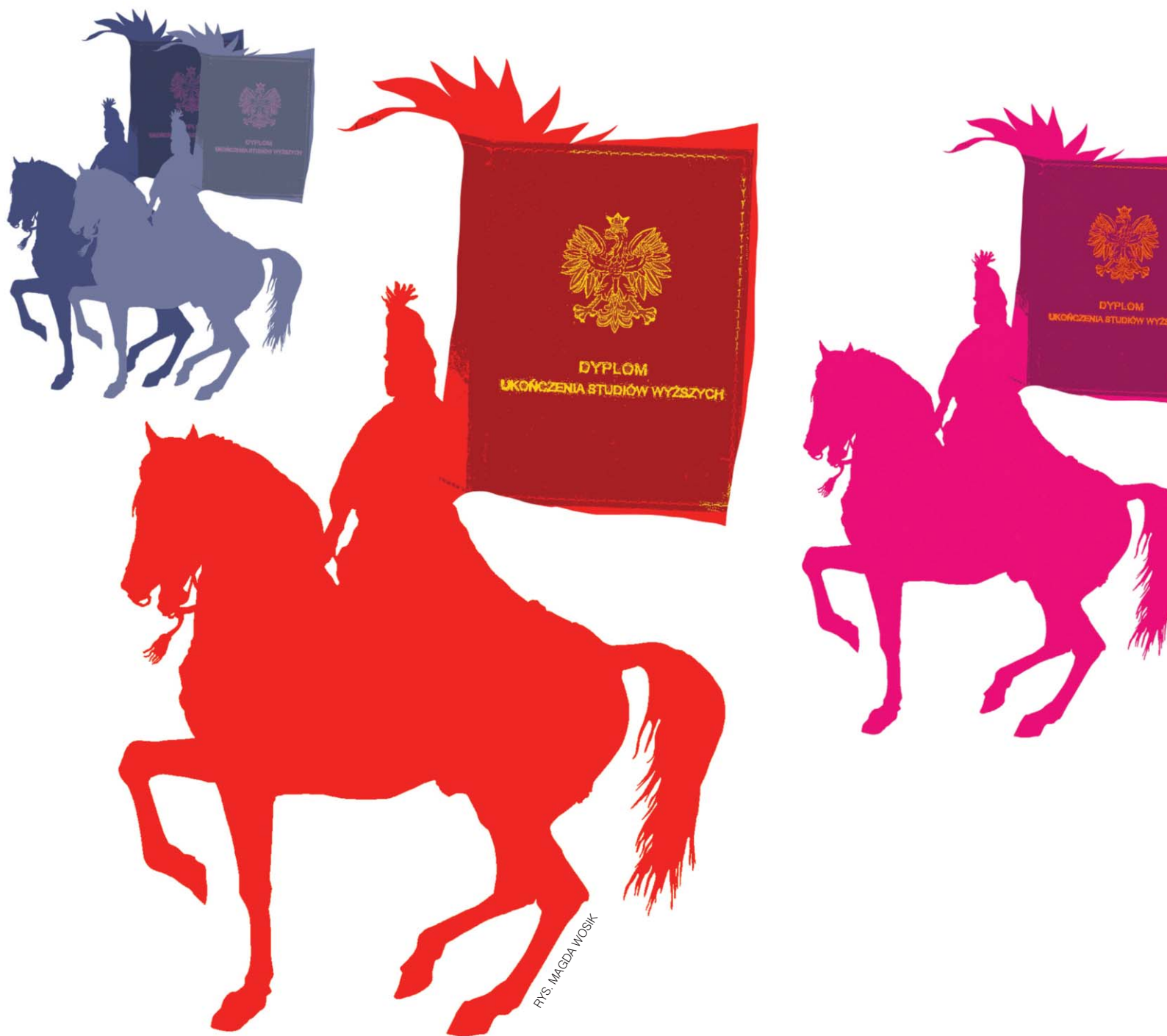
The Polish Information and Foreign Investment Agency, the zone administrator's main partner alongside local governments in reaching our goals, has recently conducted a survey of foreign investors, who were asked to assess the investment climate in Poland. Overall, our result is 3.4 on a five-point scale. What is most pleasing, 62% of the respondents appreciate the Polish organizational culture while 64% perceive Poles as loyal employees. In investors' eyes, the most praiseworthy employees are engineers, managers and those with technical education. These findings are confirmed by the investors operating in the WSEZ, who all agree that our chief asset is the well-educated personnel.

We can come up trumps in the global competition for investors not with cheap labor force – there is a cheaper and more numerous pool of workers in China or India – but with highly skilled employees. I use the word "can" on purpose because there is still much to be



Granting the permits to conduct business activity in the Wałbrzych SEZ. From the left: BOŻENA DRŹDŹ, director of the department of strategic management, ownership supervision, EU funds and economic development at the Municipal Office in Wałbrzych; MAREK ZYCH, deputy president and plant director, NSK Steering Systems Europe (Polska) sp. z o.o.; BARBARA KAŚNIKOWSKA, president of WSSE "INVEST-PARK"

done in this area. Although there are many universities and students in Poland (every tenth student in the EU speaks Polish), the knowledge taught at these universities is often at odds with what is sought in the job market. Vocational schools are afflicted with the same problem: not only do they need to change the curricula, they must also modernize their workshops. The purchase of new equipment is costly, little wonder then that the schools are hesitant to introduce new specializa-



tions. But investors send a clear message: the Polish system of vocational education needs changes. For that reason, one of the most important tasks delegated to the zones administrators by the Ministry of Economy has been the creation and support of dual education. Tailoring schools' offer to the real needs of the employers and making entrepreneurs part of vocational practical training are two of the things that will ensure our long-term advantage in competing for new investments.

In the "Economic Survey of Poland 2014", **JOSE ANGEL GURRIA**, the current Secretary General of the OECD, gives his recommendations for the Polish economy. While I was reading the report, I felt as if I was rereading my own notes for this column. The OECD does stress that "the improvement in educational per-

formance over the past 20 years has been impressive," but at the same time it stresses the need to stimulate companies' cooperation with universities and vocational schools. It can be achieved by increasing the subsidies for entrepreneurs to cover the costs of vocational education and training. Universities are encouraged to promote practical modules in tertiary curricula and strengthen the link with businesses. In my not-so-humble opinion: we are already implementing some of these recommendations. Dear investors – you are welcome to cooperate with us. In Poland, we have the capital you need: well-educated and ambitious workers. We know how to adapt their competencies to your needs, we can guarantee the commitment of local and central authorities. Poland is a zone for wise investments! ■



CALENDAR

■ Polish cabinet overhaul. Six people leave ministerial posts. The biggest structural change to the Council of Ministers was the creation of a new "super ministry" combining the former ministries of regional development, transport, construction, and maritime economy. ELŻBIETA BIENKOWSKA, previously Minister of Regional Development, becomes the new Minister for Infrastructure and Development of Poland and Deputy Prime Minister.

Ukraine fails to pass the EU Association Agreement, which leads to anti-government protests in the Independence Maidan in Kiev and the ensuing crisis in Ukraine.

Unemployment rate in Greece yet again reaches an all-time high. The jobless rate for the whole population is 28%, and for those under the age of 25 unemployment hits 61%.

The biggest crash in the history of the Russian banking system. Master Bank, the owner of the largest network of ATMs, goes under. Vladimir Putin's half-brother was member of the board of the bank.



The Monetary Policy Council decides to keep interest rates unchanged. It means that the reference rate still (since 4 July 2013) stands at 2.5%.

The Sejm adopts the draft pension reform bill. The bill passed with 232 votes in favor, 216 votes against and with one abstention. Eleven MPs were absent. The opponents of the "dismantling" of the privately managed pension funds (OFE) have called it unconstitutional.

EU Commission fined eight American and European banks for credit rate rigging. The penalty of 1.7 billion euro is the highest fine to be paid by a large financial institution in the history of the EU.

Grupa Energa makes its debut at the Warsaw Stock Exchange, which was the largest IPO of 2013. The value of the offering reaches 2.4 billion zlotys. Unfortunately, investors did not make a profit on the first day.

The year-on-year percentage of Poles who are willing to save using time deposits decreases from 31% to 15%.

Latvia joins the euro zone at midnight on New Year's Eve. The government in Riga took the decision although only 25% of Latvian citizens were in its favour.



Ukraine. The protests in Kiev continue and there are first casualties. The inhabitants of Lviv, Rivne, Ternopil and Cherkasy take control of the local government buildings.

Joint-stock partnerships in Poland will now be subject to both corporate income tax on company profits and personal income tax on the partners' profits. It means that this form of company organization has lost its biggest advantage, which was the low level of taxation.

ILONA ANTONISZYN-KLIK, DEPUTY MINISTER OF ECONOMY

What politicians need is an idea that can be encapsulated in a short phrase and followed by spectacular successes. Voters are eager to hear fast and easy solutions, even utopian ones, to ensure a better future. Owing to the forthcoming elections, in the next two years we are about to hear lots of ridiculous ideas on the economy and unrealistic recipes for universal prosperity.

WORK, NOT CIRC

Meanwhile, wise decisions take time to think them over and make the necessary analyses and estimates. Their implementation calls for consistent action and stability of the environment. Instead of catchy phrases and simple recipes, it is plenty of work and patience that is required to create the right conditions for development and efficient, tailor-made methods of supporting economic processes. Humility is necessary too since today's actions will bear fruit years from now. There are so many variables beyond our control that chaos theory becomes an absolute truth. What is more, in spite of the best intentions some of our work will yield disappointing results.

There is no excuse for the lack of action although it stands in direct contrast with my need for spectacular successes as a politician and my growing expectations as a voter...

That's enough about politics, from now on let us focus on the economy. We were taught an important lesson when FagorMastercook filed for bankruptcy last fall and, surprising though it may seem, it was a beneficial turn of events that may still have a happy ending. (Before declaring bankruptcy, FagorMastercook was owned by the Spanish company Fagor and the Mondragon corporation; it had 270 subsidiaries all over the world and an annual turnout of € 14 million – editor's note.)

The news about the company's difficult financial situation was surprising not only to the employees of the Wrocław plant. Public institutions responsible for the stimulation of the labor market were suddenly presented with a considerable challenge: the possible bankruptcy of such a large employer would result in 1,300 jobless people with similar skills suddenly appearing in the local labor market.

Fagor is a perfect example that everything that happens in the world has influence on what is going on in our own backyard. Just a few months earlier, the Wrocław subsidiary was among the leading plants belonging to the Spanish corporation, outperforming the manufacturing facilities in France and Spain. There was even a time not so long ago when moving the production from other European factories to Wrocław was seriously considered. Unfortunately, the crisis in Western and Southern Europe triggered an avalanche. The Spanish housing market collapsed, which meant that property developers were no longer willing to buy as many domestic appliances as before. This led to the bankruptcy of its majority shareholder and consequently – the Wrocław plant. When I was negotiating the establishment of a working committee on the Wrocław plant to be chaired by **EWA MAŃKOWSKA**, Deputy Voivode of Dolnośląskie Province, my chief concern was to prepare the public institutions functioning in the local economic and labor market for various scenarios. The worst scenario, in which 1,300 people (!) lost their jobs, was to be avoided at all cost. And we did manage to avoid it. On 10 January, the board of the Wrocław plant presented a solution to the crisis and production was resumed without group layoffs.

For the people who earn a living on an assembly line in Wrocław or Świdnica, the bankruptcy of their factory is an unspeakable tragedy. (Gryphon's plant in Świdnica,



ILONA ANTONISZYN-KLIK

She was awarded scholarship by the Hans Böckler Foundation for young talented PhD students. She was president of the Women's Committee at the Provincial Commission for Community Dialogue. She received MA in Economics from the European University Viadrina. She completed postgraduate studies at the Diplomatic Academy in Vienna. She also studied at the École nationale d'administration in Paris. From 2008 to 2010 she worked at the Lower Silesian Marshal Office, first as Deputy Director of the Regional Development Department and later as Deputy Director at the Department of the European Structural Funds and the Reconstruction and Development Program. From 8 June 2010 she was Deputy Voivode of Lower Silesia. On 24 November 2011 she was appointed to the position of the Undersecretary of State in the Ministry of Economy. Her hobbies are running and dog trekking.

USES

which employed more than 80 people, stopped production at the end of last year – editor's note.) Taking responsibility for the situation and helping those affected by it is a measure of human maturity. But social and public maturity is measured by the ability and willingness to build a system that would limit the negative effects of market forces.

The lesson learned from FagorMastercook was for me a source of knowledge and inspiration in my systemic work at the Ministry of Economy. For some time we had been convinced that the bankruptcy law needed amendments. In most cases (82% in 2013), filing for bankruptcy in Poland ends up in the closure of the company and the loss of jobs. The bankruptcy estate is usually enough to cover just a fraction of the company's debts, which triggers a chain reaction: the bankruptcy of one company equals troubles for other firms.

Remedial restructuring in Poland is carried out too rarely. In Fagor's case this led to some initial misunderstanding in communication: the Spanish bankruptcy law, which was applicable in this case, is usually associated with remedial restructuring while in Poland it is almost synonymous with liquidation.

In any case, restructuring and remedial action in the Polish bankruptcy law have given way to bankruptcy. Even arrangement bankruptcy is usually perceived as the beginning of the end of business activity, which stigmatizes the company and greatly reduces its chances for survival. Lengthy insolvency procedures result not only in the liquidation of the company but also in the physical deterioration of the bankruptcy estate, which makes it even more impossible to satisfy the creditors' claims.

The good news is: it is going to change! My colleague from the ministry, Deputy Minister **MARIUSZ HAŁADYJ**, in cooperation with the Deputy Minister of Justice **MICHAŁ KRÓLIKOWSKI** and a team of experts, have finished work on a joint bill amending the composition and bankruptcy law in Poland.

The bill will be submitted for the Council of Ministers' approval by the end of the second quarter, and later it will be debated by the Parliament. The changes will encourage both debtors and creditors to use the option of restructuring, which will increase the chances of the company's survival. We estimate that during the first year after the bill becomes law, about one hundred thousand jobs can be saved as a result.

And this is my lesson from FagorMastercook: I am certain now that it is possible to encourage a large number of people to cooperate towards efficient conclusion and I am satisfied that a bill has been created whose adoption will prove beneficial to the economy. Although it may be not enough to put on posters during election rallies, I suggest we remember such actions as an antidote to the ridiculous solutions and ideas for universal prosperity that we are about to hear in the next few months. ■

CALENDAR



The Ministry of Labor and Social Policy announces that the unemployment rate in January has grown from 13.4% to 14%. It means that 2,259,500 Poles are jobless.

The Polish zloty celebrates the 90th anniversary of existence. The decree of President of the Republic of Poland of 20 January 1924 stated that the currency of the reborn Poland is the zloty.

The US Senate confirms Janet Yellen, former Deputy President of the US Federal Reserve, as its next head. She will be the first woman to hold this post in Fed's 100-year history.

On 3 February, open pension funds (OFE) transfer assets worth 153,151.2 million zlotys to the Social Insurance Institute (ZUS).



Protests against Ukrainian President Yanukovich still continue. New fighting erupts in Maidan and over one hundred people die. The EU, USA and Canada impose sanctions on those guilty of the bloodshed. The Ukrainian Parliament officially ousts President Yanukovich, who flees Kiev.

The Sochi Olympics becomes the most expensive in history. It is also the best winter Olympics for Polish representatives.

The cornerstone is laid for Amazon's most recent investment in Bielany Wrocławskie. The company is one of the largest Internet retail stores.

Internet giant Yahoo! announces the transfer of its European operations to Ireland. The company said that the reason for the move was streamlining the organizational structure. Unofficially it is said that it was an attempt to avoid high taxes, especially in France.

Prime Minister Donald Tusk dismisses Małgorzata Krasnodębska-Tomkiel, who headed the Office of Competition and Consumer Protection (UOKiK).

Confidential personal details of 27 thousand customers have been stolen from Barclays, one of the four largest British banks.

The UK introduces cuts in social spending on EU immigrants.



Prime Minister Donald Tusk appoints Adam Jasser for the position of the President of the Office of Competition and Consumer Protection. Before that, Adam Jasser served as Secretary of State in the Chancellery of the Prime Minister and Vice-President of the team programming work of the government.

Chinese government releases the "National New-type Urbanization Plan (2014-2020)". It sets clear targets: the country wants to have 60% of its people living in cities by 2020, up from 54% now. It means that 90 million of people from the countryside will become city dwellers.

On 16 March, a referendum is held in Crimea on joining the Russian Federation by the peninsula. Several days later, the State Duma officially confirms the return of Crimea to Russia.

Public aid in the special zones – changes

TIME ENOUGH FOR THE DETERMINED

- The procedure of applying for the permit to conduct business activity in a special economic zone includes:
1. Letter of intent
 2. Security deposit agreement
 3. Invitation to tender/negotiations
 4. Negotiations/tender
 5. Confirmation of negotiations/tender results
 6. Issuing the permit

Companies that will have received permits to conduct business activity in a special economic zone by the end June 2014 are eligible to higher tax exemptions. **From 1 July 2014, the level of public aid will be lower by 15%.**

On 1 July, the so-called roadmap of public aid will come into force. This document specifies the maximum amount of aid that investors can apply for. Entrepreneurs who would like to apply for public aid under the current rules need to receive a permit to conduct business activity in a special economic zone by the end of June 2014. The investment itself may be started much later. If you are reading this issue of "IPI" in early April, there is still time – the procedure of obtaining the permit takes ca. 42 to 50 days.

COMPARISON OF THE AMOUNT OF PUBLIC AID UNDER OLD AND NEW RULES

	Lubuskie and Opolskie Provinces		Dolnośląskie and Wielkopolskie Provinces	
company size	until June 2014	from July 2014	until June 2014	from July 2014
large	50%	35%	40%	25%
medium	60%	45%	50%	35%
small and micro	70%	55%	60%	45%

An example of calculating the amount of public aid to the cost of a new investment under the regulations valid through 30 June 2014:

- ✓ Size of the company: small
- ✓ Location: Opolskie Province
- ✓ Investment expenditure:
 - Land: 200,000 PLN
 - Equipment: 300,000 PLN
 - Buildings: 300,000 PLN
- ✓ Total investment costs: 800,000 PLN
- ✓ Public aid intensity: 70%

AMOUNT OF PUBLIC AID:

Total cost of the new investment
×
aid intensity

$$= 800,000 \text{ PLN} \times 70\% = 560,000 \text{ PLN}$$

560,000 PLN is the amount of public aid, i.e. the amount of non-paid income tax

Income tax rate = 19%

AMOUNT OF NON-TAXABLE REVENUE:

$$560,000 \text{ PLN} / 19\% = 2\,947\,368.42 \text{ PLN}$$

An example of calculating the amount of public aid to the cost of a new investment under the regulations coming into force on 1 July 2014:

- ✓ Size of the company: small
- ✓ Location: Opolskie Province
- ✓ Investment expenditure:
 - Land: 200,000 PLN
 - Equipment: 300,000 PLN
 - Buildings: 300,000 PLN
- ✓ Total investment costs: 800,000 PLN
- ✓ Public aid intensity: 55%

AMOUNT OF PUBLIC AID:

Total cost of the new investment
×
aid intensity

$$= 800,000 \text{ PLN} \times 55\% = 440,000 \text{ PLN}$$

440,000 PLN is the amount of public aid, i.e. the amount of non-paid income tax

Income tax rate = 19%

AMOUNT OF NON-TAXABLE REVENUE:

$$440,000 \text{ PLN} / 19\% = 2\,315\,789.47 \text{ PLN}$$

CONTACT US:

The procedure of issuing the permits is supervised by the Investor Service Department, email: doi@invest-park

We write more about public aid on pages 34–35.



CIT AND VAT – CHANGES

At the beginning of each year, entrepreneurs are faced with the task of analyzing and implementing numerous changes introduced to the tax law. Since this duty is usually connected with difficulties, in the text below we present the most important changes to corporate income tax and VAT that came into force on 1 January, 2014.

CORPORATE INCOME TAX

The most important change to corporate income tax regulations that came into effect on 1 January 2014 was changing the tax status of joint-stock partnerships into CIT taxpayers. Under the new regulations, **the company – not only the partners – is subject to profit taxation.**

Moreover, **both the limited and the unlimited partner in a joint-stock partnership become subject to taxation on the profits arising from their participation in the company.**

In order to enforce the new regulations on joint-stock partnerships, a number of adjustments were introduced in the Polish Corporate Income Tax Act. These regulations become binding as of the first day of the joint-stock partnership's new financial year after 31 December, 2013.

VAT

The most significant change to VAT regulations after 1 January 2014 seems to be the change concerning the tax point. The amended tax regulations stipulate that **the VAT point will be recognized by reference to the date of the delivery of goods or provision of services.** Until the end of 2013, it had been generally recognized by reference to the invoice date. As a result, it was possible to defer VAT payment at the turn of months/quarters until a VAT invoice was issued, or, to be more precise, until a VAT declaration for the settlement period when the invoice had been issued was submitted to the tax office. Since the beginning of this year, this possibility no longer exists.

Another change concerns the range of services for which the tax point is determined in a special way, including rental and leasing services, as well as the delivery of utilities. In this case, **the tax point is recognized by reference to the invoice issuance day.** Under the old provisions, the tax point was recognized by the date of the invoice payment (not later than the date of receiving payment in the case of rental services).

Also, the provisions concerning input VAT deduction have been amended. Under the new rules, input VAT can in principle be deducted not

sooner than the tax point (the date of delivery of goods), provided the buyer has received the invoice. The former regulations allowed for input VAT deduction on the invoice receipt date if the goods had been delivered or the service had been provided. In practice, this change will apply to situations in which the delivery of goods or provision of services takes place in the month after the receipt of the invoice but before the deadline for submitting VAT declarations for this month. Until 31 December 2013, in most cases the crucial date for VAT deduction had been the invoice receipt date. Under the current rules, **the right to deduct input VAT will emerge only in the declaration for the month in which the goods were delivered or the services provided.** A similar change concerns the right to deduct input VAT on delivering utilities. Unlike the previous regulations, the new ones stipulate that input VAT can be deducted as soon as the invoice has been received, not when the payment date elapses. Moreover, with reference to certain categories of services (e.g. freight and licenses) **the taxpayer is obliged to verify the date of service provision or to track when the supplier should recognize the tax point.** Until the end of 2013, it had been practically assumed that input VAT on the purchase of these

services could be deducted on the invoice receipt date, irrespective of the date of service provision or the supplier's tax point identification.

In spite of their number, modifications to the rules concerning the tax base will probably not result in significant differences. One of the changes concerns the **inclusion in the tax base of all extra costs, such as commission, package and transportation costs, or insurance costs paid by the buyer.** Problems can arise in the case of those companies that charge the buyer for the exact cost of transport, which is usually known only after the delivery of goods.

There have also been changes to invoicing. Since the beginning of this year, **the amount of time for invoice issuance has been extended to maximum the 15th day of the month after the month in which goods were delivered or service provided.** The new rules confirm that **an invoice can be issued before the delivery of goods, but not more than 30 days.** Also, the changes to VAT deduction arising from the purchase of passenger cars are worth mentioning. These changes will come into effect **on 1 April 2014 and will limit the amount of VAT deduction to 50%.** This limitation will not apply to cars used solely for business purposes, provided a mileage log book is kept.



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The Tax and Legal Department at **PwC** employs over one hundred experts who are licensed tax advisors specializing in various tax areas. PwC renders services in seven offices in Poland (Warsaw, Gdańsk, Katowice, Cracow, Łódź, Poznań, and Wrocław).

FLAGSHIP PRODUCT: STABILITY

Conversation with **SŁAWOMIR MAJMAN**
President of the Polish Information and Foreign Investment Agency (PALIZ)

■ **For many years you have been involved in matching foreign capital with the Polish economy. Have there been any recent changes in investors' perception of Poland?**

– Our image has changed a lot. Paradoxically, Poland seems more attractive in the time of global crisis. It has suddenly turned out that there is a country in the middle of Europe that is very different from all the countries which had been placed without giving it too much thought in the same basket labelled Central and Eastern Europe: Croatia, Estonia, Lithuania, the Czech Republic, Hungary... This sudden change in the perception of Poland and the Polish economy is due to our going through the crisis relatively untarnished.

■ **The image has changed a lot, but the conditions for doing business not so much...**

– What do investors complain about? About the construction law and the rules of spatial development, about the unclear Public Procurement Law. About the taxes, but not their height, rather the level of complicatedness and the various interpretations. They have stopped complaining about the infrastructure because they can see positive changes. But we have a product that is hard to be found in other European countries: it is called stability. Economic stability. Financial stability. And capital follows stability.

■ **Can the events just behind our eastern border impact us negatively?**

– What is going on in Ukraine right now proves that it was worth it to undergo a shock therapy, it was worth it to spend 14 years to adapt to the European Union, it was worth it to build liberal democracy.

■ **The things that you are saying must be explained to our domestic partners rather than the foreign ones.**

– If we talk about foreign partners, it has always been difficult to explain to them that we are different from our neighbors. Even 5–6 years ago, some young man would come to his office in New York, Dusseldorf or Tokyo, turn on the computer to see what had happened in Central and Eastern Europe: the Hungarian forint was going down, and so was the rating of Poland. The Lithuanian economy was in a crisis, and the rating of Poland

took a dip. We have done a lot in the last few years – “we” meaning those that are responsible for promoting Poland: the Ministry of Economy, of Foreign Affairs, also the PALIZ – to make people see that Poland is a different country. In this way we have managed to create these two products: stability and trust.

■ **What practical changes in investors' decisions result from this?**

– In Polna Street in Warsaw there is a famous old bakery. I have always bought my rolls there. And just next to it, there is a skyscraper in which, in Samsung's R&D center, 1,300 Polish engineers work. Similar but smaller centers are in Łódź and Cracow. Everything that Samsung comes up with in terms of high technology is created near my bakery in In Polna Street, not in the Silicon Valley, not in Seoul.

Entrepreneurs are beginning to realize that every tenth European student is a Pole, and the structure of education influences the structure of investments that come to Poland. In the 1990s we took pride in an assembly line where a thousand workers, after a three-week training, put together simple elements. Investments like this will probably not be coming to Poland any more. They go either to southern Europe or outside Europe. In 2013, almost 60% of investments in Poland were investments in the intellectual business.

■ **Is this a trend that is going to continue or is it only individual cases that are noteworthy but not decisive for the competitiveness of the Polish economy?**

– Out of the 160 projects supervised by the PALIZ, 25 are research and development projects. This tendency is going to continue because the new system of using European funds to support investments, which will come into force next year, will favor manufacturing facilities where new technologies are implemented.

■ **What worries me is how to avoid the situation from the previous programming period when the funds were scattered on research projects that were not connected with the implementation of results.**

– There is a Chinese investment near Warsaw. Only 30 employees, but all of them are doctors of technical sciences. The firm deals with nuclear detection. I went to China to visit the parent

Most of foreign capital in Poland comes from small and medium firms. They make the decision to invest, to apply for public aid. It is about courage – what a pity that Polish entrepreneurs seem to have lost their wings!



SŁAWOMIR MAJMAN

President of the Polish Information and Foreign Investment Agency (PAIIIZ). He has been working in this organization since 2008 but his professional experience with foreign trade and economic relations dates back to the 1970s. He is actively involved in social initiatives. He worked in the Gabriel Narutowicz Foundation, the Polish Managers Association, and co-founded the International Association "Future of Media". He has written several hundred articles in the field of economy.

ous investments, ranked third among all the sectors, were investments in IT and telecommunications. They require brains, not brawn. The most popular foreign investments in Poland in the last two years have been business service centers. They are sometimes criticised because they recreate procedures devised abroad, in corporations, but they give jobs to over 130 thousand Polish graduates. Six or seven years ago these were mostly call centers, now they are highly complicated financial, legal or IT services for corporations.

■ **They absorb all those who have graduated in the humanities, and we should give them credit for it, but a strong economy cannot be based mainly on services.**

– 60% of foreign direct investments are investments in production.

■ **Who are we competing with?**

– Germany, because they attract investments that we would also like to attract. Great Britain. Outside the EU – Turkey, India. Functioning outside Europe has its advantages for capital because you are not restricted by regulations. We do not buy investments – we encourage them, but we do not buy them. Firstly because we do not want to, secondly because we can't afford it, and thirdly – it's not allowed!

■ **What about domestic threats?**

– We are our own biggest threat. The work ethos in Poland is changing. The qualities we were praised for in the time of transformation – creativity, ambition, upward mobility – are vanishing. But features typical of developed societies, such as reliability, loyalty, diligence, are improving. Basically it is good news, but I miss this pinch of creative passion. An interesting thing is worth noting: we hear investment, and we think foreign investment. But Polish entrepreneurs have the same conditions, the same favorable changes apply to them. It is clearly visible that foreign companies are much more willing to use various sources of finance and aid. I am not talking just about the biggest players. Most of foreign capital in Poland comes from small and medium firms. They make the decision to invest, to apply for public aid. It is about courage – what a pity that Polish entrepreneurs seem to have lost their wings! ■

■ **Thank you for the conversation.**

⇒ **JOLANTA CIANCIARA**

company, which is part of one of Beijing universities. In the main hall of the headquarters there is a huge concrete block, and on it – innumerable brass plaques with some dates and inscriptions. There are new ones added every day. "What's this?", I asked. "Implementations," was the answer. "What do you mean, three or four implementations every day?", I asked in disbelief. "Well, yes, it is a university, and a university is for coming up with ideas. Our role is to implement them and try to sell them." When I asked what grant system was used by the ministry to finance all these studies and implementations, they looked at me as if I were nuts. "What grants? They get paid when we manage to sell something!"

■ **So then where is the rub?**

– I wouldn't blame business. Rather science... For years I was in charge of organizing an event devoted to Polish inventiveness. What struck me was the advanced age of the people who dealt with science. You can spend all your life working at a university and never do anything that can be of practical use. That is why I am counting on this new system of financing – you will get the money if you manage to reach an agreement with an entrepreneur and do something real together.

We are doing quite well in terms of introducing foreign technologies. For example, in recent years among the most numer-

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NEWS

FROM FIRMS IN THE ZONE



Etex Building Materials like Kamil Stoch!

• When Kamil Stoch was jumping to win his second gold medal in Sochi, Etex Building Materials was giving an equally impressive performance at the 21st Building Fair INTERBUD 2014. The company was awarded the main prizes: the Building Fair Gold Medal and the General Office of Building Control Director's Prize.

The success is all the more impressive since it had been the first time in the event's two decade-long history that the same company was awarded the two main prizes. The judging panel was impressed by the CREATON TITANIA roof tile because it is modern, innovative, eco-friendly and functional.

CONGRATULATIONS
TO BOTH MEDALISTS!

SKC Europe PU and Steering Systems Europe They are doing well!

• 27 new permits to conduct business activity in the WSEZ were issued in 2013.

The permits issued at the end of 2013 have been officially granted, and we could meet some old friends at the ceremony. SKC Europe PU sp. z o.o. from Dzierżoniów will invest another 2.5 million zlotys to buy new containers and control equipment. This Korean manufacturer of polyols (used in the production of flexible foam) is planning to finish its second investment in the zone in 2016. The Japanese company NKS Steering Systems Europe (Polska) sp. z o.o. received its third permit. The company will invest 30.75 million zlotys to build a manufacturing facility in Wałbrzych to produce components that it is now forced to import from outside Europe.

We keep our fingers
crossed for both companies!

Sonel's 20th birthday in warm atmosphere

• Sonel is celebrating 20 years of doing business. The board used this occasion to give a special present to all its 200 employees in Świdnica – a trip to Tunisia.

A special gala will be held on 14 June in the Town Theater in Świdnica. June is a good month for the company: it was set up in June 1994, and in June 2008 it made its debut on the Warsaw Stock Exchange (its shares are traded on the main market). The company was set up by Polish electrical engineers and is an important producer of high quality measuring instruments used in electrical power engineering and telecommunications.

"INVEST-PARK" wishes you
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THE FIRMS IN THE WSEZ
TO SEND YOUR CONTRIBUTIONS
TO THIS COLUMN.

Write to us at:
ipi@invest-park.com.pl



Roses and Gazelles for ZPAS

• ZPAS and ZPAS-NET have yet again been included among the Business Gazelles, a ranking of the most dynamically developing small and medium enterprises, which has been published since 2000.

It means that both companies can boast a growth in revenues and profits as well as a rising number of employees. ZPAS ranked 75th while ZPAS-NET 225th among the companies in Lower Silesia. Moreover, ZPAS sp. z o.o. received a special mention at the annual competition "Roses of Kłodzko" for the best employers, which is organised by the Starost of the Kłodzko County.

CONGRATULATIONS!

Daicel Safety: a 10-year-old with a hundred-year-long tradition

• In March, Daicel Safety Systems Europe will be celebrating the tenth anniversary of functioning in the Żarów subzone of WSSE "INVEST-PARK." Among those invited to celebrate in Gołębiewski Hotel in Karpacz are self-government members from Żarów, representatives of the Japanese parent company, customers and employees of the company.

Daicel was one of the first companies to receive a permit to conduct business activity in the Żarów subzone. The company's manufacturing facility employs over 250 people. Daicel produces inflators for frontal and side airbags. In five year' time, the Japanese group will celebrate one century of existence.

Happy birthday!



Mondelez – cosmic success

• Mondelez, the sweetest company in the zone, calculated that since 1912 it has produced enough Oreo cookies to take us to the Moon five times. Put one on another, the cookies would cover the distance between Earth and its only natural satellite along five separate pathways.

Mondelez Polska, which has two factories in the WSEZ (Wrocław and Skarbimierz), is the Polish market leader in the sales of chocolates, cookies, wafers and chewing gums.

"INVEST-PARK INFO" is confident that in this case it's safe to indulge in all these sweets.

The automotive industry in Poland has 431 plants

DESIGN WITH US!

Finding a car whose makers do not use some of the components manufactured in one of the 42 production facilities operating in the WSEZ would be a tough task.

And conversely: if we added up all the car parts made in the zone in Wałbrzych, Świdnica, Wrocław, Żarów, Jelcz-Laskowice, and Skarbimierz, we could put together a complete car.

The car industry in the Wałbrzych zone comprises 42 companies. They manufacture car parts, accessories, small elements and complete engines. **TOYOTA** produces engines and gearboxes, **FAURECIA** – car seats, steering wheels and other parts. Exclusive car seats are also made by **JOHNSON CONTROLS** (previously known as Keiper). **AKS** specializes in precision steel balls and rollers. **YAGI**, a Żarów-based producer of flywheels, welcomes visitors with a car engine shown as an artwork in a mighty glass case. **DAICEL** manufactures automotive airbag inflators. Airbags and seatbelts are made by **AUTOLIV**. **SEGEPO-REFA** specializes in tiny metal parts for engines which call for utmost precision. **GKN DRIVELINE** produces joints. **TRISTONE** is a supplier of rubber and plastic elements for car air conditioning, **COOPER STANDARD – METZELER AUTOMOTIVE PROFILE** – of pipes and ducts, while **AGC** produces car door windows. **SUMIKA's** factory will soon start producing Diesel filters. Metal car parts are moulded in **ITALMETAL's** plant in Jelcz-Laskowice. **HOERBRIGER AUTOMOTIVE's** factory specializes in the and coating of metal sheets. **SRG GLOBAL's** production lines produce radiator grills, among others.

The list of buyers of these products will make any car enthusiast's heart jump with joy. **NIFCO's** plant in Świdnica, for instance, produces ventilation ducts and glove compartments for Porsche, Volkswagen, Toyota, Seat, Saab, Opel, Nissan, Honda, Jaguar and Audi. The braking systems, ABS brakes, and suspension elements produced by **WABCO** are purchased by the leading producers of buses and trailers.

Pipes and valves (rubber)

- Cooper Standard (Dzierżonów)

Engine parts:

- Segepo-Refa (Świebodzice)

Engines:

- Toyota (Wałbrzych)

Pistons and cases:

- Mahle (Krotoszyn)

Radiators:

- Mobile Climate Control (Oława)

Radiator grills:

- SRG Global (Bolesławiec)

Air conditioning:

- Tristone Flowtech (Wałbrzych)

Drive:

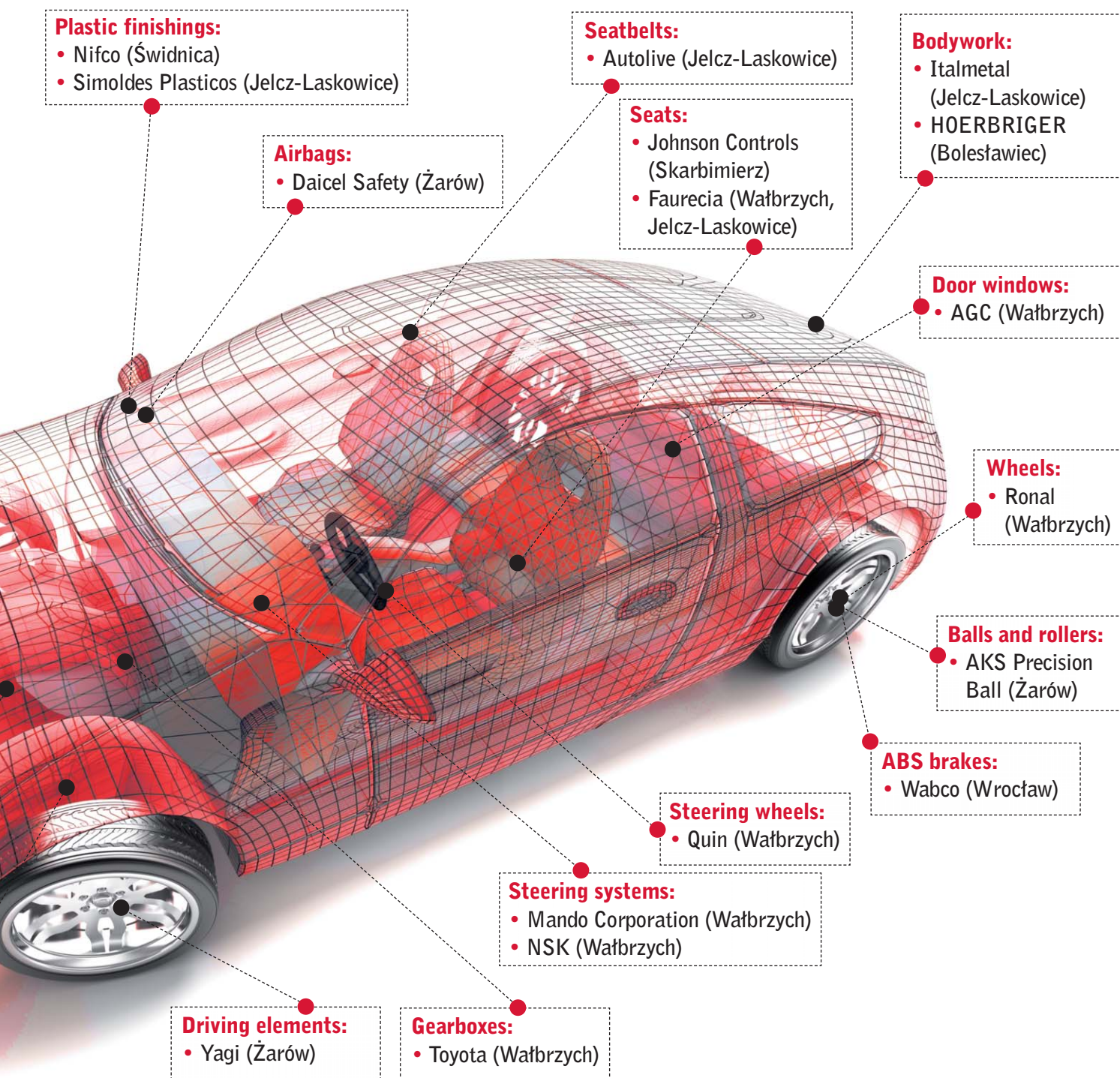
- AAM (Świdnica)

Joints:

- GKN Driveline (Oleśnica)

INDUSTRY WITH A POTENTIAL IN THE ZONE

To date, automotive industry companies **HAVE INVESTED 7.6 BILLION ZŁOTYS AND CREATED 16,300 JOBS** in the "INVEST-PARK" WSEZ. They are an exquisite international mix: Japanese corporations (15 plants), German (five, and high hopes for more), French (6), Italian (4), Korean, Swedish... Luxembourg is represented in Bolesławiec and Skarbimierz, Switzerland – in Wał-



HALF JOKINGLY...

Before the production of complete cars begins in the WSEZ (light commercial vehicles in Wielkopolskie Province, all-terrain vehicles in Opole), we will make a supercar from the components already manufactured in the zone

brzych, and the UK – in Oleśnica. Among them there is one micro-company with Polish capital – **KEGGER** in Bolesławiec produces special tow trucks and tarpaulin truck bodies. An American company is going to start producing quads in a new factory of **POLARIS** in Opole, which is being built at an impressive pace.

"We are pleased to know that the companies in the zone are developing and reinvesting," says **BARBARA KAŚNIKOWSKA**,

President of WSSE "INVEST-PARK". "I have recently visited MAHLE's factory of pistons and cylinders in Krotoszyn, and we talked about further development. RONAL has also increased its output. The plant owned by the Japanese corporation NIFCO has started the new year in an impressive way: it is going to double its workforce and build new halls, investing 60 million zlotys," enumerates Ms Kaśnikowska.

→

→ **INDUSTRY WITH A POTENTIAL IN POLAND**

At the end of 2012, there were 431 automotive plants in Poland; the most numerous among them (307 companies) were producers of car parts and accessories. We have become leader in the assembly of vehicles in Central and Eastern Europe – out of the total of 40 manufacturing facilities in this part of the continent, 16 are located in Poland. In 2013, firms in the automotive industry employed around 170–180 thousand people and, in spite of the crisis, they were still growing! In 2013, the year-on-year employment in the Polish industry decreased by 1%. However, the car industry did not follow this trend, and its number of employees grew by 3.2%. What is more, salaries in this industry have been growing faster than in other sectors. Since most of the production is exported, managers and analysts alike were worried about the slowdown, or even recession, in the global markets at the turn of 2012 and 2013. In view of this, reports about an increase of 6% in the industry's revenue (to over 109 billion zlotys) seem all the more pleasing. This good result was achieved mainly by the producers of car parts and accessories, including those operating in the Wałbrzych Special Economic Zone "INVEST-PARK".

THERE IS ONE PROBLEM...

The fast growth of the automotive industry is a perfect illustration of the problems and challenges faced by the Polish economy. "If we want to grow, it is vital to convince global corporations that Poland is an excellent place not only for production, but also for research and development," explains **ILONA ANTONISZYN-KLIK**, Deputy Minister of Economy, whose responsibilities include supporting exports and the functioning of special economic zones.

There are first harbingers of change. IT companies have been among the first ones to sense a favourable atmosphere for R&D ventures in Poland. The automotive industry, however, still prefers to carry out research at the headquarters. Thus all the more pleasing are attempts to reverse this situation. In Oleśnica, for instance, the British company **GKN DRIVELINE**, which produces sashes for Volvo and Fiat, announced its plan to create an engineering center this year. The company, which employs almost 700 people, has entered into cooperation with Wrocław University of Technology in order to train specialists. "Establishing the center, which is already under way, means that we will be not only a manufacturing facility but also a creator of new solutions," explains **GRZEGORZ WIŚNIEWSKI** of GKN. However, the creative potential of Poland is far larger than that. It has enabled us to develop a wide array of inventions, from the paper clip to the laser, graphene, and air springs...

In Wielkopolskie, Dolnośląskie and Opolskie provinces there are many well-qualified and creative engineers, designers, nanotechnologists, IT and mechatronics specialists, chemists, physicists... The Wałbrzych Special Economic Zone "INVEST-PARK" is now launching a program dedicated to human resources training for the needs of companies, and is actively cooperating with universities and R&D centers (the company is the co-owner of the Lower Silesian Science and Innovation Park). Now is the best time for entrepreneurs to set up their R&D centers here, in Poland!

→ JOLANTA CIANCIARA

The text contains data provided by the Central Statistical Office, the Polish Automotive Industry Association, and the Ministry of Economy.



BUSINESS

IS A CLOSED SYSTEM

AGNIESZKA SZYMKIEWICZ
IN CONVERSATION WITH

SIEGFRIED BAIER,
PRESIDENT OF NIFCO POLAND

■ **The Świdnica plant is one of the 40 manufacturing facilities that belong to Nifco in Asia, Europe and North America. The bulk of the production is located in China, but it is the Polish plant that is thriving. Chinese special economic zones offer the largest tax exemptions for investors in the world. What is it that makes the factory in Świdnica develop so quickly?**

– The low costs of production in China are one thing, but shipping the goods to European clients is very costly. Here we are part of the system. We have customers in Poland and in Germany. We are able to send orders quickly and quickly react to the clients' needs. These are the main reasons. Exemptions are important, but there are other things to consider, too.

■ **The board at Nifco has changed. At the beginning of your functioning, the management team consisted mainly of the Japanese. Now it is Europeans, and the pace of growth has suddenly accelerated.**

– We come from the same culture, so it makes contact much easier. However, growth is dependant mainly on orders, and we have many of them, for example from the Volkswagen factory in Poznań and from clients in Germany. Building new facilities was necessary to meet that demand. Changing the board is not the antidote to all problems. The parts that we will produce now have been designed in Germany, so there is little we could do without cooperation. Business is a closed system.

NifCO

■ **The NIFCO POLAND factory in Świdnica currently employs 150 people. According to the development plans, the workforce will grow by another 180 employees. The company wants to increase production and triple its sales, from 40 to 120 million zlotys. The new venture will consist of processing lines to produce ventilation ducts and glove compartments, mainly for Porsche and Volkswagen. The investment is scheduled to be completed by December 2016 at the latest.**

The Japanese corporation Nifco is one of the biggest suppliers of the automotive industry. The company was set up in 1967, in the period of quick growth in Japan. Nifco was the first firm to introduce plastics as an alternative to metals in the production of fasteners.

RONAL's investment in Wałbrzych

MILLION RIMS A YEAR

The third factory of the Swiss company RONAL GROUP, which is a leading manufacturer of alloy wheels, has been opened in the Wałbrzych Special Economic Zone. It is the company's third plant in Lower Silesia and second in Wałbrzych. The first two factories in Wałbrzych and Jelcz-Laskowice employ 1,200 people, and now another 480 jobs have been created.



RONAL's production lines are among the most modern in the industry, with certificates demonstrating the newest quality management systems and environment protection standards.



This fully-automated production line is one of the most modern in the industry," says **KRZYSZTOF BROSIG**, President of RONAL in Wałbrzych.

RONAL corporation was set up in 1969 and is one of the leaders in the production of alloy wheels, with production facilities in Italy, Germany, Spain and Portugal. About ten million drivers worldwide are currently on the road on RONAL wheels. Among the car-makers supplied by the Wałbrzych factory will be Fiat, Mercedes, BMW and Opel.

"Our customers include almost all the biggest vehicle manufacturers in the world," says President Brosig. "Two, maybe three car factories are supplied by different producers. Our regular customers are systematically increasing their



orders. Last year, the output of the production lines in all our three facilities was 5.4 million wheels. This year, this number is expected to reach seven million." The wheel rims are designed in Switzerland and Germany, in close cooperation with vehicle manufacturers.

SŁAWOMIR MAJMAN, President of the Polish Information and Foreign Investment Agency, does not conceal his satisfaction with the opening of the new production facility in the WSEZ. „It is a Swiss company, and there are not so many of them in Poland. Convincing them to invest in Lower Silesia took a lot of effort. It is important for us to rebuild the potential of the Polish



industry and to introduce state-of-the-art technologies; and this is the case here," Majman emphasises.

BARBARA KAŚNIKOWSKA, the President of the company that manages the zone, would gladly welcome RONAL's another investment. "It could be a tool factory, or an R&D center. We have excellent engineers, so there is potential for cooperation," she said. Krzysztof Brosig agrees that it is possible: "We keep in reserve a 10 ha plot in the WSEZ. If this new plant is successful, our boss will think about further expansion." ■

➔ **BARBARA SZELIGOWSKA**

The opening RONAL's second manufacturing facility in Wałbrzych was an opportunity to discuss its future development. In the photo from the left: **KRZYSZTOF BROSIG**, President of RONAL in Wałbrzych; **SŁAWOMIR MAJMAN**, President of the Polish Information and Foreign Investment Agency; **ROMAN SZEŁEMEJ**, Mayor of Wałbrzych; **BARBARA KAŚNIKOWSKA**, President of WSSE "INVEST-PARK"; **YVO SCHNARRENBARGER**, Supervisory Board member of RONAL Polska and CEO of RONAL Group; **JANUSZ DZIENIEWICZ**, Production Director at RONAL



■ The building costs of **RONAL's** third factory in the WSEZ reached **500 million zlotys**. So far, the company has invested **1,250 million zlotys** in Lower Silesia. As the company representatives reveal, the average salary in the firm is **4,760 zlotys**. According to a ranking of the biggest Polish exporters compiled by the "Polityka" weekly, RONAL comes **59th**.

Investment-reinvestment

NEW COMPANIES IN THE WSEZ

Two permits to conduct business activity in the Wałbrzych Special Economic Zone have been issued since December 2013.

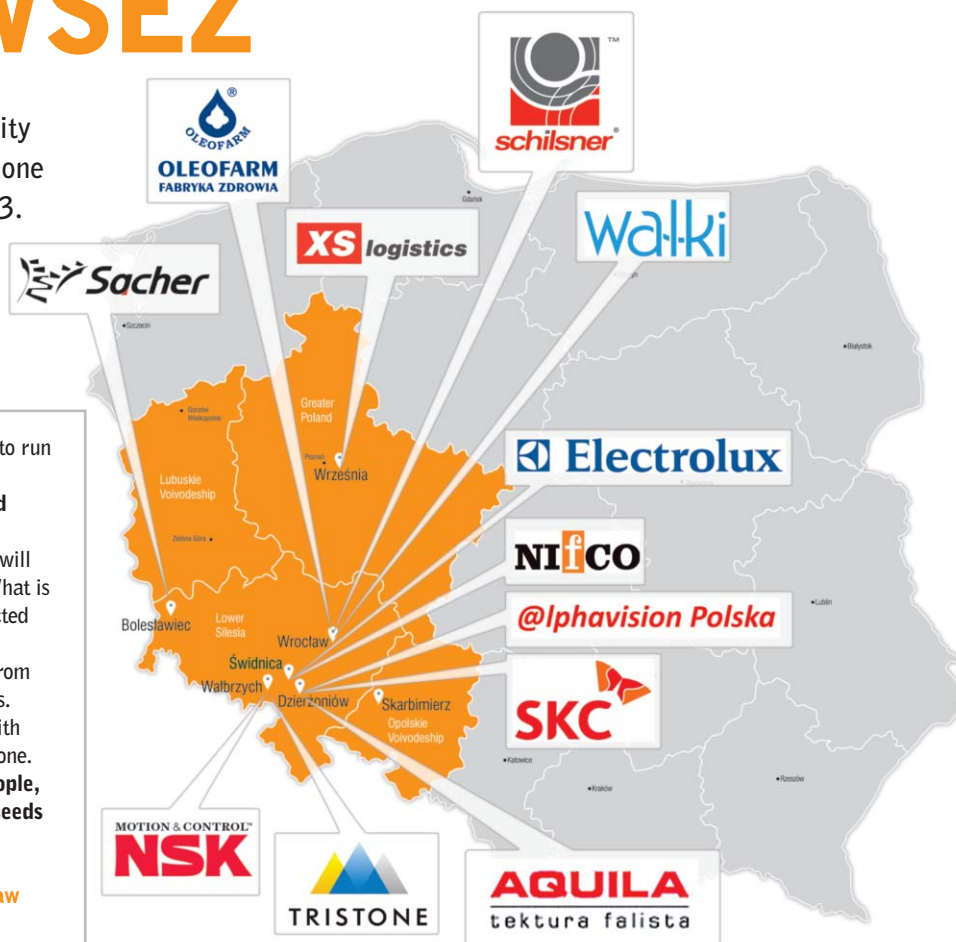
The new companies that have made the decision to invest in the WSEZ are **Schilsner Industry Group** and **AQUILA Brzeg**.

- **Schilsner Industry Group** received the permit to run business activity in Wrocław in January 2014. **The company will invest 20 million zlotys and create 70 jobs.** The investment will have been completed by the end of 2016. The new factory will produce edgebands for the furniture industry. What is important in the context of the problems connected with the biodegradability of plastics, the ABS edgebands produced in Wrocław will be made from environmentally safe, fully recyclable substances. Schilsner Industry Group is the 45th company with Polish capital that functions in the Wałbrzych zone. **These companies employ a total of 3,500 people, and their cumulative capital expenditure exceeds one billion zlotys.**

There are 12 companies which function in Wrocław and belong to the Wałbrzych SEZ, among them: **3M** (products for the automotive and pharmaceutical industries, glues), **Mondelez** (chocolate products), **IBM** (services connected with software and consultancy). **These companies have created over 7,000 jobs and invested almost 1.7 billion zlotys.**

- **Almost 70 million zlotys and jobs for 30 people** – these are the plans of a new investor in Skarbimierz. **AQUILA Brzeg**, which is part of the Belgian **VPK Packaging Group**, will build a corrugated boards factory. The investment is scheduled to be completed by 31 December 2015. The production facility will have an area of 15–17 thousand square meters, and it will be the group's third factory specializing exclusively in the production and sales of corrugated boards.

So far, four companies have invested in Skarbimierz: **Mondelez Polska Production** (chewing gums and chocolate products), **Keiper Polska** (car parts and accessories), **FPS Polska** (metal containers) and **Donaldson Polska** (production of industrial filters). **Their total investment amounts to 1.3 billion zlotys, and they employ almost 1,200 people.**



- Since November 2013, **ten new investors have decided to develop their production in the zone.** Most of the reinvestments concerned the expansion of the existing manufacturing facilities or the purchase of new machines. Below are the companies that have received new permits to conduct business activity in the Wałbrzych Special Economic Zone:
 - **ALPHAVISION** from **Dzierżonów** – optical sheets for LCD screens
 - **Electrolux** from **Świdnica** – household appliances
 - **NIFCO** from **Świdnica** – plastic elements for the automotive industry
 - **NSK Steering Systems** from **Wałbrzych** – steering columns
 - **Oleofarm Marek Chrzanowski Leszek Stanecki** from **Wrocław** – dietary supplements
 - **Tristone Flowtech** from **Wałbrzych** – rubber and plastic elements used in the automotive industry
 - **“SACHER”** from **Bolesławiec** – mechanical metal processing
 - **SKC EUROPE PU** from **Dzierżonów** – plastics
 - **Walki** from **Wrocław** – packaging materials
 - **XS** from **Września** – logistics services

News collected by **MONIKA KORZEWICZ**
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Automotive cluster in Wielkopolskie Province

ALMOST 3.4 BILLION ZLOTYS WILL BE INVESTED BY THE **VOLKSWAGEN CORPORATION**, RESULTING IN THE **CREATION OF MORE THAN 2,300 JOBS** in the "INVEST-PARK" Wałbrzych Special Economic Zone. Volkswagen's factory in Września (Wielkopolskie Province) will produce commercial vehicles.

THE LARGEST IN THE ZONE

You don't shoot the messenger who brings good news," joked **TOMASZ KAŁUŻNY**, Mayor of Września, visibly in a good mood. This "messenger" was **RALF KUHNERT**, who represented the Volkswagen corporation at a press conference during

which the company's decision was to be announced. He had arrived just half an hour before the conference, and it was not known until the very last moment where if at all, Volkswagen would invest. After preparations lasting more than a year, it was announced that the factory, employing at least 2,300 people, will be situated in the Wałbrzych Special Economic Zone in Wielkopolskie. "It is Volkswagen's largest project in its modern history," admitted **DR LEIF ÖSTLING**, member of the board of Volkswagen Commercial Vehicles.



VOLKSWAGEN LIKES WIELKOPOLSKA

The Volkswagen AG corporation was set up in 1937. Literally translated, its name means "car for the people". The first "Beetle" was produced in order to provide a cheap car for the German families. Volkswagen nowadays is synonymous with style and quality. The car maker is appreciated by customers, which is reflected in its sales results. In 2013 Volkswagen sold 9.5 million vehicles, which is the third best result in the world in terms of the number of cars sold.



INVESTMENT

The investment was officially announced on 18 March at a press conference in Volkswagen's plant in Poznań. From the left: MICHAEL KLEISS, President of the Board of Volkswagen Poznań sp. z o.o.; LEIF ÖSTLING, PhD, Member of the Board of Volkswagen SA, commercial vehicles field; JANUSZ PIECHOCIŃSKI, Deputy Prime Minister, Minister of Economy; JENS OCKSEN, Member of the Board responsible for production and logistics, Volkswagen Commercial Vehicles; WOJCIECH JANKOWIAK, Deputy Marshal of Wielkopolskie Province; TOMASZ KAŁUŻNY, Mayor of Września

Volkswagen opened its first agency in Poland in 1991, and the following year the Volkswagen Poznań company was created. Initially it assembled various car models, and later it began producing them as well. In 1999, a production line of diesel engines was opened in Polkowice, among others for VW commercial vehicles. The new factory in Września will be the second manufacturing facility of Volkswagen Commercial Vehicles in Poland.

INVESTMENT OF THE DECADE

Volkswagen's new plant will cost almost 3.4 billion zlotys. The total floor area of the production halls will cover around 300,000 square meters. Eighty-five thousand VW Crafter delivery vans will leave the production line each year. The Września plant will carry out work on the car body, spraying and assembling. The construction is scheduled to begin in the fall of 2014 and production will be launched in the last quarter of 2016.

"Volkswagen has yet again trusted Poles," emphasized **JANUSZ PIECHOCIŃSKI**, Minister of Economy. "Such a huge project will bring in new technology and international experience, which will open our country to global markets. It means that we are perceived as a reliable business partner. It is a clear signal for the entire automotive

industry that Poland is worth investing in," he added.

WRZEŚNIA BUSINESS ACTIVITY ZONE

Volkswagen's factory will not be the only plant in the area – a number of smaller facilities providing the necessary infrastructure will be created, too. The Września Business Activity Zone **WILL COVER 330 HA OF LAND, 220 of which WILL BE USED BY VOLKSWAGEN'S PRODUCTION FACILITY**, which will become the center of the automotive cluster. There will also be a retention basin, a parking lot for passenger and delivery vehicles, and a fire station.

A purpose-built training center will be created by the starost of the Września County and financed from the EU funds provided by the Marshal's Office of Wielkopolskie Province. The center will train skilled workers for the automotive industry. **ILONA ANTONISZYN-KLIK**, who is the initiator and keen supporter of the pilot program of creating dual vocational education in special economic zones, is particularly pleased about it: "It will be the first vocational education center co-created by the employers. Its graduates will have the skills and knowledge that are really in demand in the labor market." (We will write more about

the dual vocational education system in the June issue of "IPI" – editor's note.)

GOOD INVESTMENTS ZONE

There are already several plants functioning in the Wałbrzych Special Economic Zone in Września, including plants owned by Flex Films Europa, Gibowski, KRISPOL, and XS. The population of Września is less than 30 thousand people, and the unemployment rate reaches 16%. Volkswagen's new plant is bound to improve the situation. According to some forecasts, Volkswagen's investment will attract around twenty other investments connected with it. It means that a cluster will be created from scratch, first such situation since LG's investment. "This investment is great news, we have really been looking forward to it," said **MAŁGORZATA NOWACKA**, Deputy Director of County Employment Office in Września. "Jobs will be created even before the launch of the factory in 2016. Its construction will require skilled workers from our region," she added. **BARBARA KAŚNI-KOWSKA**, President of WSSE "INVEST-PARK", emphasised: "It is said that each job in the automotive industry generates four other jobs in associated industries. So I'd like to invite next companies – it is a good zone for automotive investments." ■

➡ **JACEK SERDECZNY**

Volkswagen hired a consultancy from Washington. Who conducted negotiations in Poland?

WORKAHOLICS

One of the most important foreign investments of this decade was the result of months of work of teams in several institutions. But in fact the lion's share of work was done by a handful of 13–15 people.

It all began a year and a half ago, when real estate brokers started looking for a big plot of land for an unknown investor. After that, it was all shrouded in mystery: rumors were flying concerning meetings “in one of the European capitals”, jokes were told about “an express” visiting different locations. Behind the scenes, grueling work was being carried out. The hesitant ones had to be convinced that the largest investment in the automotive industry of this decade should be located not in Turkey, Romania or India, but in Września. Mutually advantageous solutions had to be negotiated with the German investor. Equally complicated (and more stressful at times) was coming up with a coherent vision of what the Polish side wanted to achieve. Colliding interests had to be taken into account, disparate procedures needed to be unified, plans and intentions had to be coordinated, and even problems left over from the previous era (e.g. a mess in the land and mortgage register from the 1980s) had to be solved.

“EXPRESS PROJECT”

The town office, the county administrator's office, the marshal office, four ministries (of economy, agriculture, finance, and treasury) with dozens of their departments, the zone administrator (or, in fact, two administrators, since the investor considered different locations), government agencies (including the Polish Information and Foreign Investment Agency and the Agricultural Market Agency)... it is difficult to coordinate cooperation within one big office, and here everybody had to be included. **JANUSZ PIECHO- CIŃSKI**, Deputy Prime Minister and Minister of Economy, assumed the responsibility for strategic affairs that called for interdepartmental decisions. **ILONA ANTONISZYN- KLIK**, Deputy Minister of Economy, led the team in charge of the project codenamed “Express”. It was she who participated in all the talks and the three final one-week rounds of negotiations. She motivated the team and dictated the tempo. She would probably have paid the biggest price if the project had been unsuccessful. A dozen of hours after Volkswagen's decision to situate its € 800 million investment in Września had been announced, she was already surprised that anyone was still asking about these negotiations since she was busy with other projects, including the redirection of our exports from Russia to other markets, or the gas memorandum with the USA.

PERSONS AND PERSONALITIES

The people featured in this article have one thing in common: they are constantly at work. Their styles differ.

SŁAWOMIR MAJMAN, President of the Polish Information and Foreign Investment Agency, is quick to win hearts over with his showmanship while **BARBARA KAŚNIKOWSKA** of the WSEZ, seemingly quiet and detached, is a firm decision maker. **TERESA KORYCIŃSKA** of the Ministry of Economy tells the truth straight from the shoulder whereas Deputy Marshal **WOJCIECH JANKOWIAK** seems self-confident and amiable. Mayor **TOMASZ KAŁUŻNY** is direct and determined to reach his goals while Starost **DIONIZY JAŚNIEWICZ** is equally efficient but makes do with very few words. Each of them is different, but each of them is committed to work towards the common good. Their success goes beyond one factory, even as important as this one. They have managed to trigger new social and economic processes by providing fresh impetus to develop. They share the same idea of a modern and affluent Poland.



AND IDEALISTS

JANUSZ PIECHOCIŃSKI

Volkswagen's decision confirms that Poland is a perfect place to situate investments owing to our talented people, business-friendly environment and the commitment of both central and local authorities," Deputy Prime Minister and Minister of Economy Janusz Piechociński proudly announced. Not only was he personally involved in the coordination of interdepartmental action, but he also supervised almost each step of the negotiations.



ILONA ANTONISZYN-KLIK

Our readers know her for her column in "IPI" (pages 6–7 in the current issue) but few people are aware that she is a graduate of the European University Viadrina in Frankfurt and the Diplomatic Academy in Vienna who is fascinated by probability theory. Her PhD thesis, which she gave up for public service, was going to be on numerical lotteries. As she admitted, during the negotiations with Volkswagen the biggest challenge was to convince people that public aid benefits regional development and the entire Polish economy, not just individual companies or towns. She follows this overarching principle in the new public aid program for the next ten years (300 million), which is now being prepared.

SŁAWOMIR MAJMAN

You can read an interview with Sławomir Majman, President of the Polish Information and Foreign Investment Agency, on pages 10–11 of the current issue. He has been involved in promoting Poland abroad ever since he graduated from Moscow State Institute of International Relations, where he specialized in issues connected with Great Britain. His first job was with a foreign promotion and advertising agency, where he worked all the way from intern to director. Under his management, the Polish Information and Foreign Investment Agency has become an extremely efficient tool of building the image of Poland as an economically modern country.

→

→ **TERESA KORYCIŃSKA**

A chemist by education, after graduation she took up a position connected with processing materials for the production of glass and paper. She began work at the Ministry of Economy in 1993, when she dealt with the restructuring of the chemical industry. Most of her work since then has been connected with supporting FDI. As Deputy Director of the Support Instruments Department of the Ministry of Economy she coordinates all actions demanding big investments (including those in special economic zones, whose functioning is supervised by her). Her colleagues estimate that she has been involved in at least one thousand projects of big investments. She was one of the most experienced members of the team that negotiated with VW – before that, she had been involved in introducing Toyota's and LG's manufacturing facilities to Poland. Her son is an IT specialist. Ms. Korycińska is a great lover of dogs, cats, and the countryside in Masuria.



IWONA CHOJNOWSKA-HAPONIK

She is a specialist in Romance studies. She graduated from Warsaw University of Technology Business School, École des Hautes Etudes Commerciales (HEC), Polish-French European Postgraduate Doctoral Studies in economics at Warsaw School of Economics, Warsaw University, and the French universities in Marne-la-Vallée and Sergy-Pontoise.

She has worked at the Polish Information and Foreign Investment Agency since 1999, and since 2003 she has been in charge of the Foreign Investment Department. She specializes in public aid and European funds. She is often invited as an expert in public aid to training sessions and conferences in Poland and abroad, and she frequently presents her opinions in the media.

MAREK SZOSTAK

He is a legal advisor and Deputy Director of the Foreign Investment Department of the Polish Information and Foreign Investment Agency. He graduated in law from the John Paul II Catholic University of Lublin. He is an expert in public aid law and FDI. For more than five years he has been advisor to multinational firms.

He is interested in mountain biking and history.



DIONIZY JAŚNIEWICZ

He is Starost of Września County; he graduated from the Faculty of Law and Administration of the Adam Mickiewicz University in Poznań. He began his professional career working for the local and central administration. After a 10-year period of successful business activity, in 2002 he became local government member and since then he has held the position of starost. His priorities include development through investments, development of the local infrastructure and support to vocational education. In his opinion, one of his biggest achievements has been the new model of local education. This experience will prove invaluable during the creation of a vocational education school in cooperation with Volkswagen. His biggest passion is sailing.

MACIEJ WÓJCİK

He is a legal advisor who cooperates with legal offices as an expert in civil law and issues related to the economy and labor law. He has been working for the Wałbrzych Special Economic Zone since July 2011. His main area of responsibility is legal support during the process of attracting investors and providing services for them, as well as issues related to real estate transactions. He devotes his free time to fantasy books, history, collecting militaria and playing football.



MARTA KOKOSZKA

A graduate in International Relations and East European Studies of Warsaw University. She holds a PhD from the Collegium of Socio-economics of Warsaw School of Economics. She has worked at the Polish Information and Foreign Investment Agency since 2008, and currently she is the main specialist at the Production Section of the Foreign Investment Department. She supervises projects in the energetic, machinery and aviation industries; among others she was involved in Cargotec and Tognum's project in Starogard Szczeciński, Husquarna's in Mielec, and Heli-One's in Rzeszów. In her spare time she has two passions: travelling to the East and interior design.

BARBARA KAŚNIKOWSKA

Before she was appointed President of the WSEZ – the largest special economic zone in Poland, which took place in February 2013, she was Vice-President of the Polish Agency for Enterprise Development, where she initiated the creation of the National System of Services for SMEs, and was in charge of establishing a system of support for Polish enterprises from pre-accession funds (Phare) and, later, the structural funds. She also worked at the Polish Banks Association, where she prepared and launched the National Contact Point for the Competitiveness and Innovation Framework Program (CIP). As an expert of the European Commission, she was involved in programs stimulating entrepreneurship and regional development (Phare Partnership, Ecos-Ouverture). She has two sons. She is interested in coaching and NLP, has two cats and a dog.



WOJCIECH JANKOWIAK

He is Deputy Marshal of Wielkopolskie Province. He graduated in law from the Adam Mickiewicz University in Poznań and did a postgraduate course at the Main School of Planning and Statistics in Warsaw. During his professional career he was Deputy Mayor of Poznań, Deputy Voivode of Wielkopolskie Province, and Deputy President of the Board of Poznań Ławica Airport. He also worked at the Office of the Council of Ministers. He is Head of the Polish Delegation to the Congress of Local and Regional Authorities of the Council of Europe (CLARE); founding member and current President of the Board of the Stanisław Mikołajczyk Association; member of the Leading Council of the Polish People's Party. During the negotiations with VW, he was a firm and efficient representative of the interests of his province, emphasizing all the advantages of the region.



TOMASZ KAŁUŻNY

48-years-old, he been Mayor of Września since 2002. As an electronics engineer by education, he began his professional career in the 1990s working for a heating company in Września, and later for Pepsi and SCANVIR. When the German corporation announced its decision to choose Września, he ordered a huge cake in the shape of VW Crafter. When the excitement simmered down, he admitted that there had been several moments when he almost lost hope: "When we managed to patch up one hole, another one appeared." However, he kept his opinions to himself. What was clearly visible, though, was his effectiveness in solving subsequent problems. The necessity to answer several thousand detailed questions in writing was among the lesser ones.



PAULINA BURAKIEWICZ

She is a graduate of the Institute of Geological Sciences of Wrocław University. She has worked at the WSEZ since 2011, and she is mainly responsible for the acquisition of new lands by the zone. She is currently involved in several projects by companies wishing to begin their business activity in the zone. She is also an active member of two project teams at "INVEST-PARK", dealing with big investment projects and vocational education. Her hobbies are travelling, good literature and singing.



ADAM MAŁECKI

Having graduated from Poznań University of Economics and TU Bergakademie in Freiberg (Germany), he began his work at the Polish Information and Foreign Investment Agency in 2012. He now holds the position of Deputy Director of the Foreign Investment Department. Adam Małecki's main task at the Agency is supporting foreign investors from the secondary sector, in particular from the automotive and aviation industries. He has been involved in projects by companies such as Polaris, PGW Rhodia, Toyota-Boshoku, Johnson Controls, Nidec, and UPM Raflatac.

He spends his free time in an active way, travelling on his motorbike or in a kayak.

➡ Collected by **MONIKA KORZEWICZ**

BUSINESS AND MICROSCOPE

ANTLER CELLS, PRO-PEACE INITIATIVES AND EXPLOSION-PROOF SEATS

The **INHIBITOR THERAPIES CENTER**, a company connected with the **ADAM MICKIEWICZ UNIVERSITY IN**

"Our scientists designed the bodywork of an armored vehicle that can survive multiple explosions and special explosion-proof seats," explains Andrzej Charytoniuk.



MEDICAL INNOVATIONS

In January this year, ten fully-equipped nano- and biotechnology laboratories were opened at **WROCLAW RESEARCH CENTRE EIT+**. There will be sixty of them by year end. They will be conducting research connected with the production of materials for the construction, automotive, and pharmaceutical industries.

"As part of our cooperation with the Rzeszów-based company ML System, a team of our scientists from the Printed Electronics Laboratory led by **FILIP GRANEK** is working on new organic solar cells," explains **KLAUDIA PIĄTEK** from EIT+. Other projects include technological solutions connected with a targeted drug delivery system, or using nanoluminescences to mark materials as protection against forgery. Another project worth mentioning is connected with the creation of a device for non-invasive diagnosis of recurrent caries, which that develops under the filling. The device is designed by the NuMed company.

EIT+ also supports **PROFESSOR JAN SZOPA-SKÓRKOWSKI's** team, who are working on the analysis and production of different kinds of flax for medical and cosmetic purposes, including the production of innovative dressings. Such bandages or plasters can speed up the wound healing process, as well as disinfect wounds.

SCIENTISTS AND VINEYARDS

Entrepreneurs seeking scientists' support should also visit the **UNIVERSITY OF ZIELONA GÓRA**.

"Cooperation with industry is carried out by two groups of organizational units – the Science and Technology Park, and faculties that run research ordered by companies," says **ANDRZEJ PIECZYŃSKI, PHD**, the University's Deputy Rector for Development.

The Science and Technology Park comprises the "Technology for Human Health" Innovation Centre, whose equipment includes an atomic force microscope linked to Raman spectrometer and a particle size analyzer with dynamic light scattering; the Center for Information



Electron Microscopy Laboratory at EIT+. The Wrocław-based facility is equipped with NMR spectrometers, diffractometers, gas chromatographs, mass spectrometers, electron microscopes, and atomic force microscopes. This equipment can be used in both complicated research projects and simpler analytical tests, such as detecting harmful pesticides or heavy metals in a given sample.

Technology, which deals with e-learning, industrial processes and materials and microelectronics; the Centre for Green Building Policy and Energy; and the Electromagnetic Compatibility Laboratory, which cooperates with companies such as ADB, GE, Apator, Lumel, Relpol, and Swedwood.

It is also worth highlighting the potential of the Faculty of Electrical Engineering, Computer Science and Telecommunications, which carries out specialist analyses, for example for Swedwood Poland Zbąszynek or KEIPER Polska Świebódzin. The Faculty of Mechanical Engineering and the Faculty of Civil and Environmental Engineering are equally active in their cooperation with business.

"Many companies have their products tested at the Electromagnetic Compatibility Laboratory. The lab has recently been equipped with state-of-the-art energoelectronic devices, which will be used in analysing the properties of integrated energoelectronic systems in Smart Grid networks," explains Andrzej Pieczyński.

Entrepreneurs from Lubuskie Province can also count on the support of a specialist facility in Kalsk – **THE CENTER FOR AGRONOMIC INNOVATION AND IMPLEMENTATION**. The center is part of the State Higher Vocational School in Sulechów, and offers cooperation in finding solutions for agriculture, e.g. the production of planting material for ornamental plants or vine. The offer is also aimed at the food industry.

WROCLAW TECHNOLOGY PARK (WTP) has an offer tailored for smaller entities, in particular those that operate as part of WTP. These companies can carry out their own projects and ventures at the premises of WTP and use its laboratories (e.g. in the field of chemistry and biotechnology, mechanics, optics, photonics and metrology, mechanical working, electronics, spintronics, and mechatronics).

NETWORKING FOR SUCCESS

Links between business and science can also be formed by means of portals that facilitate the exchange of information among scientific and research facilities, companies, and the business-related environment. Although their activities are extremely varied, what matters is their very existence. Among them are **THE LOWER SILESIAN CENTER FOR KNOWLEDGE AND TECHNOLOGY TRANSFER** (www.dotwit.pl) and the national portal **BUSINESS AND SCIENCE** (biznesnauka.eu). ■

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The author is a journalist and editor. He has worked in many financial newspapers and magazines ("Gazeta Giełdy Parkiet", "Rzeczpospolita", "MBA Manager", "Businessman.pl", "Gazeta Prawna", "Inwestycje.pl").

MORE ABOUT SCIENTIFIC AND RESEARCH SERVICES FOR BUSINESS:

- Lubuski Industrial and Technology Park: info@lppt.pl
- Center for Agronomic Innovation and Implementation in Kalsk: iziir@pwsz.sulechow.pl
- The Science and Technology Park of the University of Zielona Góra: Kinga Włoch, MA: tel. 504 070 265, k.wloch@pnt.uz.zgora.pl
- Wrocław University of Technology: Katarzyna Kozłowska, PhD: katarzyna.kozlowska@pwr.edu.pl tel. +48 71 320 20 47, fax +48 71 328 32 45
- Poznań Science and Technology Park: ppnt@ppnt.poznan.pl
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- Wrocław Technology Park: wtp@technologypark.pl

**IT MUST BE
CHANGED!**

- According to the data of the Polish Agency for Enterprise Development, **Polish women are among the most enterprising ones in the EU**. In terms of the number of self-employed women we rank 7th, and in terms of women as employers – 4th.



HIRAO
Kinga
A JA

Kinga Hirao is HR Director at Sumika Ceramics Poland. At work she wears a company jacket, softened with a colorful scarf. She cheerfully admits that her life proves that human fate must be somehow predetermined.

She first visited Japan in the 1980s. She left the grey and dull Poland to study at Tokyo University. She intended to study chemistry but abandoned it for linguistics and sociology after a year-long crash course in Japanese. However, as her friends jokingly like to remind her, chemistry did not abandon her – after all, she works for a chemical corporation.

“The rub with the Japanese language lies in its dissimilarity to any European language,” director Hirao explains.

Learning a language means also learning a culture. What are the most important elements of the Japanese organizational culture, for example at Sumika?

“Taking responsibility for one’s work and for the work of one’s subordinates. Conscientiousness is also very important. What is frowned upon is blaming a failure on somebody else. Anyone wishing to work for a Japanese company must be an outgoing person, open to other values,” says Kinga Hirao. In her selection of employees, she follows clear principles: the successful can-

didates must have what it takes and do their work with their whole heart. She appreciates hard-working people who manage to strike a balance between professional career and private life.

As the project director, she basically built the Wrocław plant from scratch. “It was the third greenfield project I was responsible for.” Kinga Hirao takes pride in this venture. There was a long way from the purchase of land with an unfinished building in Bierutowska Street to making the plant fully operational. Before the production of Diesel particulate filters could begin, there had been talks, negotiations, recruitment of workers, and even designing the reception.

“I am now in charge of a department responsible for personnel administration, HR, environmental issues, cooperation with lawyers, and public relations,” she enumerates.

When asked if she has considered settling down in Wrocław, Kinga Hirao

A garden is a certain finished whole, but at the same time it influences its surroundings. It has its heart. If there is a stream, even a tiny one, it will inevitably go towards the center. A corporation is similar

- Out of **150 companies** that operate in the WSEZ, **only 14 have women** serving on the boards. Proportions on other managerial positions are only slightly better.

WROCLAW A CORPORATION IS LIKE JAPANESE GARDEN

answers: "I think it's time to put down roots. I like this city, the way it develops and how it understands cooperation with business. I like my work in the Wałbrzych Special Economic Zone, the people here are open and friendly to investors. And my son is a student at Wrocław University of Technology." Her daughter studies in her home city of Szczecin.

Every Thursday Kinga Hirao can be seen in the Dominican church in Wrocław where Christian meditation meetings take place. She also tries to visit the Benedictine monastery in Tyniec once a year because it helps her to maintain detachment from everyday problems. To keep her body fit she does yoga – as she admits, she doesn't like to get tired. She is keen on travelling. Her favorite place is the Rikugien garden, an enclave full of greenery and colorful birds right in the centre of Tokyo. "It's a magical place. I took to it as a student," she explains, and recommends a visit to a Japanese garden to all of those who wish to understand

the culture of Japan. For the Japanese, a garden is an allegory of life, both individual and social.

"A garden is a certain finished whole, but at the same time it influences its surroundings. It has its heart. If there is a stream, even a tiny one, it will inevitably go towards the center. A corporation is similar. Even if there are many centers, they must cooperate, their energy permeates each other. In our company we follow the open space system, so we must all learn to be open to other people and also to work in such a way that we don't make work difficult for others. After all, we all have the same aim: to make this organization profitable and efficient because in this way we are able to make a living." Kinga Hirao looks slightly disbelievingly at those who criticize corporations. In her opinion, each company is shaped by people, and it is up to them to create a friendly atmosphere at work. After all, we spend more than half of our lives there.

■ **IWONA KOSIK**
GENERAL MANAGER
DAICEL SAFETY SYSTEMS
EUROPE sp. z o.o.



Iwona Kosik graduated from Wrocław University and holds a degree in psychology. She spent many years in her professional career managing human resources. She worked as a business trainer, consultant, HR manager, and now she holds the position of General Manager at Daicel Safety Systems Europe sp. z o.o. (manufacturer of airbags inflators). She has been working for this Japanese corporation for eight years. She is also a professional development coach, mother of a rebellious teenage daughter, and owner of a cat and a chinchilla. For many years her greatest passion has been psychology – an area of knowledge that can never be fully understood. In her work as a manager, she always believes in people and their talents when forming and motivating teams. She helps people discover the solutions and supports them in their implementation. She considers the atmosphere in the workplace very important: "Fulfilling the tasks is stressful enough, and the best way to combat stress is by laughing." As she claims, she usually manages to follow this advice. At work she prefers suits to skirts and high heels. She collects hand-made jewelry and, as any woman, she is constantly on a diet.



Poznań is the historical multicultural capital of Wielkopolska. It is one of the most important Polish interchange, railway and airline hubs. The city is a thriving economic center, which embraces culture and understands the importance of science. It is home to the biggest and oldest exhibition center in Poland – Poznań International Fair. Tourists are attracted by the Old Market Square, which was delimited in 1253 and boasts a Renaissance town hall with the famous mechanized goats that butt heads each day at noon. A bugle call, one of the oldest of this kind in Poland, is sounded daily from the town hall tower.

PHOTO: FOTOLIA

WIELKOPOLSKA: SOLID LAND

The inhabitants of the historical region of Wielkopolska like to think of themselves as a resourceful, thrifty and down-to-earth people – especially when it comes to business. It is undoubtedly true since the economic success of the region is mostly due to companies with long family traditions.

Acertain legendary company from Poznań is the best example of the local approach to business. Its history will help to understand the mentality of the inhabitants of Wielkopolska, which puts emphasis on grass-roots initiatives rather than trying to dazzle visitors.

BAZAR POZNAŃSKI, which is the company in question, was founded in 1838 by Karol Marcinkowski. It is one of the very few Polish companies that can boast an uninterrupted existence of nearly two centuries. In 1990 the company managed to recover one of its buildings, which had been nationalized after the Second World War and converted into a hotel, a magnificent tenement house right in the center of

Poznań. Since then, the building has been undergoing renovation.

JĘDRZEJ TWARDOWSKI, President of Bazar Poznański, has grown used to mockery and tales of “the longest renovation in the world.” He is determined to follow his strategy of financing the renovations only with the company’s profits. Without credit and without risk. As a result, the hotel’s magnificence is gradually being restored. The economy of the region develops in exactly the same way.

Its basis is strong. Almost 10% of the Polish GDP is created in Wielkopolska. In nominal terms, it is about 130 billion zlotys. It would be enough to build three nuclear power plants or produce... 42,454 million beer bottles in one of the breweries belonging to Kompania Piwowarska, a major player in the Polish beer market.

BRIGHT FORECASTS

The employment structure in the region is very good. Almost 3.5 million people live in Wielkopolska; 15% is employed in agriculture, 52% in services and over 31% – in manufacturing. The unemployment rate of 10% is the lowest in Poland. Similarly, labor costs are among the lowest in the country.

“Wielkopolskie Province is one of the economically best-developed provinces of Poland. It is characterized by a high concentration of foreign capital invested in Poland and high investment outlays per capita,” states a report by the Polish Information and Foreign Investment Agency on regional investment





Śrem is a town on the Warta river with a population of about 30 thousand people. It has a diverse offer for the inhabitants, as well as tourists and business people. In a nutshell, it is a haven for investors.



PHOTO: A. AUGUSTYNIAK

The stone town hall is one of the attractions in the market square in Krotoszyn. The original building was erected in 1689 and in the 19th century it was given a Neo-Renaissance look. It currently houses the Town and Gmina Office and the registry office.



Leszno, which has about 64 thousand of citizens, is the capital of the former Leszczyński Province. The city is a fast-growing economic center, known for its speedway club Unia Leszno and an aviation aeroclub.



A cruise aboard the reconstructed St. Adalbert's boat "Calisia" along the river Proсна is one of the tourist attractions of Kalisz. Dressed up in old Slavic clothes, tourists can hear historical tales about Kalisz while travelling along the ancient Amber Road.



Racot is a village situated six kilometers from Kościan. Its beautiful stud farm attracts not only tourists but also horse breeders and all those who have a passion for horse riding. Each year a horse racing event is held here.

Kalisz

attractiveness. These findings are confirmed by numerous investments by companies such as **MAN, GLAXO SMITH KLINE, BRIDGESTONE, PHILIPS, IMPERIAL TOBACCO, NESTLE, VOLKSWAGEN, JERONIMO MARTINS** etc. The last of these companies owns **BIE-DRONKA**, the largest chain of no-frills supermarkets in Poland. The chain was set up by **MARIUSZ ŚWITALSKI**, a well-known businessman from Wielkopolska who had also created the **ŻABKA** chain of shops. In spite of his success, he prefers to stay in the background. His latest venture has been the chain of shopping centers **CZERWONA TOREBKA**. Wielkopolska is also home to many other commercial chains.

However, the biggest employer in the region is **VOLKSWAGEN**. Its factory in Poznań manufactures

the Caddy and Transporter models and employs about six thousand people. Poznań has in general attracted most of the investments made after 1990. The agglomeration acts as a magnet for foreign companies because it offers the opportunity to further develop. Its well-established universities provide skilled employees, and the proximity of the A2 motorway and railroads are also among the chief assets of the city and nearby counties. As a result, more and more companies are choosing to locate their facilities here. The most recent among them has been Amazon.

REGIONAL DEVELOPMENT

A big challenge for the region is striking the right equilibrium between the development of Poznań and the neighboring subregions. The authorities of the province are in favor of the region's balanced development. However, the official strategy of the

development of the region until 2020 does not provide any details.

Above-average growth of several sectors can be observed in Wielkopolska. The most prominent among them is business process outsourcing. In the last few years there have been more than a dozen of **BPO** investments, including **CARLSBERG**. The region, due to its favorable location, is also counting on logistics. For example, **RABEN** is based in Kórnik near Poznań.

Especially pleasing is the development of manufacturing. New factories are being built in Wielkopolska, and the existing ones are expanding their production capacities. It results in the creation of new jobs which will stay for more than just a few years. Each factory triggers the emergence of numerous contractors, suppliers and service providers. For that reason, the inhabitants of Wielkopolska are looking forward to building a new automotive plant in the region.

❖ **MATEUSZ PILARCZYK**

The author is a journalist of "Głos Wielkopolski", the largest newspaper in the region.

INVESTMENT PLOTS AVAILABLE IN WIELKOPOLSKIE PROVINCE

Września: 3.1 ha

LOOKING INTO THE FUTURE

Września is remembered for the protest of the Polish children against the Germanization of education in the early 20th century. A monument was erected to preserve their memory but the gmina is now building its success on different foundations. They include, first of all, a business-friendly atmosphere and special privileges for companies that invest in the Września subzone of the WSEZ.

- As the local authorities emphasize, Września is situated at the junction of important east-west and north-south traffic routes. **The A2 motorway runs nearby, as well as numerous train connections.**
- The City and Municipality Office lends substantial assistance to investors, and **business property tax levels are among the lowest in the country.**
- Entrepreneurs who invest in the special economic zone are eligible to considerable tax relief.
- The local authorities of Września have also passed a **public aid program to decrease labor**

costs. Companies that create new jobs by investing in the gmina are entitled to a **property tax exemption for a period of up to five years, depending on the number of the new jobs. If an investor employs two thousand people, this period can be extended to even seven years.**

- The City and Municipality Office has created a department dedicated to providing assistance to investors and acquiring EU funds.
- At present, there are eight companies in the Września subzone. They manufacture, among others, precision equipment, products for spray shops, and film for wrapping food.

Krotoszyn is home to nearly 30 thousand inhabitants, as well as many companies operating in diverse industries. It exemplifies how to develop land covered by a special economic zone – there are 50 ha and two dynamic companies: MAHLE and DINO.

PHOTO: M. PAWLIK

THE WAŁBRZYCH SPECIAL ECONOMIC ZONE IN WIELKOPOLSKIE PROVINCE

MAHLE

BASF
The Chemical Company

PAC
HOUSE-ASSEMBLY CENTRE 10'200

XS logistics

MTM
INDUSTRIES

FLEX

Kalisz: 9 ha

The second largest city in Wielkopolskie Province is an important center for the production of machines and engines for the aviation, textile, and food industries. It is part of the Kalisz-Ostrów Industrial Region.



The WSEZ offers plots located:

- 45 km from the A2 motorway
- 131 km from the A4 motorway
- 136 km from the International Airport in Wrocław
- 142 km from the International Airport in Poznań

Jarocin: 7.92 ha

Located at the intersection of three main trunk roads:

- **National Road No. 11**
Kołobrzeg – Piła
– Poznań – Kluczbork
– Bytom
- **National Road No. 12**
Łęknica – Leszno
– Kalisz – Radom
– Dorohusk and
- **National Road No. 15**
Ostróda – Toruń – Gniezno
– Trzebnica – Wrocław

It is an important railway hub (intersection of railroads from Lower and Upper Silesia to Szczecin and Gdańsk).

Leszno: 10 ha

- The city is situated between Poznań and Wrocław, the two largest agglomerations in western Poland, and lies at an equal distance of 300 km from three European capitals: Warsaw, Berlin and Prague.
- It is in relatively close proximity to the airports in Poznań (50-minute drive) and Wrocław (70-minute drive).

Rawicz: 7.5 ha

In the southern part of Wielkopolskie Province

- 77 km from the A4 motorway
- 181 km from the border crossing in Olszyna
- 175 km from the border crossing in Zgorzelec
- 73 km from the International Airport in Wrocław



THE WAŁBRZYCH SPECIAL ECONOMIC ZONE IN WIELKOPOLSKIE PROVINCE

- Sixteen companies have so far invested in the Wielkopolskie subzones of the WSEZ. They employ a total of nearly four thousand people. The biggest employers are BASF Polska sp. z o.o., Mahle Polska sp. z o.o., DINO Krotoszyn sp. z o.o., Recykl Organizacja Odzysku SA, TFP Grafika sp. z o.o.
- There are eight WSEZ subzones in Wielkopolskie Province: in Jarocin, Kalisz, Kościan, Krotoszyn, Leszno, Rawicz, Śrem, and Września. The total area of lands covered by the WSEZ is 182 ha, including 58 ha still available to investors.
- The procedures connected with covering new areas in Wielkopolskie by the WSEZ are under way. The Ministry of Economy is now analyzing an application concerning further grounds in Kościan, Gostyń, and Września. Among other potential locations are Książ Wielkopolski, Bojanowo, Dominowo, Środa Wielkopolska, Kołaczkowo, Łubowo, Pakosław, Dopiewo, Września, and Sulmierzyce.

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MODRA ŚREM

KRISPOL

REHAU
Unlimited Polymer Solutions

RECYKL
GRUPA SA

tfp
Grafika

Śrem: 19,9 ha

HAVEN FOR INVESTORS

Śrem promotes itself as a place "for me, for you, for everybody." Indeed, this town, with a population of 30 thousand people, has a diverse offer for both the inhabitants, as well as tourists and investors. The WSEZ subzone acts as a magnet for investors. There are currently seven companies on 35 ha of land, and further 20 ha are waiting for those interested.

- The special economic zone offers all the statutory benefits, but the gmina is also a generous host. **Śrem grants a five-year unconditional property tax exemption.** Although it impacts negatively on the town's coffers, it has proven to be a decisive factor influencing numerous investors' choice.
- It is not without significance that the gmina has been developing its infrastructure in a rational way. **Good roads, lighting and plumbing systems make everyday life easier.**
- In addition to the economic factors, the local administration, utilities providers and other institutions functioning in the business-related environment offer dynamic assistance to new investments. "Our overarching aim is sustainable development," the local au-

thorities often stress. Even projects that can potentially have a negative impact on the environment may be carried out provided they do not cause inconvenience to the local community.

- Śrem has a long tradition of cooperating with the heavy industry. Many inhabitants still remember the heyday of the cast-iron foundry that used to be the biggest employer in the area. The last two decades, however, have totally changed the map of the local economy. Among the newcomers have been upholstered furniture manufacturers, as well as companies from the chemical industry and materials recovery facilities. Nowadays the most desired investors are those operating in high-tech, environmentally-friendly industries that create attractive jobs, especially for women. ■

YOU CAN'T HAVE TOO

How to combine different sources of funding

EU subsidies and government grants, corporate income or property tax exemption, subsidizing the creation of new jobs – entrepreneurs have a wide array of preferences and allowances to choose from. They are free to use them and combine as they wish in order to optimize the investment project. However, there is one thing to remember: **the total amount of these aid funds must not exceed the maximum intensity of public aid.**

What does it mean in practice? For each region, the maximum level of subsidizing has been specified, depending on the size of the company (see the table specifying the percentage of regional investment aid for regions comprising the Wałbrzych Special Economic Zone). Although entrepreneurs can use several sources of funding for the same project, they cannot exceed this maximum level.

Let us analyze some examples.

➡ **ANNA ZIARKO**

The author has vast experience in advising entrepreneurs from Lower Silesia on applying for EU subsidies, and currently she is the investors' adviser in WSSE "INVEST-PARK". She will answer questions about public aid at a.ziarko@invest-park.com.pl

EXAMPLE 1

AN OPERATION WITH ELIGIBLE EXPENDITURE OF 5 MILLION ZLOTYS

Eligible expenditure on new investment	Maximum amount of state aid for medium-sized enterprises in Dolnośląskie Province	
5 million zlotys	2.5 million zlotys, including	
	CIT exemption	property tax exemption
	2 million zlotys	0.5 million zlotys

- A medium-sized enterprise from Dolnośląskie Province is entitled to corporate income tax (CIT) exemption arising from conducting business activity in a special economic zone.
- This exemption includes up to 50% of the incurred investment expenditure (purchase of land, building a factory, purchase of machines and equipment). Moreover, the gmina grants property tax exemption (as regional aid to investment) in the amount of 10% of eligible expenditure in order to encourage investment within its area. Let's assume an entrepreneur wants to use both these forms of aid.

Since the intensity of public aid to medium-sized enterprises in Dolnośląskie Province is 50%, if the enterprise uses the aid offered by the gmina, the maximum CIT exemption will be 40%.

- The situation will be identical if the property tax exemption is in the form of de minimis aid. According to the law, if regional investment aid is combined with de minimis aid with reference to the same eligible expenditure, the aid shall not exceed the maximum amount of investment aid intensity for that region. Moreover, in the case of de minimis aid it is important to remember that **it must not exceed 200,000 euros during a period of three years.**

GENERAL RULES OF COMBINING PUBLIC AID

- ✓ if two aid funds that are in the form of regional investment aid are combined, the total public aid intensity shall not exceed the maximum level of public

aid intensity in a given region

- ✓ if regional investment aid is combined with de minimis aid concerning the same eligible expenditure, the

total amount of aid shall not exceed the maximum level of public aid intensity in a given region

- ✓ if we combine two aid funds, one of which is regional

MUCH OF A GOOD THING

EXAMPLE 2

AN OPERATION WITH ELIGIBLE EXPENDITURE OF 20 MILLION ZLOTYS

Eligible expenditure on new investment	Maximum amount of public aid to medium-sized enterprises in Dolnośląskie Province	
	10 million zlotys, including	
20 million zlotys	CIT exemption	property tax exemption
	9 million zlotys	1 million zlotys

- A medium-sized enterprise from Dolnośląskie Province is carrying out an investment worth 20 million zlotys in the special economic zone. Eligible expenditure includes: the purchase of land, building a factory, the purchase of a processing line and patents.
- The maximum amount of CIT exemption is 50%, i.e. 10 million zlotys. Moreover, the enterprise has obtained a subsidy within a regional operational program to purchase one of the machines (the price of the machine: 2 million zlotys, amount of aid: 1 million zlotys).

In the end, CIT exemption will amount to 9 million zlotys to avoid exceeding the maximum level of public aid intensity.

EXAMPLE 3

AN OPERATION WITH ELIGIBLE EXPENDITURE OF 10 MILLION ZLOTYS

Eligible expenditure on new investment	Maximum amount of public aid to small enterprises in Dolnośląskie Province	
	6 million zlotys, including	
10 million zlotys	CIT exemption	property tax exemption
	5.6 million zlotys	0.4 million zlotys

- In the previous year, the enterprise received de minimis aid in the amount of 400,000 zlotys to participate in a trade fair abroad. Now it wants to apply for CIT exemption in connection with an investment project carried out in a special economic zone.
- As a small enterprise operating in Dolnośląskie Province, it is entitled to public aid in the amount of 60% of the total eligible expenditure on the operation, which was 10 million zlotys.
- At the same time, the company wants to use property tax exemption (de minimis aid) in the amount of 10% of the eligible expenditure.
- The aid granted to participate in a trade fair is not connected with the aid arising from the fact of functioning in a special economic zone because it concerns different eligible costs. However, property tax exemption is tightly connected with investment costs, and must not exceed 60% in total. The enterprise must also add up the de minimis aid it received to participate in the trade fair with the de minimis aid granted in the form of property tax exemption. Although they refer to different expenditure, the total amount of de minimis aid must not exceed 200,000 euros during the period of three years.

Since the enterprise received de minimis aid in the amount of 400,000 zlotys (100,000 euros) in the previous year, this year it is entitled to 400,000 zlotys (100,000 euros) of property tax exemption.

For clarity, 1 euro = 4 zł



investment aid while the other is aid for other purposes, the total public aid intensity shall not exceed the level which is more favorable to the enterprise

LEVEL OF REGIONAL INVESTMENT AID IN WSEZ PROVINCES

	Lubuskie and Opolskie Provinces	Dolnośląskie and Wielkopolskie Provinces
company size	until the end of June 2014	until the end of June 2014
large	50%	40%
medium	60%	50%
small and micro	70%	60%

GLOBAL BUSINESS CONFERENCE



▲ About 70% of the companies in the Wąbrzych Special Economic Zone have been set up with foreign capital. Thirteen of them are large corporations that have jointly invested over 8.5 billion zlotys, which resulted in the creation of nearly 14,500 jobs. **It was the influence of large multinationals on the regional social and economic life that was the subject of the conference "Global business – local benefits – we know how to do it."** Among the participants in the debate were managers of global companies, politicians, and local government members.

▲ During the "Global business – local benefits" conference, various aspects of the influence of global business on local markets were discussed by the representatives of three giants: Toyota, Electrolux and 3M. Toyota demonstrated how the development of a civil society can be fostered by supporting local social initiatives and charity projects. Electrolux, which cooperates with several dozen local contractors and suppliers, showed the impact of corporations on local and regional enterprise. 3M not only raises the quality of life of the users of its innovative products, but also spreads an innovative way of thinking by offering training to its employees. What these three corporations have in common is their high standards and methods of work that are copied all over the world. The photo shows the main speakers at the conference "Global business – local benefits – we know how to do it," from the left: **SEBASTIAN GULKA, Director of Electrolux's factory in Świdnica; CARL KLEMM, President of Toyota Motor Manufacturing Poland; CHRIS HOWITT, Technical Director at 3M Polska.**

ILONA ANTONISZYN-KLIK,
Deputy Minister of Economy



AMERICAN INVESTORS



▲ ▲ Nearly 4.5 billion zlotys of capital expenditure and 10,000 jobs – these are the effects of investment by firms with American capital that function in the Wąbrzych Special Economic Zone.

It was this group of entrepreneurs who was the participants of a meeting organized by "INVEST-PARK." During the meeting, the changes to public aid were presented and a discussion was held concerning the investors' expectations regarding "INVEST-PARK." The American entrepreneurs complained about the lack of official translation of the Polish law into English and the unclear rules of the labor code. "INVEST-PARK" promised to create a database of cases connected with the labor law that concerned the entrepreneurs operating in the WSEZ, and to organize training sessions with the representatives of the National Labor Inspectorate from different provinces. The meetings of entrepreneurs from the same countries are one of the ways of communication between "INVEST-PARK" and the investors. So far, two such meetings have been held – for the representatives of firms with Japan and American capital. A meeting for German investors operating in the WSEZ is planned next.



OF events

BUSINESS BREAKFASTS OF LOCAL GOVERNMENT MEMBERS

► Special economic zones have been demonstrated to stimulate the potential of the regions where they function. This would be hard to imagine, however, without the co-operation of the local governments. The Wałbrzych Special Economic Zone is present in 41 towns and cities in four provinces.

Economic success is possible only in those places where the local government members are consistently willing to cooperate and are open to the investors' needs. Easier to write than do? But we know how to do it! The Business Breakfasts of the local government members are organized every six months at INVEST-PARK and they provide an excellent opportunity to agree on future actions. Each new investment on lands covered by the zone proves that we can achieve a lot if we work together... and there are already more than 150 companies in the WSEZ.



THE MOUFLONS ACADEMY

► "More than a third of the 150 companies that operate in the Wałbrzych Special Economic Zone are small and medium-sized enterprises. This sector has so far invested around 1.5 billion zlotys and created almost 3,600 jobs," **TEODOR STĘPA**, Deputy President of WSEE "INVEST-PARK", emphasized during a meeting held as part of the "Mouflons Academy" event. The Academy is an initiative of "Nowe Wiadomości Wałbrzyskie", which is INVEST-PARK's partner in the organization of an economic competition for companies in Lower Silesia. The meeting was arranged on INVEST-PARK's premises and was aimed at MSEs.



TEODOR STĘPA, Deputy President of WSSE "INVEST-PARK"

NEW PERSPECTIVES

► About one billion zlotys have been invested by companies functioning in the WSEZ subzones in Wielkopolskie Province. The firms in Krotoszyn, Kalisz, Kościan, Śrem and Września employ almost 4,000 people. "New Perspectives" is an economic forum for companies in Wielkopolskie. During the meetings, issues such as new bills that impact on business, aid programs, and EU directives and regulations were discussed.

More than 200 local government members and entrepreneurs from the province participated in a meeting hosted by **TEODOR STĘPA**, Deputy President of WSSE "INVEST-PARK", who himself comes from Wielkopolskie. An interesting online opinion poll was conducted among the participants. Some conclusions encourage reflection. For example, almost all the local government members answered affirmatively to the question, "Do you support entrepreneurs in your everyday work?" However, the majority of entrepreneurs participating in the forum said "NO" when asked if they used the help offered by local officials. It is one of the aims of the forums organized by WSSE "INVEST-PARK" to work out a common position and clarify mutual expectations. The next forum will be held in March. It will be a chance to meet for entrepreneurs and local government members from Kłodzko.

PERMITS GRANTED



► Twenty-seven permits granted in 2013 will result in the creation of 1,000 jobs and capital expenditure of 860 million zlotys. During the ceremony in December, permits were given to 13 companies that will employ 340 workers. **AQUILA Brzeg** will invest 67 million zlotys to construct manufacturing facilities producing corrugated cardboards in Skarbimierz. The biggest number of jobs – 180 – will be created in the Świdnica subzone, where **Nifco Poland** is expanding its production.

"In 2013, we issued five permits more than in 2012, and capital expenditure exceeded the previous year's level by almost 220 million zlotys," said **BARBARA KAŚNIKOWSKA**, President of WSSE "INVEST-PARK". The photo shows **MAREK CHRZANOWSKI** and **LESZEK STANECKI**, Vice-Presidents of Oleofarm, receiving their third permit to conduct business activity in the WSEZ. Oleofarm is a Wrocław-based company that employs 120 people and produces edible oils and dietary supplements.



THE BOARD OF
DIRECTORS OF WSSE
"INVEST-PARK"

In charge of "INVEST-PARK"

THE ZONE'S STRATEGISTS

The special economic zone was established in 1997 on 255 ha of land in Wałbrzych, Dzierżoniów, Nowa Ruda and Kłodzko. Creating favorable conditions for running business activity was a way to attract investors.

After the closure of mines, creating new jobs was the biggest challenge for the region. During the first three years of the functioning of the zone, 24 companies received a permit to conduct business activity in the Wałbrzych zone. The WSEZ today has over 2,200 ha of land in 41 towns and cities in four provinces (Dolnośląskie, Opolskie, Wielkopolskie, Lubuskie).

As the WSEZ grew, the partners of the company that manages the zone changed. When this issue of the IPI is being prepared, talks are being held with the gminas of Kudowa and Opole about their purchase of shares. Although the management and supervisory boards of WSSE "INVEST-PARK" change, the aim is always the same: **TO STIMULATE THE ECONOMIC DEVELOPMENT OF POLAND, WHICH IS IMPOSSIBLE WITHOUT THE DEVELOPMENT OF ENTERPRISES.**



**BARBARA
KAŚNIKOWSKA**

**President of the Board of
WSSE "INVEST-PARK"**

She has held this position since February 2013. Before that, she was Department Director at the Lower Silesia Marshal's Office in charge of allocating and controlling 1.2 billion euro of European funds. She was responsible for public aid to small and medium enterprises as, among other functions, an expert of the European Commission, Deputy President of the Polish Agency for Enterprise Development, Director of the Polish Banks Association, and advisor to local governments in Bulgaria, Kosovo and Ukraine.



TEODOR STĘPA

**Deputy President
of the Board of WSSE
"INVEST-PARK"**

He graduated from the Faculty of Social Sciences of the Adam Mickiewicz University in Poznań. Before that he finished a secondary school of agriculture, and he worked in this field for a number of years. He is a former Starost of the Śrem County, still actively involved in the affairs of his home region, and a former Deputy President of the Wielkopolska Agency for Enterprise Development. In "INVEST-PARK" he is responsible for investments, among others for the inclusion of new land in the zone and developing the infrastructure. He is passionate about motorboating and hunting.

TOMASZ JAKACKI

Deputy President of the Board of WSSE "INVEST-PARK"

A graduate of the AGH University of Science and Technology in Cracow. As a specialist in technology industry, he served as Production Director and Chief Technology Engineer in Cersanit III (a company operating in the WSEZ in Wałbrzych).

Tomasz Jakacki was recommended as Member of the Board by the gmina of Wałbrzych, which is the second biggest shareholder of WSSE "INVEST-PARK" (the majority shareholder is the State Treasury). He is responsible for attracting and providing services to investors. In his spare time he sings in a choir and plays football.





State Treasury, which has the decisive number of votes

The management of the Wałbrzych Special Economic Zone has been entrusted to the Wałbrzych-based company WSSE "INVEST-PARK". Its shareholders are:

banks

Industrial Development Agency controlled by the government

gminas where the subzones are located; the largest shareholder among them is the **gmina of Wałbrzych**

SUPERVISORY BOARD OF WSSE "INVEST-PARK"



JAROSŁAW MĄKA

Chairman of the Supervisory Board. Having graduated from the Department of Transport Organization and Technology of Warsaw University of Technology, he went on to work on the railway, starting from the position of train dispatcher and finishing as Deputy CFO. He also graduated from the Department of Enterprise Economics of Szczecin University, and did post-graduate studies in administrative law. He has served as Department Director for 20 years, first in the Ministry of Economic Cooperation with Foreign Countries, and later in the Ministry of Economy. He has been Member of the Supervisory Board of WSSE "INVEST-PARK" for three years as a representative of the Minister of Economy.



MAREK PIÓRUN

He has been connected with Dzierżoniów since 1978, and since 2002 he has been the town's mayor. He has been board member of "INVEST-PARK" for ten years. He perceives the WSEZ as the economic flywheel of the local economy. As he likes to emphasise, when the Dzierżoniów subzone was established, the unemployment rate in the town reached 50% as the consequence of the bankruptcy of Diora and other textile industry companies. Now it stands at 11%. He adds that the Dzierżoniów subzone initially had 15 ha of land, which has now grown to 114 ha, home to 16 companies that employ two thousand people.



MARTA LORETZ

She is a representative of the gmina of Wałbrzych, the second largest shareholder of WSSE "INVEST-PARK". Finances, banking and accounting have no secrets from Marta Loretz – she graduated from Wrocław University of Economics and did post-graduate studies in economics. She began her professional career in PKO BP SA, and currently she works for the Provincial Fund for Environmental Protection and Water Management in Wrocław, where she is responsible for credit analysis of business entities. To give vent to work-related stress, she regularly plays tennis and squash.



ZBIGNIEW JURCZYK

Lecturer at WSB School of Banking in Wrocław and graduate of Wrocław University of Economics. He was recommended as "INVEST-PARK" board member by the Office of Competition and Consumer Protection (UOKiK) – he is the director of its Wrocław branch. The presence of a representative of the UOKiK on the board of the company that manages a special economic zone is a statutory requirement. Zbigniew Jurczyk perceives it as a big and interesting challenge.



MONIKA WYBRANIEC

She joined the Supervisory Board in February 2014. She graduated from the Faculty of Civil Engineering of Wrocław University of Technology, and she is a certified property manager. She has lived in Wałbrzych for 30 years. She ran her own business for over ten years and then she was councillor of the county self-government in charge of investments and property management. She is also president of the board of a private company.



The holiday center of the Wałbrzych Special Economic Zone
"INVEST-PARK" in Pobierowo is the perfect place
for active holidays, for families and companies, all year round



RELAX IN POBIEROWO!

The center lies among lush forests, 350 m
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The 4- and 6-person houses
include:

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- ☀ fully-equipped kitchen
- ☀ bathroom
- ☀ electric heating
- ☀ security alarms
- ☀ TV, radio, iron,
beach equipment, grill



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