

# INVESTING in POLAND 2011



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# INVESTING in POLAND 2011

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**E Blake Berry,**  
Editor-in-Chief

## DEAR READER,

When *Warsaw Business Journal* published its first edition of *Investing in Poland*, the world was still reeling under the effects of the economic crisis. It was a difficult time for entrepreneurs everywhere. Bleak macroeconomic data appeared relentlessly, week after week, and stock market gains were fleeting.

To some, publishing an investment guide in this environment might have seemed a quixotic endeavor. After all, what good is such a resource at a time when companies everywhere are scaling

back investments, cutting costs and slashing employment?

Our feeling was that it was *precisely* the right time. Poland was – and is – an exceptional investment destination with steadily improving standards of governance, although it has been underappreciated by investors. Meanwhile, the economic slowdown presented a range of opportunities for the canny entrepreneur.

Underappreciation is no longer a problem. The news that the Polish economy achieved positive economic growth in 2009, a unique feat among EU member states, earned the nation and its government a great deal of respect.

Indeed, even amidst the uncertainty of that year, foreign direct investment fell by just 16 percent y/y. That was a strong performance, especially when compared to other countries of the region. FDI to the Czech Republic dropped by more than half, for example, and in Hungary the drop was just over the halfway mark.

Now the talk in most of Europe is of a slow, steady recovery. Poland isn't expected to lead the pack this time, but it should be among the frontrunners.

The country's economic fundamentals remain sound. Public debt is a legitimate cause for concern, but the government appears to be fighting this with the means at its disposal, including the privatization of state-owned firms. Here too are opportunities – while most of the largest companies have now been sold, many attractive SMEs have yet to join the private sphere.

It is in this reinvigorated economic environment that we proudly present *Investing in Poland 2011*. With this year's edition we have taken a two-fold approach to improving upon our previous effort. Firstly, we have refined the content of our inaugural edition, bettering our coverage of voivodships, special economic zones and industrial and technology parks.

We have also greatly expanded the scope of *IiP*. The 2011 edition includes information about the essentials of the Polish economy, a look at how to start a business as well as some of the incentives available, and an overview of the tax system and regulations concerning auditing and accounting.

Another addition is a series of insightful articles on Poland's often perplexing legal system. There is also information detailing attractive office space, EU fund consultancies, business organizations, embassies and various government organizations with which the average investor may come in contact at some point. Finally, a glossary has been added, explaining some of the words and phrases commonly used within the Polish business milieu.

*Investing in Poland 2011* is a compass for investors, serving to demystify the process of launching a new investment and offering insight into how to keep that investment healthy in the long term. And with the economy regaining momentum and new infrastructure investments breaking down old logistical barriers, now is a great time to find profit in Poland. ♦



## POLAND: A GREAT COUNTRY FOR AMERICAN INVESTORS

**Roman Rewald**  
Chairman, American Chamber of Commerce in Poland (AmCham)

The excellent economic relations between Poland and the US are well illustrated in a report from the American Chamber of Commerce in Poland and KPMG, titled "20 years of American

investment in Poland."

Within the last 20 years American companies have invested over \$20 billion in Poland and currently employ over 180,000 people. Almost all American investors positively assess their investment in Poland and almost 70 percent of American companies plan to increase the level of their investment in Poland in the coming years.

American investors appreciate Poland as one of the largest markets in the European Union and as a platform to reach consumers across Europe. They often emphasize Poland's great location in the heart of Europe and its large and excellent, well-educated, and eager-for-success labor force.

Today we can see a new chapter in the US-Poland economic and political relationship that involves the energy sector, especially in the area of potential shale gas production in Poland and the construction of Polish nuclear-power generating facilities. These initiatives could render Poland to be energy self-sufficient, which would have an enormous economic benefit for the country and appears to be in the best interest of the United States.





## IT'S TIME FOR POLAND

**Martin Oxley**

**Chief Executive Officer, British Polish Chamber of Commerce (BPCC)**

In the two decades since Poland wrested itself free of communism, the country has moved fast to catch up with Western Europe. A global economic crisis hasn't taken the wind out of Poland's sails. It merely slowed down GDP growth to (a still respectable) 1.8 percent in 2009 while the other 26 members of the EU foundered in recession.

Poland is on a long-term convergence path with Western Europe and will be so for years to come. Its people are striving to eliminate that gap. Well-educated, hard working and younger than the peoples of Western Europe, Poles' motivation is admired by their employers here and in the UK. This will be the main driver for economic growth over the coming decade.

Poland's economic star continues to rise; sound fundamen-

tals, political stability and long-term growth prospects are good news for investors. Poland has a geographically diverse economy and a robust consumer market. Polish banks, said to be overly cautious when times were good, are now praised for their conservative approach.

Investors are noticing it too. Last year was tough for foreign direct investment, yet Poland saw inbound FDI dip only slightly, and 2010 will be a bumper one for new investment. With news of Poland's solid economic performance percolating into the consciousness of global business development directors, fund managers and investment bankers, we expect new interest in Poland as an FDI destination.

Poland offers a balance between low business risk and the high business opportunities associated with emerging markets like Brazil, Russia and Indonesia.



## FRENCH CAPITAL AND THE POLISH ECONOMY, GROWING TOGETHER

**Monika Constant**

**General Director, French Chamber of Industry and Commerce in Poland (CCIFP)**

Poland has experienced the unflagging interest of French investors for many years. The cumulative value of French investment in Poland amounts to around €12.5 billion, which distinctly

illustrates the country's strong engagement in the development of the Polish economy.

The investment climate and overall economic situation in Poland are getting ever better, thanks to which French capital and experience can also develop "along the Vistula," as the Polish saying goes.

The authorities' revitalization of infrastructure amounts to a significant enticement for foreign investors to get interested in the Polish market. We're paying great attention to projects involving the development of transport, telecommunications and energy infrastructure. Indeed, in these sectors French firms

can offer many solutions and new technologies. European Union funds earmarked for the development of infrastructure also constitute important incentives for companies desiring to develop in Poland.

It is important to note, however, that it's not just big projects that draw foreign capital. The CCIFP is running a series of activities supporting French SMEs which are interested in entering the Polish market. We provide them with basic information about the economy, help them find partners and organize trade missions. These activities as well as the good overall condition of the Polish economy are helping to increase inflows of foreign investment to Poland.

We are aware that in many sectors there remains much to do in order to bring down existing barriers to investment. But Poland is still an attractive place to invest foreign capital and a country with a stable, continually developing economy.



## POLAND – A WORLD OF OPPORTUNITIES

**Peter Tæro Nielsen**

**Chairman, Scandinavian-Polish Chamber of Commerce (SPCC)**

In the countries to the southwest, west and north of Poland, authorities and industry organizations are facing an increasing problem: the younger gen-

erations lack ambition for themselves, which leads to a lower degree in education, career and entrepreneurship. Increasing individualism reinforces this development.

In Poland, the equivalent generations have themselves tasted hard times – financially as well as politically – or at least their parents have. Furthermore, Poles traditionally think relatively more about the common good and less about their individual interests.

This has created a completely different attitude. Ambitions are motivating people to work hard and to become better educated, so the overall trend is the opposite of that seen in Western countries.

These trends are beneficial for Poland, enabling it not only to stay competitive but also to increase its competitiveness in production, entrepreneurship and innovation. Indeed, investors from abroad should benefit from these trends.

I wish you and your business all the best and welcome you to the exciting business world of Poland.



## JUST THREE WORDS: INVEST IN POLAND!

**Lars Bosse**

**CEO, German Polish Chamber of Industry and Commerce (AHK Poland)**

According to the Bundesbank, Germany's monetary authority, almost €1.6 billion poured in as investments from Germany to Poland in 2009. This amount marks an increase of almost six

percent over the previous year. Taking into account the German economy's struggle during the crisis year, and an almost global "take-no-risk" attitude among investors and entrepreneurs, this figure becomes a strong statement of commitment towards investment in Poland.

Combined German investment in Poland is worth more than €20 billion and includes approximately 6,000 companies. According to the annual economic-survey carried out among members of the German Polish Chamber of Industry and Commerce, almost nine out of 10 are convinced establishing

a business in Poland was the right decision. When asked about deciding factors, the majority mentioned Poland's EU membership, skills and the commitment of the Polish workforce as well as the quality and presence of local suppliers.

Where Poland could and definitely should improve is its administration and bureaucracy. Public infrastructure is also a field where much remains to be done. However there is already a visible leap forward largely due to the requirements of the upcoming Euro 2012 soccer championship.

Managing the economic crisis as well as it has, Poland gained a very favorable reputation among investors. Now it is up to the government to "cash in" on this success to further develop and sustain Poland's growth and profitability for business and investors.



## POLAND NUMBER 1 IN EASTERN EUROPE

**Eric Drok**

**Chairman, Netherlands-Polish Chamber of Commerce (NPCC)**

Poland was the second most important euro zone export market after China in 2009, growing 1.8 percent in 2009 and likely to grow above three percent in 2010. Poland has a young, albeit rapidly

aging working population and limited private debt, raising hopes for a rapid development in the next 10 years.

Poland has earned some success in developing an equity-markets culture as it has moved from its former state-run communist model. The Warsaw Stock Exchange was established in 1991 and the value of its assets as of end of June 2010 totaled zł.193.2 billion, compared with zł.3.5 billion in February 1999, with equities now making up zł.62.9 billion, or a 32.5 percent

share of the total. Pension funds own 32 percent of equities in free float on the WSE.

Many foreign investors are active on the Polish stock exchange, mainly because Poland is the largest and most liquid market in this part of Europe. In addition, some companies' local markets are too small and therefore they wish to expand onto larger markets, including Poland's.

The marketability of the Polish market has attracted many large Dutch companies over the years and, moreover, they are successful. One can say that some of them have been here for so long that they are not treated as foreign capital anymore. Just like ING, companies such as Heineken, Shell and Philips have recognizable brands in this country and are appreciated by Poles.



## GOOD PROGNOSSES FOR THE POLISH ECONOMY

According to data published by the National Bank of Poland, FDI inflow to Poland between January and June 2010 exceeded €6.3 billion and was 78 percent higher than in the same period of 2009.

Due to positive trends observed in the Polish economy, attributable mainly to GDP growth, falling inflation, diminishing unemployment and the country's investment incentive system, FDI inflow in 2010 is forecast to exceed the previous year's volume of investment inflow. According to the National Bank of Poland, 2009 FDI totaled €8.38 billion.

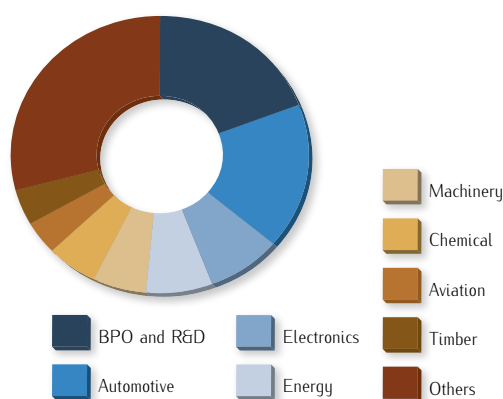
### The shifting focus of FDI

The first half of 2010 saw the Polish Information and Foreign Investment Agency (PAIiZ) successfully complete negotiations in nearly 30 new investment projects jointly worth €377 million. That was three times more than in the same period of 2009. In the coming years these projects are to generate over 6,000 workplaces.

An increase in the share of specialized job positions for highly qualified employees in the R&D branch caused by the inflow of high-technology investment projects has also been observed. Furthermore, the success of BPO firms and Poland's vast pool of highly skilled labor has resulted in a growing investor interest in the knowledge process outsourcing (KPO) sector. KPO involves higher-end analytics and analysis, providing organizations with strategic and tactical decision-making tools. According to estimates from industry researcher Evalueserve, the global KPO market is expected to grow at 45 percent annually and will top \$17 billion in 2010.

In Poland, the most prominent developments will appear in the following areas: data search and analysis; market research, financial research & analysis; healthcare & life science research; and engineering and design. So far Poland has been able to attract KPO centers from companies such as Irevna and McKinsey (both located in Wrocław), but over the next few years the country can expect many new entrants into the KPO sector because the barriers to entry are very low. Factors usually influencing investors' decisions regarding the location of KPO investments include: the availability of

PAIiZ investment projects by sector, as of August 2010



qualified labor, political stability, infrastructure, telecommunications and technological support, as well as the alleviation of intellectual property and data concerns. Poland offers all of these.

Although the 2008-2009 crisis has continued to influence investment structure, the number of new projects in capital intensive and production-oriented sectors has fallen and given way to initiatives in the services sector. The trend is plainly evident in Europe. Poland, following Ireland, has become a major BPO investment destination on the continent. For the first time since 2003, BPO projects in the field of sales, marketing and business services constitute the most numerous group of new investment projects worldwide. For Poland what counts most is the fact that enterprises are now paying attention to the level of business risk.

Among the most important BPO and IT projects located in Poland in the first half of 2010 are projects realized by Sony Pictures Entertainment, HP, Samsung, Nokia Siemens Networks and ABN Amro.

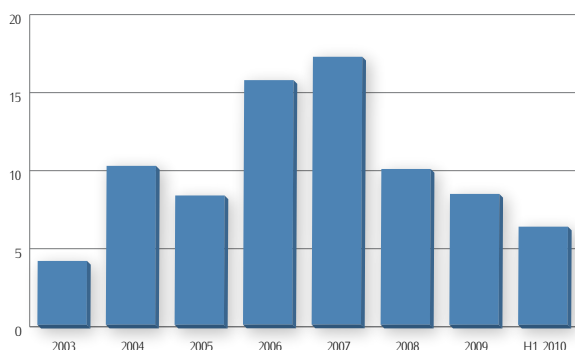
The share of production investments has visibly diminished in favor of those from the highly specialized services and R&D sectors; yet production still retains the dominant position (70 percent of all projects in H1 2010). The biggest

production projects have been initiated by investors such as Sea-invest, ISD Energia, Husqvarna and an investment managed by Chinese firm Nucotech involving the assembly of technologically advanced scanners with röntgen lamps used to X-ray moving vehicles.

PALiZ has also observed a decline of the average value of individual investments: investors are undertaking fewer greenfield projects, seeking short-term investment opportunities instead.

As of mid-2010, PALiZ was providing support to 124 investment projects, jointly worth over €4.791 billion, which were expected to generate over 29,500 workplaces. This portfolio of projects shows that the proportion of highly advanced projects is on the rise, largely due to projects involving BPO and R&D investments.

FDI inflow to Poland in € billions, 2003 to June 2010



The majority of foreign investment projects supported by PALiZ in Poland has come from European Union countries – the UK, Germany, Sweden, Denmark, France. From non-EU countries, the leading investment partners are the US, China and South Korea.

## Perceptions of Poland

The crisis has visibly revised opinions about the economic potential of countries worldwide. Paradoxically, during the difficult period of the global economic slowdown, Poland became even more attractive because the country has continued to provide something which has been in short supply lately – economic stability.

The European Commission (EC) forecasts Poland as the fastest-growing country in the European Union in 2010; the country should also hold a respectably high growth position in 2011. In its GDP growth forecasts for Poland for 2010 and

2011 – 2.7 and 3.3 percent, respectively – the EC emphasized the unique condition of the Polish economy in the global context of the year 2009. This was mainly attributed to its stable banking system, relatively lower share of international trade in the country's GDP structure, positive changes in the labor market and the country's overall economic policy.

Even higher GDP growth has been forecast for Poland by analysts from the Center for Social and Economic Research (CASE), who expect GDP in 2010 as a whole to be 3.5 percent higher than in the previous year.

Economic stability and these optimistic forecasts serve not only to boost FDI inflow to the country, but have also positively influenced the way Poland has been perceived worldwide. One recent study which confirms this is the 2010 "World Competitiveness Yearbook," published by Swiss business school IMD. The publication measures competitiveness in the international context of 58 countries on the basis of 327 economic, political and social indexes. In comparison to the previous year, Poland's overall assessment improved and the country rose 12 positions, from 44<sup>th</sup> to 32<sup>nd</sup>. That was no mean feat, especially when compared to the situation of other countries from the region.

According to the ranking, the size of the domestic market is seen as the country's greatest advantage. Other positively assessed elements include opportunities in the field of trade, the labor market and the Polish education system. Furthermore, progress made in spheres of key importance for the Polish economy – academic infrastructure, technological infrastructure and the productivity of Polish employees – was widely appreciated.

Moreover, in 2010 Poland retained its top position in the ranking of the most attractive investment destination in the CEE region, a fact confirmed by the fifth edition of a survey conducted by the German Polish Chamber of Industry and Commerce. The majority of those who took part in the survey were satisfied with their decision to start business activity in Poland. Eighty-six percent of those surveyed would not hesitate to start economic activity in Poland again. Meanwhile, Poland ranked fifth in terms of job creation in Ernst & Young's "2010 European Attractiveness Survey," with 7,491 jobs generated by FDI projects in 2009.

All of these positive assessments and forecasts for Poland indicate that the country's greatest asset during the global crisis, stability, will continue to define its economic reality for the foreseeable future. ♦

**Text provided by:**  
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# HOTSPOT FOR INNOVATION



WHERE: POLAND | NOWY SĄCZ

WHEN: SEPTEMBER 2012

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# AN INTRODUCTION TO INVESTING IN POLAND

authored by Adam Żolnowski,  
Inward Investment, Advisory,  
PricewaterhouseCoopers

**I**t is our pleasure to present you with vital information regarding conditions for investment in Poland, currently one of the most highly favored investment destinations in Europe.

European Union accession has brought Poland more stability, greater market access and an unprecedented level of financial assistance for development. When combined with its young and well-educated society, fast economic growth and strong investment incentives, a solid platform for an attractive location for investment has been created. Today almost 21,000 companies with foreign participation are successfully doing business in Poland and abroad. Most often investors are using their Polish bases to engage in commerce throughout Europe and the rest of the world.

The purpose of this chapter of *Investing in Poland 2011* is to introduce potential investors to the most important aspects of doing business in Poland. The material has been developed by PricewaterhouseCoopers's team of inward investment specialists, who have drawn on their extensive knowledge and experience of the critical issues faced by first time investors in Poland. This chapter represents an overview of the laws, regulations and practices governing business in Poland. We sincerely hope that you find it useful and please do not hesitate to contact us with questions or feedback.

Please accept our best wishes for every success in your future investment activities.

## Fundamentals

- Considerations for investors in the view of PricewaterhouseCoopers experts:

In times of economic uncertainty and overriding need to cut costs, when innovation is a must and new global challenges are knocking at our doors, investors are looking for low-risk and high-profit locations. Poland should definitely be considered one of them:

## EU membership

The largest benefit of EU entry has been opening Poland to a wider range of business opportunities. The huge European market has been fully opened to Polish products, while at the same time investors have started moving into the country. An upgrade of the legal and regulatory system, required for entry, also helped to enhance the image of the country, not only in Europe but all over the world.

## EU development funds

In the period to 2006, Poland received significant amounts of EU funds for both development of the country's infrastructure and promotion of investments by the private sector. Nevertheless it needs to be stressed that an even larger amount of money is available for Poland from EU development funds under the EU's 2007-2013 financial plan, where over €67 billion has been allocated. As of mid-2010, approximately 40 percent of this allocation had been distributed. As the country's early years in the European Union showed, these funds have proven instrumental in solving the problem of outdated infrastructure and in many cases can be a significant incentive for the location of an investment in Poland.

## Poland was the only EU country to resist the global economic crisis

As a result of good economic decisions, EU membership and a bit of luck, Poland was perfectly positioned to face the global crisis and pass through both the financial storm and the deep worldwide recession in astonishingly good shape, achieving positive economic growth in 2009.

One of the key factors in this success was the high flexibility of the Polish economy. Employers and employees were able to reach compromises which resulted in cuts in labor costs rather than in increased unemployment. Companies were able to adjust their operations in a way that allowed them to increase the profitability of the enterprise sector in 2009, despite low sales dynamics. Meanwhile banks, even though they suffered a fall in



profitability, were able to avoid losses and any need for public assistance. Poland's exceptional performance during the global financial crisis proved the flexibility, high competitiveness and overall strength of the economy.

### Good competitive position

Poland is located in the heart of Europe, close to the economic center of the continent.

On the one hand, producers have unlimited access to the whole European market; on the other the costs of skilled labor represent a fraction of Western European levels. Therefore the country has continuously attracted a lot of investor interest and capital, and still enjoys a good competitive position and high attractiveness as a production site. During the pre-crisis boom the combination of the aforementioned factors led to huge FDI inflows (€18 billion in 2007 alone). Investment fell during the global economic slowdown but shifts in activity also probably took place: multinational companies cut more output in Western Europe than in Poland. As a result, after an initial drop, by autumn 2009 the industrial output of Poland was already topping pre-crisis levels.

### Domestic market

The Polish market is as large as the rest of the Central European countries together. When comparing Poland to other countries of the region which might enjoy the same cost advantages, Poland distinguishes itself through its significantly bigger domestic market. Consequently Poland is less dependent on exports than, for instance, the Czech, Hungarian or Slovak economies.

The major slowdown recorded in 2009 is likely to be only temporary. With its high level of competitiveness, strong economic fundamentals and high flexibility, Poland will be perfectly able to benefit from the global recovery over the next few years. Despite many problems that may still appear, the Polish economy is set to grow at a high rate.

## Poland: General and economic data

Poland is classified by the World Bank as an "high-income economy." That makes Poland one of the biggest economies in the EU according to the International Monetary Fund.

Moreover, Poland is experiencing a period of self-sustaining economic growth, with its economy the only one in the EU to have resisted the global economic slowdown of 2009. Polish GDP growth in 2010 is forecast to amount to over three percent, fueled mainly by exports and investment. The National Bank of Poland estimates that GDP in 2011 will stand at 4.6 percent.

### International trade

The majority of Polish foreign trade is linked to the markets of EU member states.

A population of 38 million people offers a great opportunity for industrial and service expansion for investors. Moreover,

### MAIN EXPORTS MARKETS IN 2009

| COUNTRY     | € MILLIONS | IN % |
|-------------|------------|------|
| Germany     | 25,685.7   | 26.1 |
| France      | 6,826.2    | 6.9  |
| Italy       | 6,740.6    | 6.9  |
| UK          | 6,300.1    | 6.4  |
| Czech Rep   | 5,745.4    | 5.8  |
| Netherlands | 4,175.0    | 4.2  |
| Russia      | 3,595.5    | 3.7  |
| Hungary     | 2,654.8    | 2.7  |
| Sweden      | 2,636.4    | 2.7  |
| Spain       | 2,577.6    | 2.6  |

SOURCE: CENTRAL STATISTICAL OFFICE

### MAIN IMPORT MARKETS IN 2009

| COUNTRY     | € MILLIONS | IN % |
|-------------|------------|------|
| Germany     | 24,053.2   | 22.4 |
| China       | 9,983.3    | 9.3  |
| Russia      | 9,205.8    | 8.5  |
| Italy       | 7,336.8    | 6.8  |
| France      | 4,956.0    | 4.6  |
| Netherlands | 3,904.2    | 3.6  |
| Czech Rep   | 3,882.3    | 3.6  |
| South Korea | 3,228.7    | 3.0  |
| UK          | 3,177.5    | 3.0  |
| US          | 2,495.5    | 2.3  |

SOURCE: CENTRAL STATISTICAL OFFICE

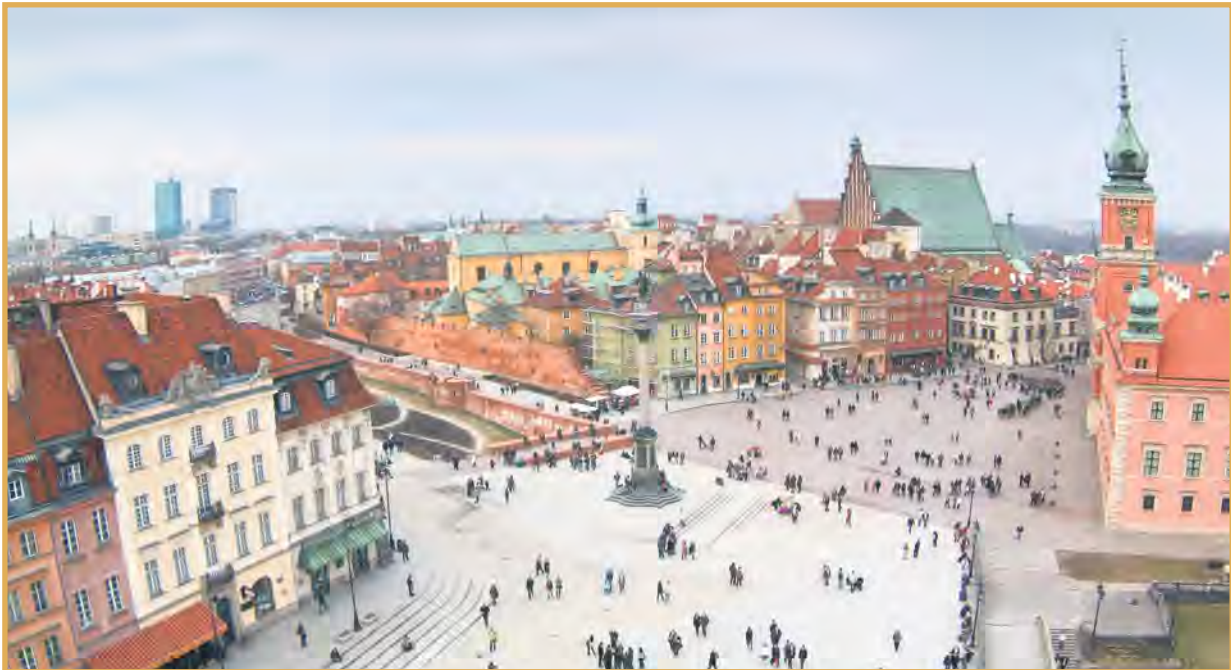
the variety of natural resources and neighborhood of countries also rich in resources also create a favorable situation.

### Government system

- Poland is a republic. The government of the Republic of Poland is based on the separation and balance of powers between legislative, executive and judicial branches. Legislative power is vested in the Sejm and the Senate, executive power is vested in the President of the Republic of Poland and the Council of Ministers, and judicial power is vested in the courts and tribunals.
- The Polish public administrative system is based on the division into central and regional (local government) administrations. According to a cardinal principle included in the Constitution, local authorities are elected by citizens. The structure of Polish local government consists of: 2,478 municipalities, 379 counties and 16 voivodships.

### Legal system

- The sources of universally binding law in the Republic of Poland are: the Constitution, statutes, ratified international agreements and regulations.



- In 1997, a new Constitution was adopted. It contains important guarantees for business, namely that the Republic of Poland assures the freedom of economic activity.
- The courts and tribunals constitute a separate power and are independent of other branches of government. Judges are appointed for an indefinite period by the President of the Republic and are not removable by the executive branch. Court proceedings have at least two stages.

#### Living conditions

- One of the biggest challenges facing Poland is the poor condition of its road infrastructure. However, this situation is changing with the support of EU funds and preparations for the Euro 2012 soccer championship.
- The average income in Poland is much lower than in the average EU country, so many goods, and especially services, have considerably lower prices than in Western Europe.

#### Currency

- Poland's official currency is the złoty /zwoty/ (zł. or PLN), which is divided into 100 groszy /groshi/.
- Over the years, the złoty has become a strong currency. The inflation rate is currently below three percent. The National Bank of Poland, the country's central bank, has full independence granted by the Constitution. The NBP currently implements a monetary policy of direct inflation targeting, with a target of 2.5 percent +/- one percentage point.
- Like all new EU members, Poland agreed to replace the złoty with the euro once the country is able to meet all of the necessary criteria. Prior to the economic crisis, the government

wanted to join the euro area in 2012. This target has since been abandoned, with 2015 or later now considered more realistic.

- At the end of January 2010, the average National Bank of Poland USD/PLN exchange rate amounted to zł2.9083 and the EUR/PLN was zł4.0616.

#### The environment for inward investment to Poland

In the light of PricewaterhouseCoopers's experience with new investors, accession to the EU has always been a strong base for investment confidence in Poland and nowadays this confidence is maintained by remarkable economic performance during the global crisis

According to a number of rankings, Poland is continuously one of the most attractive foreign direct investment locations in Europe. Stability, greater market access, fewer trade and investment barriers, market liberalization and deregulation – these are key factors in such assessments.

The European Growth and Jobs Monitor 2009 provided by the Lisbon Council ranks Poland for the second time in a row in second position after Finland as well on target to meeting its Lisbon goals according to the criteria laid out in this study. Poland performed well due to its strong scores on the economic growth mainly and productivity sub-indicators.

#### Successful sectors

The government of Poland has selectively targeted certain areas of industry, in particular those which produce and manufacture value-added products or services. These also offer the best growth potential and the best prospects for the sustainable development of Poland.



The targeted sectors are:

- internationally traded services, including financial services, call centers, shared services centers, information technology centers,
- electronics,
- the automotive sector,
- biotechnology,
- research and development,
- aviation.

The world's top companies are present in Poland in all of these sectors. The offshoring sector is growing at a high rate, as market expectations and different services provided by PwC in response to demand show. R&D-related activities are popular as well, a sign that Poland's human capital is being discovered and appreciated by international business. In these sectors companies are engaged in a range of activities, such as services in accounting, finance, logistics, network and software research, engineering systems and automation, pharmaceuticals and computer science in R&D.

#### Current state of BPO/SSC in Poland

According to PwC's observations of shared service centers, the leveraging of outsourcing has become an increasingly popular strategy for businesses seeking to reduce costs further, transform internal processes and improve the quality of service. Outsourcing to an offshore location – or offshoring, as it is commonly known – is essentially the offshoring of a business function to a third-party supplier, or the establishment of a captive facility to provide services internally (shared service center).

Poland is a regional market leader in BPO/SSC. Over the last five years, the country has become a leading destination for offshoring services, with over 200 companies choosing Poland as their strategic location for the provision of BPO / SSC services. As a result, around 40,000 people are currently employed in this relatively new industry.

#### Sources of inward investment to Poland

In Poland we have approximately 21,000 companies with foreign capital involvement.

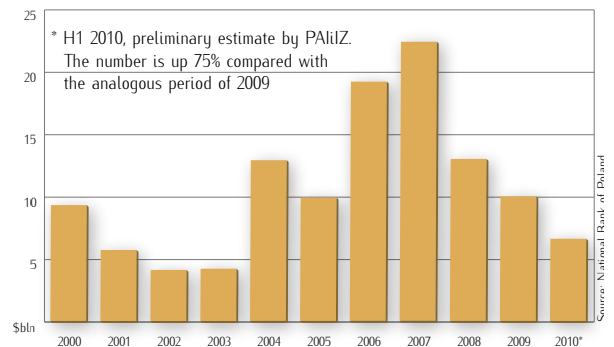
Below we enumerate some of these companies by the countries of origin:

| COUNTRY         | NUMBER OF COMPANIES |
|-----------------|---------------------|
| Germany         | 5,835               |
| The Netherlands | 2,330               |
| France          | 1,210               |
| Italy           | 1,118               |
| United Kingdom  | 1,107               |
| Luxembourg      | 836                 |
| United States   | 761                 |

Source: Central Statistical Office, 2009

The flow of FDI to Poland:

FDI inflow in \$ billions



## Labor market in Poland

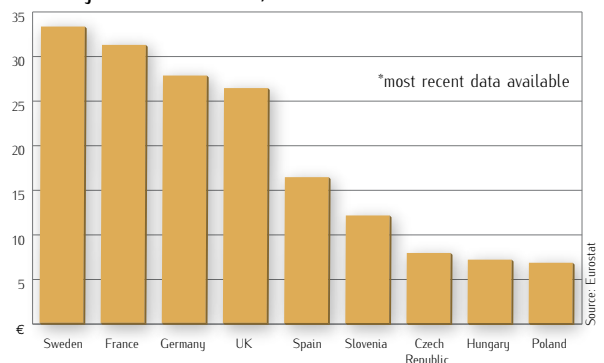
Prepared by Małgorzata Kolaska Wnęk,  
HR Services, PricewaterhouseCoopers

A range of data gathered by PwC HR experts indicates that Poland is a very attractive place to locate labor-intensive investments, due to relatively low labor costs and a highly qualified labor force.

#### Hourly labor costs in €

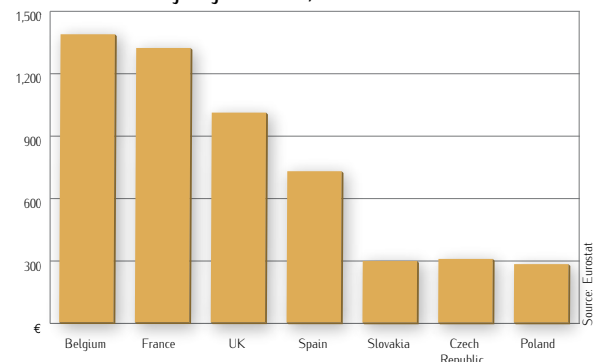
Labor costs in Poland are among the most competitive (inexpensive) in the EU, as can be seen in the graph below:

Hourly labor cost in 2007\*, in €



The statutory minimum wage in Poland in comparison to other countries can be seen in the graph below:

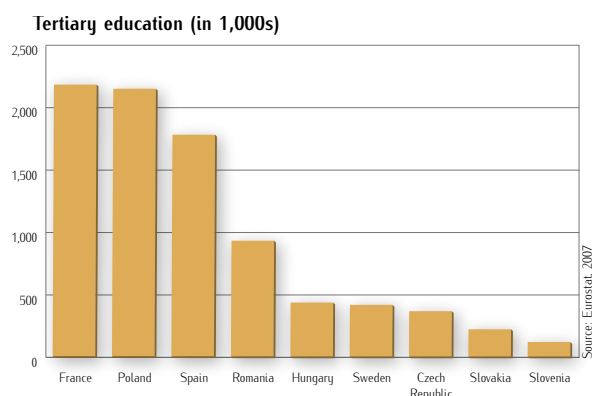
Minimum monthly wages in 2009, in €



#### Labor force qualification

Investors who have already decided to settle in Poland agree

that the most impressive feature of the Polish market is the number of young, highly qualified workers available. These conclusions are self-evident in the light of the following data:



### Working conditions

Working conditions include various factors existing in the working environment, which include the environment in

which the employee works, comfort, safety and work time. Working conditions in Poland have been improving systematically since the mid-1990s. Many Poles declare that their place of work offers good conditions, which in their opinion include: the atmosphere, financial support and standard of the working facilities.

However, compared with other countries of the European Union, more workplace risks are recorded in Poland.

## Unemployment

At the end of June 2010, the number of unemployed registered at labor offices was 1,843,900 (including 941,800 women), of which 42.5 percent were people living in rural areas. At the same time, the unemployment rate was equal to 11.6 percent of the labor force.

The high tax wedge is frequently seen as one of the main reasons for the relatively high unemployment rate. This high taxation results from the need to pay contributions to the Social Insurance Institution in order to finance the pension system and social expenditures. ♦



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[illegible]

# POLISH LAW – INSIGHT FOR INVESTORS



**Judith Gliniecki**  
**Partner,**  
**Wierzbowski**  
**Eversheds**

Continued economic growth, a new president hailing from a pro-business political party and infrastructure improvements everywhere – 2011 is shaping up to be a good year for doing business in Poland. Even lawyers in Poland are becoming

cautiously optimistic as transactions, including mergers and acquisitions, are happening more frequently. Whether the economy is good or bad, however, one of the keys to a successful investment in Poland remains the same: good planning.

Beyond the business plan, financing arrangements and market research, you need to consider the legal aspects of your planned investment. For a merger or acquisition, in many cases, these should not come as a surprise. There are a few issues, however, that can create frustration if you don't do your homework.

## Bureaucracy

When I'm representing a client on a merger or acquisition transaction, one of my first pieces of advice is to review the transaction time-line. Bureaucracy and formalistic requirements for documents will likely slow down your transaction.

Various attempts have been made to reduce the bureaucratic burden on doing business in Poland, with mixed results. Although loudly-trumpeted in 2009, the creation of a "one-window" procedure for registering a corporation proved to be a pyrrhic victory. Within weeks, it became clear that the new



procedures potentially took longer than before.

Another classic stalling point is the required forms of documentation. A typical M&A transaction will involve numerous ancillary documents, such as corporate registry excerpts (company's house) for shareholders, powers of attorney and motions to registry courts. Not only will there need to be original signatures on hard-copy documents, but some of these documents may require additional formalities, such as signatures witnessed by a notary public and apostilles.

### Permits and consents

In a merger and acquisition transaction, the two most commonly required consents are competition clearance and real estate permits.

Unless the Polish target company has annual revenues of under €10 million in Poland, you need to analyze whether a merger clearance by the EU or Polish competition authorities is required. If so, the Polish Office of Competition and Consumer Protection has three months after a complete application has been filed to give an answer. Fortunately, the Office can work faster. On a recent matter, we received an answer in just over a week, which allowed the transaction to move forward on the client's original time-line.

Ownership of real estate by the target company can also create difficulties if the buyer is not based in the European Economic Area. In this case, the buyer may need to obtain a permit from the Minister of Interior and Administration to buy the shares of the target company. It typically takes at least three months to obtain this permit.

### Taxes

If not properly planned, taxes can give you a headache. When structuring the transaction, it is important to determine the type and amount of transaction taxes and whether it is possible to protect the purchaser from any of the target's past-due tax liabilities.

If you are lucky, your transaction will be subject to VAT, which you will subsequently deduct. In many cases, however, the purchaser will need to pay a transaction tax of 0.5, one or two percent. Is it possible to mitigate these taxes? Yes, but that would usually require tax engineering, which only makes sense for larger transactions.

With respect to historical taxes, it is always good to obtain a tax certificate from the Polish tax office. With confirmation about the seller's outstanding tax liabilities, you can work to limit or even eliminate your responsibility for them.

As a final comment, you may see a Polish seller using unusual structures to optimize its taxes, such as exiting from the investment via Cyprus- or Luxembourg-based vehicles. Should you be worried about this? No, if they were properly implemented, they should not represent additional risk for you. You should review whether it makes sense to retain these structures after the acquisition. If not, your business model for the newly acquired company should straight away assume some reorganization costs.

Poland can be a great place to invest. As with many endeavors, however, a little planning can go a long way to ensuring good results. ♦



## SEZS – EL DORADO FOR ENTREPRENEURS?

For over 16 years, special economic zones (SEZs) have enticed international companies to invest in Poland. As usual, savings play the main role. Depending on the location, you may get up to a 50 percent reduction on income tax and/or a 50 percent reimbursement of employment costs for two years.

Moreover, you can establish a zone almost anywhere these days. It's not unheard of for a company in a zone to have offices on the 4<sup>th</sup> floor of a building in the mid-

dle of town, for example.

While SEZs are still an attractive way of investing, there are downsides. First, they are set to expire in 2020. Second, you must reach the agreed-upon level of investment and employment. This limits your flexibility in difficult times. If you do not fulfill your obligations, you may lose the exemptions and be forced pay the costs you avoided in the first place.

**Daniel Grodziński**



### Contact:

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## PUBLIC TENDERS AND SPVS



**Michal Drozdowicz**  
Senior Associate,  
Wierzbowski  
Eversheds

With the stadiums and other facilities being built for the 2012 European soccer championship, as well as nationwide road work and numerous urban infrastructure projects, Poland should put up a “Caution: Entering Construction Zone” sign at its borders. While sports fans are rightly focused on 2012, business can take a longer-term perspective. Many significant infrastructure projects are scheduled to commence even after 2012.

Amendments to the public procurement law (PPL) in 2009 gave an important new option to business in structuring bids for public contracts. Traditionally, various companies with the diverse expertise needed for a complex infrastructure project would form a consortium for a bid on a public tender. With the new amendments to the PPL, those same companies could

now create a special purpose vehicle (SPV), a corporation with the sole purpose of doing the work if it wins the contract. Is it really worth making the effort use an SPV to participate in a public tender?

### Consortium constrictions

While a consortium is only an alliance of separate companies, they can bear the consequences of each other’s actions if something goes wrong in a contract awarded under the PPL rules. If a company’s improper performance of a public contract harms a public entity (as affirmed by a final court decision), that company is automatically excluded from tenders in Poland for three years. Moreover, all consortium members are also excluded, as they bear joint and several liability. It’s one for all and all for one – in a three-year ban, in this case.

The exclusion is not just a challenge for future contracts, but a problem written with a capital “P” for any other ongoing projects. A public entity’s lawyers are unlikely to ignore this argument if disputes arise in other projects. Can you avoid this risk?

### SPV advantages

An SPV solves the problem of joint and several liability. When an SPV participates in a tender, it would be liable for any mistakes. The owners of the SPV are protected by a corporate veil from both joint and several liability and, more importantly, the three-year ban. This could be a useful tool especially in high-profile tenders, where huge risks and amounts are at stake.

The question remains, however, whether a newly formed SPV can legitimate itself as having the necessary knowledge and experience to win a tender. It involves some paperwork, but it is

### EMPLOYMENT CONTRACTS

Every new investor should have a thorough discussion on employment contracting rules in Poland. Once you know the rules, they are not hard to follow, but failure to learn them can cause unnecessary problems for your company.

Employment contracts must be in writing and in Polish. You can choose a contract for a trial period, definite term, specific task or indefinite period.

It must contain certain elements, such as type and place of work, salary and commencement date. Basic information on vacation days, termination notice period, date of salary payment, working hours, reporting of absences and night-time work must follow. You do not have to describe these provisions in detail, however, because they are regulated by the Labor Code.

You may add provisions that are not regulated by the Labor Code but are potentially important to your business, such as restrictive covenants, confidentiality and performance bonuses.

**Ewa Łachowska-Brol**

### ALWAYS WATCH THE LOCAL LAW

Although Poland has been a member of the European Union since 2004, you still need to review whether there are any differences between EU and local laws.

The pharmaceutical market is a good example. Under EU law a generic to a drug may not be registered under certain circumstances, including the consent of the first marketing authorization holder to use the pre-clinical and clinical trials results (before the expiry of data exclusivity). In the EU, the mechanism of “informed consent” does not apply to generics. Apparently, however, this would be possible in Poland. Based on the literal wording of Polish law, informed consent refers to generics, too.

Poland should have harmonized its law on this issue by October 30, 2005. While a new amendment to the Polish Pharmaceutical Law is being prepared, it appears that this dissonance will continue to exist.

**Renata Patoka**

possible to provide an SPV with the qualifications it needs to make a credible bid.

### SPV implementation

The amendments to the PPL allow a bidder to rely on the capabilities of other entities, with one condition. The bidder must prove that it will have those resources at its disposal. You may supply any evidence you want, but the PPL specifies one document: a written obligation to provide access to resources.

Four things about this document are worth remembering. First, it's your document; the public entity does not need to take part in formulating it. Second, it doesn't have to be governed by Polish law. Feel free to negotiate and sign the contract under any preferred law. Third, the obligation has to be valid and effective. This mainly means that the document must be duly signed by authorized persons. Fourth and finally, tailor the document to

the tender requirements. Here, the principle is that the more details the contracting authority reveals about the terms and conditions of the public contract, the more detailed the obligation should be. Sometimes, especially in unrestricted tenders, the obligation will need to be a valid contract. Other times, for example in a restricted procedure, it may suffice if the obligation is less specific and conditional.

### Summary

Especially in complicated and high-value tenders, it is worth considering an SPV as an alternative to a consortium. In addition to flexibility in creating the document to evidence the obligation to provide access to resources, the shareholders have flexibility in other important areas. For example, they can structure the decision-making process in an SPV to reflect their engagement in a project. Most importantly, though, the SPV forms a shield against joint and several liability and exclusion from further public contracts. ♦



## IPO PRIVATIZATION



**Dr Marek Czarny**  
Partner,  
Wierzbowski  
Eversheds

Regardless of whether it's due to the need to plug budgetary holes or the belief in a return to a better economic climate, the Polish State Treasury has finally embarked upon the privatization of many of the state's remaining enterprises. The plans

for 2010 and 2011 are ambitious and involve many "household name" Polish companies.

Particularly noteworthy for this round of privatizations is the Treasury's decision to sell its shares in some of the largest of these companies through initial public offerings (IPOs) on the Warsaw Stock Exchange (WSE). As a testament to the strength of the WSE, the Treasury is also planning an IPO for the sale of its shares in the company that runs the WSE, Giełda Papierów Wartościowych (GPW), in November 2010. With this official endorsement, investors seeking to raise financing should also consider the WSE. Fortunately, the procedures and requirements for an IPO on the WSE should come as no surprise.

### Analysis needed

The initial work in preparing for an IPO on the WSE involves a large dose of self-analysis. A company needs to be ready to respond to detailed questions about itself, its current and historical financial standings, and its plans for the future. For this, it must prepare extensive analyses on various aspects of its operations. Among other things, the company needs

## AFFECTED BY THE CRISIS? BANKRUPTCY IN POLAND

Whether or not the economic crisis affected your company, it's good to know your options.

Polish bankruptcy law allows you to initiate a reorganization procedure if your company's debt does not exceed 10 percent of the firm's book value and your company is not more than three months late in payments.

If matters are worse, you will have to go for bankruptcy. Here again, you have two options: winding up your busi-

ness and liquidating assets or seeking a settlement with creditors, in an attempt to save your company.

If you are a board member of a Polish company, you should pay particular attention to the tight time limits to make court filings. Once grounds for bankruptcy exist, you have only two weeks to file. Otherwise, you may face personal liability.

**Dominika Manglus**



to conduct financial and legal due diligence and a thorough audit. It will also need to prepare mid- and long-term business plans and forecasts. Moreover, the company must take a stance on its worth, by preparing one or more valuations.

Along with the analyses, the company will need to take internal corporate preparatory action. First, the company must have the right corporate form. It must be a joint-stock company (*spółka akcyjna*) for its stock to be eligible for admission to public trading. If not, it must be converted into a joint-stock company. Second, the shareholders of the company must consent to the plan to seek a public listing of stock. Finally, some internal organizational changes may be necessary to satisfy listing requirements.

## Prospectus

The preparatory analyses provide a basis for preparing the most important document in an IPO, the prospectus. This is supposed to contain all information that a potential investor would require to make a decision on whether to buy shares. It has a dual role as both a marketing document to entice potential investors, but also as a warning sheet about the company's weaknesses and the risks in making an investment in its stock.

To use the GPW IPO as an example, it is likely that the prospectus will be made available to potential investors in September 2010. From the investors' perspective, the liquidity of the shares (apart from the price) is important. Shares with low liquidity carry higher risk, as they can be more difficult to sell. Prospec-

tive investors should, therefore, read the prospectus carefully and watch for any warning signals. Any restrictions on the sale of shares after the IPO is closed would need to be described in the legal sections of the prospectus and in the Statute (Charter) of the GPW, which will be an exhibit to the prospectus.

The prospectus must be approved by Poland's market regulator, the Financial Supervision Authority (KNF). The KNF reviews whether the prospectus meets all regulatory requirements on the information that a company is supposed to provide about itself.

In all, a company considering a listing on the WSE should plan on at least six months of hard work by its management, advisors, and lawyers.

## No conundrum

Although an interesting case, the IPO privatization of GPW is in line with recent global trends. Other exchange owners and operators, such as NYSE Euronext or Deutsche Bourse A.G., have become private companies that are listed on their own exchanges.

More importantly, the listing of GPW shares on the exchange that it operates does not create a conundrum under Polish financial markets rules. The WSE is a visible component of the financial markets in Poland, but it is only a part. As with any other company, the GPW must adhere to all normal procedures for a public offering of stock before its stock may be offered to the investors and then listed on the WSE. ♦



## CLASS ACTION – NEW TO POLAND

Class-action lawsuits, well-known in more developed economies (like the US and Germany), have finally appeared in Poland. How do they work here?

A class action may be filed by at least 10 persons whose claim is based on identical or similar facts. Only consumer, product liability and tort claims (other than for the infringement of personal rights) may be brought.

While actual cases will be heard much like any other civil case, there are a few prerequisites. First, the court must rule on whether the claim qualifies as a class action. Next, information about the class action is published to allow others to join the proceedings. Finally, the defendant may challenge the right of any group members to participate.

Before filing for a class action, you should carefully review whether your case qualifies. The filing fee is not insignificant and is non-refundable.

**Lukasz Panasiuk**

## WHICH COMPANY? SP. Z O.O. VS. S.A.

You've made your decision to come to Poland. You've created a business plan and considered your tax structure. With the big picture in place, it's time to work on the details. One of these fundamental details is the corporate form of your business in Poland.

While Poland offers a variety of types of companies, partnerships and other entities, most investors consider two types of corporations: the limited liability company (*Sp. z o.o.*) and the joint-stock company (*S.A.*). In most cases, the former is preferred.

A limited liability company has several attractive features. The minimum share capital is only zł 5,000. Basic corporate compliance requirements are minimal, but you have the flexibility to add many bells-and-whistles to the articles of association if you so choose.

However, if you are thinking about a listing on a stock exchange you must have a joint-stock company.

**Judith Gliniecki**

# MAJOR OFFICE SPACE IN POLAND

(listed by net rentable office space)

| Development name<br>Address   | Net rentable office space /<br>Total usable space | Rentable space:<br>Commercial / Warehouse | Major tenants  | Total number of floors /<br>Number of underground<br>floors | Number of underground<br>parking spaces / Number of<br>outside parking spaces | Structural cabling /<br>Fiber-optic link | Year completed                     | Leasing agent,<br>contact person, tel. /<br>Building manager,<br>tel.  | Architect / Developer   |
|---|---|---|--|---|---|--|------------------------------------|--|---|
| WARSAW  |   |   |  |   |   |  |                                    |  |   |
| <b>Poleczki Business Park</b><br>(under construction)<br>ul. Poleczki 33-35,<br>02-822 Warsaw | <b>110,000</b><br>158,000                         | 48,000<br>WND                             | Agency for Restructuring and Modernisation of Agriculture; Sharp; Kone; US Pharmacia; Grupa Porr                       | 5<br>1  | 444<br>2,719  | ✓<br>✓                                   | phase I - 2010;<br>phase II - 2011 | King Sturge, 22 256-0800,<br>Kancelaria Brochocki,<br>22 826-1414 /<br>FMP Polska 91 486-0823  | RKW Rhode Kellermann<br>Wawrowsky /<br>UBM Realitaetenentwicklung<br>AG - 50%,<br>CA Immo International - 50% |
| <b>Rondo 1</b><br>Rondo ONZ 1,<br>00-124 Warsaw   | <b>60,000</b><br>103,000                          | 3,500<br>500                              | Allen & Overy; Baker & McKenzie; Ernst & Young; Frontex; Volkswagen Bank   | 42<br>2   | 495<br>WND  | ✓<br>✓                                   | 2006                               | MGPA, 22 595-2700 /<br>Hochtief Development<br>Poland,<br>22 335-7777  | Skidmore, Owings & Merrill<br>(SOM), AZO, Epstein /<br>Hochtief Development Polska                            |
| <b>Warsaw Financial Center</b><br>ul. Emilii Plater 53,<br>00-113 Warsaw                      | <b>49,783</b><br>70,788                           | WND<br>WND                                | World Bank; CMS<br>Cameron McKenna;<br>Chadbourne &<br>Parke; Weil, Gotshal &<br>Manges                                | 32<br>4   | 350<br>-  | ✓<br>✓                                   | 1998                               | Mahler Property Services,<br>22 540-7000 /<br>Mahler Property Services,<br>22 540-7000   | Kohn Pedersen Fox Associates,<br>Biuro Projektów Architektury<br>J&J, Epstein /<br>GREP                       |
| <b>Lumen - Złote Tarasy</b><br>ul. Złota 59, 00-120<br>Warsaw                                 | <b>21,011</b><br>23,500                           | -<br>1,170                                | DTZ; ProLogis; Mace;<br>Michael Page; Mars<br>Polska   | 15<br>4   | 234<br>-  | ✓<br>✓                                   | 2007                               | Jones Lang LaSalle,<br>22 318-0000,<br>Cushman & Wakefield,<br>22 820-2020, Kancelaria<br>Brochocki 22 826-1414 /<br>Univbail Rodamco Europe,<br>(+33) 153-437-437 | Jerde Partnership /<br>ING Real Estate Development  |
| <b>SkyLight - Złote Tarasy</b><br>ul. Złota 59,<br>00-120 Warsaw                              | <b>19,525</b><br>19,525                           | -<br>-                                    | BPH; Trakcja Polska;<br>Goodman; Polimeni;<br>Academy of New York  | 26<br>4   | 1,640<br>-  | ✓<br>✓                                   | 2007                               | Jones Lang LaSalle, Anna<br>Aleksiejuk, 600-303-773 /<br>ING Real Estate, 22<br>222-4400   | Jerde Partnership International /<br>Złote Tarasy (ING Real Estate<br>Development, Rodamco Europe)            |
| <b>Zebra Tower</b><br>ul. Mokotowska 1,<br>00-640 Warsaw                                      | <b>15,400</b><br>17,800                           | 720<br>-                                  | WND  | 19<br>2   | 124<br>-  | WND                                      | 2010                               | S+B Plan und Bau<br>Warschau, Izabella Kieler,<br>609-307-099 /<br>S+B Plan und Bau<br>Warschau  | Ernst Hoffman Architekten /<br>Rondo Office Project   |
| KRAKÓW  |   |   |  |   |   |  |                                    |  |   |
| <b>Buma Square</b><br>ul. Wadowicka 6, 30-415<br>Kraków                                       | <b>23,655</b><br>WND                              | 4,439<br>134                              | Motorola Polska Electronics; Sabre Polska;<br>Alexander Mann<br>Solution; Tesco Polska;<br>Volantis Systems<br>Limited | 6<br>-  | -<br>761  | ✓<br>✓                                   | 2007                               | Knight Frank, Monika<br>Sutdecka-Karaś,<br>12 623-7079 /<br>Knight Frank, Andrzej<br>Borówka, 12 421-1069  | DDJM /<br>Grupa Buma/owner Carmel   |
| <b>VINCI, Office Center</b><br>ul. Opolska 100,<br>Kraków                                     | <b>17,900</b><br>25,508                           | 990<br>150                                | WND  | 14<br>2   | 124<br>116  | ✓<br>✓                                   | 2010                               | Dyskret, Iwona Cwiertnia,<br>502-477-422 /<br>Dyskret, 12 423-3100   | Pracownia Architektoniczna<br>Studio Studio 51 /<br>Centrum Biurowe Vinci                                     |
| <b>Centrum Biurowe Lubicz</b><br>ul. Lubicz 23, 31-503<br>Kraków                              | <b>12,303</b><br>25,000                           | 1,793<br>804                              | Capgemini; International Paper; Fortis<br>Bank; PZU  | 8<br>2  | 203<br>40   | ✓<br>✓                                   | 2000                               | Knight Frank, Monika<br>Sutdecka-Karaś,<br>12 623-7079 /<br>Knight Frank, Małgorzata<br>Nowińska, 12 421-7250  | DDJM /<br>Mostostal Export  |
| <b>Krakowskie Centrum Biurowe Etiuda</b><br>ul. Pilotów 2, 31-462<br>Kraków                   | <b>8,000</b><br>10,800                            | WND<br>WND                                | Alior Bank; Eset; Bank<br>Gospodarstwa Krajowego; Ganymede   | 5<br>1  | 22<br>120   | ✓<br>✓                                   | 2009                               | WND /<br>Andrzej Rostaniec,<br>12 293-9302   | IMB Asymetria /<br>Krakowskie Centrum Biurowe<br>Pilotów  |
| WROCŁAW   |   |   |  |   |   |  |                                    |  |   |
| <b>Wrocław Business Park 2</b><br>ul. Wołowska 4-20,<br>51-116 Wrocław                        | <b>20,000</b><br>20,760                           | 760<br>-                                  | LUX MED; Ruukki,<br>Cybernet-SlashSupport, Innovation<br>Technology Group,<br>Vulcan                                   | 3<br>-  | -<br>1,100  | ✓<br>✓                                   | 2012                               | Devco, Diana Pluta,<br>783-944-442 /<br>Devco, 71 359-7272   | UltraCad, Ireneusz Huryk /<br>Devco   |
| <b>Wrocław Business Park 1</b><br>ul. Strzegomska 46-56,<br>53-611 Wrocław                    | <b>15,510</b><br>15,770                           | 260<br>-                                  | Nokia Siemens<br>Networks; Siemens;<br>IBM; Research &<br>Engineering Center   | 3<br>-  | -<br>600  | ✓<br>✓                                   | 2001                               | Devco, Diana Pluta,<br>783-944-442 /<br>Devco, 71 359-7272   | UltraCad, Ireneusz Huryk /<br>Devco   |

# MAJOR OFFICE SPACE IN POLAND

(listed by net rentable office space)

| Development name<br>Address   | Net rentable office space /<br>Total usable space | Rentable space:<br>Commercial / Warehouse | Major tenants   | Total number of floors /<br>Number of underground<br>floors | Number of underground<br>parking spaces / Number of<br>outside parking spaces | Structural cabling /<br>Fiber-optic link | Year completed                                   | Leasing agent,<br>contact person, tel. /<br>Building manager,<br>tel.                              | Architect / Developer   |
|---|---|---|---|---|---|--|--|--|---|
| <b>Globis Wrocław</b><br>ul. Powstańców Śląskich<br>7a, 53-332 Wrocław                    | <b>13,800</b><br>27,750                           | 850<br>-                                  | Hewlett Packard;<br>Raiffeisen Bank;<br>Medicover; HDF;<br>Kancelaria Notarialna<br>Tarkowski           | 12<br>1   | 200<br>WND  | WND<br>WND                               | 2008   | Knight Frank, Tomasz<br>Klecha, 71 776-6800 /<br>GTC, 22 606-0700                                  | Studio EL /<br>GTC  |
| <b>Quattro Forum</b><br>ul. Legnicka 51-53,<br>54-203 Wrocław                             | <b>12,772</b><br>WND                              | 935<br>-                                  | Lukas Bank; PKO BP;<br>Deichmann Obuwie;<br>PZU; LUX MED  | 7<br>1  | 141<br>84   | ✓<br>✓                                   | 2004   | Pawet Chojński,<br>22 596-5190 /<br>Knight Frank, Ewelina<br>Poziołek, 71 790-2710                 | Dorota Jarodzka-Śródka /<br>ACP                                   |
| TRI-CITY  |   |   |   |   |   |  |  |  |   |
| <b>Arkońska Business<br/>Park</b><br>ul. Arkońska 6, 80-387<br>Gdańsk                     | <b>27,602</b><br>34,472                           | 322.6<br>449.2                            | GE Money Bank; IBM<br>Polska; Deloitte; First<br>Data Global Services;<br>BZ WBK                        | 6-8<br>1-2  | 481<br>76   | ✓<br>✓                                   | 1st stage<br>2008; 2nd<br>stage<br>2009          | Jones Lang LaSalle, Magda-<br>lena Reńska, 602-116-816 /<br>Torus, 58 764-6376                     | APA Wojciechowski /<br>Torus                                      |
| <b>Łużycka Office Park</b><br>ul. Łużycka 6, 81-512<br>Gdynia                             | <b>22,500</b><br>33,000                           | WND<br>WND                                | Geoban; Nordea; Sony<br>Pictures; VTS; Allcon   | 5<br>1  | 92<br>278   | ✓<br>✓                                   | 2010   | Łużycka Investment, Halina<br>Cniadecka, 58 660-1998 /<br>Łużycka Investment,<br>58 660-1900       | Aedas Polska /<br>Aedas Polska                                    |
| <b>Alfa Plaza Business<br/>Center</b><br>ul. Batorego 28-32,<br>81-366 Gdynia             | <b>11,175.4</b><br>12,235                         | -<br>-                                    | WND   | 9<br>2  | 62<br>92  | ✓<br>✓                                   | 2000   | PK1, 22 596-5190 /<br>Knight Frank, Ewa Nowotnik,<br>58 303-6076                                   | Firma Architektoniczna HORUS<br>Gdynia /<br>JWK INVEST            |
| POZNAŃ  |   |   |   |   |   |  |  |  |   |
| <b>Malta Office Park</b><br>ul. Arcybiskupa Antonie-<br>go Baraniaka 88, 61-131<br>Poznań | <b>28,000</b><br>30,000                           | -<br>2,000                                | Altcom Akademia;<br>Mentor Graphics;<br>Tebodin; Roche Polska;<br>Projekty Bankowe<br>Polsoft           | 5-6<br>1  | 203<br>382  | ✓<br>✓                                   | 2008 A,<br>B; 2009<br>C, D;<br>2010 E;<br>2011 F | Echo Investment,<br>41 333-3333 /<br>Echo Investment,<br>41 333-3333                               | Litoborski-Marciniak /<br>Echo Investment                         |
| <b>Globis Poznań</b><br>ul. Roosevelta 18,<br>Poznań                                      | <b>13,000</b><br>25,000                           | WND<br>WND                                | BPH; Bertelsmann;<br>Plus Discount; KPMG  | 11<br>2   | 225<br>WND  | ✓<br>✓                                   | 2003   | GTC, 22 606-0700 /<br>GTC, 22 606-0700   | Pentagram Architekci /<br>GTC                                     |
| <b>PGK Centrum</b><br>ul. Marcelińska 90,<br>60-324 Poznań                                | <b>10,500</b><br>22,000                           | 3,795<br>WND                              | Agencja Rynku<br>Rolnego; Carlson<br>Wagonlit Polska; CDF<br>Architekci; Audatex<br>Polska; GTS Energis | 15<br>3   | 220<br>200  | WND<br>WND                               | 2003   | WND /<br>WND   | Architekci CDF /<br>WND   |
| KATOWICE  |   |   |   |   |   |  |  |  |   |
| <b>Chorzowska 50</b><br>ul. Chorzowska 50,<br>40-121 Katowice                             | <b>16,840</b><br>WND                              | 1,870<br>-                                | Ernst & Young; Mentor<br>Graphics; Pramerica<br>Financial; ING Usługi<br>Finansowe                      | 14<br>2   | 586<br>74   | ✓<br>✓                                   | 2001   | Centrum Banku Śląskiego,<br>32 731-6010 /<br>Centrum Banku Śląskiego,<br>32 731-6010               | WND /<br>WND  |
| <b>Altus</b><br>ul. Uniwersytecka 13,<br>40-007 Katowice                                  | <b>15,200</b><br>WND                              | 4,421<br>WND                              | Qubus Hotel; Centrum<br>Filmowe Helios; Cap-<br>gemini; Steria Polska                                   | 34<br>3   | 538<br>8  | ✓<br>✓                                   | 2003   | Knight Frank, Grzegorz<br>Pytlarz, 32 350-5050 /<br>Knight Frank, Magdalena<br>Nawrat, 32 603-0052 | Biuro Architektoniczne ARKAT<br>mgr inż. Dieter Paleta /<br>Reliz |
| <b>Centrum Biurowe<br/>Francuska</b><br>ul. Francuska 34,<br>Katowice                     | <b>11,500</b><br>WND                              | WND<br>WND                                | Nordea Bank; Philips<br>Lighting; Berlitz   | 7<br>WND  | 200<br>-  | ✓<br>✓                                   | 2010   | Knight Frank, 22 596-5050 /<br>GTC, 22 606-0700  | APA Wojciechowski, Biuro<br>Architektoniczne STABIL /<br>GTC.     |
| <b>Katowice Business<br/>Point</b><br>ul. Chorzowska/Ście-<br>giennego, Katowice          | <b>16,000</b><br>17,000                           | 1,000<br>-                                | PricewaterhouseCoop-<br>ers; HSBC   | 15<br>4   | 230<br>30   | ✓<br>✓                                   | 2010   | DTZ Polska, Alicja Sroka,<br>606-770-909 /<br>DTZ Polska, 22 222-3000                              | DTZ Polska /<br>Jaspers Egers & Partners,<br>Czora & Czora        |

WND = Would Not Disclose. Research for the list was done in July and August 2010. All information pertains to the companies' activities in Poland.



## SPONSORED ARTICLE

## THE CROWLEY GROUP IN POLAND

George D. Crowley Jr. is an active investor interested in innovative telecommunication technologies, infrastructure and power industry solutions. He has over 27 years of experience in running pioneering projects in the US, South America and Europe, with many of his investments located in developing markets. All Crowley Group ventures are preceded by in-depth analyses of specific markets to inspect their actual condition and development perspectives.

Based on the evaluation of the country's market potential, Mr Crowley decided to start investing in Poland. The telecommunication sector has become his key area of interest, as it is characterized by a high demand for innovative technological solutions, primarily in the access to infrastructure.

To answer this demand, in 1998 Crowley Data Poland was incorporated as an independent operator providing comprehensive telecommunications solutions for the business sector. This decision proved to be a success. The enterprise has become a platform for the Crowley Group's operations in Poland (since 2000) and has maintained high growth dynamics, its revenues steadily increasing every year.

Moreover, new technologies implemented by the company have contributed to accelerate the development of the Polish tele-IT sector. Crowley Data Poland has been a precursor in introducing LMDS and WIMAX technologies, quality standards (SLA) and VoIP technology.

Crowley Data Poland's success, however, has not been entirely dictated by innovative tele-IT solutions. It can be largely credited to the Polish specialists who comprise the CDP team.

Aware that they could best understand the particularities of the Polish tele-IT sector, George Crowley decided to take on local managers. The company has successfully implemented a system of custom-made offers addressing the specific needs of each customer. Solutions corresponding with the customers' actual needs help to design convenient payment formulas and find opportunities to save.

Crowley Data Poland has become actively involved in projects to combat digital exclusion in Poland. The company has been continuously enlarging its own infrastructure, and in 2010 will deploy a radio access network using 28 MHz LMDS technology as part of these infrastructure projects.

The value of this project exceeds zł11.3 million, and the company has obtained an EU grant of over zł3.6 million. Over 80% of the network has already been handed over for commercial use, which has significantly increased the company's competitiveness, particularly in local markets.

The Crowley Group has also become involved in deploying telecommunication networks using FTTH technology (optical fiber to households) in regions or municipalities with

low access to telecommunication infrastructure.

Crowley Data Poland currently serves over 7,000 customers from both the commercial and public sectors. These include institutions such as the City of Warsaw, the National Bank of Poland, the Institute of National Remembrance, the National Health Fund and Getin Noble Bank.

George Crowley, encouraged by CDP's success, has incorporated Crowley Infrastructure Development Group (CIDG), which operates according to the American principle of the Master Developer model. The company actively participates in developing infrastructure and investment projects in Poland with focus on the energy, telecommunications and infrastructure sectors. It advises and manages complex and complete processes that range from identifying key issues to issuing preliminary studies, financing, dealing with organizational matters, carrying out proposed investments and, finally, providing operational management once projects are completed.

In addition to substantive support for project management, CIDG offers comprehensive technology solutions. Among these are systems designed to support, monitor and increase the efficiency of coal power plants, as well as

tools to reduce carbon dioxide emission levels. Other solutions include technologies for processing non-exchangeable coal and increasing its caloric value, as well as systems for monitoring, verifying and reporting greenhouse gases released into the atmosphere.

The Crowley Group also offers highly specialized, professional consulting services on safety and know-how for nuclear power plant technologies.

CIDG is a promoter of public-private partnerships and has implemented large infrastructure projects in the Master Developer model. These include the revitalization of the Royal Route in Warsaw, the preparation of the master plan for Kraków's airport and the preparation of a strategy for the Jasienka airport in Rzeszów. The master plan for Warsaw Fryderyk Chopin Airport for the 2010-2035 period and a strategy for the Polish Airports State Enterprise (PPL) are among the company's ongoing projects.

Upon introducing the Master Developer formula, George Crowley has become a promoter of optimal and efficient use of public resources, as well as of a total transparency of formal, legal and financial implementation of projects developed under the PPP formula.

In an interview, when asked to comment on investing in the Polish market, Mr Crowley said, "We have invested over \$100 million in Poland and currently employ over two hundred highly educated individuals specializing in industry. Throughout the period of our commercial operations in Poland, we have been impressed with the pace and quality of development of the Polish economy. We are quite enthusiastic about the future projects in Poland." ●

### GRUPA CROWLEY



# HOW TO ORGANIZE A BUSINESS IN POLAND

authored by Cezary Żelaźnicki,  
PricewaterhouseCoopers Legal

## General rules / permits

The Economic Freedom Act of July 2004 governs the majority of business activities in Poland. This Act regulates the inception, running and closing of business activities in Poland, as well as the related tasks of public administration. The other important legislation regulating types of business organization in Poland is the Commercial Companies Code of September 2000.

As Poland is a member of the EU, the same rules for setting up and running a business apply to Polish citizens as well as to every foreign person from the European Union and the European Free Trade Agreement zones. For the new investor, PricewaterhouseCoopers experts always introduce the full range of legal forms of conducting business available in Poland:

- sole proprietorship (indywidualna działalność gospodarcza);
- civil partnership (spółka cywilna);
- registered partnership (spółka jawna);
- limited partnership (spółka komandytowa);
- professional partnership (spółka partnerska);
- limited joint-stock partnership (spółka komandytowo-akcyjna);
- limited liability company (spółka z ograniczoną odpowiedzialnością);
- joint-stock company (spółka akcyjna);
- European Company (spółka europejska, Societas Europea);
- European Economic Interest Group (Europejskie Zgrupowanie Interesów Gospodarczych).

Those rules also apply to foreigners from outside the EU and the EEA who:

- have received a permit to settle in Poland;
- have consent for a tolerated stay or the status of a refugee granted in the Republic of Poland;

- or enjoy temporary protection on this territory.

Unless international agreements state otherwise, foreign persons other than those indicated above have the right to establish and conduct business activities only in the form of:

- a limited partnership (spółka komandytowa);
- a limited joint-stock partnership (spółka komandytowo-akcyjna);
- a limited liability company (spółka z ograniczoną odpowiedzialnością);
- a joint-stock company (spółka akcyjna).

Thus a foreigner from outside the EU and EEA still has the right to enter into these types of partnerships or companies and acquire shares in them. Additionally, foreign entrepreneurs may conduct business activities in the form of a branch office or they may establish a representative office in Poland.

The performance of certain types of business activities in Poland is limited / monitored / regulated by the state authorities and require their written consent.

## Registry of regulated activities

The performance of certain business activities requires compliance with specific conditions. Therefore, before launching regulated activities the entrepreneur should be listed in the appropriate register (these are maintained separately for each type of regulated activity).

## Permits

Permits are required for conducting certain business activities, such as: wholesale trade in alcoholic beverages; production of alcohol, tobacco or tobacco-related products; production and sale of toxic or poisonous substances; production and sale of intoxicants and psychotropics; production and sale of radioactive materials; sale of dual-purpose substances; airport management; production and trade in pharmaceuticals, as well as the operation of a pharmacy or pharmaceutical warehouse; certain postal and courier services; operation of casinos; operation of a bank; operation of an insurance company or brokerage agency; operation of a commodities exchange; operation of brokerage houses; telecommunications services; road transport; GMO

| CONCESSIONS  |  |
|--|--|
| ACTIVITIES REQUIRING A CONCESSION  | AUTHORITY ISSUING THE CONCESSION   |
| Exploration, identification and excavation of minerals and mineral materials, from deposits and from waste remaining after mining work and after the process of enriching minerals; non-tank storage of substances in mounds and storage of waste in underground mines | Minister of the Environment (the approval of other authorities may be required in special circumstances) |
| Manufacture and trade of explosives, weapons and ammunition, including goods and technology for military or police use   | Minister of Internal Affairs and Administration  |
| Production, processing, storage, transmission, distribution and trade in fuels and energy  | President of the Energy Regulatory Authority   |
| Protection of people and property  | Minister of Internal Affairs and Administration  |
| Air transportation   | Minister of Infrastructure   |
| Broadcasting of radio and television programs  | National Broadcasting Council  |

research laboratories; water supply and sewage disposal; waste management; production of registration number plates; establishment of an investment fund or a pension fund; operation of a customs agency; production and wholesale trade in pharmaceuticals for animals; trade in fertilizers and pesticides; real estate agency services; maritime fishing; and conducting economic activities in special economic zones.

### Concessions

Concessions are granted upon the completion of administrative proceedings and authorize an entrepreneur to conduct certain business activity on the territory of Poland for an unlimited period of time.

## Forms of doing business

### Sole proprietorship

According to PwC experts' market monitoring, this is quite a popular form among individuals with small businesses. A person conducting this type of activity is liable with all personal assets for all obligations arising from it. A sole proprietorship is registered in the Business Activity Register. A sole proprietor is subject to personal income tax.

### Civil partnership

A civil partnership may be established under the regulations of the Civil Code by at least two natural persons or legal entities. An important feature is the lack of legal personality and the inability to act in its own name in the economic exchange of goods and services. The partners are jointly and severally liable for the partnership's liabilities. Partners in civil partnerships must be registered in the Business Activity Register.

### Commercial partnership

Partnerships do not have a legal personality, however they may purchase rights, incur obligations and be subject to court proceedings. The Commercial Companies Code provides for four

types of partnerships:

#### Registered partnership

A registered partnership is a partnership established under the regulations of the Commercial Companies Code to conduct business activities on a larger scale than a civil partnership. It is established on the basis of a written agreement (otherwise void) and has to be registered in the Register of Entrepreneurs in the National Court Register.

All partners have unlimited liability for the partnership's liabilities and their liability may not be excluded. A partner's liability is of a subsidiary nature, meaning that a creditor of a registered partnership may carry out an execution on a partner's assets in a case where an execution on the registered partnership's assets proves ineffective.

All partners are entitled to run and represent the registered partnership, however a partner may be excluded from the representation, either upon the court's ruling or agreement reached between the partners on that subject matter.

#### Limited partnership

The main feature of a limited partnership is that it involves two types of partners: at least one bears unlimited personal liability for the partnership's obligations (the general partner), and at least one partner has limited liability up to an amount specified in the partnership agreement and is released from liability if the contribution actually made to the partnership is equal or higher than the sum of liability specified in the partnership agreement (the limited partner).

A notary deed is required to establish a limited partnership (otherwise void). A limited partnership has to be registered in the Register of Entrepreneurs in the National Court Register.

#### Professional partnership

A professional partnership is established by partners for the purpose of conducting professional activity and thus it is available only to a selected number of professions (defined as "free professions"). Polish law has established a closed list of such professions, which include: advocate, pharmacist, architect, building engineer, (chartered) ac-



countant, insurance broker, tax advisor, doctor, dentist, veterinary surgeon, notary, nurse, midwife, legal advisor, patent agent, property expert, sworn translator, stockbroker and investment advisor.

The main feature of such a partnership is that no partner bears liability for the partnership's obligations arising from the practice of the free profession by the remaining partners within the partnership. Nor does the partner bear liability for the partnership's obligations resulting from the actions or defaults of persons employed by the partnership under an employment contract or in a different legal relationship, such persons subordinate to another partner when performing services connected with the object of the partnership's activity.

A professional partnership is established on the basis of a written agreement (otherwise void) and is subject to registration in the National Court Register.

### Limited joint-stock partnership

This type of partnership constitutes the combination of a joint-stock company and a limited partnership. A limited joint-stock partnership is established by two types of partners: at least one partner is fully responsible for the partnership's obligations (the general partner), and at least one partner is a shareholder and is free from the partnership's liability.

The rules of representation also vary. For example, general partners may represent the partnership, whereas shareholders may do so only on the basis of a power of attorney. The entity is managed on a daily basis by the general partners.

This form of partnership may have such corporate bodies as general meeting and a supervisory board. The minimum contribution to the partnership is zł.50,000. A notary deed is required to establish a limited joint-stock partnership. This partnership is subject to registration in the National Court Register.

### Branch offices and representative offices

The Act on Freedom of Economic Activity allows the use of such forms of business as branch offices and representative offices.

#### Branch office

Due to reciprocity, foreign investors are allowed to establish branches in Poland to conduct business activity. A branch office is a part of a foreign company that does not have its own legal personality, but conducts business in Poland. A branch office may only conduct its activity within the scope of the foreign entity's activity. It may conduct business activities in Poland only upon being entered into the National Court Register. A branch office may employ Polish and foreign individuals.

#### Representative office

Foreign entrepreneurs may also establish representative offices in Poland. The activities of representative offices are strictly limited to the advertising and promotion of their foreign business. The repre-

sentative office must be registered in the register of representative offices, which is maintained by the Ministry of Economy. A representative office may employ Polish and foreign individuals.

### Companies

The most popular forms of doing business in Poland by foreigners are the limited liability company and joint-stock company. The shareholders in limited liability and joint-stock companies are not liable for the obligations of the company. However, in a limited liability company, in a situation involving an ineffective execution against the company, members of the management board may be jointly and severally liable for the company's obligations. They may release themselves from this liability if they demonstrate that:

- a petition to declare bankruptcy was filed or arrangement proceedings were instituted in due time; or
- the failure to file a petition for the declaration of bankruptcy or institute arrangement proceedings was not due to his or her own fault; or
- that the creditor suffered no damage even though no petition for the declaration of bankruptcy was filed or no arrangement proceedings instituted.

### Limited liability company (LLC, Sp. z o.o.)

This is the form of business most often noted by the PwC team among both foreign and domestic investors in Poland. To establish an LLC it is necessary to conclude a notarial deed of incorporation and register the company in the National Court Register. The founders of an LLC may be natural and legal persons. A limited liability company may also be established by a single shareholder (with some restrictions).

A limited liability company has a legal personality and is represented by its management board. The minimum initial capital of this kind of company is zł.5,000. The minimum nominal share value share is zł.50. Contributions to a limited liability company may be made in cash or/and in kind.

A limited liability company acquires legal personality once it is entered into the National Court Register.

### Joint-stock company (S.A.)

To establish a joint-stock company it is necessary to conclude a notarial deed of incorporation and register the company in the National Court Register. The founders may be natural and legal persons. It may also be established by a single shareholder (with some restrictions).

A joint stock company has a legal personality and is represented by its management board. The minimum initial capital of this kind of company is zł.100,000. The minimum nominal share value is zł.0.01. Contributions to its share capital may be made in cash or/and in kind.

A joint stock company acquires a legal personality once it is entered into the National Court Register. This legal form is re-

quired for certain types of business (banking, for example) and companies wanting to list on the Warsaw Stock Exchange.

The main differences between an LLC and a joint-stock company are as follows:

|  | LIMITED LIABILITY COMPANY   | JOINT STOCK COMPANY  |
|--|---|--|
| 1. Number of founders, Polish and/or foreign:                  | at least 1 person (may not be formed solely by another single-shareholder limited liability company)  | at least 1 person (may not be formed solely by single-shareholder limited liability company)   |
| 2. Limitation of activities                                    | most allowed, except for banking, insurance, stock exchange and other activities (pension funds, etc.) which must be conducted in the form of a joint stock company   | no limitations imposed   |
| 3. Minimum initial capital in PLN                              | zł.5,000  | zł.100,000   |
| 4. Capital to be paid in prior to court registration:          | 100%  | shares acquired through a contribution in kind should be fully paid up no later than one year after registration of the company; shares acquired through a cash contribution should be 25% paid up prior registration of the company; if the shares are acquired solely through a contribution in kind, or through a contribution in kind plus cash contribution, 25% of the nominal share capital should be paid up prior to registration   |
| 5. Minimum value of one share                                  | zł.50.00  | zł.0.01 (one grosz)  |
| 6. Valuation of in-kind contributions                          | formal valuation is not required  | mandatory, made by founders, whose report is subject to the review by a statutory auditor appointed by the registry court; exceptions to mandatory valuation are provided for in the Commercial Companies Code   |
| 7. Preferences attributed to shares                            | preferences as to the voting right may relate only to shares having equal value   | relate only to registered shares (with the exception of non-voting shares)   |
| 8. Legal status of shares                                      | shares represent property rights and are not securities, share certificates may not be issued   | shares are considered securities; share certificates should be issued  |
| 9. Sale of shares issued in return for an in-kind contribution | no restrictions, such shares can be sold immediately  | such shares should remain registered and may not be transferred or pledged until the shareholders' meeting approves a financial statement for the financial year in which such shares were paid for in full  |
| 10. Public trading in shares (stock exchange)                  | not allowed   | possible if a number of requirements are fulfilled   |
| 11. Additional payments (dopłaty)                              | the articles of association may oblige shareholders to make additional payments within the limits of specified amounts in proportion to the shares held by them. They do not result in share capital increases, may be paid back to the shareholders upon approval at a shareholders' meeting   | not applicable   |
| 12. Shareholders' decision-making process                      | certain resolutions (excluding those relating to the annual shareholders' meeting) may be adopted by the shareholders in writing without holding a shareholders' meeting. An absolute majority of votes is necessary to pass a shareholders' resolution. This is a rule from which there are exceptions. Qualified majorities are required in the following matters: 2/3 of votes are required, among other things, to amend the articles of association, sell the company's business or liquidate the company; 3/4 of votes are required, among other things, to make a material change to the company's scope of business; in the case of a merger or division of companies, the articles of association may impose more stringent rules. One share may bear more than one vote (privileged shares) | All shareholders' resolutions must be adopted by the shareholders' meeting (annual or extraordinary), with minutes always drawn up by a notary. An absolute majority of votes is necessary to pass a shareholders' resolution. This is a rule from which there are exceptions. A qualified majority is required as follows: 2/3 of votes are required, among other things, to make a material change to the company's scope of business; 3/4 of votes are required, among other things, to change the statute of the company, redeem shares, decrease/increase share capital, sell the company's business, liquidate the company |

|  |   |   |
|--|---|---|
| 14. Minutes (in the form of a notarial deed) of shareholders' meeting required | only if the company's articles of association are being amended   | for each and every shareholders' meeting  |
| 15. Tenure of office of the management board                                   | no limitations  | no longer than five years, reappointment possible   |
| 16. Supervisory board and/or auditing committee                                | not compulsory, unless a company's share capital exceeds zł.500,000 and there are more than 25 shareholders; the supervisory board consists of at least three members | supervisory board is compulsory, must consist of at least three members (five for public companies) |
| 17. Tenure of the office of the supervisory board                              | one year, unless the articles of association specify a different tenure   | no longer than five years, reappointment possible   |



## The 9 steps to setting up a business in Poland, according to PricewaterhouseCoopers experts

### Step 1: Notarize the company agreement

- Time to complete: 1 day
- Cost to complete: zł.1,010 notary fee + 0.5% over zł.60,000 + 22% on top of notary's fee (VAT) + 0.5% of share capital (civil law transaction tax)

The statute (joint-stock company) or the articles of association (limited liability company) must be duly signed and drawn up in the form of a notarial deed.

The statute of a joint-stock company should contain the following:

- business name and company seat;
- type of activity;
- duration of the company, if limited;
- amount of share capital, capital paid-in before registration, the nominal value of the shares and their number, the indication whether they are registered shares or bearer shares;
- number of each type of shares and rights associated with specific share types, if applicable;
- names and addresses of the founders;
- number of members of the management board and supervisory board, or at least a minimum or a maximum number of the members and a person authorized to appoint the members;

- a newspaper/periodical for publishing announcements, if the company intends to publish announcements outside of the Court and Economic Monitor (Monitor Sądowy i Gospodarczy).

The articles of association of a limited liability company should contain the following:

- business name and company seat;
- type of activity;
- duration of the company, if limited;
- amount of share capital;
- information as to whether a shareholder is entitled to one or more shares;
- number and nominal value of shares subscribed for by individual shareholders.

### Step 2: Register the company in the National Court Register (Krajowy Rejestr Sądowy)

- Time to complete: 7-14 days
- Cost to complete: zł.1,000 (registration fee) + zł.500 (announcement fee)

The next step is to submit an application for registration in the Register of Entrepreneurs in the National Court Register. The applications must be submitted to the regional economic departments of the National Court Register where the seat of the



company is located. The application, signed by all management board members, should be submitted with the following documents attached:

- the statute or articles of association;
- documents appointing the members of the company's governing bodies;
- a statement of all members of the management board that the contributions towards initial capital have been made by all shareholders in full (limited liability companies) or payments towards shares and non-cash contributions as required under the statute have been made in a lawful manner (joint-stock companies);
- a list, signed by all members of the management board, giving the names of the shareholders (individuals and companies) and the number and nominal value of shares held (limited liability companies);
- surnames and forenames and addresses of the management board members (limited liability companies);
- specimens of the management board members' signatures, certified by a notary or made in person in the presence of the court;
- notarial deeds on establishing the company and on the subscription of shares (joint-stock companies);
- a receipt for the payment of shares, certified by a bank or an investment company. If there are contributions in kind to be made after the registration, a statement from all members of the management board that the contributions are ensured is required by law (joint-stock companies);
- a document confirming the company's right to use the premises or immovable property where its seat is located.

According to the Act on the National Court Register, along with the application for registration in the Register of Entrepreneurs in the National Court Register, the applicant shall submit also:

- an application for an entry in the National Official Register of Economic Entities (REGON) (see Step 3);
- registration as a payer of insurance contributions (as defined by the provisions of the social insurance system) (see Step 7);
- an application to assign a tax identification number (NIP) to the company (see Step 5).

The court of registration will send the aforementioned applications, notifications and registrations not later than within three working days from the day on which the entry is made. It must send them to:

- the statistical office of the voivodship in which the company has its seat;
- the head of the tax office indicated by the company.

Having obtained information regarding the assigning of a NIP number to the company, the court of registration will send the registration as a payer of insurance contributions (as defined

by the provisions of the social insurance system) to the appropriate regional unit of the Social Insurance Institution (Zakład Ubezpieczeń Społecznych).

### Step 3: Apply for a REGON identification number

- Time to complete: 1 day
- Cost to complete: no charge

The REGON number is issued by the statistical office, free of charge and usually straight away.

### Step 4: Open a bank account

- Time to complete: 1 day
- Cost to complete: no charge (depending on the bank)

As required by Polish law, every company is obliged to have an account with a Polish bank. In order to open an account the company should present, depending on the bank, at least the statute and notarial deeds on establishing the company and on the subscription of shares, or the articles of association and specimen signatures.

### Step 5: Obtain a tax identification number (NIP)

- Time to complete: up to 4 weeks
- Cost to complete: no charge

In order to benefit from VAT deductions and issue invoices, the company must have a tax identification number (NIP). The following documents should be filed in order to obtain a NIP:

- statute or the articles of association;
- documents confirming legal title to premises or real estate on which the company's seat is located;
- bank account agreement.

### Step 6: Register for VAT

- Time to complete: 1 day
- Cost to complete: zł.170

The company is obliged to register for the purposes of VAT before conducting its first VAT-covered business activity. If the company plans to conduct any activity involving the intra-Community supply of goods or services, it is obliged to register as a VAT EU remitter.

### Step 7: Register with the Social Insurance Institution (ZUS)

- Time to complete: 1 day
- Cost to complete: no charge

Within seven days of the employment of its first employee, the employer should be registered at the Social Insurance Institution as a payer of insurance contributions. Further, each em-

employee should be registered by the employer as an insurance contribution beneficiary within seven days as of the date of his/her employment.

The registration documents should be filed with the ZUS inspectorate responsible for the employer's business location.

#### **Step 8: Notice to National Labour Inspectorate (Państwowa Inspekcja Pracy)**

- Time to complete: 1 day
- Cost to complete: no charge

Within 30 days of the launch of its business activity, the employer is obligated to notify in writing the labour inspectorate office pertinent for the employer's business location. The notification should include information on the location, type and scope of the business. An update of the notification should be filed if any of the data changes, particularly changes in the company's technological or production profile if this change could

influence employees' health. The notification can be filed via an e-form available on the inspectorate's website.

#### **Step 9: Notice to Chief Sanitary Inspectorate (Państwowa Inspekcja Sanitarna)**

- Time to complete: 1 day
- Cost to complete: no charge

Within 30 days of the launch of its business activity, the employer is obligated to notify in writing the sanitary inspectorate office pertinent for the employer's business location. The notification should include information on the location, type and scope of the business. An update of the notification should be filed if any of the data changes, particularly changes in the company's technological or production profile if this change could influence employees' health. The notification can be filed via an e-form available on the inspectorate's website. ♦



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# BUSINESS ORGANIZATIONS

(listed alphabetically)

| Company name<br>Address<br>Tel./Fax<br>E-mail<br>Web page   | Number of member companies | Membership fee (zł.) | Registration fee (zł.)               | Market sectors   | Services   | Year founded | Top local executive / Title               |
|---|----------------------------|----------------------|--------------------------------------|--|--|--------------|---|
| <b>Business Centre Club</b><br>PL Żelaznej Bramy 10,<br>00-136 Warsaw<br>22 625-3037/22 621-8420<br>biuro@bcc.org.pl<br>www.bcc.org.pl  | 1,200                      | 10,400 + VAT         | None                                 | Construction; IT and telecom; food; metal and machinery; financial intermediates   | Economic law advisory; promotion and advertising; press secretary in times of crisis; legal and tax advisory; intermediation in canvassing partners and contractors  | 1991         | Marek Goliszewski<br><i>President</i>     |
| <b>Confederation of Polish Employers</b><br>ul. Brukselska 7,<br>03-973 Warsaw<br>22 518-8700/22 828-8437<br>office@pracodawcyrp.pl<br>www.pracodawcyrp.pl                          | Over 7,000                 | Negotiable           | The amount of monthly membership fee | Banks; construction; chemicals; advisory; education; power engineering; pharmacy; finance; mining industry; IT; infrastructure; media; automotive; clothing; mail; law; health service; shipyards; telecom; transport; tobacco; insurance            | Members' rights and interests representation; social relations management; support for Polish employers and entrepreneurs acquiring EU funds; economic consulting; legislative applications; market research; economic and legal advice; surveys; organizing and supporting employer education; Polish representation in ILO | 1989         | Andrzej Malinowski<br><i>President</i>    |
| <b>Foreign Investors Chamber of Industry and Commerce in Poland</b><br>ul. Pańska 73,<br>00-834 Warsaw<br>22 314-7575/22 314-7576<br>biuro@iphiz.com.pl<br>www.iphez.com.pl         | WND                        | 2,800                | 1,000                                | All market sectors   | Legal, financial and organization consulting; member companies representation before state authorities; meetings with state representatives; politicians, etc.; training; discount system;   | 1989         | Jacek Kubica<br><i>President</i>          |
| <b>Krakowska Kongregacja Kupiecka</b><br>ul. Garbarska 14, 31-131 Kraków<br>12 421-2442/12 430-0481<br>kongregacja@kongregacja.pl<br>www.kongregacja.pl                             | WND                        | WND                  | WND                                  | Trade; gastronomy; services  | Legislative initiatives; tax and law consulting; training; member services   | 1410         | Wiesław Jopek<br><i>President</i>         |
| <b>Polish Business and Innovation Centers Association</b><br>ul. Dubois 114/116,<br>93-465 Łódź<br>42 682-4142/42 682-4142<br>biuro@ssoiipp.org.pl<br>www.ssoiipp.org.pl            | 150                        | 480                  | None                                 | Institutions supporting economic development-enterprise incubators; technology parks; technology transfer centers; training-consulting centers; loan and security funds; non-profit institutions; public-private partnership; academic entrepreneurs | Meetings; lectures; training; consulting; conference and symposium organization; publishing of information and training papers; building information systems; enterprise; innovations; regional and local development research   | 1992         | Krzysztof B. Matusiak<br><i>President</i> |
| <b>Polish Business Club</b><br>ul. Rzeźbiarska 80,<br>04-620 Warsaw<br>22 813-9797/22 870-0705<br>pkb@pkb.org.pl<br>www.pkb.org.pl  | 200                        | 140                  | 200                                  | Small and medium companies; transport; insurance; automotive; service-retail companies; medical services   | Support for Polish enterprise development; inspiring and supporting organizations that promote enterprise; business representation of members in Poland and abroad; maintaining of social relations; relations with local authorities and government   | 1990         | Ryszard Konwerski<br><i>President</i>     |
| <b>The Polish Chamber of Commerce</b><br>ul. Trębacka 4,<br>00-074 Warsaw<br>22 630-9600/22 827-4673<br>kig@kig.pl<br>www.kig.pl  | 151                        | 2,400 annual         | 100                                  | Industrial and commercial; computers; pharmaceuticals; cosmetics   | Export support; training; new commercial facilitating contacts; fairs and conferences organization; promotion; public relations  | 1990         | Andrzej Arendarski<br><i>President</i>    |
| <b>Polish Chamber of Commerce of Importers, Exporters and Cooperation</b><br>ul. Św. Marcin 80/82,<br>61-809 Poznań<br>61 851-7848/61 851-7828<br>izba@pcc.org.pl<br>www.pcc.org.pl | 500                        | 140                  | 200                                  | Food; metal; plastics; furniture; trade  | Advisory; information; training  | 1995         | Henryk Judkowiak<br><i>President</i>      |



# BUSINESS ORGANIZATIONS

(listed alphabetically)

| Company name<br>Address<br>Tel./Fax<br>E-mail<br>Web page   | Number<br>of member<br>companies  | Membership<br>fee (zł.) | Registration<br>fee (zł.) | Market sectors   | Services  | Year<br>founded | Top local<br>executive / Title          |
|---|---|-------------------------|---------------------------|--|---|-----------------|---|
| <b>Polish Chamber of Information Technology and Telecommunications</b><br>ul. Koszykowa 54,<br>00-675 Warsaw<br>22 628-2260/22 628-5536<br>biuro@piit.org.pl<br>www.piit.org.pl | 155   | 600-60,000              | 200                       | IT and telecoms; internet; data communication  | Sector business representation in mediation with authorities; analysis about possible effects of implementation of legal acts; promotion of Polish data communication market in government, parliament, administration and to the foreign markets; economic arbitration   | 1993            | Wacław Iszkowski<br><i>President</i>    |
| <b>Polish Chamber of Power Industry and Environment Protection</b><br>ul. Krucza 6/14,<br>00-950 Warsaw<br>22 621-6572/22 628-7838<br>sekretariat@igeos.pl<br>www.igeos.pl      | 118   | WND                     | WND                       | Power engineering  | Conferences; training; consulting; promotion  | 1993            | Dariusz Lubera<br><i>President</i>      |
| <b>Polish Chamber of Security Alarm Systems</b><br>ul. Prózna 12A,<br>00-107 Warsaw<br>22 620-4557/22 654-5732<br>pisa@pisa.org.pl<br>www.pisa.org.pl                           | 83  | 50                      | 1,000                     | All sectors which require technical security and support   | Consulting; surveys; specialist trainings   | 1994            | Mirosław Krasnowski<br><i>President</i> |
| <b>Polish Confederation of Private Employers Lewiatan</b><br>ul. Klonowa 6,<br>00-591 Warsaw<br>22 845-9550/22 845-9551<br>recepca@pkpplewiatan.pl<br>www.pkpplewiatan.pl       | 3,500   | WND                     | None                      | Banks; financial institutions; insurance; automotive; media; food; chemicals; pharmaceuticals; cosmetics; aviation | Economic law lobbying; giving opinions about legal acts projects and budget; participation in parliamentary committees; representation for Tripartite Commission; negotiations with trade unions; representation of Polish entrepreneurs in European institutions; support of day-to-day activities of members; workshops; training; conferences; contact with Polish and foreign experts | 1999            | Henryka Bochniarz<br><i>President</i>   |
| <b>Polish Craft Association</b><br>ul. Miodowa 14,<br>00-246 Warsaw<br>22 504-4200/22 504-4220<br>zrp@zrp.pl<br>www.zrp.pl  | 678 (of gathered 27 Craftsmanship Chambers and small and large enterprises) | Varied                  | None                      | Construction; wood sector; crafts; motor and grocery   | Wide range of public services   | 1933            | Jerzy Bartnik<br><i>President</i>       |
| <b>Wielkopolski Capital Club</b><br>ul. Św. Marcin 80/82,<br>61-809 Poznań<br>61 851-8928/61 851-8926<br>wkk@wkk.poznan.pl<br>www.wkk.poznan.pl                                 | 130   | WND                     | 500                       | Construction; food sector; automotive; banking; tourism  | Integrational meetings for members; lobbying; seminars; training; conferences; foreign trade mission organization; economic information services; special economic bulletins; promotion of member companies; promotion in national and foreign trade contacts   | 1993            | Jacek Cenkiel<br><i>President</i>       |
| <b>Wielkopolska Izba Rzemieśnicza in Poznań</b><br>Al. Niepodległości 2,<br>61-874 Poznań<br>61 853-7805/61 852-1316<br>sekretariat@irpoznan.com.pl<br>www.irpoznan.com.pl      | 4,859   | WND                     | WND                       | Construction; automotive; food industry; hairdressing and cosmetics; metals  | Consulting and information services for small and medium enterprises; training; qualifying exams for apprentices and profession master title; renting of office and warehouse space   | 1919            | Jerzy Bartnik<br><i>President</i>       |

# VOIVODSHIPS

Poland is a land of diverse topography, natural assets and commercial traditions. Its regions are home to numerous academic centers and business clusters as well as new industrial trends.

Yet Poland, despite its importance in European history and the good press it has gained over the last few years, remains *terra incognita* for many people. This is true of foreigners, naturally, but Poles themselves are often unknowledgeable about their country. For instance, even if the “average Kowalski” associates the city of Mielec with the aerospace industry, he may have trouble locating it on a map.

The largest administrative division in Poland is the voivodship, which translates roughly to “province.” There are 16 voivodships in total, ranging in size from 9,412 sq km (Opolskie) to 35,558 sq km (Mazowieckie). These are further subdivided into 314 powiats, or “counties,” including 65 cities with powiat status. The smallest administrative division is the gmina, or “municipality,” of which there are 2,478.

This chapter offers an overview of the nation’s voivodships and most important cities. Presented within are facts, statistics and

descriptions which will help you learn more about regional strengths and weaknesses.

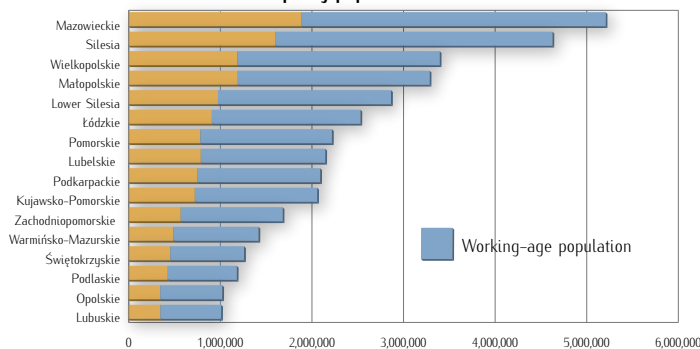
There are a few things to be mindful of concerning the data contained herein. Firstly, many of the people occupying the offices of voivode, marshall and mayor are likely to change before the close of 2010 due to the occurrence of local government elections. In cases where a changing of the guard takes place, it is possible that some of the contact persons listed in this section will change. The offices themselves will not though, nor will the basic contact information.

Every effort has been made to obtain the most current information available at the time of publishing, but in certain cases “current” is a relative term. Poland’s Central Statistical Office releases regional GDP figures about three years behind national GDP, for example. Estimated regional investment numbers are two years behind.

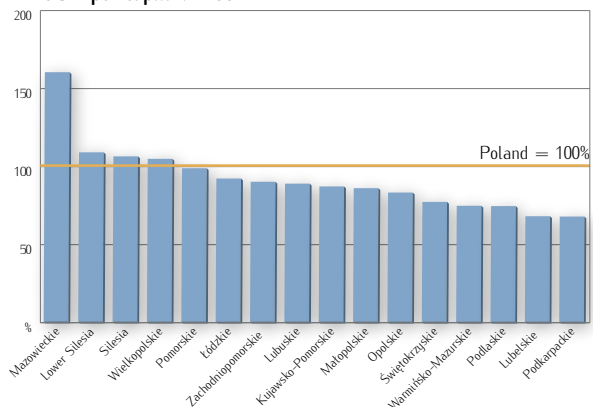
In other words, please be aware that certain data (specifically noted in all cases), will not reflect the post-slowdown economic reality in Poland.

Added to the voivodship information this year are figures for

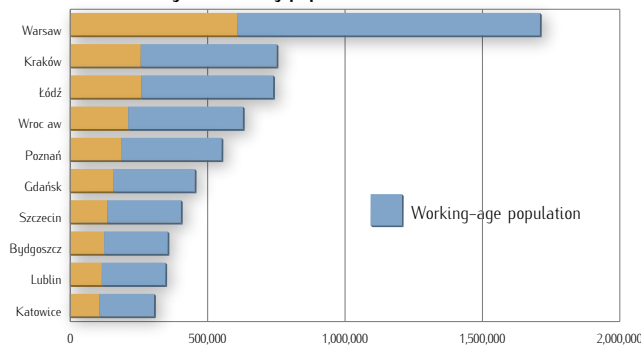
Poland's voivodships by population in 2009



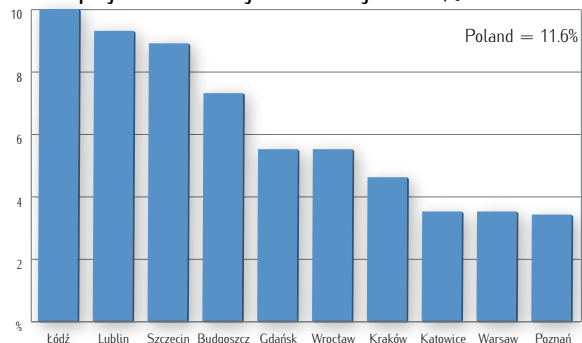
GDP per capita in 2007



Poland's largest cities by population in 2009



Unemployment rate among Poland's largest cities, June 2010



registrations of new sole proprietorships and new commercial or civil law partnerships. These data are intended to offer insight into how regional business environments coped with the crisis.

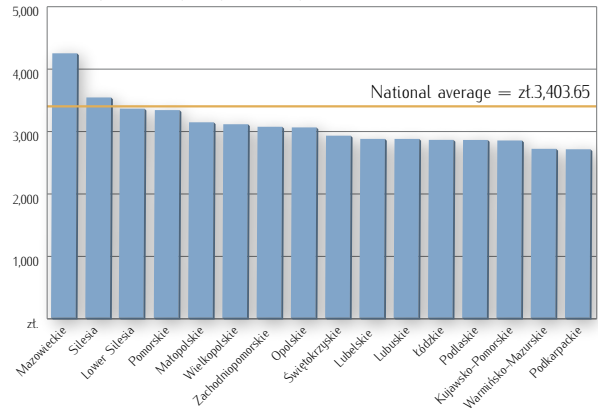
In most cases, the number of new sole proprietorships jumped significantly y/y in 2009, which may be attributable to the newly unemployed choosing to launch new businesses or the fact that some employers, seeking to reduce their social insurance burden, chose to contract sole proprietors rather than employ workers on standard employment contracts.

On the other hand, the number of new commercial or civil law partnerships fell y/y in most cases. In the heart of the economic slowdown, growth in new business registrations was seen only in Poland's best-developed region, Mazowieckie, and two of its lowest-labor-cost, lowest-per-capita-GDP regions, Kujawsko-Pomorskie and Lubelskie. That suggests continuing confidence in the former voivodship and significant growth potential in the latter two.

Ultimately, the aim of this chapter is to help you make an informed decision about which area is most suitable for your

business, whether it is your first investment in the country or your latest, and then direct you to the right contact person. And above all, the information herein illustrates one simple fact – Poland is diverse enough to support practically any kind of investment. ♦

Average monthly wages among voivodships, June 2010



National Poland Construction Program for 2008–2012

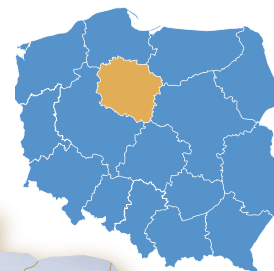
State of completion of investments as of September 1, 2010







# KUJAWSKO-POMORSKIE



## KEY FACTS

**Voivode:** Rafał Bruski

**Marshall:** Piotr Całbecki

**Area:** 17,972 sq km

**Population (Dec 2009):** 2,069,083

**Working-age population (Dec 2009):** 1,338,427

**Unemployment rate (June 2010):** 15.1%

**Average monthly wage (June 2010):** zł.2,843.65

**GDP (2007):** zł.55.35 billion, up 10.2% y/y  
(4.7% of national GDP)

**Natural resources:** brown coal, gravel, limestone, loam, rock salt, sand

**Number of students of higher education:** 85,133

**Number of institutions of higher education:** 22

**Major universities:** Nicholas Copernicus University; Kazimierz Wielki University, University of Technology and Life Sciences in Bydgoszcz

**Major airport:** Bydgoszcz I.J. Paderewski Airport

**Special Economic Zone:**

Pomeranian Special Economic Zone: 564 ha



## ESTIMATED INVESTMENT

**Total (2008):** zł.9.95 billion

(private sector: zł.7.09 billion; public sector: zł.2.86 billion)

Of which:

Industry: zł.3.92 billion, of which:

manufacturing: zł.3.42 billion

Real estate, renting and business activities: zł.1.49 billion

Trade and repair: zł.1.11 billion

Construction: zł.1.07 billion

Transport, storage and communication: zł.362.4 million

**Number of new commercial and civil law partnerships registered (2009):** 1,023, up 2.1% y/y

**Number of new sole proprietorships registered (2009):** 16,581, up 11.3% y/y

**Recent major investors:** Atos Origin IT Services, Elektrownia Polaniec, Mapei, Rossmann Polska, Teleplan Polska

**Sources of major foreign investment:** Austria, Denmark, Germany, Japan, the Netherlands

## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.952.11 mln

**Expenditures:** zł.974.54 mln

**Deficit:** zł.22.42 mln

**2010 (projected):**

**Revenues:** zł.988.4 mln

**Expenditures:** zł.1.01 bln

**Deficit:** zł.64 mln

## KEY CONTACTS:

**Kujawsko-Pomorskie Marshall's Office**

**Investor Assistance Centre**

[www.coi.kujawsko-pomorskie.pl](http://www.coi.kujawsko-pomorskie.pl)

Plac Teatralny 2, 87-100 Toruń

☎ (+48) 56 656 10 73, ☎ (+48) 56 656 10 65

@ [coi@kujawsko-pomorskie.pl](mailto:coi@kujawsko-pomorskie.pl)

SPONSORED ARTICLE

## PITFALLS AND CULTURAL DIFFERENCES – ADVICE FOR NEWCOMERS

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partners

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from Peter Nielsen, advocate,  
managing partner of  
Peter Nielsen & Partners Law Office, Warszawa

Peter Nielsen & Partners Law Office, [www.pnplaw.pl](http://www.pnplaw.pl), was created by me in 1990 and thus celebrates its 20th anniversary in October 2010. It now is a medium-sized firm employing 15 lawyers.

Below I will try to give you the essence of what I have learnt about Poland and the business environment here during all these years.

The experience shows that those investors who follow a few simple "rules of life" have a greater chance of success than those who do not. The statistics show that the bulk of foreign investors are businesses from the immediate neighboring countries. But although Poland is so close, and Polish people as such do not differ too much from their neighbors, the whole system, attitudes and cultures in business and public administration are completely different. Therefore:

Never take anything for granted or believe that things are like they are at home. Verify and ask, rather too much than too little.

Always seek relevant and competent advice. It could be formal advice from, e.g. lawyers and accountants, depending on the situation, but just as important are networks of colleagues and even competitors. Most foreign business people in Poland are happy to help other foreigners and there are numerous network organizations, such as chambers of commerce etc.

### Businesses

If I compare Poland to e.g. Scandinavia, the Scandinavian director is used to being respected. When (s)he gives out a business card, it would be most uncommon for anyone to ask further questions. In Poland when the contract is to be signed, if not earlier, the director will be asked to prove that (s)he is who (s)he claims to be and that (s)he has the appropriate authority to sign for the company.

Although this would be an insult in Scandinavia, the most the director could do is to take umbrage or, even worse, start joking about it.

In Poland, you are who the formal documents say you are, so asking for such proof is standard procedure. For this reason you will meet many people here who always travel with certified translations of (notarized) excerpts from the register of companies back in the home country, as well as other relevant papers.

### Public authorities

The same goes for public authorities. Foreigners are used to some degree of service from the public. Polish authorities see themselves as the controller and the "client" as somebody suspicious and they act accordingly. This is business as usual for them.

Do not forget that the public systems are quite closed and not transparent. This means that you might face difficulties obtaining some information, but the official on the other side of the table is in the same boat as you. This is (one of) the reason(s) why the official keeps asking you for further documents.

### The pecking order

Let's imagine that we are at the inauguration of a big project. Both the Polish and the foreign party are represented by their CEOs. The Polish CEO is the first to give a speech. After that the foreign party lets its area or project director speak on behalf of the company. Quite normal in many countries.

Here the foreigner makes a fatal mistake and this leads to insult. The Polish CEO will see this as an indication that the foreign CEO considers himself/herself more important and, in this example, even in public.

Future business might become much more difficult than necessary!

### Different company governing bodies

The German and French systems do not differ much from the Polish. These systems operate with a strong management board having the right to represent the company and take decisions.

In comparison with the British system – or the Scandinavian systems, which are hybrids between the British and Continental European systems – more difficulties occur. In all of these systems the supreme operational body is the Board of Directors, a collective group meeting from time to time, with one or more of its members acting as the daily management (or in Scandinavia two completely separate units).

You could imagine a Polish and – say – a Danish CEO from large corporations making an important deal. The Polish CEO is the final decision-maker and signer (and thus stayed in the background in the early stages). When the deal is to be signed the Danish says: "I have to have this approved in my board of directors and the chairman has to co-sign with me, but this is only a formality."

When such things happen the reaction could be quite negative and even ruin the deal. The Polish party – who thought the deal was concluded – thinks that it has been cheated and will expect that the foreigner now will continue to ask for more discounts or benefits using the home authorities as an argument. Furthermore it asks: "How can this man be a CEO when he cannot sign or take decisions?" Is he really a CEO?

### The people

Nothing is dangerous in Poland. Once you are accepted, the Poles are the friendliest and most loyal people you could imagine, as personal friends, as business partners etc.

Criticism of Poland or boasting of one's home country is a very negative and delicate thing that should be handled very carefully. The Poles are a proud nation – and they have a lot to be proud of – and if trust is lost it takes a very long time to rebuild it and much work could be wasted.

The Poles might even test you by strongly criticizing the government, the roads etc. in order to see your reaction.

So please show due respect to people and the country. Many countries – if they had experienced a similar history as Poland – would have been wiped off the map.

I wish you all the best for your business in Poland. ●

**Peter Nielsen & Partners** was founded in 1990 by the Danish advocate, Peter Tærø Nielsen, MCI Arb, and today probably the oldest foreign-rooted law firm in Poland. As far as management, ethics, insurance etc. is concerned, the firm fulfills both Polish and Danish professional standards.

The firm serves foreign or foreign-rooted clients with all commercial law matters and in addition it has the following core competences:

- Real Estate/Construction Law
- Labour Law/HR
- Energy and Environment Law
- Litigation and Dispute Resolution
- Insolvency law – incl. International Insolvency Law
- Mergers and Acquisitions

## ➤ KUJAWSKO-POMORSKIE VOIVODSHIP



**K**ujawsko-Pomorskie occupies a prime location along a number of important transport corridors. The voivodship is working to overhaul its road infrastructure, including regional highways and road networks within major cities, in order to better capitalize on its advantageous location.

Another asset, according to the regional authorities, is the fact that numerous sites and facilities have been prepared, infra-

structurally speaking, for investment. This includes plots of land above 100 ha.

Low labor costs, a large work force (various fields of medicine are specifically cited) and the quality of local institutions of higher education are also touted by officials.

Confection-production (Kopernik), chemicals (Anwil, Zachem), manufacturing (Apator, Hydrotor), wood-timber and paper (Mondi Świecie) are among the strongest industries in the voivodship, but it is also developing energy production from renewable energy sources, working to improve its food-processing and tourism industries, and attracting BPO projects.

An example of the latter can be seen in Atos Origin IT Services' decision to invest €1.5 million in a BPO center in Bydgoszcz. Recent investments in other sectors include Rossmann Polska's storage-distribution center in the Grudziądzki Technology Park and a power plant being developed by Elektrownia Połaniec (a GDF-Suez subsidiary).

Public aid for investors includes tax exemptions for companies in the Pomeranian Special Economic Zone as well as various funds supporting entrepreneurship, innovation and new technologies. On the voivodship level, investors can count on financing from EU funds and co-financing of new work places for the disabled or unemployed.



## ➤ MAJOR CITIES

### Bydgoszcz

Bydgoszcz is eighth most populous city in Poland and the largest in its region. It is also an important transport hub and the location of the Kujawsko-Pomorskie Voivode's Office.

The local economy is dominated by the chemical, plastic-processing, tool-making, engineering, electronics and telecommunications industries. However, the city was named a "rising star" of BPO investment by Colliers International in 2009. One investor which apparently agrees with this assessment is Dutch BPO company Teleplan Polska, which opened a new branch there in March 2010.

Officials stress the potential of the city's labor-force potential – the average age among residents is approximately 36. There are 17 institutions of higher education, with 45,000 students, supplying the local labor market with graduates in a number of fields, including engineering, medicine, education and economics.

The city authorities assure that they respect the time and money of entrepreneurs and that they make administrative decisions swiftly and efficiently – and if their response to this publication's requests for information is anything to judge by, this is true.

Bydgoszcz's other assets include close connections between its educational, scientific and research base and the business community. Examples of this include the Bydgoszcz Industrial Cluster ([www.klaster.bydgoszcz.pl](http://www.klaster.bydgoszcz.pl)), a collection of almost 30

firms from different sectors of industry, and the Regional Centre for Innovation at the University of Technology and Life Sciences in Bydgoszcz ([www.utp.edu.pl](http://www.utp.edu.pl)).

Infrastructure in and around the city is the subject of several planned and ongoing projects, according to City Hall.

**Mayor:** Konstanty Dombrowicz

**Area code:** 52

**Area:** 176 sq km

**Population (Dec 2009):** 357,650

**Working-age population (Dec 2009):** 231,304

**Unemployment rate (June 2010):** 7.3%

**Percentage of city covered by zoning plans:** 17.98%

**Recent major investors:** Alcatel-Lucent Polska, APV Manufacturing Polska, Asseco Systems, Atos Origin IT Services, Decathlon, JP Morgan Chase, Teleplan Polska, Tyco Electronics Polska

**Contacts:**

Office of Investor Service and Enterprise

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☎ (+48) 52 585 88 23

## Toruń

Toruń is a city with strong name-brand recognition in Poland. It calls to mind beautiful Gothic buildings, warm gingerbread and astronomy (it was the home of Nicolaus Copernicus, after all). The city also serves as Kujawsko-Pomorskie's second capital and the administrative seat of its marshall.

Although it is synonymous with tourism and culture, Toruń is looking to the future. Its authorities describe the city as one of the fastest-developing cities in Poland, and a 2009 survey by *Forbes Polska* ranked it as Poland's "most attractive large city" (150-300,000 inhabitants) for investment.

The city has good road and train connections with Warsaw, Gdańsk, Poznań and Szczecin. Construction of the A1 motorway, once completed, will make Toruń the midway point for the majority of traffic between Łódź and Tri-city.

The city is especially open to new investment in the service, culture, environmentally friendly new technologies and tourism sectors. One recent investor from the latter sector is B&B Hotels, a French network which chose Toruń as the site of its first Polish investment. Another French firm, Accor, has also invested in the construction of two hotels.

Toruń offers tax reliefs for new investments or the creation of new jobs, as well as real estate tax exemptions for many public-use sports or recreational investments. A number of local institutions support entrepreneurship and investors.

It's also worth noting the presence of a nearby subzone of the Pomeranian Special Economic Zone, located six kilometers away in Ostaszewo.



**Mayor:** Michał Zaleski

**Area code:** 56

**Area:** 116 sq km

**Population (Dec 2009):** 205,718

**Working-age population (Dec 2009):** 137,413

**Unemployment rate (June 2010):** 7.6%

**Percentage of city covered by zoning plans:** 43.40%

**Recent major investors:** Accor, B&B Hotels

### Contacts:

Toruń City Hall Investor's Office

[www.torun.eboi.eu](http://www.torun.eboi.eu)

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## OTHER MAJOR CITIES

| CITY       | MAYOR                        | AREA CODE | AREA     | POPULATION | WORKING-AGE<br>POPULATION | UNEMPLOYMENT<br>(JUNE 2010) | ZONED AREA | CONTACT INFO   |
|------------|------------------------------|-----------|----------|------------|---------------------------|-----------------------------|------------|--|
| Włocławek  | Andrzej Patucki              | 54        | 84 sq km | 117,402    | 77092                     | 17.2%                       | WND        | <a href="http://www.wloclawek.pl">www.wloclawek.pl</a> ;<br><a href="mailto:poczta@um.wloclawek.pl">poczta@um.wloclawek.pl</a>             |
| Grudziądz  | Robert<br>Malinowski         | 56        | 52 sq km | 99,074     | 64230                     | 20.8%                       | WND        | <a href="http://www.grudziadz.pl">www.grudziadz.pl</a> ;<br><a href="mailto:boi@um.grudziadz.pl">boi@um.grudziadz.pl</a>                   |
| Inowrocław | Ryszard Brejza               | 52        | 30 sq km | 76,137     | 107,472*                  | 20.3%*                      | WND        | <a href="http://www.inowroclaw.pl">www.inowroclaw.pl</a> ;<br><a href="mailto:urząd@inowroclaw.pl">urząd@inowroclaw.pl</a>                 |
| Brodnica   | Wacław Bronisław<br>Derlicki | 56        | 23 sq km | 27,740     | 47,880*                   | 13.2%*                      | WND        | <a href="http://brodnica.miasto.biz">http://brodnica.miasto.biz</a> ;<br><a href="mailto:umb@brodnica.pl">umb@brodnica.pl</a>              |
| Świecie    | Tadeusz Grzegorz<br>Pogoda   | 52        | 12 sq km | 25,635     | 63,464*                   | 16.7%*                      | WND        | <a href="http://www.um-swiecie.pl">www.um-swiecie.pl</a> ;<br><a href="mailto:urząd-miejski@um-swiecie.pl">urząd-miejski@um-swiecie.pl</a> |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE





# ŁÓDZKIE

## KEY FACTS

**Voivode:** Jolanta Chelmińska

**Marshall:** Włodzimirz Fisiak

**Area:** 18,219 sq km

**Population (Dec 2009):** 2,541,832

**Working-age population (Dec 2009):** 1,624,836

**Unemployment rate (June 2010):** 11.6%

**Average monthly wage (June 2010):** zł.2,853.35

**GDP (2007):** zł.72.65 billion, up 10.7% y/y  
(6.2% of national GDP)

**Natural resources:** brown coal, ceramic clay, gypsum, limestone, mineral water, rock salt

**Number of students  
of higher education:** over 147,000

**Number of institutions of higher education:** 27

**Major universities:** University of Łódź,  
Technical University of Łódź

**Major airport:** Władysław Reymont Airport Łódź

**Special Economic Zones:**

“Starachowice” Special Economic Zone: 25.97 ha

Łódź Special Economic Zone: 1,015.8 ha (387 ha available)



## ESTIMATED INVESTMENT

**Total (2008):** zł.14.77 billion

(private sector zł.8.24 billion; public sector zł.6.53 billion)

Of which:

Industry: zł.6.12 billion, of which:

manufacturing zł.3.35 billion

Real estate, renting and business activities: 2.24 billion

Trade and repair: zł.1.55 billion

Transportation, storage and communication: 1.31 billion

Construction: zł.1.05 billion

Agriculture: zł.276.4 million

**Number of new commercial and  
civil law partnerships registered (2009):** 1,471, down 7.4% y/y

**Number of new sole proprietorships registered (2009):** 20,251, up 17.7% y/y

**Recent major investors:** Business Support Solution, Ceramika Paradyż, Delia  
Cosmetics Distribution, Euroglas, HTL Strefa, Schweitzer-Mauduit International, SWM Poland

**Sources of major foreign investment:** Austria, France, Germany, Ireland, Italy, the UK, the US

## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.1.4 bln

**Expenditures:** zł.1.57 bln

**Deficit:** zł.137.6 mln

**2010 (projected):**

**Revenues:** zł.730.96 mln

**Expenditures:** zł.908.10 mln

**Deficit:** zł.177.14 mln

## KEY CONTACTS:

**Łódźkie Marshall's Office Investor Assistance Center**

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## ŁÓDZKIE VOIVODSHIP

Łódzkie voivodship is a region composed of equal parts heavy industry, modern technology, tradition and culture.

Impressively, in many cases these elements manage to complement each other. The voivodship is well-known for its industrial heritage, yet many of its post-industrial properties have been revitalized to serve commercial or residential purposes, for example.

Industry still dominates in some areas, though, to unsightly effect. The town of Bełchatów, for example, is synonymous with the local coal mine and power plant, the latter of which has topped the WWF's "Dirty 30" ranking of the biggest carbon-dioxide emitters in Europe for three years in a row.

Textiles, coal, ceramics, white goods and agriculture number among the preeminent industries in the voivodship. Regarding the latter industry, the authorities note the presence of a "fruit & vegetables cluster" in the region. On the "to develop" agenda are BPO, food-processing, transport and logistics, electrical-energy production, biotech and pharmaceutical investments.

Łódzkie's central location has proved a boon for the road construction and logistics industries. Sections of the A1 (north-south) and A2 (east-west) motorways are under construction, as are stretches of the S8 and S14 express roads. The regional capital, Łódź, boasts an international airport, while Olechów hosts what it describes as the biggest container terminal in Central Europe.



The regional authorities also emphasize Łódzkie's strong human resources and the presence of numerous research centers, such as the Centre of Molecular and Macromolecular Studies ([www.cbmm.lodz.pl](http://www.cbmm.lodz.pl)), the Institute of Security Technology MORATEX ([www.moratex.eu](http://www.moratex.eu)) and the Nofer Institute of Occupational Medicine ([www.imp.lodz.pl](http://www.imp.lodz.pl)).

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## MAJOR CITIES



### Łódź

If location is everything, as they say, then Łódź has it all.

It occupies the geographical heart of Poland, give or take a few kilometers, and lies within around 200 km of eight of Poland's other major cities. Moreover, the A1 and A2 motorways – north-south and east-west transportation arteries, respectively – will intersect at Łódź, making it a natural destination for commerce and, by extension, direct investment.

Where roads converge, so do transport firms, which explains Łódź's strong logistics industry. Other mainstay sectors of the local economy include BPO, IT and white goods; Accenture, Amcor, Bosch-Siemens, Fujitsu Services and Infosys have already sited service or research investments in the city, for example, and City Hall is especially keen to entice pharmaceu-

tical, biotech- and R&D-oriented facilities. Manufacturing is also common and the city has done its best to put a modern face on its long industrial tradition.

A meager 4.54 percent of the city is covered by zoning plans, but the local authorities stress that work on zoning most districts has begun. Until this process is finished, they assure, some investments can be expedited "on the basis of the issuance of building and land development conditions."

Culturally speaking, Łódź is a rich city. It long served as the center of Poland's filmmaking industry and, although it has lost ground to Warsaw and other cities in recent years, it remains home to Łódź Film School, a respected institution which has given the world directors such as Andrzej Wajda, Krzysztof Kieślowski and Roman Polanski.

**Acting mayor:** Tomasz Sadzyński

**Area code:** 42

**Area:** 293.25 sq km

**Population (Dec 2009):** 742,387

**Working-age population (Dec 2009):** 480,975

**Unemployment rate (June 2010):** 10%

**Percentage of city covered by zoning plans:** 4.54%

**Recent major investors:** ABB, Armeton, Ericpol, Infosys, Nycomed

**Contacts:**

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### OTHER MAJOR CITIES

| CITY                    | MAYOR                | AREA CODE | AREA     | POPULATION | WORKING-AGE<br>POPULATION | UNEMPLOYMENT<br>(JUNE 2010) | ZONED AREA | CONTACT INFO                                       |
|-------------------------|----------------------|-----------|----------|------------|---------------------------|-----------------------------|------------|--|
| Piotrków<br>Trybunalski | Krzysztof Chojniak   | 44        | 67 sq km | 77,810     | 50,470                    | 10.6%                       | 35%        | www.piotrkow.pl;<br>e-urząd@piotrkow.pl            |
| Pabianice               | Zbigniew Dychto      | 42        | 33 sq km | 69,018     | 76,420*                   | 13.6*                       | WND        | www.um.pabianice.pl;<br>poczta@um.pabianice.pl     |
| Tomaszów<br>Mazowiecki  | Rafał Zagozdón       | 44        | 42 sq km | 65,586     | 75,886*                   | 16.9%                       | WND        | www.tomaszow-maz.eu;<br>informacja@tomaszow-maz.pl |
| Bełchatów               | Marek<br>Chrzanowski | 44        | 35 sq km | 61,135     | 46,979                    | 10.3%                       | 48.8%      | www.belchatow.pl;<br>um@belchatow.pl               |
| Zgierz                  | Jerzy Sokół          | 42        | 42 sq km | 57,999     | 103,946*                  | 15.5%                       | 5%         | cms.miasto.zgierz.pl;<br>redakcja@umz.zgierz.pl    |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE



# LOWER SILESIA

## KEY FACTS

**Voivode:** Rafał Jurkowlaniec

**Marshall:** Marek Łapiński

**Area:** 19,947 sq km

**Population (2010):** 2,863,427

**Working-age population (2010):** 1,880,901

**Unemployment rate (June 2010):** 12.4%

**Average monthly wage (June 2010):** zł.3,354.57

**GDP (2007):** zł.96.66 billion, up 12.7% y/y  
(8.2% of national GDP)

**Natural resources:** barytes, granite, natural aggregate, nickel ore, sandstone

**Number of students of higher education:** 169,172

**Number of institutions of higher education:** 36

**Major universities:** Wrocław University, Wrocław University of Technology, Wrocław Medical Academy, Wrocław University of Economics

**Airport:** Wrocław International Airport

### Special Economic Zones:

Kamienna Góra Special Economic Zone for Medium Business: 346.8 ha  
(132.6 ha available)

Legnica Special Economic Zone: 1,041 ha (700 ha available)

Wałbrzych Special Economic Zone "INVEST-PARK": 1,226 ha (330 ha available)

Tarnobrzeg Special Economic Zone "EURO-PARK WISŁOSAN": 410.68 ha



## ESTIMATED INVESTMENT

**Total (2008):** zł.18.5 billion

(private sector: zł.11.73 billion; public sector: zł.6.73 billion)

Of which:

Industry: zł.7.06 billion, of which:

manufacturing zł.5.11 billion

Construction: zł.2.14 billion

Real estate, renting and business activities: zł.1.86 billion

Trade and repair: zł.1.85 billion

### Number of new commercial and

**civil law partnerships registered (2009):** 2,301, down 10.4% y/y

**Number of new sole proprietorships registered (2009):** 25,127, up 11.4%

**Recent major investors:** 3M, Acer, Bombardier Transportation, BP, BTR Automotive, Cadbury, Electrolux, Google, IKEA, LG Electronics, McCain, Metro, PepsiCo, Volkswagen-Siemens, Toyota, Volvo, Whirlpool

**Sources of major foreign investment:** Belgium, Canada, Finland, France, Germany, Japan, the Netherlands, Spain, South Korea, Sweden, the UK, the US

## VOIVODSHIP BUDGET

### 2009:

**Revenues:** zł.1.50 bln

**Expenditures:** zł.1.59 bln

**Deficit:** zł.86.51 mln

### 2010 (projected):

**Revenues:** zł.1.22 bln

**Expenditures:** zł.1.77 bln

**Deficit:** zł.558 mln

## KEY CONTACTS:

**Lower Silesian Agency for Economic Cooperation  
Regional Investor Assistance Center**

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## ➤ LOWER SILESIA VOIVODSHIP

In recent years Lower Silesia has been a veritable hotbed of economic activity. Its capital, Wrocław, has earned the respect of international investors and become the envy of other city authorities in Poland by attracting major foreign investment. Other cities in the region too have attracted sizable investment.

The voivodship's well-educated, adaptable labor force – together with helpful local authorities – has helped lure firms from the high-tech sector. Indeed, the region hosts around a third of the companies operating in the Polish IT market. An abundance of engineers has also fueled the development of the white goods sector and the automotive industry.

For example, Toyota has factories in Wałbrzych and Jelcz-Laskowice, Volkswagen in Polkowice and Volvo in Wrocław. Świdnica, meanwhile, is home to factories owned by white-goods producers Electrolux and Nifco.

Lower Silesia has long been home to significant mining activity

and it hosts the administrative seat of KGHM, one of the largest copper and silver producers in the world.

City and regional authorities offer investors administrative assistance, tax breaks and support in the form of government and EU grants. In addition, no fewer than four special economic zones have subzones located in Lower Silesia.

Lower Silesia borders both the Czech Republic and Germany, which has helped it to become one of the biggest exporters in Poland. Its top exports include machinery and electrical devices, non-ferrous metal materials, automotive vehicles and furniture.

The region is strategically located on the Oder River in the southwest of Poland, and is bisected by the A4 highway, which facilitates transport between Germany and eastern Poland. The continual development of road and broadband-internet infrastructure, as well as the development of a commuter railroad and rapid trams, will contribute to future growth.



## ➤ MAJOR CITIES

### Wrocław

Wrocław, the capital of Lower Silesia, has perhaps the most investor-friendly reputation in Poland. The city is fast growing and known for its young, well-educated labor force as well as for its pro-business authorities. It also boasts the second-largest municipal budget in Poland, second only to Warsaw.

Wrocław is one of Poland's key educational centers, and the regional authorities are keen to emphasize the importance of the knowledge-based economy in the contemporary business environment.

Indeed, the city is home to some of the most modern investments in Poland, including a Google innovation center, an HP BPO center and an LG factory. The latter facility, located in a village just outside Wrocław, is one of the biggest greenfield investments Poland has seen to date – together with its suppliers, LG has created thousands of jobs and is to invest over €800 million by 2011.

IBM also selected Wrocław as the location for its integrated delivery center, which launched operations in 2010 and intends to employ around 2,000 people by the end of 2011. Moreover, IBM Poland and the Wrocław University of Technology have signed an agreement on the opening of a Multipurpose Cloud Computing Center, which aims to train over 1,500 students in cloud computing skills. The Wrocław school is the first tertiary institution in the world with which IBM will cooperate in its Cloud Computing Center program.

Wrocław is also preparing to host Euro 2012 soccer championship matches in a new stadium being developed in the Maślice district. The city is also a center of culture, hosting a number of theaters, museums, art schools and a symphonic orchestra.



**Mayor:** Rafał Dutkiewicz

**Area code:** 71

**Area:** 293 sq km

**Population (Dec 2009):** 632,146

**Working-age population (Dec 2009):** 418,260

**Unemployment rate (June 2010):** 5.5%

**Percentage of city covered by zoning plans:** 44.8%

**Recent major investors:** Amesbury, Capgemini, Cadbury,

Credit Suisse, DHL, Esplex (Acer Group), FagorMastercook, HP, HSV, IBM, Linde Gaz, McKinsey, Nokia Siemens Networks, Sonoco, Sauer Danfoss, Opera Software, QNH, Tieto Enator, UPS

**Contacts:**

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Office of Economic Development

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## Wałbrzych

One of the biggest cities in the Lower Silesia voivodship, Wałbrzych is home to over 120,000 people. The city lies approximately 70 km southwest of regional capital Wrocław, which is also known as the IT capital of Poland, and sits just 10 km from the Czech border.

Somewhat oddly, it is by far the largest city in Poland which is not considered its own county for administrative purposes.

The well-regarded Wrocław Technical University is partly located in Wałbrzych, as are several other institutions of higher education. Together these schools provide the city with a well-qualified work force.

Wałbrzych once functioned as a major coal-mining center, but in the 1990s most of its factories closed due to lack of profitability. The city then suffered stagnation for several years, until the Wałbrzych Special Economic Zone "Invest Park" was established, offering attractive incentives for investors. Since then the city has attracted several major foreign firms, particularly those involved in the automotive industry. Investors include Toyota, Metzeler, Trelleborg, Faurecia, Takata-Petri and Quin.

Established over 700 years ago, Wałbrzych has a long tradition and, unlike many of its peers, the city wasn't destroyed during

World War II. It thus retains many picturesque medieval buildings that draw tourists. The city also boasts well-developed technical infrastructure.

**Mayor:** Piotr Kruczkowski

**Area code:** 74

**Area:** 85 sq km

**Population (Dec 2009):** 121,363

**Working-age population (Dec 2009):** 79,056

**Unemployment rate (June 2010):** 17.7%\*

\*Local county data

**Percentage of city covered by zoning plans:**

**Recent major investors:** Faurecia, Glaverbel, Gloss World, Metzeler, NSK Steering Systems, Toyota, Takata-Petri, Trelleborg Automotive, Quin

**Contacts:**

Wałbrzych City Hall  
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58-300, Wałbrzych  
@ [um@um.walbrzych.pl](mailto:um@um.walbrzych.pl)



## OTHER MAJOR CITIES

| CITY         | MAYOR              | AREA CODE | AREA      | POPULATION | WORKING-AGE<br>POPULATION | UNEMPLOYMENT<br>(JUNE 2010) | ZONED AREA | CONTACT INFO  |
|--------------|--------------------|-----------|-----------|------------|---------------------------|-----------------------------|------------|---|
| Legnica      | Tadeusz Krzakowski | 76        | 56 sq km  | 104,178    | 69,228                    | 9.4%                        | 34.14%     | <a href="http://www.portal.legnica.eu">www.portal.legnica.eu</a> ;<br><a href="mailto:kancelaria@legnica.eu">kancelaria@legnica.eu</a>    |
| Jelenia Góra | Marek Obrębski     | 75        | 109 sq km | 84,564     | 55,092                    | 9.5%                        | 46%        | <a href="http://jeleniagora.pl">http://jeleniagora.pl</a> ;<br><a href="mailto:inwestor_um@jeleniagora.pl">inwestor_um@jeleniagora.pl</a> |
| Lubin        | Robert Raczyński   | 76        | 41 sq km  | 74,552     | 50,216                    | 8.3%*                       | WND        | <a href="http://www.lubin.pl">www.lubin.pl</a> ;<br><a href="mailto:kontakt@um.lubin.pl">kontakt@um.lubin.pl</a>                          |
| Świdnica     | Wojciech Murdzek   | 74        | 22 sq km  | 59,620     | 38,877                    | 12.6%*                      | WND        | <a href="http://www.um.swidnica.pl">www.um.swidnica.pl</a> ;<br><a href="mailto:um@um.swidnica.pl">um@um.swidnica.pl</a>                  |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE



# LUBELSKIE

## KEY FACTS

**Voivode:** Genowefa Tokarska

**Marshall:** Krzysztof Grabczuk

**Area:** 25,122 sq km

**Population (Dec 2009):** 2,157,202

**Working-age population (Dec 2009):** 1,361,161

**Unemployment rate (June 2010):** 12%

**Average monthly wage (June 2010):** zł.2,869.35

**GDP (2007):** zł.45.36 billion, up 11.0% y/y  
(3.9% of national GDP)

**Natural resources:** coal, gas, glass sand, limestone, marlstone, lignite, natural gas, mineral waters, oil, phosphorites, siliceous earth

**Number of students of higher education:** 102,912

**Number of institutions of higher education:** 18

**Major universities:** Maria Curie-Skłodowska University in Lublin, the Lublin University of Technology, the Catholic University of Lublin

**Major airport:** Port Lotniczy Lublin (in Świdnik), due to open in 2011

### Special Economic Zones:

“Starachowice” Special Economic Zone: 99.37 ha

EURO-PARK MIELEC Special Economic Zone: 155 ha (104 ha available)

Tarnobrzeg Special Economic Zone “EURO-PARK WISŁOSAN”: 87.14 ha

## ESTIMATED INVESTMENT

**Total (2008):** zł.7.62 billion

(private sector: zł.4.40 billion; public sector: zł.3.22 billion)

Of which:

Industry: zł.2.06 billion, of which:

manufacturing: zł.1.36 billion

Real estate, renting and business activities: zł.1.67 billion

Construction: zł.885 million

Transport, storage and communication: zł.864.7 million

Trade and repair: zł.497.2 million

**Number of new commercial and civil law partnerships registered (2009):** 913, up 17.2% y/y

**Number of new sole proprietorships registered (2009):** 13,583, up 10.7% y/y

**Recent major investors:** AugustaWestland, Ball Packaging Europe, B. Braun, Boxes Prestige Poland, Ramatti, Roto Frank, Stock Polska

**Sources of major foreign investment:** Austria, Germany, Italy, the UK, the US

## VOIVODSHIP BUDGET

### 2009:

**Revenues:** zł.949 mln

**Expenditures:** zł.987 mln

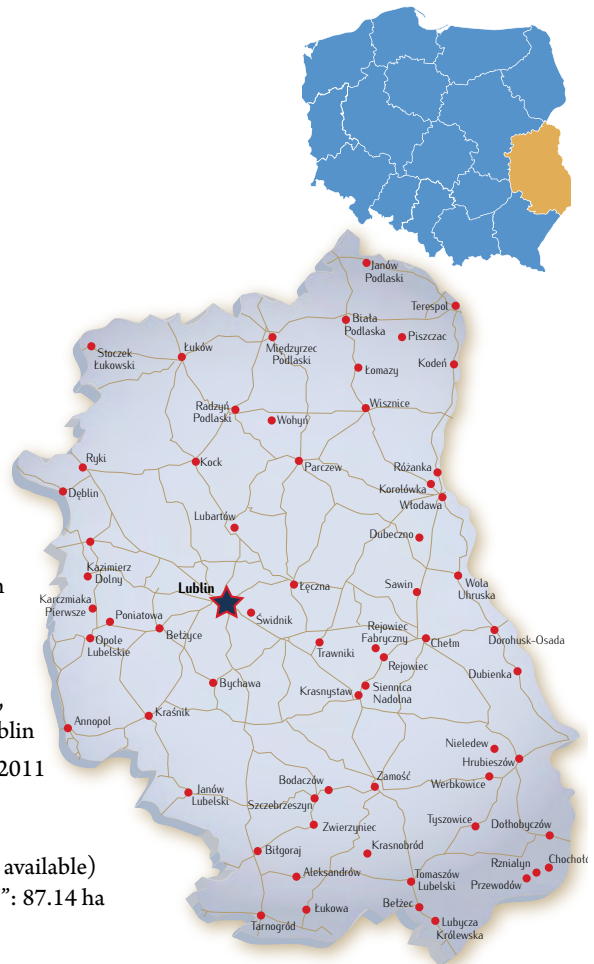
**Deficit:** zł.38 mln

### 2010 (projected):

**Revenues:** zł.680 mln

**Expenditures:** zł.780 mln

**Deficit:** zł.100 mln



## KEY CONTACTS:

**Lubelskie Marshall's Office  
Investor Assistance Centre**

[www.invest.lubelskie.pl](http://www.invest.lubelskie.pl)

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Coordinator of the project  
„Lublin Metropolitan Area – Investor-Friendly”

**City of Lublin**

**Investors Assistance Office**

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phone: +48 81 466 25 02, fax: +48 81 466 25 01

[www.lom.com.pl](http://www.lom.com.pl), e-mail: [lom@lublin.eu](mailto:lom@lublin.eu)



# Good climate

## FOR BUSINESS ACTIVITIES:

- strategic location - neighbourhood markets of the Ukraine and Belarus
- availability of highly qualified labour resources
- one of the country's largest academic centres
- well developed institutional and scientific base
- constantly developing transport and communication system – realization of the bypass and the international airport
- relatively low costs of living and conducting business activity
- attractive investment grounds
- availability of modern office space
- favourable socio-political investment climate

## FOR TOURISM:

- natural environment creates great conditions for amateur and competitive sports
- lakes, forests, parks and a growing number of bicycle lanes encourage active leisure
- rich sports offer includes: yachting, water skiing, wakeboarding, horse riding, wall climbing, moto cross and carting tracks, as well as aerial sports
- various sightseeing attractions, cultural events, museums, theatres and galleries will satisfy art lovers
- entertainment offer also extends to numerous restaurants, pubs, cafes, clubs and discos, where one can enjoy a good meal and listen to good music



## LUBELSKIE VOIVODSHIP

Located along the “eastern wall” of Poland, Lubelskie is the country’s eighth-most populous voivodship, with the second-lowest per capita GDP. It is generally underdeveloped, but the regional authorities are working to tap its strong potential.

The regional economy is largely reliant on agriculture. It is the nation’s leading producer of hops, raspberries and tobacco.

Aside from food production and processing, well-established industries include mining, auto manufacturing, engineering, construction and aircraft production. Keen to prepare for the future, Lubelskie is actively trying to develop the ecological-food industry, a chemical industry and biotechnology. The BPO sector is also developing in the region, aided by a sizable,

educated labor pool and the fact that labor costs are among the lowest in Poland.

Biofuels and biomass are also starting to blossom in Lubelskie and are expected to grow as Poland slowly shifts its energy production to more sustainable sources. The voivodship’s Regional Innovation Strategy focuses on such technologies, offering incentives to businesses investing in the sector.

In its quest to modernize its economy, the region is also keen to attract more tourists. Cities such as Chełm, Kazimierz Dolny and Zamość offer historical landmarks, as does the voivodship capital of Lublin, known throughout the country for its rich cultural and artistic heritage.

## MAJOR CITIES

### Lublin

Although its voivodship is one of Poland’s least developed, Lublin is thriving. It is, one might say, something of an island of progress, combining a rich local culture and history with forward-looking aspirations.

Backed by the academic weight of its 14 universities and multitude of students, it is working to become one of the most advanced R&D hubs in Poland. Lublin is also a youthful city – around 47 percent of its citizens are under 35 years of age.

Automotive manufacturing, food processing and business process outsourcing are integral to its economy. To a growing extent Lublin is also turning its attention to knowledge process outsourcing, with its multi-lingual, well-educated labor force suited to the task.

The city’s stated aim is to become an emerging European legal process outsourcing and health process outsourcing services hub within five years. In 2009, Genpact, one of the largest BPO firms in the world, opened a center in Lublin, sending a clear sign to cities like Wrocław, Warsaw and Kraków that the city is serious about competing for big-name investments.

A significant percentage of Lublin is covered by zoning plans, which helps to eliminate a major bugbear of investing in Poland – waiting for spatial development decisions. Infrastructure de-

velopment is gathering pace, with the Lublin ring road, an integrated system of public transportation and Port Lotniczy Lublin (in Świdnik) – due to open in 2011 – all currently under construction. Meanwhile, the city’s water supply and sewerage system is also being developed and modernized.

**Mayor:** Adam Wasilewski

**Area code:** 81

**Area:** 147 sq km

**Population (Dec 2009):** 349,440

**Working-age population (Dec 2009):** 231,314

**Unemployment rate (June 2010):** 9.3%

**Percentage of city covered by zoning plans:** 44%

**Recent major investors:** Genpact, Magnetto Wheels, POL-MOT Holding, Polska Grupa Energetyczna

#### Contacts:

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### OTHER MAJOR CITIES

| CITY           | MAYOR           | AREA CODE | AREA        | POPULATION | WORKING-AGE POPULATION | UNEMPLOYMENT (JUNE 2010) | ZONED AREA | CONTACT INFO  |
|----------------|-----------------|-----------|-------------|------------|------------------------|--------------------------|------------|---|
| Chełm          | Agata Fisz      | 82        | 35.28 sq km | 67,650     | 45,341                 | 14.7%                    | WND        | <a href="http://www.chelm.pl">www.chelm.pl</a> ; <a href="mailto:info@chelm.pl">info@chelm.pl</a>   |
| Zamość         | Marcin Zamoyski | 84        | 30 sq km    | 66,557     | 44,395                 | 14.1%                    | WND        | <a href="http://www.zamosc.pl">www.zamosc.pl</a> ; <a href="mailto:mayor@zamosc.um.gov.pl">mayor@zamosc.um.gov.pl</a>                           |
| Biała Podlaska | Andrzej Czapski | 83        | 49 sq km    | 57,876     | 39,229                 | 14.2%                    | WND        | <a href="http://www.bialapodlaska.pl">www.bialapodlaska.pl</a> ; <a href="mailto:sekretariat@bialapodlaska.pl">sekretariat@bialapodlaska.pl</a> |
| Puławy         | Janusz Grobel   | 81        | 50.61 sq km | 48,898     | 32,039                 | 9.5%*                    | 35.3%      | <a href="http://um.pulawy.pl">um.pulawy.pl</a> ; <a href="mailto:um@um.pulawy.pl">um@um.pulawy.pl</a>   |
| Kraśnik        | Piotr Czubiński | 81        | 25.52 sq km | 35,430     | 61,138*                | 14.1%*                   | WND        | <a href="http://www.krasnik.pl">www.krasnik.pl</a> ; <a href="mailto:kancelaria@krasnik.um.gov.pl">kancelaria@krasnik.um.gov.pl</a>             |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE



## KEY FACTS

**Voivode:** Helena Hatka

**Marshall:** Marcin Jabłoński

**Area:** 13,988 sq km

**Population (Dec 2009):** 1,010,047

**Working-age population (Dec 2009):** 664,562

**Unemployment rate (June 2010):** 14.9%

**Average monthly wage (June 2010):** zł.2,868.65

**GDP (2007):** zł.27.58 billion, up 10.6% y/y (2.3% of national GDP)

**Natural resources:** brown coal, chalk, clay, crude oil, gravel, natural gas, sand, timber, water

**Number of students of higher education:** 28,210

**Number of institutions of higher education:** 15

**Major universities:** Collegium Polonicum in Słubice, University of Zielona Góra, Vocational Higher Education School in Sulechów

**Major airport:** Zielona Góra Airport in Babimost

**Special Economic Zones:**

Wałbrzych Special Economic Zone "INVEST-PARK": 2.57 ha (fully available)

Kostrzyn-Słubice Special Economic Zone: 786.23 ha (371.90 ha available)

## ESTIMATED INVESTMENT

**Total (2008):** zł.4.42 billion

(private sector zł.3.02 billion; public sector zł.1.39 billion)

Of which:

Industry: zł.1.48 billion, of which:

manufacturing zł.1.15 billion

Real estate, renting and business activities: zł.1.06 billion

Trade and repair: zł.375.5 million

Construction: zł.352.2 million

Transportation, storage and communication: zł.287 million

**Number of new commercial and civil law partnerships**

**registered (2009):** 641, down 7.4% y/y

**Number of new sole proprietorships registered (2009):** 9,425,

up 17.7% y/y

**Recent major investors:** Arctic Paper Kostrzyn Dunster Polska,

Henschel Engineering Automotive, R. Twining and Company,

Swedwood Poland

**Sources of major foreign investment:** Belgium, Germany, Italy, the Netherlands, the UK

## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.437.56 mln

**Expenditures:** zł.457.43 mln

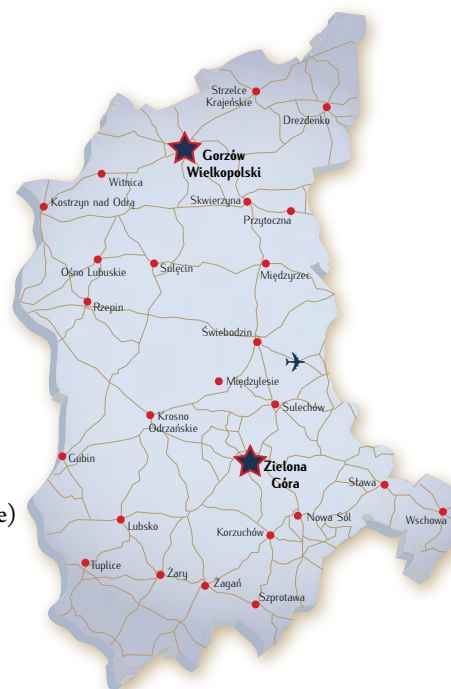
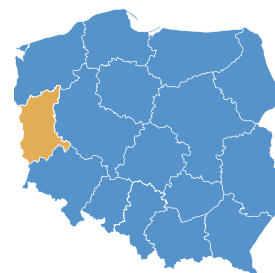
**Deficit:** zł.19.87 mln

**2010 (projected):**

**Revenues:** zł.359.56 mln

**Expenditures:** zł.403.20 mln

**Deficit:** zł.43.64 mln



## KEY CONTACTS:

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## ➤ LUBUSKIE VOIVODSHIP

Although home to the smallest population among Poland's 16 voivodships, Lubuskie is no economic slouch – per capita GDP is the eighth-highest in the country, and it boasts the sixth-lowest average wage. Unemployment hovers a few percentage points above the national average, making for a relatively loose labor market.

The voivodship's greatest asset is probably its location on Germany's eastern border, along which 14 border crossings facilitate movement between the two nations. Local transport infrastructure is being modernized and expanded, with particular emphasis on finishing the A2 and A18 motorways as well as the S3 expressway. Once finished, these roadways will expedite trade with Western Europe.

About 49 percent of Lubuskie's land is forested, the highest percentage in Poland. It's unsurprising then that the au-



thorities describe timber processing – and furniture processing and paper making by extension – as a well-developed industry as well as one with “huge potential.” Other sectors emphasized by the authorities include electronics, food and glass production. Large local gas deposits are present and the potential exists to develop gas transit infrastructure in the region.

Lubuskie also describes itself as the “main and biggest wine region” in Poland. Wine production remains a niche sector, but consumption

is generally on the rise, which could impact the region in the future.

Investment incentives offered by the local authorities include income tax exemptions (corporate or personal), property tax exemptions (in some areas) and assistance with completing formalities, finding suppliers, choosing a location and acquiring and training personnel.



## ➤ MAJOR CITIES

### Gorzów Wielkopolski

Gorzów Wielkopolski, one of Lubuskie's twin capitals, serves as the administrative seat of the voivode. It is the voivodship's largest city in terms of both area and population.

The local authorities describe the city as an important traffic hub, where east-west and north-south routes connect. Other assets include a relatively youthful labor force and a capable investor-service office – in this publication's experience, requests for information meet with quick and thorough responses.

The textile, pharmaceuticals, chemical, machinery and automotive industries are among the best-developed in Gorzów Wielkopolski. City authorities is working to lure high-technology and environmentally friendly investments, but is open to all comers.

A number of local business organizations are present in the city, such as the Lubuska Foundation Western Economic Centre ([www.lfzcg.gorzow.pl](http://www.lfzcg.gorzow.pl), Polish-language only), an institution established to support SMEs and cope with unemployment. Others include the Lubuskie Region Employers' Organization ([www.opzl.pl](http://www.opzl.pl)), the Western Chamber of Industry and Commerce ([www.ziph.pl](http://www.ziph.pl)) and the Lubuski Metal Cluster (no website).

The city offers two major types of incentives for investment – urban allowances offered by City Hall or the local subzone of the Kostrzyn-Słubice Special Economic Zone.

**Mayor:** Tadeusz Jędrzejczak

**Area code:** 95

**Area:** 85.73 sq km

**Population (Dec 2009):** 125,383

**Working-age population (Dec 2009):** 83,815

**Unemployment rate (June 2010):** 7.7%

**Percentage of city covered by zoning plans:** 31.06%

**Recent major investors:** AU Optronics, Bama Polska, Faurecia, Rhodia, SE Bordnetze Poland, TPV Displays Poland, Vetoquinol Biowet

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## Zielona Góra

The name of Lubuskie's second capital, home to the Marshall's Office and local parliament (Sejmik), means "green mountain" in Polish. It's an apt description of the city, which is often described as the nation's wine capital.

Zielona Góra has a centuries-old winemaking tradition – several private wineries are strewn around the city, and September always hosts the annual Winobranie wine festival. Vodka too has its place, with Luksusowa brand vodka distilled in the city.

Local industries include electronics manufacturing, precision engineering, furniture, steel products as well as HVAC and automotive components.

For qualifying investments – those creating new jobs, primarily – city authorities offer incentives such as real estate tax exemptions and reliefs. And in H1 2010 an agreement was signed by Lubuskie voivodship, Zielona Góra, the University of Zielona Góra and other organizations to create the Lubuski Industry and Technology Park in the city. The project is intended to facilitate new, innovative investments and aid in the transfer of technology. Construction was scheduled to start in 2010.

**Mayor:** Janusz Krzysztof Kubicki

**Area code:** 68

**Area:** 58.34 sq km

**Population (Dec 2009):** 117,503

**Working-age population (Dec 2009):** 77,566

**Unemployment rate (June 2010):** 7.8%

**Percentage of city covered by zoning plans:** 43%

**Recent major investors:** Advanced Digital Broadcast, Danfoss, Kimball, Lumel, Stelmet, Zastal

### Contacts:

Zielona Góra City Hall  
Entrepreneurship and Economic Activity Department  
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## OTHER MAJOR CITIES

| CITY        | MAYOR               | AREA CODE | AREA        | POPULATION | WORKING-AGE POPULATION | UNEMPLOYMENT (JUNE 2010) | ZONED AREA | CONTACT INFO   |
|-------------|---------------------|-----------|-------------|------------|------------------------|--------------------------|------------|--|
| Nowa Sól    | Wadim Tyszkiewicz   | 68        | 21.56 sq km | 39,945     | 56,223*                | 24.1%*                   | WND        | <a href="http://www.nowasol.pl">www.nowasol.pl</a> ;<br><a href="mailto:nowasol@nowasol.pl">nowasol@nowasol.pl</a>                 |
| Żary        | Roman Pogorzelec    | 68        | 33.49 sq km | 38,719     | 25,487                 | 18%*                     | 22.24%     | <a href="http://www.zary.pl">www.zary.pl</a> ;<br><a href="mailto:miasto@um.zary.pl">miasto@um.zary.pl</a>                         |
| Żagań       | Sławomir Kowal      | 68        | 39.92 sq km | 26,346     | 17,556                 | 24.1%*                   | 60%        | <a href="http://umzagan.nazwa.pl">umzagan.nazwa.pl</a> ; <a href="mailto:info@um.zagan.pl">info@um.zagan.pl</a>                    |
| Świebodzin  | Dariusz Bekisz      | 68        | 10.54 sq km | 21,714     | 15,014                 | 9.4%*                    | 19%        | <a href="http://www.swiebodzin.pl">www.swiebodzin.pl</a> ;<br><a href="mailto:poczta@um.swiebodzin.pl">poczta@um.swiebodzin.pl</a> |
| Międzyrzecz | Marian Sierpatowski | 95        | 10.26 sq km | 18,549     | 38,729*                | 20.3%*                   | WND        | <a href="http://www.miedzyrzecz.pl">www.miedzyrzecz.pl</a> ;<br><a href="mailto:um@miedzyrzecz.pl">um@miedzyrzecz.pl</a>           |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE



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Parking: 800 places  
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[www.galeria-askana.pl](http://www.galeria-askana.pl)



# MAŁOPOLSKIE

## KEY FACTS

**Voivode:** Stanisław Kracik

**Marshall:** Marek Nawara

**Area:** 15,183 sq km

**Population (Dec 2009):** 3,215,245

**Working-age population (Dec 2009):** 2,099,386

**Unemployment rate (June 2010):** 9.6%

**Average monthly wage (June 2010):** zł.3,135.70

**GDP (2007):** zł.86.63 billion, up 10.0% y/y  
(7.4% of national GDP)

**Natural resources:** building stone, ceramic clay, construction aggregate, coal, geothermal sources, limestone, mineral water, road stone, rock salt, tin and lead ores, trace amounts of crude oil, wood resources

**Number of students of higher education:** 210,000

**Number of institutions of higher education:** 35

**Major universities:** AGH University of Science and Technology, Jagiellonian University, Kraków University of Economics

**Major airport:** John Paul II International Airport Kraków-Balice

**Special Economic Zones:**

Katowice Special Economic Zone: 194 ha (fully available)

Kraków Technology Park Special Economic Zone: 523 ha

EURO-PARK MIELEC Special Economic Zone: 21 ha (none available)



## ESTIMATED INVESTMENT

**Total (2008):** zł.16.1 billion

(private sector: zł.10.41 billion; public sector: zł.5.69 billion)

Of which:

Industry: zł.4.26 billion, of which:

manufacturing: zł.2.99 billion

Real estate, renting and business activities: zł.3.42 billion

Construction: zł.2.39 billion

Trade and repair: zł.2.06 billion

**Number of new commercial and**

**civil law partnerships registered (2009):** 2,738, down 3.3% y/y

**Number of new sole proprietorships registered (2009):** 27,670, up 19.5% y/y

**Recent major investors:** ArcelorMittal, AIR Products, Allied Irish Banks, Capgemini, Carlsberg, Dalian Talent, MAN, NIDEC, Philip Morris, Woodward Governor Poland

**Sources of major foreign investment:** Denmark, Germany, Ireland, UK, USA

## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.1.43 bln

**Expenditures:** zł.1.49 bln

**Deficit:** zł.68.2 mln

**2010 (projected):**

**Revenues:** zł.912.71 mln

**Expenditures:** zł.1.29 bln

**Deficit:** zł.387.2 mln

## KEY CONTACTS:

**Małopolska Agency for Regional Development**

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## MAŁOPOLSKIE VOIVODSHIP

**M**ałopolskie is one of the smallest voivodships by area, but the second-most densely populated. It is also one of Poland's largest regional economies and was the fifth-largest contributor to national GDP in 2007.

The region is one of the richest in natural resources, with substantial oil and gas deposits as well as deposits of sulphur, zinc, lead and sandstone.

Małopolskie is home to many institutions of higher education and a well-educated workforce. Due to these factors, the region has become a magnet for firms looking to outsource business processes. International corporations such as Bayer, Ernst & Young, Electrolux, Google, IBM Software, Philip Morris, Tesco and Lufthansa all have BPO centers in the region, largely due to the fact that the local and regional authorities offer attractive incentives for such investments.

Małopolskie is also home to the Kraków Technology Park, a special economic zone whose purpose is to foster innovative businesses. Today investors such as Motorola Polska Electronics, RR Donnelley Europe and Shell Polska are all present in the park.

Other industries are strong in Małopolskie as well, like food and steel production. Major employers include Carlsberg Polska, which has two breweries in the region, Coca-Cola, with a bottling plant in Niepolomice, and ArcelorMittal, which has a rolling mill in Kraków.



As one of Poland's wealthier voivodships, Małopolskie boasts transport infrastructure which is well-developed in comparison with the rest of the country. The A4 highway, which will eventually run the length of Poland from Germany to Ukraine, will span the voivodship. There is also John Paul II International Airport Kraków-Balice, which serves the entire region.



## MAJOR CITIES

### Kraków

Although described as the cultural capital of Poland – a rubric its rich history, beautiful castles and medieval architecture have helped earn – Kraków is banking on the future rather than the past.

With 23 institutions of higher education (accounting for around 10% of Poland's students), the city is actively preparing its citizens to take part in a knowledge-based economy. These institutions include the esteemed Jagiellonian University, the oldest institution of its kind in Poland and one of the oldest in Europe.

Thus it is little surprise that Kraków has seen substantial BPO and high-tech investments. In the "Top 50 Emerging Global Outsourcing Cities" survey by Global Services and Tholons, the city ranked fourth in the world and first in Europe among emerging outsourcing cities.

The city is home to the Kraków Technology Park, a special economic zone focusing on high-tech industries. The zone offers tax breaks to all investors, but is especially interested in small and medium-sized businesses. It also hosts the Kraków Advanced Technologies Center, an R&D center.

The service sector is key in City Hall's view. It is working to develop various branches of the sector, such as BPO services and, given the importance of tourism to the local economy, the hotel and restaurant sector. Other major industries include construction and industrial processing.

There are 110,000 firms currently active in Kraków. They employ almost 200,000 people and the outsourcing sector alone has 16,000 workers in 50 centers. The largest firms to have invested in the city include IBM, Google, Electrolux, UBS and Mitsubishi Electric Europe.

**Mayor:** Jacek Majchrowski

**Area code:** 12

**Area (sq km):** 327 sq km

**Population (Dec 2009):** 755,000

**Working-age population (Dec 2009):** 495,365

**Unemployment rate (June 2010):** 4.6%

**Percentage of city covered by zoning plans:** 24.2%

**Recent major investors:** Electrolux, Elettrostandard Polska, Grupa Onet (ITI Group), iloop Mobile, Intelnet, Mitsubishi Electric, Mobile Experts, UBS

**Contacts:**

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### OTHER MAJOR CITIES

| CITY               | MAYOR                       | AREA CODE | AREA        | POPULATION | WORKING-AGE<br>POPULATION | UNEMPLOYMENT<br>(JUNE 2010) | ZONED AREA | CONTACT INFO   |
|--------------------|-----------------------------|-----------|-------------|------------|---------------------------|-----------------------------|------------|--|
| Tarnów             | Ryszard Ścigała             | 14        | 72.38 sq km | 115,158    | 74,539                    | 9.2%                        | WND        | <a href="http://www.tarnow.pl">www.tarnow.pl</a> ;<br><a href="mailto:umt@umt.tarnow.pl">umt@umt.tarnow.pl</a>                   |
| Nowy Sącz          | Ryszard Nowak               | 18        | 57.58 sq km | 84,556     | 54,756                    | 9.5%                        | WND        | <a href="http://www.nowysacz.pl">www.nowysacz.pl</a> ;<br><a href="mailto:urząd@nowysacz.pl">urząd@nowysacz.pl</a>               |
| Oświęcim           | Janusz Andrzej<br>Marszałek | 33        | 30 sq km    | 40,156     | 24,989                    | 10.7%*                      | WND        | <a href="http://www.um.oswiecim.pl">www.um.oswiecim.pl</a> ;<br><a href="mailto:um@um.oswiecim.pl">um@um.oswiecim.pl</a>         |
| Chrzanów           | Ryszard Kosowski            | 32        | 38.31 sq km | 39,049     | 25,587                    | 11.4%*                      | 15%        | <a href="http://www.chrzanow.pl">www.chrzanow.pl</a> ;<br><a href="mailto:promocja@chrzanow.pl">promocja@chrzanow.pl</a>         |
| Olkusz             | Dariusz Rzepka              | 32        | 25.65 sq km | 37,015     | 25,395                    | 13.3%*                      | WND        | <a href="http://www.umig.olkusz.pl">www.umig.olkusz.pl</a> ;<br><a href="mailto:poczta@umig.olkusz.pl">poczta@umig.olkusz.pl</a> |
| *LOCAL COUNTY DATA |                             |           |             |            | WND = WOULD NOT DISCLOSE  |                             |            |  |

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# MAZOWIECKIE

## KEY FACTS

**Voivode:** Jacek Kozłowski

**Marshall:** Adam Struzik

**Area:** 35,558 sq km

**Population (Dec 2009):** 5,222,167

**Working-age population (Dec 2009):** 3,329,007

**Unemployment rate (June 2009):** 9.1%

**Average monthly wage (June 2010):** zł.4,243.62

**GDP (2007):** zł.255.89 billion, up 11.6% y/y  
(21.7% of national GDP)

**Natural resources:** agricultural resources, geothermal sources, gravel, sand and stone, good wind conditions for renewable energy, lumber

**Number of students of higher education:** 358,112

**Number of institutions of higher education:** 105

**Major universities:** the University of Warsaw, the Warsaw University of Technology, the Warsaw School of Economics

**Major airport:** Warsaw Frederic Chopin Airport

**Special Economic Zones:**

“Starachowice” Special Economic Zone: 22.68 ha

Suwałki Special Economic Zone: 24 ha

Łódź Special Economic Zone: 49.54 ha

Warmia-Mazury Special Economic Zone: 166 ha (4.7 ha available)

Tarnobrzeg Special Economic Zone

“EURO-PARK WISŁOSAN”: 295.97 ha



## ESTIMATED INVESTMENT

**Total (2008):** zł.47.31 billion

(private sector: zł.33.58 billion; public sector: zł.13.73 billion)

Of which:

Industry: zł.9.83 billion, of which:

Manufacturing: zł.6.8 billion

Real estate, renting and business activities: zł.9.34 billion

Transport, storage and communication: zł.7.88 billion

Construction: zł.4.94 billion

Trade and repair: zł.4.8 billion

Financial intermediation: zł.2.9 billion

**Number of new commercial and civil law partnerships registered (2009):** 7,601, up 0.8% y/y

**Number of new sole proprietorships registered (2009):** 42,513, up 4.8% y/y

**Recent major investors:** Auchan Polska, Boryszew, Carrefour Polska, LG Electronics, PKN Orlen, PGNiG, Polkomtel, Polska Telefonia Cyfrowa, Telekomunikacja Polska, Vattenfall Poland

**Sources of major foreign investment:** China, France, Germany, Italy, Netherlands, South Korea, United Kingdom, the US

## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.3.57 bln

**Expenditures:** zł.4.11 bln

**Deficit:** zł.543.23 mln

**2010 (projected):**

**Revenues:** zł.2.85 bln

**Expenditures:** zł.3.21 bln

**Deficit:** zł.360 mln

## KEY CONTACTS:

**Mazovia Development Agency**

**Investor Assistance Centre**

[www.armsa.eu](http://www.armsa.eu)

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## MAZOWIECKIE VOIVODSHIP

**H**ome to Poland's capital and the heart of its economy, Mazowieckie has led the nation's swift development since the end of communism.

It is both the largest and most populous of the country's voivodships. It also comes first in a long series of indicators: it boasts the highest GDP per capita (150 percent of the national average in 2007), the largest contributor to national GDP, the most foreign companies, and so on.

Located in east-central Poland, Mazowieckie sits at the confluence of trans-European transport corridors. The Warsaw Frederic Chopin international airport receives the bulk of Poland's international and domestic traffic, and the region possesses a well-developed railway network. Important infrastructure projects such as the A2 motorway and the S7, S12 and S2 expressways, as well as the ongoing repair of national roads, will increasingly facilitate transport to and through the voivodship.

With the highest number of students in the country and some of the best-recognized institutions of higher education, the region offers a large pool of qualified, often multilingual and highly mobile labor.

Inhabitants of the region boast salaries around 30 percent higher than the national average, which may be a negative for employers but simultaneously guarantees strong purchasing power.



The region's economy is arguably the most diverse in the country. The retail, telecommunications, financial and IT services, construction, automotive and petrochemical industry thrive in Mazowieckie's biggest cities.

On the other hand, the region's rural population (1.8 million) is also the largest in the country, and both agriculture and the food industry remain major employers.

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Number of units: 110

[www.galeria-wisla.pl](http://www.galeria-wisla.pl)



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## THE CITY

- CAPITAL OF THE MOST DYNAMICALLY DEVELOPING COUNTRY IN CENTRAL EUROPE
- 3.37 MILLION INHABITANTS THROUGHOUT THE WHOLE URBAN AGGLOMERATION AREA
- BEST TRANSPORTATION JUNCTION IN POLAND AND HOME OF THE MODERN INTERNATIONAL AIRPORT — FRYDERYK CHOPIN AIRPORT
- LOWEST UNEMPLOYMENT RATE IN POLAND — 2.3% — AND AVERAGE REMUNERATION OF 1,000 EURO GROSS
- OVER HALF A MILLION COMPANIES OPERATE IN WARSAW
- 219 BANKS, OF WHICH EVERY FOURTH IS A HEAD OFFICE
- BY 2013 POLAND WILL HAVE 4.2 BILLION PLN (1 BILLION EURO) FROM THE EU FOR PROJECTS TARGETED AT THE DEVELOPMENT OF INFORMATION SOCIETY
- WARSAW IS ENCOURAGING FAST DEVELOPMENT IN ORDER TO BECOME EUROPEAN CAPITAL OF CULTURE IN 2016

## GREEN SHELTER

- ALMOST HALF OF THE CITY IS GREEN SPACE
- VARIETY OF 80 PARKS OFFER PLACES FOR SPORT ACTIVITIES AND ARTISTIC EVENTS INCLUDING CHOPIN SUMMER CONCERTS IN ROYAL BATH PARK
- THE NATURAL BEAUTY OF THE VISTULA RIVER PASSES THROUGH THE CITY
- WALKING AND CYCLING PATHS, A BEACH AND A HARBOUR ARE BEING DEVELOPED ALONG THE RIVER BANK AS PART OF THE VISTULA NATURE PARK
- 200 KM OF EXISTING CYCLING PATHS WILL BE EXTENDED BY 700 KM

## TOURIST FAVOURITES

- 3.8 MILLION FOREIGN TOURISTS WERE ATTRACTED TO WARSAW IN 2009
- CENTERS OF CULTURE INCLUDE: 50 THEATRES AND MUSIC CENTERS, 31 CINEMAS (FILMS SHOWN IN THEIR ORIGINAL LANGUAGES), OVER 100 ART GALLERIES
- IN THIS CITY OF HISTORICAL BUILDINGS, HISTORICAL WALKING PATHS INCLUDE 53 MUSEUMS, CHURCHES, A MOSQUE, A JEWISH CEMETERY, THE ROYAL CASTLE, THE WILANÓW PALACE AND THE OLD TOWN — A UNESCO WORLD CULTURAL HERITAGE SITE

- SPECIAL LOCAL GOODS INCLUDE HANDMADE CRAFTS AND POLISH FASHION

## CHOPIN WAS FROM WARSAW

- FURTHER TO FRYDERYK CHOPIN'S 200TH BIRTHDAY ANNIVERSARY, THE CITY OF WARSAW PREPARED A ROUTE PRESENTING CHOPIN'S WARSAW. THE ROUTE IS MARKED BY MULTIMEDIA BENCHES LOCATED AT THE PLACES CONNECTED WITH CHOPIN. IT IS ONE OF THE PROJECTS APPROACHING THE FIGURE OF THE COMPOSER AND HIS RELATIONS WITH WARSAW. THE VISITORS CAN DOWNLOAD THE FREE MP3 GUIDE AT [WWW.E-WARSAW.PL/CHOPIN](http://WWW.E-WARSAW.PL/CHOPIN) AND FOLLOW THE STEPS OF CHOPIN IN WARSAW.
- IN 2010 FRYDERYK CHOPIN MUSEUM WAS OPENED. THIS UNIQUE AND VERY MODERN MUSEUM IS AT THE SAME TIME AN INSTITUTION FOR THE NATIONAL MEMORY OF FRYDERYK CHOPIN.

## EDUCATION

- FOREIGN LANGUAGE EDUCATION FROM KINDERGARTEN TO MBA LEVEL IS AVAILABLE IN WARSAW
- "THE AMERICAN SCHOOL OF WARSAW" - THE FIRST AUTONOMOUS INTERNATIONAL SCHOOL IN POLAND, TODAY HOSTS STUDENTS OF 40 NATIONALITIES, CHILDREN PARTICIPATE IN THE IBO PROGRAM FROM KINDERGARTEN TO BAC EXAMS. THE TUITION IS USUALLY REFUNDED BY PARENTS' COMPANIES
- "LYCEE FRANCAIS DE VARSOVIE" FOR STUDENTS AGED FROM 3 TO 18 YEARS OLD, ALSO ACCEPTS ENTRIES FROM NON-FRENCH-SPEAKING CANDIDATES. IT HAS STUDENTS FROM 29 NATIONS AND BOASTS A HIGH TEACHING STANDARD GUARANTEED BY QUALIFIED TEACHERS FROM FRANCE AND POLAND
- "THE WILLY BRANDT'S POLISH-GERMAN SCHOOL" FOR MEETINGS AND DIALOGUE IN WARSAW IS A GERMAN SCHOOL SPECIALIZED IN LANGUAGE EDUCATION - THE STUDENTS LEARN GERMAN AT NATIVE-SPEAKER LEVEL AS THEIR NATIVE LANGUAGE, AS WELL AS ENGLISH AND FRENCH AT THE BAC EXAMS LEVEL
- THE BEST UNIVERSITIES IN POLAND ARE LOCATED IN WARSAW. AROUND 300,000 YOUNG PEOPLE STUDY EVERY YEAR IN THE CITY CENTER. A VARIETY OF POSTGRADUATE AND MBA COURSES ARE HELD IN CO-OPERATION WITH EUROPEAN AND AMERICAN EDUCATIONAL INSTITUTIONS

## PROJECTS IN PROGRESS

- COMPLETION OF THE COPERNICUS SCIENCE CENTRE, IN 2010
- ŻERAŃ PORT WILL BE MORE THAN JUST A YACHT MARINA. FACILITIES FOR SPORTS LOVERS WILL INCLUDE A MODERN WATER PARK, A CLIMBING WALL, BUNGEE JUMPING FACILITIES AND AN ENTERTAINMENT AREA FOR SPORTS TOURNAMENTS
- A BRAND NEW NATIONAL STADIUM FOR 55,000 SPECTATORS IS PLANNED TO BE OFFICIALLY OPENED IN JULY 2011 TO HOST UEFA EURO 2012™ MATCHES.
- NEW NORTH BRIDGE AND NEW METRO LINE ARE UNDER CONSTRUCTION
- THE FINAL VERSION OF THE MUSEUM OF MODERN ART BUILDING HAS BEEN PRESENTED IN JUNE 2010. THE CONSTRUCTION IS DUE TO BEGIN IN THE SUMMER OF 2012. THE OPENING OF THE MUSEUM AND THE THEATRE COMMON BUILDING IS PLANNED FOR 2015.



## MAJOR CITIES

### Warsaw

As the national capital, Warsaw is where most of Poland's administrative, financial, educational and cultural institutions can be found. It is, in short, a city of decision-makers.

It is also the most important consumer market in the country. Warsaw is responsible for 13.6 percent of national GDP (and 62.7 percent of Mazowieckie's GDP), and per capita GDP is three times the national average. Warsaw residents also generally work longer hours than their countrymen.

In a 2010 CER-Banque Populaire ranking, Warsaw was named entrepreneurs' third-favorite European city, jumping 10 places from the previous year and beating capitals such as London, Brussels, Rome, Prague and Budapest. At the same time, the city remains a relatively cheap place to site a business – it ranked 54<sup>th</sup> in CB Richard Ellis' annual list of the most expensive office locations in the world.

The city is also home to the Warsaw Stock Exchange, the largest bourse in the CEE region. The bourse attracted significant international attention in 2010 with the blockbuster IPOs of insurer PZU and utility Tauron, as well as other major debuts.

Local officials are engaged in an ongoing effort to upgrade infrastructure in and around Warsaw. The city intends to spend zł.8 billion on infrastructure projects by 2014, including the construction of a ring road, a second subway line and a new National Stadium. The latter will serve as a face to the world in 2012, when Warsaw hosts matches for the Euro 2012 soccer championship.

Close to Warsaw, the new Modlin Airport, Mazowieckie's first regional airport, should be ready by 2012. It is intended as a regional complement to the Warsaw Fryderyk Chopin Airport,

which is Poland's busiest – it handled just over 8.3 million passengers in 2009, almost half of the country's air passenger traffic.

City officials emphasize high levels of state aid for investors, Warsaw's efficient infrastructure for business and its large base of students, numbering over 350,000. And plans to revitalize the city center are expected to give Warsaw a modern look, bringing new office and service space to the market at the same time.

**Mayor:** Hanna Gronkiewicz-Waltz

**Area code:** 22

**Area:** 517 sq km

**Population (Dec 2009):** 1,714,446

**Working-age population (Dec 2009):** 1,103,568

**Unemployment rate (June 2010):** 3.5%

**Percentage of city covered by zoning plans:** 25%

**Recent major investors:** Arcelor, Cadbury, Coca-Cola, GlaxoSmithKline, Hochtief, IBM, IKEA, Procter & Gamble, Société Générale, UniCredit, Unilever

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### Radom

Lying in the southern area of Mazowieckie voivodship, the city of Radom sits at the intersection of major national and transnational routes, both east-west and north-south.

The nation's capital is under 100 km to the north, and, with the recent completion of the S7 express road and the ongoing modernization Railway Line 8 (due for completion in 2013), commuting between the two cities is getting easier. Another planned express road, the S12, will furnish an expedient link to other major cities, such as Lublin and Piotrków Trybunalski.

A zł.400-million plan to develop a civil airport using infrastructure present at the Sadków military airfield near the city is also underway.

In Radom itself, travel is facilitated by a ring road, and the city authorities are actively developing municipal infrastructure to benefit both local residents and investors.

Convenient location and good infrastructure, together with an

educated and comparatively inexpensive work force, has proved a convincing argument for many entrepreneurs. The city is home to nearly 25,000 businesses and officials emphasize the presence of an extended network of support institutions, including business organizations, banks, insurance and leasing companies.

Once a major manufacturer of goods for communist Poland and the Soviet Union, Radom has undergone a successful transition and the strong growth of the SME sector offers evidence of how the city has survived the decay of the bloated communist-era public sector.

Food, leather and metal processing are the best developed industries, but the city is actively trying to develop the BPO and logistics sector.

Incentives for investment include real estate tax reliefs (dependent on the number of jobs created), as well as a special economic zone offering up to 60 percent CIT reimbursement for investment outlays and low labor costs, rentals and land prices.

**Mayor:** Andrzej Kosztowniak

**Area code:** 48

**Area:** 112 sq km

**Population (Dec 2009):** 223,397

**Working-age population (Dec 2008):** 146,550

**Unemployment rate (June 2010):** 20.7%

**Percentage of city covered by zoning plans:**  
4-5%

**Recent major investors:** AIG Lincoln, Iron Mountain, Tell Bridge

**Contacts:**

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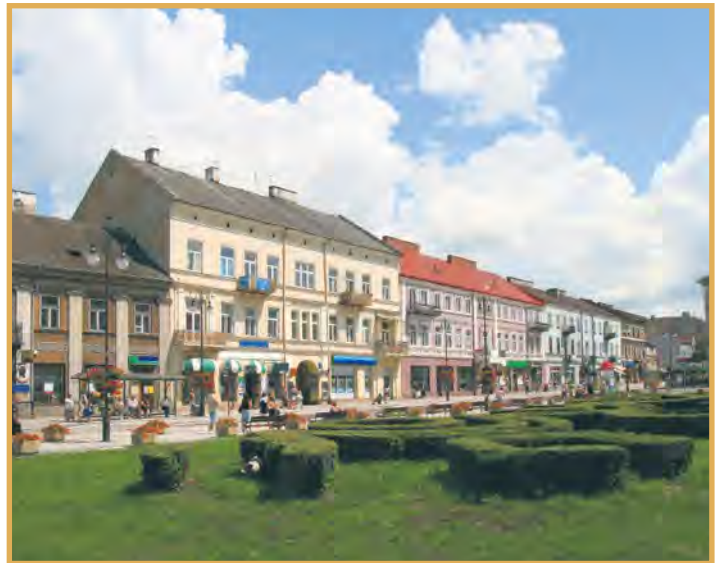
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## Płock

One of the oldest cities in Mazowieckie voivodship and a de facto capital of Poland in late 11<sup>th</sup> and early 12<sup>th</sup> centuries, Płock is today the voivodship's third-largest urban center and home to major industrial plants and companies from the oil, construction, machinery and textile sectors. Oil refiner Orlen, general contractor Mostostal Płock and pipeline operator PERN "Przyjaźń" are all headquartered in the city.

These days Płock is also trying to develop the chemical, pharmaceutical, paper, rubber, automotive, and logistics industries, among others. Among the city's advantages, local authorities list its favorable location in central Poland, competitive property prices and access to a skilled labor force which offers competitive costs.

Investment incentives include real estate tax allowances, cooperation with universities, municipal assistance in the recruitment of technical personnel and the "maximum" acceleration of administrative procedures. Investors can also benefit from the Płock Industrial and Technological Park, which offers over 200 ha of land with access to modern infrastructure.

Construction on a number of new sports and transport infrastructure projects is underway in Płock. These include the Orlen Arena sports and exhibition hall with accompanying hotel infrastructure, a pier on the Vistula River and several multi-storey car parks. The Wisła Płock soccer stadium is also being modernized.

**Mayor:** Mirosław Milewski

**Area code:** 24

**Area:** 88 sq km

**Population (Dec 2009):** 126,542

**Labor force (Dec 2009):** 83,379

**Unemployment rate (June 2010):** 10.1%

**Percentage of city covered by zoning plans:** 35%

**Recent major investors:** Basell Orlen Polyolefins, Bilfinger Berger Polska, Brenntag Polska, CNH Polska, Dr Oetker



Polska, Hemex-Budownictwo, Levi Strauss Poland, Ponzio Polska, Remondis, Schulman Polska

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## OTHER MAJOR CITIES

| CITY      | MAYOR               | AREA CODE | AREA     | POPULATION | WORKING-AGE POPULATION | UNEMPLOYMENT (JUNE 2010) | ZONED AREA | CONTACT INFO                                      |
|-----------|---------------------|-----------|----------|------------|------------------------|--------------------------|------------|---|
| Siedlce   | Wojciech Kudelski   | 25        | 32 sq km | 77,319     | 51,392                 | 9.5%                     | 15%        | www.siedlce.pl;<br>info@um.siedlce.pl             |
| Pruszków  | Jan Starzyński      | 22        | 19 sq km | 55,515     | 96,640*                | 6.8%*                    | 80%        | www.pruszkow.pl;<br>prezydent@miaasto.pruszkow.pl |
| Ostrołęka | Janusz Kotowski     | 29        | 29 sq km | 53,837     | 36,484                 | 14.9%                    | 62.98%     | www.ostroleka.pl;<br>um@um.ostroleka.pl           |
| Legionowo | Roman Smogorzewski  | 22        | 14 sq km | 51,646     | 68,189*                | 11.1%*                   | 100%       | www.legionowo.pl;<br>kancelaria@um.legionowo.pl   |
| Ciechanów | Waldemar Wardziński | 23        | 33 sq km | 45,270     | 30,441                 | 14.1%*                   | 38.8%      | www.um.ciechanow.pl;<br>boi@umciechanow.pl        |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE



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# OPOLSKIE

## KEY FACTS

**Voivode:** Ryszard Wilczyński

**Marshall:** Józef Sebesta

**Area:** 9,412 sq km

**Population (Dec 2009):** 1,031,097

**Working-age population (Dec 2009):** 677,867

**Unemployment rate (June 2010):** 12.1%

**Average monthly wage (June 2010):** zł.3,053.61

**GDP (2007):** zł.26.61 billion, up 14.1% y/y  
(2.3% of national GDP)

**Natural resources:** agricultural land, clay, limestone, marlstone, sand

**Number of students of higher education:** 37,000

**Number of institutions of higher education:** 9

**Major universities:** Opole University, Opole University of Technology, School of Management and Administration, State Medical Vocational School, Humanities and Economics Academy

**Major Airport:** Opole-Kamień Śląski regional airport (under construction)

**Special Economic Zones:**

Katowice Special Economic Zone: 15 ha (7.5 ha available)

"Starachowice" Special Economic Zone: 16.91 ha

Wałbrzych Special Economic Zone "INVEST-PARK": 284 ha (145 ha available)



## ESTIMATED INVESTMENT

**Total (2008):** zł. 3.9 billion

(private sector: zł.2.4 billion; public sector: zł.1.5 billion)

Of which:

Industry: zł.1.4 billion, of which:

manufacturing: zł.1.2 billion

Construction: zł.507 million

Real estate, renting and business activities: zł.488 million

Trade and repair: zł.460 million

**Number of new commercial and civil law partnerships registered (2009):** 509, down 6.1% y/y

**Number of new sole proprietorships registered (2009):** 6,918, up 17.4% y/y

**Recent major investors:** ArcelorMittal, Cadbury/Kraft, Heidelberg Cement, Jeronimo Martins, Keiper Polska, Marcegaglia, Nestle, PGE Opole Power Plant, Stora Enso, Velux

**Sources of major foreign investment:** France, Germany, Italy, Spain, the US

## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.351.5 mln

**Expenditures:** zł.398 mln

**Deficit:** zł.46.5 mln

**2010 (projected):**

**Revenues:** zł.478.61 mln

**Expenditures:** zł.556.63 mln

**Deficit:** zł.78.02 mln

## KEY CONTACTS:

**Opolskie Investor Assistance Center**

[www.ocrg.opolskie.pl](http://www.ocrg.opolskie.pl)

ul. Spychalskiego 1A, 45-716 Opole

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Magdalena Możdżeń, lead specialist, English, German

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## OPOLSKIE VOIVODSHIP

Opolskie, located in Poland's south along the Czech border, is the smallest of the country's 16 voivodships in terms of area; its populace is the second-smallest in the nation.

Nevertheless, the voivodship plays an important role in the national economy. It hosts transit routes which connect Poland to France, Germany, the Benelux countries and Ukraine. It is also the site of four border crossings and the A4 motorway runs through it, connecting Wrocław and Katowice.

Rail infrastructure in the voivodship is well-developed, assuring direct connections to all of Poland's major cities, including Baltic seaports and international destinations such as Frankfurt, Munich, Budapest and Kiev. A former-military airport in Kamień

Śląski is also currently being developed into a regional airport.

Opolskie is home to significant cement and lime deposits, as well as other mineral resources. Well-developed industries include food processing, engineering, fuel and power generation, automotive manufacturing, chemicals and furniture.

Agriculture too is an important element of the voivodship's economy. One of its strongest assets is fertile soil, with agricultural land accounting for about 50 percent of the voivodship's area.

Also worth noting is the fact that Opolskie hosts a large part of Poland's German minority community, amounting to nearly 10 percent of the voivodship's population. Many of these people work seasonally in Germany, remitting their earnings.

## MAJOR CITIES

### Opole

The capital of the Opolskie voivodship, Opole, is home to a stable, growing economy. Its strongest industries, according to city authorities, are construction materials, the food industry and machinery. It is keen to continue developing these sectors, but also wants to boost tourism (particularly the hotel industry) and BPO investments.

The local authorities are also very interested in the opportunities provided by public-private partnerships. Underground parking as well as sports and entertainment projects are among the investment possibilities they list.

Real estate is a fast-developing sector of the local economy. A number of residential developments have been launched over the past year and several mid-sized shopping centers have opened.

Investors interested in Opole can apply for tax exemptions (income as well as real estate) for up to 50 percent of investment costs. EU funding and government grants are available as well.

Culturally, Opole is synonymous with the National Festival of Polish Song, which it hosts every year.

**Mayor:** Karol Musiół

**Area code:** 77

**Area:** 96 sq km

**Population (Dec 2009):** 125,792

**Working-age population (Dec 2009):** 85,000

**Unemployment rate (June 2010):** 6.1%

**Percentage of city covered by zoning plans:** 31%

**Recent major investors:** Hana Elecom, Heerema Fabrication Group

#### Contacts:

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Investor Service Center  
45-015 Opole  
☎ (+48) 77 451 19 74

@promocja@um.opole.pl

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Magdalena Blonska, project manager:

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Piotr Letachowicz, project manager:

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## OTHER MAJOR CITIES

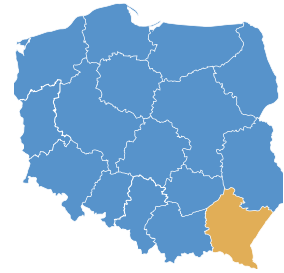
| CITY             | MAYOR              | AREA CODE | AREA      | POPULATION | WORKING-AGE<br>POPULATION | UNEMPLOYMENT<br>(JUNE 2010) | ZONED AREA | CONTACT INFO   |
|------------------|--------------------|-----------|-----------|------------|---------------------------|-----------------------------|------------|--|
| Kędzierzyn-Koźle | Wiesław Fąfara     | 77        | 124 sq km | 64,596     | 41,975                    | 11.9%                       | 100%       | www.kedzierzynkozle.pl;<br>bp_srp@kedzierzynkozle.pl |
| Nysa             | Jolanta Barska     | 77        | 28 sq km  | 46,308     | 30,584                    | 17.2%*                      | 50%        | um.nysa.pl;<br>nysa@www.nysa.pl                      |
| Brzeg            | Wojciech Huczyński | 77        | 15 sq km  | 37,609     | 24,461                    | 18%*                        | 100%       | www.brzeg.pl; um@brzeg.pl                            |
| Kluczbork        | Jarostaw Kielar    | 77        | 12 sq km  | 25,256     | 16,785                    | 12.9%*                      | 100%       | www.kluczbork.pl;<br>um@kluczbork.pl                 |
| Prudnik          | Franciszek Fejdych | 77        | 20 sq km  | 22,663     | 14,443                    | 15%*                        | WND        | www.prudnik.pl;<br>um@prudnik.pl                     |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE



# PODKARPACKIE



## KEY FACTS

**Voivode:** Mirosław Karapyta

**Marshall:** Zygmunt Cholewiński

**Area:** 17,845 sq km

**Population (Dec 2009):** 2,101,732

**Working-age population (Dec 2009):** 1,341,630

**Unemployment rate (June 2010):** 14.7%

**Average monthly wage (June 2010):** zł.2,702.70

**GDP (2007):** zł.43.68 billion, up 9.5% y/y  
3.7% of national GDP

**Natural resources:** gas, limestone, oil sandstone, sulfur, thermal water, timber

**Number of students of higher education:** 75,000

**Number of institutions of higher education:** 15

**Major universities:** University of Rzeszów,  
Rzeszów University of Technology

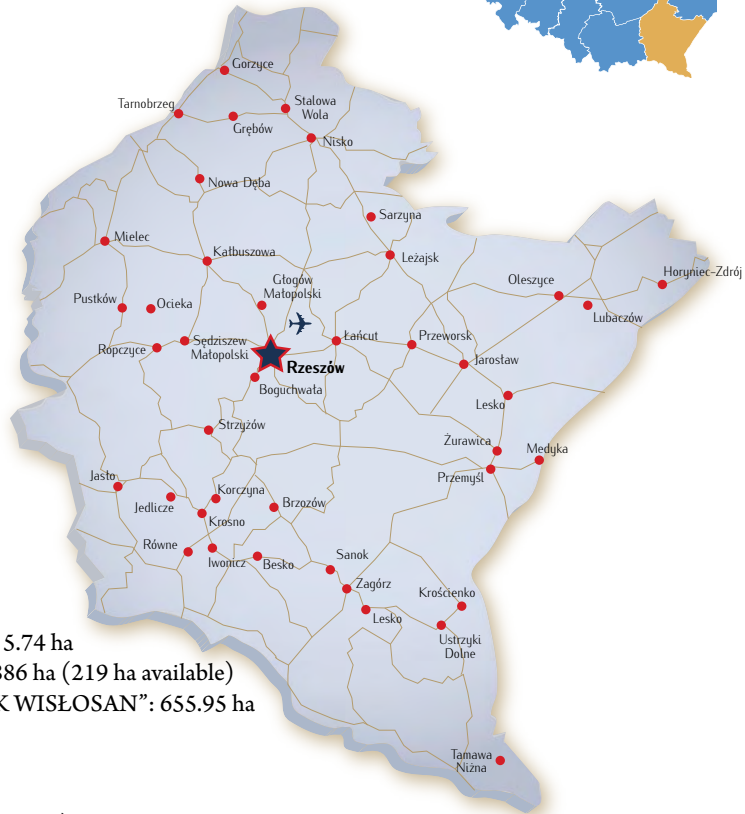
**Major airport:** Rzeszów International Airport

**Special Economic Zones:**

Kraków Technology Park Special Economic Zone: 5.74 ha

EURO-PARK MIELEC Special Economic Zone: 886 ha (219 ha available)

Tarnobrzeg Special Economic Zone "EURO-PARK WISŁOSAN": 655.95 ha



## ESTIMATED INVESTMENT

**Total (2008):** zł.7.88 billion

(private sector: zł.5.33 billion; public sector: zł.2.54 billion)

Of which:

Industry: zł.2.75 billion, of which:

manufacturing: zł.2.05 billion

Real estate, renting and business activities: zł.1.49 billion

Construction: zł.714.4 million

Trade and repair: zł.600.7 million

Transport, storage and communication: zł.598.7 million

**Number of new commercial and civil law partnerships registered (2009):**

808, down 7.6% y/y

**Number of new sole proprietorships registered (2009):** 12,931, up 26% y/y

**Recent major investors:** BorgWarner Turbo & Emissions Systems, MTU Aero Engines, Goodrich Aerospace Poland, Husqvarna, IKEA, Purcell Systems International AB, Vac Aero International

**Sources of major foreign investment:** Austria, France, Germany, the US

## KEY CONTACTS:

**Rzeszów Regional Development Agency  
Inward Investment Centre**

[www.coi.rzeszow.pl](http://www.coi.rzeszow.pl)

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## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.1.38 bln

**Expenditures:** zł.1.50 bln

**Deficit:** zł.114.21 mln

**2010 (projected):**

**Revenues:** zł.752.40 mln

**Expenditures:** zł.923.38 mln

**Deficit:** zł.170.97 mln

## PODKARPACKIE VOIVODSHIP

Podkarpackie is a land of contrasts. It is one of the country's poorest regions, with the lowest GDP per capita according to the most recent data. Yet it can also boast some of the country's most high-tech, dynamic developments. For instance, the region's aerospace cluster, "Aviation Valley," is home to 80 percent of the nation's aerospace industry.

Most aerospace investment is located on the Podkarpackie Science and Technology Park Aeropolis, which has been incorporated into the EURO-PARK MIELEC Special Economic Zone. BorgWarner Turbo & Emissions Systems (turbochargers), MTU Aero Engines (manufacturing turbine vanes and rotor blades) and Goodrich Aerospace Poland are just a few of the big-named aviation investors located in the cluster.

The region's SEZs provide firms with tax exemptions of up to 70 percent of the investment value, as well as extensive green-field space. Investors, meanwhile, have a pool of well-qualified students to choose from – around 75,000 students study at institutions such as the University of Rzeszów and the Rzeszów University of Technology. The latter also boasts the country's only specialized civil aviation center.

Not content to limit itself to aerospace, the region plays host to the automotive and IT industries, as well as to rubber production facilities, the pharmaceutical industry and food-processing plants. Investors located in Podkarpackie also have easy access to eastern and southern markets, as the region borders Ukraine and Slovakia.

In addition to modern industries, Podkarpackie offers major opportunities in tourism and green-minded sectors. It is also



blessed with a stunning natural environment, as a significant part of the Bieszczady Forest and Carpathian Mountain range extends into the region.

According to the regional authorities, Podkarpackie also has one of the highest EU funds absorption rates in Poland. Meanwhile, a number of major infrastructural investments are currently underway, including construction on the A4 motorway, which will connect Berlin with Kiev, and expansion work on the Rzeszów-Jasionka International Airport. The airport offers direct connections to Dublin, Frankfurt, London and New York City.

## MAJOR CITIES

### Rzeszów

The city of Rzeszów lies at the heart of Poland's aerospace cluster, Aviation Valley, thus its economy is strongly tied to the aerospace industry. Yet the city has attracted investors from fields far afield of airplane manufacturing.

The city hosts over 20,000 companies, ranging from pharmaceutical producers and IT firms to automotive manufacturers. Indeed, Asseco Poland, the country's largest IT company, has its headquarters there.

Rzeszów is located 100 km from Slovakia and just 90 km from Ukraine, meaning it has also been able to develop into a shopping, wholesale and logistics center for businesses targeting much of the Central and Eastern European region.

With a GDP per capita under 50 percent of the national average, labor in Rzeszów comes at a discount, especially given that many of its inhabitants are graduates of one of the city's five top-notch universities. The city is also well connected, with an international airport located not far away. And when construction on the A4 motorway is completed, Rzeszów will have a direct road connection to Western Europe.

The city also offers investors significant tax breaks, with businesses which create 40 or more jobs qualifying for up to 60 months free of property taxes. And firms choosing to locate

in the nearby subzone of the EURO-PARK MIELEC Special Economic Zone are also eligible for tax breaks and other incentives.

**Mayor:** Tadeusz Ferenc

**Area code:** 17

**Area:** 115.8 sq km

**Population (Dec 2009):** 172,770

**Working-age population (Dec 2009):** 115,067

**Unemployment rate (June 2010):** 7.5%

**Percentage of city covered by zoning plans:** 9.55%

**Recent major investors:** BorgWarner, Conres, MTU Aero Engines, Womak

**Local government contacts:**

Rzeszow Regional Development Agency Co.

Inward Investment Center

[www.coi.rzeszow.pl](http://www.coi.rzeszow.pl)

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## Mielec

Although it seems to sit in the shadow of the EUROPARK MIELEC Special Economic Zone, the town of Mielec itself hosts over 3,270 business enterprises, many of which are engaged in the aerospace, automotive, chemical and metal-processing industries. Mielec offers numerous tax exemptions to investors, including on land and infrastructure taxes.

In terms of investment, the local SEZ seems to be highly attractive. In addition to this, however, Mielec also offers investors to join the nearby Mielec Industrial Park (Mielecki Park Przemysłowy), which was designed to create an environment conducive to the development of industry. The park is managed by the Agency of Regional Development ([www.marr.com.pl](http://www.marr.com.pl)), which supports entrepreneurial development through the provision of investment grants, training and consulting.

MARR also functions as a regional financing institution in Podkarpackie voivodship, meaning it provides loans and also runs an incubator for entrepreneurship in the Mielec Industrial Park. The IN-Tech1 Incubator covers two hectares and also includes the Business Incubator IN-MARR, which is designed to support business start-ups.

Surrounded by rich farm land Mielec, is also an important center of agricultural services.

**Mayor:** Janusz Chodorowski

**Area code:** 17



**Area:** 47.36 sq km

**Population (Dec 2009):** 61,800\*

**Working-age population (Dec 2009):** 85,427\*

**Unemployment rate (June 2010):** 13.3%\*

**Percentage of city covered by zoning plans:** 25%

**Recent major investors:** would not disclose

\*data for local county

**Contacts:**

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Office of Fund Acquisition and City Development  
ul. Żeromskiego 26  
39-300 Mielec  
☎ (+48) 17 788 85 00  
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Monika Szczodry, office director:  
@ [mszczodry@um.mielec.pl](mailto:mszczodry@um.mielec.pl), ☎ (+48) 17 788 85 77

### OTHER MAJOR CITIES

| CITY         | MAYOR           | AREA CODE | AREA        | POPULATION | WORKING-AGE POPULATION | UNEMPLOYMENT (JUNE 2010) | ZONED AREA | CONTACT INFO   |
|--------------|-----------------|-----------|-------------|------------|------------------------|--------------------------|------------|--|
| Przemysł     | Robert Choma    | 16        | 46 sq km    | 66,389     | 42,806                 | 18.9%                    | WND        | <a href="http://www.przemysl.pl">www.przemysl.pl</a> ;<br><a href="mailto:mail@um.przemysl.pl">mail@um.przemysl.pl</a>     |
| Stalowa Wola | Andrzej Szlęzak | 15        | 82.41 sq km | 63,889     | 70,916*                | 13.6%*                   | WND        | <a href="http://www.stalowawola.pl">www.stalowawola.pl</a> ;<br><a href="mailto:um@stalowawola.pl">um@stalowawola.pl</a>   |
| Tarnobrzeg   | Jan Dziubiński  | 15        | 85.4 sq km  | 49,419     | 32,694                 | 13.4%                    | WND        | <a href="http://www.tarnobrzeg.pl">www.tarnobrzeg.pl</a> ;<br><a href="mailto:um@um.tarnobrzeg.pl">um@um.tarnobrzeg.pl</a> |
| Krosno       | Piotr Przytocki | 13        | 43.48 sq km | 47,534     | 31,308                 | 6.7%                     | 30%        | <a href="http://www.krosno.pl">www.krosno.pl</a> ;<br><a href="mailto:um@um.krosno.pl">um@um.krosno.pl</a>                 |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE



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[www.avis.pl](http://www.avis.pl)

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# PODLASKIE

## KEY FACTS

**Voivode:** Maciej Żywno  
**Marshall:** Jarosław Zygmunt Dworzański  
**Area:** 20,187 sq km  
**Population (Dec 2009):** 1,189,731  
**Working-age population (Dec 2009):** 754,096  
**Unemployment rate (June 2010):** 12%  
**Average monthly wage (June 2010):** zł.2,852.36  
**GDP (2007):** zł.27.35 billion, up 12.0% y/y (2.3% of national GDP)  
**Natural resources:** gravel, iron ore, rock and mineral resources  
**Number of students of higher education:** 53,000  
**Number of institutions of higher education:** 22  
**Major universities:** Białystok Technical University, the Medical University of Białystok, University of Białystok  
**Major airports:** None  
**Special Economic Zone:**  
 Suwałki Special Economic Zone: 157.03 ha (70.71 ha available)

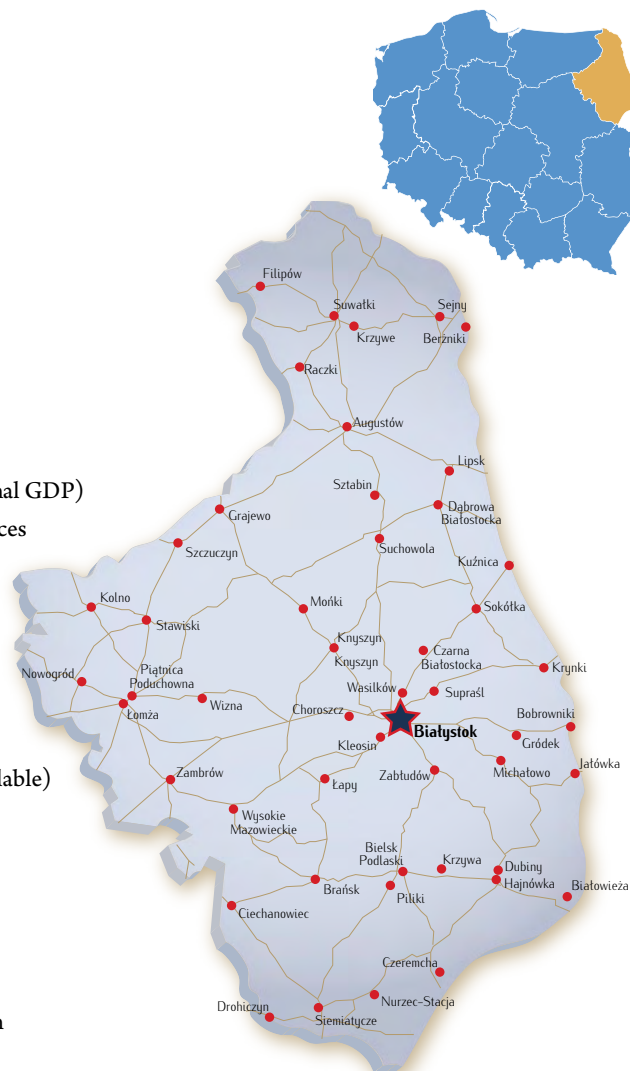
## ESTIMATED INVESTMENT

**Total (2008):** zł.4.82 billion  
 (private sector: zł.3.47 billion; public sector: zł.1.35 billion)  
 Of which:  
 Industry: zł.1.31 billion, of which:  
     manufacturing: zł.810.9 million  
 Real estate, renting and business activities: zł.1.05 billion  
 Construction: zł.577.8 million  
 Trade and repair: zł.560.4 million  
 Transportation, storage and communication: zł.290.5 million

**Number of new commercial and civil law partnerships registered (2009):** 511, down 5.5% y/y  
**Number of new sole proprietorships registered (2009):** 8,108, up 13.7% y/y

**Recent major investors:** British American Tobacco, IKEA, Kampania Piwowarska, Mlekovita, Mlekpól, Pfeiderer, Philips, Pilkington, Polmos, Suempol

**Sources of major foreign investment:** Belgium, Cyprus, France, Germany, the Netherlands, Sweden, the UK, the US



## VOIVODSHIP BUDGET

| 2009:                              | 2010 (projected):                  |
|------------------------------------|------------------------------------|
| <b>Revenues:</b> zł.656.49 bln     | <b>Revenues:</b> zł.355.79 bln     |
| <b>Expenditures:</b> zł.668.26 bln | <b>Expenditures:</b> zł.393.05 bln |
| <b>Deficit:</b> zł.11.76 mln       | <b>Deficit:</b> zł.37.25 mln       |

## KEY CONTACTS:

**Podlaskie Investor Assistance Center**  
[www.coi.wrotapodlasia.pl](http://www.coi.wrotapodlasia.pl)  
 ul. Kardynała Stefana Wyszyńskiego 1, 15-888 Białystok  
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## PODLASKIE VOIVODSHIP

Located in Poland's northeastern reaches, Podlaskie voivodship adjoins three of the country's neighbors – Belarus, Lithuania and Russia's Kaliningrad exclave. Its external borders thus serve as the frontier of the European Union.

Due to historical and geographical factors, the region has long been one of the most culturally diverse in Poland, home to people of many nationalities and religions. Perhaps not accidentally the most popular "invented" language in the world, Esperanto, was created by a native of Białystok, the voivodship's capital.

Today Podlaskie's proximity to the markets of Eastern Europe is touted by its authorities as a major asset. Indeed, a growing number of investors see it as the main reason to do business in the region.

Apart from its strategic location, Podlaskie offers other sizable advantages, such as relatively low labor costs, a substantial pool of young educated people and the presence of a special economic zone. The voivodship features natural resources instrumental in the development of agriculture, food processing, timber and construction, industries which have traditionally dominated its economy.

However, the region is ambitiously pursuing modern industries as well. Biotechnology, pharmaceuticals, electronics and high-quality chemical products are all receiving particular emphasis.

Tourism has also been growing in importance in Podlaskie of late. The voivodship boasts numerous natural assets, including



lakes and preservation areas with wetlands and primeval forests.

Infrastructure investment activity is now visibly gaining momentum in the region. Apart from numerous road projects, the voivodship should soon see the delivery of major new sports and cultural facilities as well as a science and technology park.



## MAJOR CITIES

### Białystok

Białystok, the capital of Podlaskie voivodship, is the economic heart of northeastern Poland. The city is also the largest academic and cultural center in the area, with a number of national parks and landscape parks in close proximity.

After years spent unnoticed by investors, Białystok has seen substantial public and private investment recently, making it arguably one of the most dynamically developing urban centers in Poland.

Over the 2009-2013 period, the city plans to invest a total of zł.2.3 billion, about half of which will be EU funded. Major outlays will include the delivery of a waste management system, construction of a new municipal stadium and the modernization of the city's main bypass road.

The local authorities tout steadily improving infrastructure and a strategic location as some of the city's biggest assets. Plans to construct a regional airport near Białystok are taking shape.

Meanwhile, the city remains a gateway to the eastern markets of Belarus, Lithuania, Latvia and Estonia.

Food processing, timber and textiles are some of the traditionally best-developed industries in Białystok, but as the face of the city changes, so its business climate changes with it. The local authorities are now actively seeking to develop new sectors, such as BPO services.

The Białystok Science and Technology Park project, which is scheduled to open in 2012, may be instrumental to the realization of these goals. The park intends to host innovative firms from sectors such as IT, biotech, nanotech, pharmacology, electronics and the production of precision and optical tools.

**Mayor:** Tadeusz Truskolaski

**Area code:** 85





**Area:** 102 sq km

**Population (Dec 2009):** 294,685

**Working-age population (Dec 2009):** 196,605

**Unemployment rate (June 2010):** 11.9%

**Percentage of city covered by zoning plans:** 30%

**Recent major investors:** DBK, Masterpress, Standard Motor Products, Transition Technologies

**Contacts:**

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## OTHER MAJOR CITIES

| CITY               | MAYOR                        | AREA CODE | AREA        | POPULATION | WORKING-AGE<br>POPULATION | UNEMPLOYMENT<br>(JUNE 2010) | ZONED AREA | CONTACT INFO   |
|--------------------|------------------------------|-----------|-------------|------------|---------------------------|-----------------------------|------------|--|
| Suwałki            | Wiesław Stelmach<br>(acting) | 87        | 65.24 sq km | 69,499     | 46,192                    | 12.3%                       | WND        | <a href="http://www.um.suwalki.pl">www.um.suwalki.pl</a> ;<br><a href="mailto:org@um.suwalki.pl">org@um.suwalki.pl</a>                   |
| Łomża              | Jerzy Brzeziński             | 86        | 32.72 sq km | 63,357     | 42,753                    | 13.7%                       | WND        | <a href="http://www.lomza.pl">www.lomza.pl</a> ;<br><a href="mailto:ratusz@um.lomza.pl">ratusz@um.lomza.pl</a>                           |
| Augustów           | Kazimierz<br>Kozuchowski     | 87        | 80.90 sq km | 30,323     | 19,368                    | 14.7%*                      | WND        | <a href="http://www.augustow.pl">www.augustow.pl</a> ;<br><a href="mailto:aot@poczta.onet.eu">aot@poczta.onet.eu</a>                     |
| Bielsk Podlaski    | Eugeniusz<br>Berezowiec      | 85        | 26.88 sq km | 26,381     | 17,532                    | 7.4%*                       | WND        | <a href="http://www.bielsk-podlaski.pl">www.bielsk-podlaski.pl</a> ;<br><a href="mailto:um@bielsk-podlaski.pl">um@bielsk-podlaski.pl</a> |
| Zambrów            | Kazimierz Jan<br>Dąbrowski   | 86        | 19.02 sq km | 22,353     | 14,566                    | 12.7%*                      | 9%         | <a href="http://www.zambrow.nazwa.pl">www.zambrow.nazwa.pl</a> ;<br><a href="mailto:um@zambrow.pl">um@zambrow.pl</a>                     |
| *LOCAL COUNTY DATA |                              |           |             |            | WND = WOULD NOT DISCLOSE  |                             |            |  |





# POMORSKIE

## KEY FACTS

**Voivode:** Roman Zaborowski

**Marshall:** Mieczysław Struk

**Area:** 18,310 sq km

**Population (Dec 2009):** 2,230,099

**Working-age population (Dec 2009):** 1,439,523

**Unemployment rate (June 2010):** 11.9%

**Average monthly wage (June 2010):** zł.3,331.44

**GDP (2007):** zł.67.07 billion, up 11.3% y/y  
(5.7% of national GDP)

**Natural resources:** amber, clay and chalks, gravel,  
rock salt, sand

**Number of students of higher education:** over 100,000

**Number of institutions of higher education:** 28

**Major universities:** the University of Gdańsk,  
the Gdańsk University of Technology

**Major airport:** Gdańsk Lech Wałęsa Airport

**Special Economic Zones:**

Ślupsk Special Economic Zone: 178.87 ha (44 ha available)

Pomeranian Special Economic Zone: 448 ha



## ESTIMATED INVESTMENT

**Total (2008):** zł.13.977 billion

(private sector: zł.8.490 billion; public sector: zł.5.487 billion)

Of which:

Industry: zł.4.377 billion, of which:

manufacturing: zł.3.600 billion

Real estate, renting and business activities: zł.2.933 billion

Construction: zł.1.822 billion

Trade and repair: zł.1.411 billion

Transport, storage and communication: zł.913.4 million

**Number of new commercial and civil law partnerships registered (2009):**

1,733, down 3.8% y/y

**Number of new sole proprietorships registered**

**(2009):** 22,318, up 2.9% y/y

**Recent major investors:** Acxiom, Arla Foods, Compuware, First Data,  
Geoban, IBM, Macquarie Group, Sony Pictures, Thomson Reuters,  
Zensar Technologies Limited

**Sources of major foreign investment:** Germany, Scandinavian countries,  
Spain, the UK, the US

## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.1.179 bln

**Expenditures:** zł.1.276 bln

**Deficit:** zł.96.91 mln

**2010 (projected):**

**Revenues:** zł.645.72 mln

**Expenditures:** zł.809.02 mln

**Deficit:** zł.163.30 mln

## KEY CONTACTS:

**Pomerania Development Agency  
Investor Assistance Centre**

[www.arp.gda.pl](http://www.arp.gda.pl)

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## POMORSKIE VOIVODSHIP



Pomorskie has long been an economic powerhouse in Poland, attractive to both businesspeople and holidaymakers, due to its access to the Baltic Sea. The country's two largest seaports – in Gdańsk and Gdynia – are located there.

The region, home to numerous sea, air, train and road connections, is an important logistics center. Its natural resources – such as sand, gravel, clay and chalk – also help to supply its numerous infrastructural projects.

Pomorskie places special emphasis on developing logistics – the port in Gdańsk is slowly becoming a major transport hub in the area. The Deepwater Container Terminal, built by Macquarie Group, has significantly increased the transshipment potential of Tri-city's ports, providing a direct container line to Asia.

Local officials emphasize the quality of the local labor force – 28 institutions of higher education produce almost 23,000 graduates each year.

Pomorskie's main industries are chemicals, shipbuilding, logistics, electronics, food processing, tourism and services. This last sector employs around 60 percent of the workforce in the region.

However, the voivodship authorities are looking towards the future and are paying particular attention to the development of the high-tech sector, with Tri-city striving to become a major IT cluster. A number of multinationals – including Thomson Reuters, IBM, First Data, Axiom, Geoban and, most recently, Sony Pictures Global Business Services – have sited major investments in the area.

Investors coming to the region can count on government grants (especially in priority sectors such as automotive, electronic, aviation, R&D or biotech), tax exemptions in special economic zones as well as EU funds.

The region is also preparing for the Euro 2012 soccer championships – Gdańsk is one of the event's host cities – by developing new sports infrastructure, expanding the Gdańsk Lech Wałęsa Airport and creating a new metropolitan railway.



## MAJOR CITIES

### Gdańsk

Gdańsk, the biggest and best-recognized part of the dynamically growing Tri-city area, is the economic center of northern Poland. The city boasts much more than a convenient geographical location, however.

As home to the country's main seaport, Gdańsk's biggest industries unsurprisingly include maritime economy. But its other major industries are highly diversified and include: oil and chemicals, pharmaceuticals and cosmetics, food production and processing, IT, machinery, tourism, finance and insurance services, as well as amber and jewelry.

At the same time, the ambitious city authorities are actively trying to develop the services, high-tech and logistics industries with the intention of dethroning Wrocław as Poland's IT capital. One incentive implemented to that end is a scholarship program for technology students – the city subsidizes the cost of training them in higher-education programs tailored to a company's needs in return for an employment guarantee. Acxiom, Zensar Technologies and Lufthansa Systems Poland are among the firms which have already taken part in the program.

The city authorities are proactive when it comes to attracting investment, with tax exemptions for investors and a wide range of aid agencies and organizations able to aid in various stages of investment. These organizations include the Pomorskie Special Economic Zone and the Gdańsk Science and Technology Park, the Gdańsk Economic Development Agency, the Gdańsk Entrepreneurship Foundation and the Pomeranian Loan Fund (please note, however, that not all of these have English-language websites).

The strategy seems to be paying off. Recent sizable investors include major multinationals from a number of IT- and tech-related industries.

Gdańsk is also experiencing a flurry of infrastructure development in preparation for the Euro 2012 soccer championship. The city was on schedule to deliver its Euro 2012 soccer stadium – the PGE Gdańsk Arena – in 2010, for example. Other major projects, such as the second terminal at the Gdańsk Lech Wałęsa Airport, new roads, tram and train lines, and a Tri-city metropolitan railway are moving apace.

**Mayor:** Paweł Adamowicz

**Area code:** 58

**Area:** 262 sq km

**Population (Dec 2009):** 456,591

**Working-age population (Dec 2009):** 295,940

**Unemployment rate (June 2010):** 5.5%

**Percentage of city covered by zoning plans:** 70%

**Recent major investors:** Acxiom, Fineos, First Data, Flügger, Hines, IBM, Nordea, Sony Pictures, Transcom, Weyerhaeuser

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Business Service Center

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### OTHER MAJOR CITIES

| CITY                 | MAYOR                      | AREA CODE | AREA     | POPULATION | WORKING-AGE<br>POPULATION | UNEMPLOYMENT<br>(JUNE 2010) | ZONED AREA | CONTACT INFO                             |
|----------------------|----------------------------|-----------|----------|------------|---------------------------|-----------------------------|------------|--|
| Ślupsk               | Maciej Kobyliński          | 59        | 43 sq km | 97,087     | 61,201                    | 11.3%                       | 60.52%     | www.slupsk.pl;<br>urząd@um.slupsk.pl     |
| Tczew                | Zenon Ody                  | 58        | 22 sq km | 60,291     | 73,359*                   | 14%*                        | WND        | www.tczew.pl;<br>info@um.tczew.pl        |
| Starogard<br>Gdański | Edmund<br>Stachowicz       | 58        | 25 sq km | 48,239     | 79,410*                   | 19.2%*                      | WND        | www.starogard.pl;<br>ratusz@starogard.pl |
| Wejherowo            | Krzysztof<br>Hildebrandt   | 58        | 25 sq km | 47,188     | 123,977*                  | 15.8%*                      | WND        | www.wejherowo.pl;<br>miasto@wejherowo.pl |
| Rumia                | Elżbieta<br>Rogała-Kończak | 58        | 30 sq km | 43,700     | 30,631                    | 15.8%*                      | 44%        | www.um.rumia.pl;<br>urząd@um.rumia.pl    |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE

## Gdynia

Gdynia, the second-largest constituent of the Tri-city area, describes itself as “a city built of sea and dreams.” Investors may see it this way as well, as much of Tri-city’s business is done here.

The sea is Gdynia’s lifeblood. The shipyard industry, despite experiencing hardships in recent years, remains a major part of the city’s economy. Transport and logistics are also vital to the local and national economies.

Construction, electronics and IT are other mainstays of commerce. The former is thriving, with recent investments from real estate players such as Grupa Inwestycyjna Hossa, Grupa Allcon, Inwest Komfort and Mayland Real Estate. Food – especially fish processing – is also an important industry.

Meanwhile, City Hall is working to attract investments in ICT, biotech, environmental protection, industrial design, logistics and transport (the city plans to develop its own airport) as well as business process outsourcing.

A major advantage of the city is its youthful population – Gdynia is home to numerous schools and attracts young people in search of education and work. Almost 45% of the local work force is employed in the SME sector.

Gdynia’s investment incentives include the Pomeranian Science and Technology Park ([www.ppnt.gdynia.pl](http://www.ppnt.gdynia.pl)), which lies within the city’s borders. It offers access to data and a knowledge base, as well as training sessions, workshops and conferences.

There’s also the Gdynia Business Support Center ([www.gcw.gdynia.pl](http://www.gcw.gdynia.pl)), which helps with the formalities connected with getting started and provides advisory services. The Gdynia Devel-

opment Agency ([www.arg.gdynia.pl](http://www.arg.gdynia.pl)) offers marketing research, strategies and business plans for a number of sectors. And City Hall also seems to have a very hands-on approach to new investment – deputy mayors personally take care of matters.

The city is actively developing tourism and self-promotion by organizing major events such as the Heineken Open’er Festival, which attracted a crowd of 80,000 in 2010, or the international design fair Gdynia Design Days.

**Mayor:** Wojciech Szczurek

**Area code:** 58

**Area:** 135 sq km

**Population (Dec 2009):** 247,859

**Working-age population (Dec 2009):** 159,248

**Unemployment rate (June 2010):** 5.4%

**Percentage of city covered by zoning plans:** 35%

**Recent major investors:** Det Norske Veritas, Grupa Allcon, Grupa Inwestycyjna Hossa, Inter Ikea, Inwest Komfort, Mayland Real Estate

### Contacts:

Gdynia City Hall

Deputy Mayor Marek Stępa (town-planning, zoning plans, city investments): @ [m.stepa@gdynia.pl](mailto:m.stepa@gdynia.pl),

☎ (+48) 58 668 80 12

Deputy Mayor Bogusław Stasiak (real estate, roads):

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Deputy Mayor Michał Guć (architecture, construction permits): ☎ (+48) 58 668 80 14



## Sopot

By far the smallest of the Tri-city trio, Sopot has a reputation as a place of rest and relaxation. Yet the city is adept at capitalizing on its prime location between Gdańsk and Gdynia – as well as its sandy beaches – to boost its economy.

The city can be reached by land, sea and air and is working to make itself more accessible transport-wise. A marina for 104 private boats is scheduled to be finished in Q2 2011, and its central train station is undergoing revitalization.

City Hall emphasizes that Sopot is especially open to investments from various branches of knowledge-based commerce. The city has a hands-on approach to investment – it boasts a “no-standing-in-line” approach to dealing with businesspeople and foreign investors are assigned a “strategic investment assistant” to help navigate the complexities of Poland’s regulations.

The city is also experienced in taking part in public-private partnerships. Almost 52,000 sqm of the city center was recently developed in a PPP investment that included a spa and health center, a cinema and the Sheraton Sopot Hotel, Conference Center & Spa.

Officially designated a health resort town since 1999, Sopot is not a location for industrial investments, but market

services, especially connected to tourism and the hotel industry are welcomed. Other target industries include insurance, financial, legal, economic, marketing, consulting and auditing services, as well as IT.

**Mayor:** Jacek Karnowski

**Area code:** 58

**Area:** 17.31 sq km

**Population (Dec 2009):** 38,460

**Working-age population (Dec 2009):** 24,144

**Unemployment rate (June 2010):** 3.9%

**Percentage of city covered by zoning plans:** 79.1%

**Recent major investors:** Hydrobudowa, NDI, Sopot Spa, Warbud

### Contacts:

Sopot City Hall

City Development Strategy Department

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# SILESIA

## KEY FACTS

**Voivode:** Zygmunt Łukaszczyk

**Marshall:** Bogusław Piotr Śmigielski

**Area:** 12,334 sq km

**Population (Dec 2009):** 4,640,725

**Working-age population (Dec 2009):** 3,043,430

**Registered unemployment (June 2010):** 9.4%

**Average monthly wage (June 2010):** zł.3,534.52

**GDP (2007):** zł.152.74 billion, up 10.7% y/y (13.0% of national GDP)

**Natural resources:** coal, lead, zinc

**Number of students of higher education:** 210,000

**Number of institutions of higher education:** 52

**Major universities:** Silesian University, Silesian University of Technology in Gliwice, Częstochowa University of Technology, Medical University of Silesia, Academy of Fine Arts in Katowice, Academy of Physical Education in Katowice

**Major airport:** Katowice International Airport in Pyrzowice

**Special Economic Zone:**

Katowice Special Economic Zone: 1,708 ha

## ESTIMATED INVESTMENT

**Total (2008):** zł.18.1 billion

(private sector: zł.12.1 billion; public sector: zł.5.9 billion)

Of which:

Industry: zł.11.9 billion, of which:

manufacturing: zł.7.2 billion

Mining and quarrying: zł.2.3 billion

Trade and repair: zł.1.9 billion

Real estate, renting and business activities: zł.1.2 billion

Transport, storage and communication: zł.1 billion

Construction: zł.672 million

**Number of new commercial and civil law partnerships registered (2009):** 3,277, down 1.9% y/y

**Number of new sole proprietorships registered (2009):** 35,255, up 24.9% y/y

**Recent major investors:** Brembo, Fiat Powertrain Technologies, Magneti Marelli

**Sources of major foreign investment:** Germany, Italy, the US

## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.2.47 bln

**Expenditures:** zł.2.91 bln

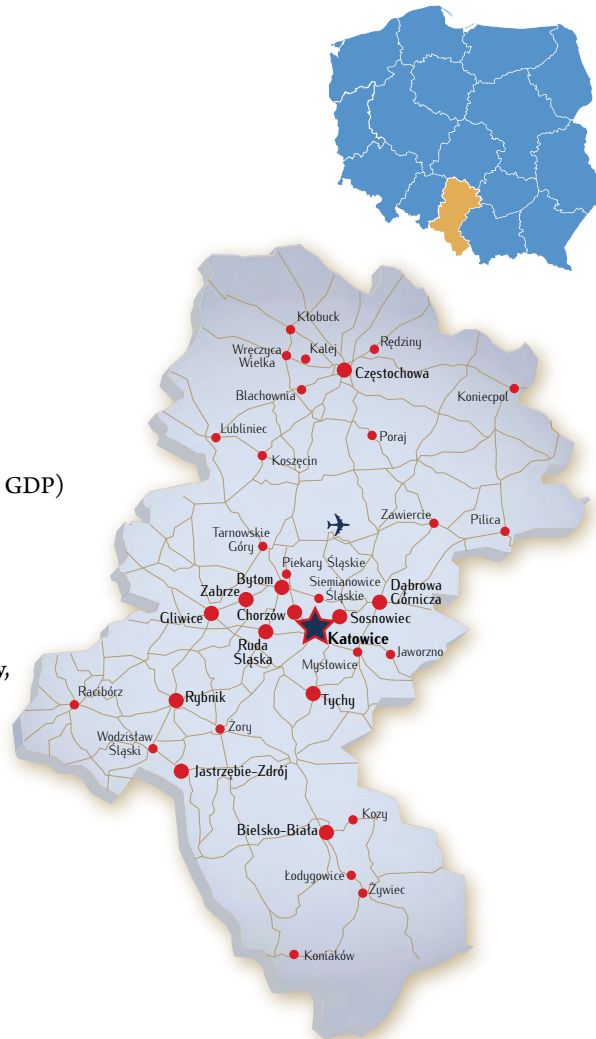
**Deficit:** zł.441.74 mln

**2010 (projected):**

**Revenues:** zł.1.33 bln

**Expenditures:** zł.1.74 bln

**Deficit:** zł.413.05 mln



## KEY CONTACTS:

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## SILESIA VOIVODSHIP

Situated on the border of the Czech Republic and Slovakia, Silesia is the most densely populated region of Poland and is second only to Mazowieckie in total population and contribution to national GDP.

The inhabitants of Silesia boast the second-highest GDP per capita in the country. And, as a result of the region's considerable industrialization, the region also enjoys among the lowest unemployment rates in the country.

The potential and absorption capacity of the Silesian market presents diverse investment opportunities in industry, services, infrastructure, tourism and agriculture, according to the regional authorities.

Silesia is renowned for its heavy industry, particularly coal mining, but in recent years it has made major efforts to overcome this stereotype. And it has, to some extent, succeeded.

The most important resources of the region are coal, lead and zinc. In turn, the best developed industries are mining, metallurgy, power generation, engineering, automotive production, chemicals, building materials and textiles. The automotive in-



dustry is of particular importance these days, with car manufacturers Fiat and GM Opel sustaining thousands of jobs.

However, regional officials stress the systematically growing role of SMEs, which help create a diverse employment structure.

It should be noted that Silesia faces challenges. According to a recent study on investment attractiveness from the Gdańsk Institute for Market Economics, the region currently suffers high labor costs, challenges in terms of employment and entrepreneurship, and a drop in the number of students.

Nevertheless, neither Silesia's local economy nor its major contribution to the national economy are in danger.

Finally, the region enjoys a well developed transport infrastructure, with the largest railway network concentration in the country, an international airport and some of the most modern roads in Poland. Important transit corridors include the intersection of the A1 and A4 motorways and the Drogowa Trasa Średnicowa, a motorway which will link the major cities of the region.



## MAJOR CITIES

### Katowice

Once the heart of an industrial region dependent on mining and steel production, Katowice today has a diverse economy. Heavy industry remains prominent, but small businesses and trade have gained ground.

The dominant industries in Katowice include coal mining, metallurgy, energy production, chemicals, machine manufacturing and automotive production. Indeed, the Gdańsk Institute for Market Economics has twice recently ranked the city and its surrounds as Poland's most attractive sub-region for investors in terms of industrial activities. At the same time, City Hall is working to develop IT, R&D, clean coal technologies and environmentally friendly power generation.

The city is now undertaking a major revitalization project, with public and private investments worth over zł.1 billion scheduled to start in its downtown area in 2010. This project will see the construction of new public buildings, including an international conference center and a modern "science zone."

The city's main square and a number of major streets will be completely revamped and the main railway station revitalized with new commercial space added. The project is expected to provide an additional boost to the development of Katowice's tertiary education system and draw increasing numbers of property developers and investors.

Katowice also benefits from its convenient location at or near the crossroads of trans-European corridors, including the A4 highway and under construction A1 highway. Three international airports lie within 100 km of the city, which also has a well-developed transport and logistics sector and a high density of road and railway infrastructure.

**Mayor:** Piotr Uszok

**Area code:** 32

**Area:** 165 sq km

**Population (Dec 2009):** 308,548

**Working-age population (Dec 2009):** 199,003

**Unemployment rate (June 2010):** 3.5%

**Percentage of city covered by zoning plans:** 17.8%

**Recent major investors:** Capgemini, Display Link, Kroll Ontrack, Mentor Graphics, Rockwell Automation, Steria

#### **Contacts:**

Mayor's Plenipotentiary for Contact with Strategic Investors  
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40-006 Katowice

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## Gliwice

Located west of Katowice, Gliwice is the fourth-largest city in the voivodship and one of the greenest urban centers in the Upper Silesian Industrial Region. It is also one of Silesia's biggest academic centers. Major higher education institutions include the Silesian University of Technology, one of the largest schools of its kind in Poland, and the Gliwice College of Entrepreneurship.

The city is conveniently located in terms of access to modern transportation infrastructure, which has led some local officials, as well as experts, to claim that the city could potentially challenge Katowice in the future as the region's economic leader.

In terms of business incentives, Gliwice boasts the largest of the four subzones of the Katowice Special Economic Zone, which features 677 ha of land, 378 ha of which is located within the city boundaries. A number of companies from the automotive, chemicals and logistics sectors have already built their facilities there.

**Mayor:** Zygmunt Frankiewicz

**Area code:** 32

**Area:** 134 sq km

**Population (Dec 2009):** 196,167

**Working-age population (Dec 2009):** 130,007

**Unemployment rate (June 2010):** 6.7%

**Percentage of city covered by zoning plans:** 66%

**Recent major investors:** Kirchhoff Polska, Saint-Gobain Isover, TRW Braking Systems

### Contacts:

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## Częstochowa

With its population of almost a quarter million and its location along the under-construction A1 route, Częstochowa serves as an important way station for north-south traffic and is an important market in its own right.

Częstochowa is a modern, forward-looking city, served by a strong transport network within 50 km of two international airports. Seven institutions of higher education support a pop-

ulation of 30,000 students, many of whom specialize in engineering, marketing, tourism and hospitality.

Several times recognized by *Forbes* as an attractive location for business and FDI, the city is home to 374 companies with foreign capital. Among the biggest investors and employers are Ukrainian steel producer ISD Huta Częstochowa and American firm TRW Automotive.

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[dabrowa-gornicza.com](http://dabrowa-gornicza.com)

City Hall in Dąbrowa Górnicza  
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Paweł Zygmunt, tel. +48 32 295 96 93, [pzygmunt@idabrowa.pl](mailto:pzygmunt@idabrowa.pl)

**Mayor:** Piotr Kurpios

**Area code:** 34

**Area:** 160 sq km

**Population (Dec 2009):** 239,319

**Working-age population (Dec 2009):** 156,727

**Unemployment rate (June 2010):** 10.9%

**Percentage of city covered by zoning plans:** 4.52%

**Recent major investors:** Fortum Power and Heat, Globe Trade Centre, Koksownia Częstochowa Nowa, TRW Automotive, Polimex-Mostostal

**Contacts:**

Częstochowa Investor Assistance Centre

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## Dąbrowa Górnicza

Sprawling is a good description of Dąbrowa Górnicza. It is the largest city in Silesia in terms of area and one of the top 10 largest nationally, yet only the 26th most populous in Poland. According to the local authorities, it is at once a place dominated by industrial concerns and an area of picturesque landscapes.

ArcelorMittal Poland, Koksownia “Przyjaźń,” Huta Bankowa and Stalprofil, giants of heavy industry, are among the biggest employers in the city. Nevertheless, the city authorities stress that even investors in more traditional sectors of the local economy are investing in new technologies and are outfitted with modern laboratories in which to conduct research. There’s also a push to invest in “greener” business solutions.

The construction, glass, electronics, automotive and food industries have all grown significantly over the last decade, City Hall notes. Almost 100 firms with foreign capital are already present in the city; investment has come from France, Germany, Italy, India, Switzerland and the UK, to name just a few sources.

**Mayor:** Zbigniew Podraza

**Area code:** 32

**Area:** 189 sq km

**Population (Dec 2009):** 127,686

**Working-age population (Dec 2009):** 87,647

**Unemployment rate (June 2010):** 10%

**Percentage of city covered by zoning plans:** 35%

**Recent major investors:** ArcelorMittal Poland, Brembo, Guhring, HHLA, HOBAS, Mayland Real Estate, Saint Gobain Glass Polska

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@pzygmunt@idabrowa.pl, ☎ (+48) 32 295 96 93

## OTHER MAJOR CITIES

| CITY             | MAYOR                   | AREA CODE | AREA         | POPULATION | WORKING-AGE POPULATION | UNEMPLOYMENT (JUNE 2010) | ZONED AREA | CONTACT INFO                                       |
|------------------|-------------------------|-----------|--------------|------------|------------------------|--------------------------|------------|--|
| Sosnowiec        | Kazimierz Górski        | 32        | 91 sq km     | 219,300    | 148,245                | 12.1%                    | 50.85%     | www.sosnowiec.pl;<br>um@um.sosnowiec.pl            |
| Zabrze           | Małgorzata Mańka-Szulik | 32        | 80.47 sq km  | 187,674    | 123,947                | 12.6%                    | 20%        | www.um.zabrze.pl;<br>umz@um.zabrze.pl              |
| Bytom            | Piotr Koj               | 32        | 69.43 sq km  | 182,749    | 118,310                | 16.8%                    | WND        | www.um.bytom.pl;<br>um@um.bytom.pl                 |
| Bielsko-Biała    | Jacek Krywult           | 33        | 125.66 sq km | 175,402    | 113,530                | 5.8%                     | 22%        | www.um.bielsko.pl;<br>um@bielsko-biala.pl          |
| Ruda Śląska      | Andrzej Stania          | 32        | 77.73 sq km  | 143,349    | 93,893                 | 7.7%                     | 100%       | www.ruda-sl.pl;<br>urząd@rudaslaska.pl             |
| Rybnik           | Adam Fudali             | 32        | 146.36 sq km | 141,372    | 93,591                 | 7.0%                     | WND        | www.rybnik.eu;<br>rybnik@um.rybnik.pl              |
| Dąbrowa Górnicza | Zbigniew Podraza        | 32        | 188.73 sq km | 127,686    | 87,647                 | 10%                      | WND        | www.dabrowa-gornicza.pl;<br>um@dabrowa-gornicza.pl |
| Chorzów          | Marek Kopel             | 32        | 33.5 sq km   | 113,007    | 71,017                 | 11.5%                    | WND        | www.chorzow.eu;<br>urząd@chorzow.eu                |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE





# ŚWIĘTOKRZYSKIE

## KEY FACTS

**Voivode:** Bożentyna Palka-Koruba

**Marshall:** Adam Jarubas

**Area:** 11,710 sq km

**Population (Dec 2009):** 1,270,120

**Working-age population (Dec 2009):** 806,925

**Unemployment rate (June 2010):** 14.1%

**Average monthly wage (June 2010):** zł.2,920.81

**GDP (2007):** zł.30.32 billion, up 12.0% y/y  
(2.6% of national GDP)

**Natural resources:** mineral waters, natural building stone, sulfur

**Number of students of higher education:** 60,000

**Number of institutions of higher education:** 15

**Major universities:** the Jan Kochanowski University of Humanities and Sciences, the Kielce University of Technology

**Major airports:** None

**Special Economic Zones:**

“Starachowice” Special Economic Zone: 430.85 ha

Tarnobrzeg Special Economic Zone “EURO-PARK WISŁOSAN”: 104.12 ha



## ESTIMATED INVESTMENT

**Total (2008):** zł.5.58 billion

(private sector: zł.4.04 billion; public sector: zł.1.54 billion)

Of which:

Industry: zł.2.95 billion, of which:

manufacturing: zł.2.36 billion

Real estate, renting and business activities: zł.637.4 million

Construction: zł.635 million

Trade and repair: zł.311.7 million

Transport, storage and communication: zł.142.8 million

**Number of new commercial and civil law partnerships registered**

**(2009):** 405, down 16.5% y/y

**Number of new sole proprietorships registered**

**(2009):** 8,383, up 14.4% y/y

**Recent major investors:** Hyab Alucrom, Loxley, TM Steel, Vidacolor

**Sources of major foreign investment:** Belgium, France, Germany, Italy, Japan, Lichtenstein, Sweden, the UK, the US

## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.848.97 mln

**Expenditures:** zł.900.28 mln

**Deficit:** zł.51 mln

**2010 (projected):**

**Revenues:** zł.583.98 mln

**Expenditures:** zł.721.34 mln

**Deficit:** zł.137.36 mln

## KEY CONTACTS:

**Świętokrzyskie Marshall's Office**

**Investor Assistance Center**

[www.sejmik.kielce.pl](http://www.sejmik.kielce.pl)

Al. IX Wieków Kielc 3

25-516 Kielce

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## ŚWIĘTOKRZYSKIE VOIVODSHIP

Although perhaps the most daunting to pronounce of Poland's voivodships, Świętokrzyskie – which derives its name from the surrounding Świętokrzyskie (Holy Cross) Mountains – is in fact very accessible. It may be of particular interest to investors interested in other markets of Central and Eastern Europe, or investors from the east seeking easy access to the Polish market.

Among the voivodship's advantages, the local authorities cite the proximity of the large agglomerations of Warsaw, Kraków, Łódź and Silesia. Low labor costs, a rich industrial tradition and a young, multi-lingual population (including many students) are also among the region's pluses. These factors have already played their part in luring major multinationals such as RR Donnelley (the US), Smithfield Foods (the US), NSK Bearings (Japan) and Lafarge (France).

Tapping into Świętokrzyskie's abundant natural resources, the regional authorities are seeking to develop industries such as building and construction, metallurgy, rest and recuperation health services and organic-food production. Business process outsourcing is another sector which is developing fast.

Rail and road infrastructure is present throughout the voivodship and is being steadily improved. Air infrastructure is an admitted weak spot – the nearest international airport is Bal-



ice (near Kraków), which is 130 km away from the voivodship capital of Kielce. Nevertheless, the authorities are seeking investors to develop a new international airport in the region.



## MAJOR CITIES

### Kielce

As capital of Świętokrzyskie, Kielce serves as the center of commerce in the voivodship. It is home to the headquarters of firms as diverse as Cersanit (sanitary ceramics), Barlinek (wood flooring), Kolporter (press distribution and courier services) and North Fish (fast food), among others.

Among the city's advantages, the local authorities list low labor costs and the presence of 11 institutions of higher education, which produce thousands of new graduates each year. The Kielce Technology Park offers support for innovative businesses as well as an incubator for start-ups, while the Świętokrzyskie Casting and Co-operation Zone association offers benefits for heavy industry.

Domestically, Kielce is well-known as the home of Kielce Trade Fairs, the country's second-largest trade-fair operator. Already host to events covering a spectrum of industries, the company is aggressively developing modern new space, raising the city's profile at the same time.

City authorities are currently supporting a number of infrastructure initiatives, such as the ongoing revitalization of the city center. The long-term project involves the modernization of central streets, construction of bike paths and parking facilities as well as a facelift for the city's main square. Public transport infrastructure



### INVESTMENT OPPORTUNITIES IN THE ŚWIĘTOKRZYSKIE REGION:

1. Young, highly-educated, multilingual people. Świętokrzyskie is well-developed educational base with two universities: Jan Kochanowski University and the Kielce University of Technology.
2. Well-trained employees. Thanks to the rich industrial tradition of the region, there are many well-qualified workers here.
3. Low labour costs.
4. Kielce Trade Fairs – the most quickly developing trade show centre in Poland
5. Special Economic Zone in Starachowice occupies the total area of 595.8087 ha.
6. Rich deposits of minerals used for production of building materials.
7. Spa Centres in Busko Zdrój and Solec Zdrój. Sulphide waters, brines-salt and bromine, therapeutic mud and physical therapy.
8. Attractive landscape. The Świętokrzyskie Mountains—the oldest mountain ranges in Europe, beautiful caves, large forest complexes, rivers and lakes.

More information:  
The Investor Assistance Centre – Świętokrzyskie Region  
Al. IX Wieków Kielc 3, room 18, 19  
Tel. (48) 41 342 -19-55, (48) 41 342-15-57; Fax. (48) 41 342-10-38  
E-mail: coi@sejmik.kielce.pl





is being improved and several new shopping centers are under construction.

Kielce offers a variety of tax breaks, EU funds and investor assistance options. Interestingly, the local authorities emphasize that they have a “pro-China policy,” creating in the city a “gateway to Eastern Europe.” Local support organizations include the Staropolska Chamber of Industry and Commerce ([www.siph.com.pl](http://www.siph.com.pl)), the Świętokrzyska Agency For Regional Development ([www.sarr-sa.2be.pl](http://www.sarr-sa.2be.pl)) and the Regional Centre for Innovation and Technology Transfer ([www.it.kielce.pl](http://www.it.kielce.pl)).

**Mayor:** Wojciech Lubawski

**Area code:** 41

**Area:** 110 sq km

**Population (Dec 2009):** 204,835

**Working-age population (Dec 2009):** 135,494

**Unemployment rate (June 2010):** 10.5%

**Percentage of city covered by zoning plans:** 9.21%

**Recent major investors:** Barlinek, Cefarm-Kielce, Centros-tal, Cersanit, Echo Investment, Kolporter, Lafarge Nida Gips, Opoczno

**Contacts:**

Kielce City Hall

Investor Assistance Centre

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## OTHER MAJOR CITIES

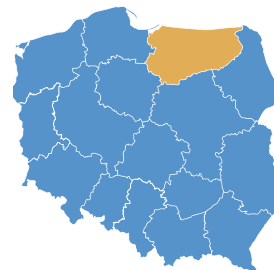
| CITY                    | MAYOR                | AREA CODE | AREA        | POPULATION | WORKING-AGE POPULATION | UNEMPLOYMENT (JUNE 2010) | ZONED AREA | CONTACT INFO   |
|-------------------------|----------------------|-----------|-------------|------------|------------------------|--------------------------|------------|--|
| Ostrowiec Świętokrzyski | Jarostaw Wilczyński  | 41        | 46.43 sq km | 72,455     | 48,682                 | 19.4%*                   | 10.4%      | <a href="http://www.um.ostrowiec.pl">www.um.ostrowiec.pl</a> ;<br><a href="mailto:um@um.ostrowiec.pl">um@um.ostrowiec.pl</a>                               |
| Starachowice            | Wojciech Bernatowicz | 41        | 31.85 sq km | 51,875     | 58,410*                | 17.2%*                   | WND        | <a href="http://www.um.starachowice.pl">www.um.starachowice.pl</a> ;<br><a href="mailto:sekretariat@um.starachowice.pl">sekretariat@um.starachowice.pl</a> |
| Skarżysko-Kamienna      | Roman Wojcieszek     | 41        | 64.16 sq km | 47,893     | 50,334*                | 23.5%*                   | WND        | <a href="http://www.skarzysko.pl">www.skarzysko.pl</a> ;<br><a href="http://www.skarzysko.pl">www.skarzysko.pl</a>   |
| Sandomierz              | Jerzy Borowski       | 15        | 28.80 sq km | 24,621     | 50,252*                | 10.6%*                   | WND        | <a href="http://www.sandomierz.pl">www.sandomierz.pl</a> ;<br><a href="mailto:um@um.sandomierz.pl">um@um.sandomierz.pl</a>                                 |
| Końskie                 | Krzysztof Obratański | 41        | 17.70 sq km | 20,109     | 52,169*                | 19.7%*                   | WND        | <a href="http://www.umkonskie.pl">www.umkonskie.pl</a> ;<br><a href="mailto:inwestycje@umkonskie.pl">inwestycje@umkonskie.pl</a>                           |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE



# WARMIŃSKO-MAZURSKIE



## KEY FACTS

**Voivode:** Marian Podziewski

**Marshall:** Jacek Protas

**Area:** 24,173 sq km

**Population (Dec 2009):** 1,427,073

**Working-age population  
(Dec 2009):** 929,899

**Unemployment rate  
(June 2010):** 18.4%

**Average monthly wage (June 2010):** zł.2,709.53

**GDP (2007):** zł.32.75 billion, up 9.3% y/y  
(2.8% of national GDP)

**Natural resources:** natural aggregates,  
quartz sand

**Number of students  
of higher education:** 60,177

**Number of institutions of higher education:** 16

**Major universities:** University of Warmia and Mazury  
in Olsztyn

**Major airports:** None

**Special Economic Zones:**

Suwałki Special Economic Zone: 161.8 ha (35.45 ha available)

Warmia-Mazury Special Economic Zone: 616 ha (185 ha available)



## ESTIMATED INVESTMENT

**Total (2008):** zł.5.9 billion

(private sector: zł.3.94 billion; public sector: zł.1.96 billion)

Of which:

Industry: zł.1.91 billion, of which:

manufacturing: zł.1.62 billion

Real estate, renting and business activities: zł.1.01 billion

Construction: zł.910.5 million

Trade and repair: zł.436.8 million

Transportation, storage and communication: zł.218.2 million

**Number of new commercial and civil law partnerships registered (2009):** 587,  
no real change y/y

**Number of new sole proprietorships registered (2009):** 11,435, up 13.2% y/y

**Recent major investors:** Alstom Power, Heineken, IKEA, Michelin, Philips Lighting  
Poland, Saifin, Schieder, Smithfield Food

**Sources of major foreign investment:** France, Germany, the Netherlands,  
the US

## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.928.52 mln

**Expenditures:** zł.971.1 mln

**Deficit:** zł.42.57 mln

**2010 (projected):**

**Revenues:** zł.524.4 mln

**Expenditures:** zł.579.64 mln

**Deficit:** zł.55.23 mln

## KEY CONTACTS

**Warmia and Mazury**

**Regional Development Agency**

**Investor Assistance Center**

[www.rcb-olsztyn.pl](http://www.rcb-olsztyn.pl)

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## ➤ WARMIŃSKO-MAZURSKIE VOIVODSHIP

Part of the “Green Lungs of Poland,” Warmińsko-Mazurskie voivodship is renowned for its natural gifts, the most famous of which is arguably the Masurian Lake District, the mecca of Poland’s sailors and anglers.

These favorable natural conditions form the core of the voivodship’s economy; major industries include food production, timber processing and eco-tourism. The region’s 2,000 lakes draw hundreds of thousands of tourists each year to occupy the nearly 40,000 beds offered by the hospitality industry.

A socio-economic development strategy adopted by the voivodship envisions further growth of the dominant industries with the help of EU funds. The regional authorities expect to spend around €182 million over the next few years.

Ecologically friendly industrial production is one sector which has good prospects for development in Warmińsko-Mazurskie,

and alternative energy is another. The voivodship offers good conditions for growing energy crops and the University of Warmia and Mazury in Olsztyn has already established a research center to investigate the potential for industrial use of renewable energy.

The Warmia-Mazury and Suwałki special economic zones both have subzones in the voivodship which support investors. An additional advantage of Warmińsko-Mazurskie from the business perspective is its location on the border of Russia’s Kaliningrad Oblast, as well as its proximity to Lithuania and Belarus, which offers easy access to eastern markets.

This should soon be further facilitated by the development of major infrastructural projects including the planned Via Baltica international route, which will run from the Czech Republic through Poland and the Baltic states to Finland.



## ➤ MAJOR CITIES

### Olsztyn

Although it is Warmińsko-Mazurskie’s capital and most populous city, in many ways Olsztyn stands in sharp contrast to its region. Its unemployment rate is traditionally much lower than the surrounding voivodship and the city has a reputation as a center of knowledge and industry.

It is nevertheless a green city, with around 20 percent of its area covered by forest. Lakes, rivers, forests and a wealth of fauna are also to be found around Olsztyn, which prides itself on its natural bounty.

City Hall’s 2010-2013 investment plan calls for the construction of new edifices as well as the revitalization of many existing structures. Work on these projects will be financed from the municipal budget and could present opportunities for investors.

Olsztyn is home to a number of important industries, such as furniture manufacturing and other wood processing, tire production, construction materials, metals, chemicals and food processing (of meat and milk, for example). The local authorities are keen to develop a host of modern sectors, however, such as IT and renewable energy.

The city hosts several institutions of higher education, including the University of Warmia and Mazury in Olsztyn, the

School of Computer Science and Economics in Olsztyn, and the Olsztyn Academy of Computer Science and Management. Subzones of two SEZs, offering numerous investment incentives, are located in close proximity.

**Mayor:** Piotr Grzymowicz

**Area code:** 89

**Area:** 88 sq km

**Population (Dec 2009):** 176,457

**Working-age population (Dec 2009):** 119,181

**Unemployment rate (June 2010):** 6.7%

**Percentage of city covered by zoning plans:** 50%

**Recent major investors:** Michelin

#### Contacts:

Olsztyn City Hall

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Swedish and Russian speaker: @ [andrepuk.anna@olsztyn.eu](mailto:andrepuk.anna@olsztyn.eu),

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### Elbląg

Founded by the Teutonic Knights in 1237, Elbląg is one of Poland’s oldest cities. With its historical architecture and access to numerous lakes and canals, the urban center is a major tourist destination in the Warmińsko-Mazurskie voivodship. Its seaport also makes it a convenient starting point for excursions to a number of northern Polish resort towns as well as to Russia’s Kaliningrad Oblast.

Today’s Elbląg is also an important industrial center with a num-

ber of major production plants. Energy and transport infrastructure provider Alstom Power has a factory there, while Grupa Żywiec has a brewery. Also present in the city are companies from the furniture, leather and food production sectors.

Investors creating new jobs in Elbląg can count on public aid in the form of tax breaks. Businesses can also benefit from the presence of the Elbląg subzone of the Warmińsko-Mazurska Special Economic Zone.

Interestingly, Elbląg has also been active in fostering interna-

tional cooperation. According to its authorities, in 1998 the city spearheaded the creation of Euroregion Baltic, a cross-border initiative which comprises eight regions in Denmark, Lithuania, Poland, Russia and Sweden. Elbląg currently cooperates with 14 partner cities from 13 countries.

The city has been twice honored with a special EU award in recognition of its performance in the field of environmental protection.

**Mayor:** Henryk Słonina

**Area code:** 55

**Area:** 80 sq km

**Population (Dec 2009):** 126,419

**Working-age population (Dec 2009):** 84,118

**Unemployment rate (June 2010):** 16.2%

**Percentage of city covered by zoning plans:** would not disclose

**Recent major investors:** would not disclose

**Contacts:**

Elbląg City Hall  
ul. Łączności 1, 82-300 Elbląg  
☎ (+48) 55 239 30 00  
@ [umelblag@umelblag.pl](mailto:umelblag@umelblag.pl)

### OTHER MAJOR CITIES

| CITY    | MAYOR                | AREA CODE | AREA        | POPULATION | WORKING-AGE POPULATION | UNEMPLOYMENT (JUNE 2010) | ZONED AREA | CONTACT INFO   |
|---------|----------------------|-----------|-------------|------------|------------------------|--------------------------|------------|--|
| Elk     | Tomasz Andrukiewicz  | 87        | 21 sq km    | 57,579     | 41,125                 | 22.3%*                   | 81%        | <a href="http://www.elk.pl">www.elk.pl</a> ; <a href="mailto:um@um.elk.pl">um@um.elk.pl</a>                    |
| Ostróda | Jan Nosewicz         | 89        | 14.15 sq km | 33,191     | 67,339*                | 21.4%*                   | WND        | <a href="http://www.ostroda.pl">www.ostroda.pl</a> ;<br><a href="mailto:um@um.ostroda.pl">um@um.ostroda.pl</a> |
| Ilawa   | Włodzimierz Ptasznik | 89        | 21.88 sq km | 32,264     | 21,713                 | 10.6%*                   | 100%       | <a href="http://www.ilawa.pl">www.ilawa.pl</a> ;<br><a href="mailto:info@umilawa.pl">info@umilawa.pl</a>       |
| Giżycko | Jolanta Piotrowska   | 87        | 13.87 sq km | 29,363     | 36,474*                | 15.2%*                   | WND        | <a href="http://www.gizycko.pl">www.gizycko.pl</a> ;<br><a href="mailto:urzed@gizycko.pl">urzed@gizycko.pl</a> |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE



OLSZTYN



NATURALLY GARDEN

# CATCHING BIG FISH ONLY IN OLSZTYN

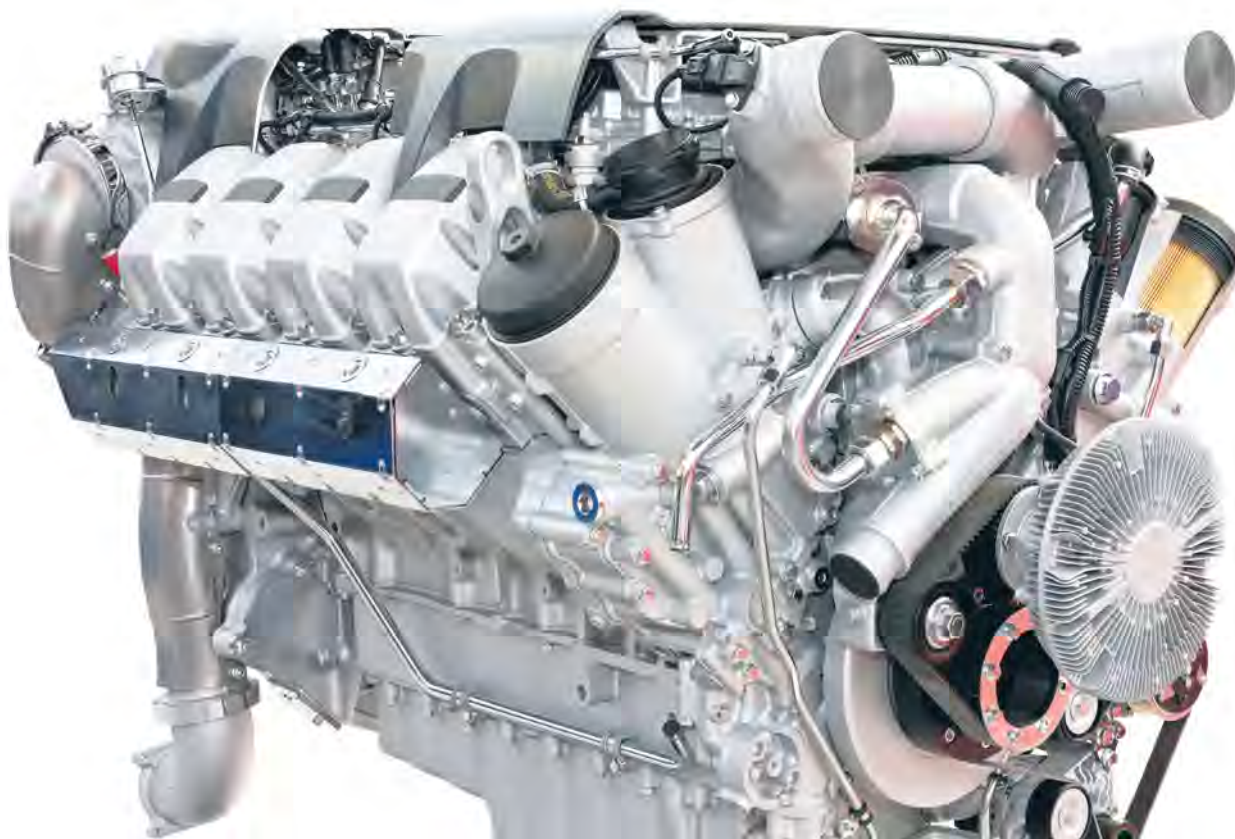
from nature to business

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## WIELKOPOLSKIE VOIVODSHIP



**W**ielkopolskie, whose name is often translated as “Greater Poland,” certainly occupies a significant amount of territory. By area, it is the second-largest voivodship in Poland; in terms of population, it is third largest.

It is also a highly entrepreneurial region and the authorities pride themselves on their pro-investment policy. However, despite having some of the country’s oldest innovation centers, some have criticized the voivodship for failing to tap its full potential.

The Wielkopolskie economy is generally dominated by small and medium-sized business activities which are mobile and flexible when it comes to adjusting to market trends.

One of the most dynamic industries in the voivodship is the

automobile industry and related activity. Other major employers include the pharmaceutical, furniture, lighting, home appliance, ceramic and glass, and textile and clothing industries.

The Konin basin – which includes two of the Wielkopolskie voivodship’s major cities, Konin and Koło, as well as the smaller city of Turek – is rich in black coal, hence metallurgy and energy production also play a significant role in the voivodship’s economy. Furthermore, as-yet unexploited natural gas and oil deposits are located in the west of the region.

Local governments offer incentives for investors, including exemptions from taxes and fees. They also offer financial assistance for given investments and sometimes provide the infrastructure to support them.



### **Contact:**

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reservations@avis.pl  
www.avis.pl

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## MAJOR CITIES

### Poznań

Poznań is a city of young and well-educated people. More than 100,000 of its citizens are aged 20-29. They have access to over 20 institutions of higher education and, according to the local authorities, a significant percentage of the population is skilled in at least one foreign language.

Thus one of the city's strengths is its large, qualified labor force. However, unemployment in the city is generally quite low and labor costs stand above the national average. The upshot of wages which are relatively high (by Polish standards) is that local purchasing power is strong.

According to a 2009 report on regional investment attractiveness in Poland, the Gdańsk Institute for Market Economics ranked Poznań and its periphery fourth of 54 with respect to industrial activities and advanced technologies, and fifth with respect to services. The report noted, however, that the city has a "level of criminality above average."

Lying between Berlin and Warsaw, Poznań also serves as a transport hub. Road and rail links connect the city with a number of other Polish and foreign cities. Moreover, a 150 km section of the A2 motorway will ultimately connect the city with the German border; this stretch is due for completion in 2011.

The presence of Poznań International Fair, the country's largest trade-fair organizer, means the city hosts many premier industry events each year.

The city is also known for its cultural life, hosting events like

the Malta International Theatre Festival, a celebration of music, dance and theater. Its soccer stadium has recently been upgraded to host sporting and cultural events during and after the Euro 2012 soccer championship.

**Mayor:** Ryszard Grobelny

**Area code:** 61

**Area:** 261.9 sq km

**Population (Dec 2009):** 554,221

**Working-age population (Dec 2009):** 366,234

**Unemployment rate (June 2010):** 3.4%

**Percentage of city covered by zoning plans:** 28.28%

**Recent major investors:** ADAC, Ciber, Roche, Neinver, Van der Heyden Group

**Contacts:**

Poznań City Hall

Office for Investor Assistance

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☎ (+48) 61 878 54 04



### OTHER MAJOR CITIES

| CITY                   | MAYOR                 | AREA CODE | AREA         | POPULATION | WORKING-AGE<br>POPULATION | UNEMPLOYMENT<br>(JUNE 2010) | ZONED AREA | CONTACT INFO   |
|------------------------|-----------------------|-----------|--------------|------------|---------------------------|-----------------------------|------------|--|
| Kalisz                 | Janusz Pęcherz        | 62        | 69.42 sq km  | 107,019    | 68,382                    | 8.4%                        | 28%        | <a href="http://www.kalisz.pl">www.kalisz.pl</a> ;<br><a href="mailto:umkalisz@um.kalisz.pl">umkalisz@um.kalisz.pl</a>   |
| Konin                  | Kazimierz Pałasz      | 63        | 82.2 sq km   | 79,516     | 52,018                    | 12%                         | 96%        | <a href="http://www.konin.pl">www.konin.pl</a> ;<br><a href="mailto:um_konin@konet.pl">um_konin@konet.pl</a>   |
| Piła                   | Zbigniew Kosmatka     | 67        | 102.68 sq km | 74,638     | 89,957*                   | 10.2%*                      | WND        | <a href="http://www.pila.pl">www.pila.pl</a> ; <a href="mailto:um@um.pila.pl">um@um.pila.pl</a>  |
| Ostrów<br>Wielkopolski | Radostaw<br>Torzyński | 62        | 41.9 sq km   | 72,403     | 47,460                    | 11.6%*                      | 33%        | <a href="http://www.ostrow-wielkopolski.um.gov.pl">www.ostrow-wielkopolski.um.gov.pl</a> ;<br><a href="mailto:um@ostrow-wielkopolski.um.gov.pl">um@ostrow-wielkopolski.um.gov.pl</a> |
| Gniezno                | Jacek Kowalski        | 61        | 40.6 sq km   | 69,554     | 92,488*                   | 12.4%*                      | WND        | <a href="http://www.gniezno.eu">www.gniezno.eu</a> ;<br><a href="mailto:gniezno@gniezno.eu">gniezno@gniezno.eu</a>   |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE



# ZACHODNIOPOMORSKIE



## KEY FACTS

**Voivode:** Marcin Zygorowicz

**Marshall:** Władysław Husejko

**Area (sq km):** 22,892 sqm

**Population (Dec 2009):** 1,693,198 (4.4% of national total)

**Working-age population (Dec 2009):** 1,114,593 (4.5% of national total)

**Registered unemployment (June 2010):** 15.4%

**Average monthly private sector wage (June 2010):** zł.3,063.74

**GDP (2007):** zł.46.90 billion, up 9.4% y/y  
(4.0% of national GDP)

**Natural resources:** 185 km of coastline, clay, forests, good conditions for renewable energies, national and landscape parks, natural gas, oil, over 3,000 lakes, sand

**Number of institutions of higher education:** 20

**Number of students of higher education:** 80,000

**Major universities:** University of Szczecin, Koszalin University of Technology, Maritime University of Szczecin, Pomeranian Medical University, the West Pomeranian Business School

**Major airports:** Szczecin-Goleniów Airport, planned airport in Zegrze Pomorskie

### Special Economic Zones:

Kostrzyn-Słubice Special Economic Zone: 238.40 ha  
(133.89 ha available)

Słupsk Special Economic Zone: 212.41 ha (110 ha available)

EURO-PARK MIELEC Special Economic Zone: 73 ha  
(fully available)

Pomeranian Special Economic Zone: 150 ha

## ESTIMATED INVESTMENT

**Total (in 2008):** zł.9.02 billion

(private sector: zł.5.13 billion; public sector: zł.3.88 billion)

Of which:

Industry: zł.2.91 billion, of which:

manufacturing: zł.2.13 billion

Construction: zł.1.56 billion

Real estate, renting and business activities: zł.1.41 billion

Trade and repair: zł.667 million

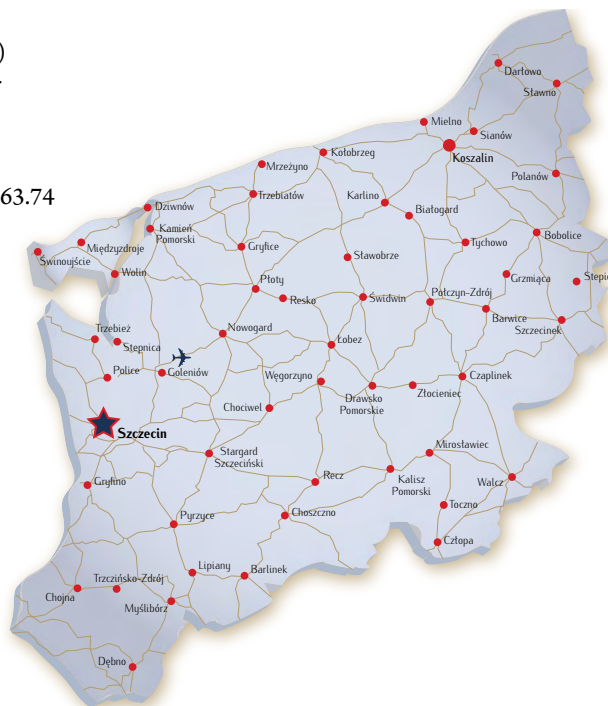
Transportation, storage and communication: zł.479 million

**Number of new commercial and civil law partnerships registered (2009):** 1,184, down 9.5% y/y

**Number of new sole proprietorships registered (2009):** 17,783, up 6.3% y/y

**Recent major investors:** Bridgestone Stargard, Cargotec Poland, Backer OBR, LM Wind Power Blades Polska, Netto, Swedwood Poland

**Sources of major foreign investment:** Scandinavia (25% of all FDI – mainly from Denmark and Sweden), Germany, the UK, France, the US



## VOIVODSHIP BUDGET

**2009:**

**Revenues:** zł.1.07 bln

**Expenditures:** zł.1.09 bln

**Deficit:** zł.36.23 mln

**2010 (projected):**

**Revenues:** zł.1.19 bln

**Expenditures:** zł.1.35 bln

**Deficit:** zł.16 mln

## KEY CONTACTS:

**Zachodniopomorskie Marshall's Office**

**Investor Assistance Center**

[www.coi.wzp.pl](http://www.coi.wzp.pl)

ul. Korsarzy 34, 70-540 Szczecin

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Paweł Bartoszewski, director, English and German speaker: @ [pbartoszewski@wzp.pl](mailto:pbartoszewski@wzp.pl),

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## ➤ ZACHODNIOPOMORSKIE VOIVODSHIP

**I**ts location in the northwest corner of Poland gives Zachodniopomorskie a number of advantages. It offers direct road and rail connections to Germany as well as easy access to the markets of Scandinavia.

The voivodship's 185 km of coastline, as well as its seaports, have made maritime commerce an integral part of the local economy. The LNG port in Świnoujście, due for completion in 2014, is intended to significantly increase local ports' cargo handling and competitiveness, as well as to improve Poland's overall energy security.

Tourism is another industry directly influenced by the coast, with its many beaches, as well as the region's thousands of lakes. Around 35 percent of Zachodniopomorskie's area is forested and it boasts two national parks and three golf courses.

According to its authorities, the region's main industries are car-part manufacturing, chemicals, food and beverages, metal processing and timber and wooden products. Sectors which are being strategically developed include BPO, IT, logistics, tourism and renewable resources. Regarding the latter industry, wind-energy production is an attractive option, with a number of wind-farm investments already present in the region.

A significant number of infrastructure-improvement projects are underway, including a ring road in Szczecin and construction of sections of major transport arteries such as the S3 and the A6. Regional officials also stress that the voivodship's labor force is well educated, relatively low cost and hard working. Due to Zachodniopomorskie's proximity to Germany, skilled German speakers can be found without great difficulty.



## ➤ MAJOR CITIES

### Szczecin

Poland's seventh-largest city by population and third-largest by area, Szczecin is a curious mix of economic ambition and laid-back atmosphere. The local authorities are actively – aggressively, even – engaged in luring new investment to the city, but, despite its respectable pace of growth, in many ways Szczecin retains a beachside mentality.

The city is very well located for investors interested in sea trade or the German market. It sits just 12 km from the German border and 130 km from Berlin. City Hall emphasizes that Szczecin is home to around 1,700 students per 10,000 citizens, compared to a national average of 505. Moreover, the majority of the 15,000 graduates entering the labor market each year are said to possess respectable language skills, with English and German the most common.

In 2010 Szczecin-Goleniów Airport launched a modernization project valued at zł.100 million which will improve conditions at the facility and allow an increase in passenger traffic. Other public projects planned for the near future include a philharmonic orchestra building, a sports-convention center and an olympic pool. A number of road infrastructure projects are also ongoing.

The city offers exemptions on property tax, credit guarantees for companies, services for employers (such as reimbursement for employee training costs) and support for the implementation of R&D and innovation. The latter assistance may involve local institutions like the Szczecin Science and Technology Park ([www.spnt.pl](http://www.spnt.pl)), Zachodniopomorskie Advanced Technology Centre ([www.zczt.ps.pl](http://www.zczt.ps.pl)) or the Regional Innovation and Technology Transfer Centre ([www.innowacje.ps.pl](http://www.innowacje.ps.pl)). Other incentives include EU funding and attractive conditions for investment in several special economic zones.

**Mayor:** Piotr Krzystek

**Area code:** 91

**Area:** 301 sq km

**Population (Dec 2009):** 406,307

**Working-age population (Dec 2009):** 268,076

**Unemployment rate (June 2010):** 8.9%

**Percentage of city covered by zoning plans:** 35.6%

**Recent major investors:** Coloplast Shared Services, Echo Investment, Inter IKEA, UniCredit Business Partner

#### Contacts:

Szczecin City Hall

Department of City Development

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Szczecin Municipal Government  
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www.szczecin.eu



# NEED SPACE? GO TO SZCZECIN

## Potential of the region

- ✔ 1 692 355 inhabitants
- ✔ 30 Universities
- ✔ 83 000 students
- ✔ 3 International Airports
- ✔ Modern office space





## Koszalin

Located on Lake Jamno, around two kilometers from the coast, Koszalin is the second-largest city in its voivodship and an up-and-comer in the national economy.

Local officials describe the city as a transit hub, whose proximity to the Baltic Sea and tourism potential improve the general quality of life. Among Koszalin's other merits, they list the local ecology, City Hall's "pro-investment policy" and the fact that close contact is maintained between local officials and investors up until the investment is complete. The presence of a local subzone of the Slupsk Special Economic Zone is also touted.

A regional airport is currently planned in Zegrze Pomorskie, a town approximately 25 km from Koszalin.

Labor costs remain relatively low in the city and there's a well-educated labor pool to draw upon. Unemployment remains on the high side, at 10.9 percent, but it should be noted that this figure has fallen considerably from its 2002 level of 35.7 percent, reflecting Koszalin's economic growth.

According to City Hall, there are about 18,600 economic entities active in the city and approximately 22 foreign firms are present. Foreign investment has come from Denmark, Germany, Sweden, Canada and the US, among others. SMEs account for around 99 percent of local businesses.

Koszalin is home to two tech parks: the Technology Park in Koszalin ([www.pt.koszalin.pl](http://www.pt.koszalin.pl)), open since 2009; and the Koszalin University of Technology's Science and Technology Park ([www.pnt.tu.koszalin.pl](http://www.pnt.tu.koszalin.pl)).

**Mayor:** Mirosław Mikietyński

**Area code:** 94

**Area:** 98 sq km

**Population (Dec 2009):** 106,987

**Working-age population (Dec 2009):** 71,405

**Unemployment rate (June 2010):** 10.3%

**Percentage of city covered by zoning plans:** 48.25%



**Recent major investors:** Jeronimo Martins Dystrybucja, Multi Development, Research & Engineering Center, Royal Greenland, Terplast ABJ Inwestors

### Contacts:

Koszalin City Hall

Development and Foreign Cooperation Department

[www.inwestycje.koszalin.pl](http://www.inwestycje.koszalin.pl)

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## OTHER MAJOR CITIES

| CITY                 | MAYOR                | AREA CODE | AREA      | POPULATION | WORKING-AGE POPULATION | UNEMPLOYMENT (JUNE 2010) | ZONED AREA | CONTACT INFO   |
|----------------------|----------------------|-----------|-----------|------------|------------------------|--------------------------|------------|--|
| Stargard Szczeciński | Sławomir Pajor       | 91        | 48 sq km  | 70,217     | WND                    | 8.2%                     | WND        | <a href="http://www.stargard.pl">www.stargard.pl</a> ;<br><a href="mailto:urząd@um.stargard.pl">urząd@um.stargard.pl</a>                         |
| Kołobrzeg            | Janusz Gromek        | 94        | 26 sq km  | 44,889     | 30,312                 | 9.1%                     | 35.9%      | <a href="http://www.miasto.kolobrzeg.eu">www.miasto.kolobrzeg.eu</a> ;<br><a href="mailto:urząd@um.kolobrzeg.pl">urząd@um.kolobrzeg.pl</a>       |
| Świnoujście          | Janusz Żmurkiewicz   | 91        | 197 sq km | 40,765     | 27,106                 | 6.3%                     | 93%        | <a href="http://www.swinoujscie.pl">www.swinoujscie.pl</a> ;<br><a href="mailto:sekretariat@um.swinoujscie.pl">sekretariat@um.swinoujscie.pl</a> |
| Szczecinek           | Jerzy Hardie-Douglas | 94        | 48 sq km  | 40,208     | 49,475*                | 12%                      | WND        | <a href="http://www.szczecinek.pl">www.szczecinek.pl</a> ;<br><a href="mailto:urząd@um.szczecinek.pl">urząd@um.szczecinek.pl</a>                 |

\*LOCAL COUNTY DATA

WND = WOULD NOT DISCLOSE

# INCENTIVES FOR INWARD INVESTORS IN POLAND

authored by Adam Żółnowski – Director,  
Rafał Pulsakowski – Manager,  
Monika Wojsz – Manager,  
Magdalena Rubiś – Senior Associate,  
State Aid Team,  
PricewaterhouseCoopers

Poland offers investors ready access to a market of over 450 million people in the European Union. PwC state aid experts highlight the central location of the country, its young and well-educated society, competitive (inexpensive) labor costs and investment incentives as elements which make Poland a prime location in Europe where overseas investors can enjoy profitable business and improve their business performance.

Incentives available to inward investors in Poland consist of tax incentives and direct financial assistance. Bearing in mind that Poland is a member of the EU, incentives must be in line with EU state-aid regulations. Generally, various combinations of state aid on the territory of Poland cannot exceed 50 percent of investment value for large investors, however in some regions the limit is lowered to 40 percent or 30 percent

## Tax incentives

Tax incentives are the most frequently offered incentives in Poland. The two most popular forms of such incentives include corporate income tax exemption in special economic zones and real estate tax exemption.

### Corporate income tax incentives in special economic zones

Special economic zones (SEZs) are designated areas within Poland established to create a more favorable business environment for investors. There are currently 14 SEZs, with a considerable number of subzones located all over the country, offering tax incentives and well developed infrastructure.

A new investment may be located in an already existing SEZ or on an entrepreneur's private land, which can be incorporated into the zone after the submission of an application (as part of the procedure of extending the SEZ's territory). This means that the SEZs'

borders are flexible and that, after fulfilling certain conditions concerning the scale and character of an investment, they may be extended to cover an area where the entrepreneur is already conducting business operations or plans to launch activity.

Income from business operations conducted within an SEZ may enjoy a corporate income tax exemption. A corporate income tax (CIT) exemption is generally available from the month the entrepreneur incurs its first investment expenditure until the end of 2020 (which is the current closure date for all Polish SEZs) or until the individual exemption limit expires.

The amount of aid is calculated on the basis of either the cost of investments in fixed and intangible assets related to the new investment, or the employment costs of newly hired employees directly related to the new investment project. It is up to the investor to choose which of these methods is used.

A CIT exemption is a form of regional aid for new investments. Rules for using tax reliefs in SEZs are therefore in accordance with EU state aid regulations. For these reasons, the intensity of aid in SEZs varies from 30-50 percent of investment expenditures or labor costs for large entrepreneurs, depending on the region where the investment is located.

### Real estate tax exemptions

Councils of municipalities are empowered to pass resolutions which exempt new investors from real estate tax. State aid granted in this form falls under regional-aid provisions. Therefore, the intensity of aid also varies from 30-50 percent of the qualified expenditures for large entrepreneurs, depending on the region where the investment is located. The timeframe of the real estate tax exemption is set individually by the council of the municipality.

### **Direct financial assistance**

Investors in Poland can apply for nonrefundable cash grants from both:

- EU-funded programmes (EU grants) and
- the domestic aid scheme (Polish government grants within the multi-annual programmes).

### EU-funded programmes

In the 2007-2013 financial period, businesses have been given access to a large part of the €67 billion worth of EU funds directed to Poland. As of mid-2010 in total approximately 40 percent of this amount has already been spent. During the first years of this period entrepreneurs were very eager to apply for funding and already a large part of the funds allocated directly for investments done by entrepreneurs have already been spent. However, various possibilities are still open and entrepreneurs can still apply for funding of their projects.

Additionally, entrepreneurs can benefit from various EU grants which are governed directly by the European Commission (i.a. the 7<sup>th</sup> Framework Programme).

### EU grants in the 2007-2013 budget period governed by Polish authorities

Centrally managed **operational programmes**, administered by the Ministry of Regional Development, are one source of EU funding. These, in which money is spent at the national level, include:

- OP Infrastructure and Environment – grants for transportation- and environment-related investments;
- OP Human Capital – grants for human resource development;
- OP Innovative Economy – grants for innovative investments and for environmental or infrastructure investments;
- OP Development of Eastern Poland;
- OP European Territorial Cooperation;
- OP Rural Areas Development – grants for agriculture-related investments;
- Technical Assistance.

There are also locally managed regional operational programmes (ROPs), one for each of Poland's 16 voivodships,



administered by Marshall's Offices. For the 2007-2013 period these ROPs have put a particular focus on small and medium-sized enterprises. Applications for support are assessed at the regional level.

Beneficiaries are chosen from among the companies in the region which present their applications during announced calls for proposals, which helps to direct support to smaller and innovative projects. The main aim is to increase the degree of competitiveness of the regions and develop local small and medium-sized enterprises applying high technologies. The ROPs are intended to support projects implementing the newest machinery, devices and technologies, including those developed as a result of research and development activity.

Below PwC experts present further details on the operation programmes (financial schemes) which are most interesting for entrepreneurs:

### OP Innovative Economy – cash grants for investment projects

Operational Programme Innovative Economy supports, among others, the following:

- entrepreneurs undertaking R&D activities;
- implementation and commercial use of R&D;
- industrial design projects;
- new investments in the production and services sectors, implementing new innovative solutions, resulting in new or more innovative products or services;
- large production investments with high innovative potential and significance for the economy (with expenditures of more than zł.160 million and over 150 new jobs);
- large investments in modern service sectors with high significance for the economy (with over 100 new jobs)

Support is delivered mainly through a cash refund on a portion of investment expenditures. The amount of the cash grant depends on the type of project, its location and the size of the enterprise, and may vary between **30 percent** and **50 percent**



**of eligible costs** for large companies.

#### **OP Human Capital – cash grants for training schemes**

OP Human Capital is aimed at improving individuals' professional qualifications. The aid is granted for specialist and general training schemes as well as for postgraduate studies programs. Funding can be obtained by entrepreneurs for internal training projects and by specialized training companies.

The maximum level of aid depends on the size of the enterprise and the type of activities undertaken:

- general training schemes:
  1. 80 percent for micro and small enterprises;
  2. 70 percent for medium-sized enterprises;
  3. 60 percent for large enterprises;
- specialist training schemes:
  4. 45 percent for micro and small enterprises;
  5. 35 percent for medium-sized enterprises;
  6. 25 percent for large enterprises.

#### **OP Infrastructure and Environment – cash grants for eco-friendly investments**

Investments by the power industry aimed at meeting environmental protection requirements or introducing pro-environmental solutions can benefit from cash grants within this programme.

This support is particularly addressed to projects in the following areas:

- construction or modernization of combined electric and thermal energy production units (cogeneration);
- construction or modernization of high, medium and low voltage distribution networks aimed at limiting networks' losses;
- production of energy from renewable sources;
- production of biofuels from renewable sources;
- networks facilitating the collection of energy from renewable sources.

#### **Other opportunities for EU funding**



EU funds are not only available at the national and regional levels, but are also awarded at the community level based on specific programmes. The 2007-2013 7<sup>th</sup> Framework Programme is one such example, constituting potential sources of funding for investments involving international cooperation with a strong emphasis on R&D.

During the 2007-2013 period, the programme is being implemented through five “specific programmes” – Cooperation, Ideas, People, Joint Research Centre and Capacities.

The Cooperation component is the core of the 7<sup>th</sup> Framework Programme. It focuses on cross-border projects involving entrepreneurs in the field of R&D, among other things. Within this specific programme, entrepreneurs from all over the EU have been given access to a total of €32.41 billion. This money is meant to enable co-financing of projects implemented in such domains as health, agriculture, biotechnology, IT, communication, nanotechnologies, material engineering, power industry, environment, transport, space and security. As some of the funds have already been exhausted, each project should be carefully examined in order to determine if it has any chances of obtaining funding.

#### **Grants from the Polish National Fund for Environmental Protection and Water Management for investments in environmental protection**

There are different priorities and funding methods for these environmental protection grants, including:

- Preferential loans financed by the National Fund for Environmental Protection and Water Management are allocated to objectives set out in the Environmental Law in accordance with priorities established by the National Fund on the basis of the state's environmental policy. Lists of priority undertakings are developed by regional National Fund offices in accordance.
- The priorities for 2010 include: water protection, water man-

agement, Earth surface protection, mining and geology, climate protection, protection of natural environment, education, research and development works.

- Possible methods of preferential funding available from the National Fund include soft loans, guarantees and cash grants, among others.

#### **Cash grants within multi-annual programmes sponsored by the Polish government**

It is possible, in PwC's experience, to obtain public aid for significant foreign investments from sources other than EU funds. These “multi-annual programmes” are means of granting ad hoc financial aid from the national budget to key foreign investors.

Multi-annual programmes are aid packages granted for individual investments. The aid package may consist of direct funding (cash grant) of an investment from the Polish budget and other forms of state aid such as tax exemptions for the investor or public commitments to improve local infrastructure at the site of the investment.

Multi-annual programmes are subject to approval of the Council of Ministers of Poland. Therefore, this support is only for projects of the highest priority and strategic significance for the Polish economy.

The decision to award public aid is taken on the grounds of the national Public Finance Act and the Statute of the Council of Ministers. Therefore, the maximum level of support allowed to be granted by the Council of Ministers to any venture is zł.100 million. Higher amounts are subject to parliamentary regulations.

The maximum level of support that may be granted is 30 percent of the investment costs, however there is a 15 percent cap for investments realized within special economic zones.

Support in the form of a multi-annual programme must comply with Polish and EU regulations on levels of state aid allowed for private sector institutions. ♦



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## SPECIAL ECONOMIC ZONES

Although attractive investment incentives are available from Poland's local, regional and national authorities, the country's special economic zones offer investors something extra. The added attraction of these zones may be the tax reliefs they offer, close proximity to suppliers or partners, the convenience of already prepared investment sites or simply a plum location.

Each SEZ has its own strengths, weaknesses and focus. EURO-PARK MIELEC is well-suited to the aviation industry, for example, while the Kamienna Góra SEZ for Medium Business specializes in servicing SMEs. Innovative service- and technology-based investments are the Kraków Technology Park's forte. The "EURO-PARK WISŁOSAN" and Suwałki zones are excellent choices for any entrepreneur interested in Eastern European markets or eastern investors looking for a nearby foothold in the EU market.

At the same time, regardless of their dominant industries or geographic locations, all of Poland's special economic zones remain open to a wide range of investments.

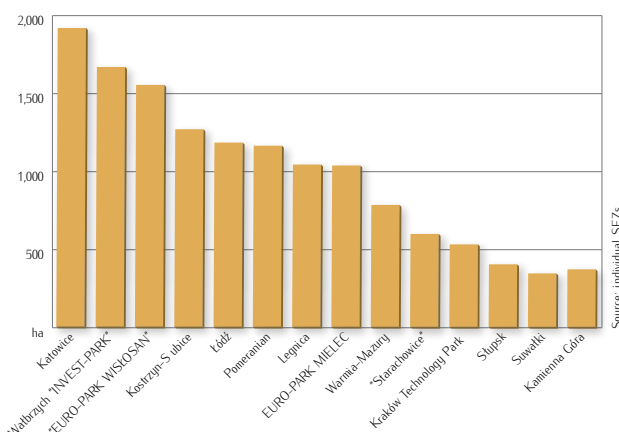
There are 14 special economic zones in Poland today. A total of 17 were originally conceived in the mid-1990s, of which 15 were actually realized. Two of these – zones in Tczew and Żarnowiec – were later amalgamated into today's Pomeranian SEZ.

At the outset these special economic zones were sanctioned to last for a period of 20 years, but 2008 legislation amended the regulations, allowing all zones to remain open until December 31, 2020. In the meantime, they remain attractive and accommodating locations in which to do business.

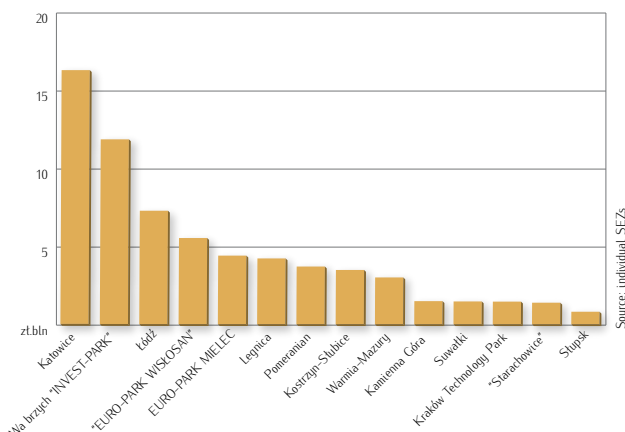
Regulations governing investment vary according to each SEZ and the size of the tax reliefs available depends on the size of the investing entity and voivodship where the sub-zone in question resides. For more information, see p 44 of the "Legal Insight" chapter and pp 108-109 of the "Polish Tax System" chapter for further details. For specific details on investment regulations, please see the zones' individual websites, listed below.

Please note that data concerning the Pomeranian and "EURO-PARK WISŁOSAN" special economic zones is less up-to-date

Polish special economic zones in terms of area (in hectares), July 2010\*



Polish special economic zones in terms of value (in zł. billions), July 2010\*



\*Pomeranian data as of July 2009; "EURO-PARK WISŁOSAN" data as of March 2010

than that of other zones. Despite repeated contact over a period of several months, these SEZs were unable to furnish current information. ♦



### ➤ EURO-PARK MIELEC Special Economic Zone

EURO-PARK MIELEC was the first of the special economic zones to be created, but it's still growing at a respectable pace. Although the majority of the SEZ's territory is concentrated in the southeast corner of the country, it recently added 73 ha of space on the direct opposite side of the country, in Zachodniopomorskie voivodship, meaning its investors in that area will have good access to the sea and the German market.

Over 70 percent of the capital in EURO-PARK MIELEC is of foreign origin and around 12,000 jobs have been created since its inception. The maximum amount of corporate tax exemption (based on either investment or job creation) is 50 percent of the total expenditures on new investment for large entrepreneurs, 60 percent for medium-sized and 70 percent for small entrepreneurs.



**Year established:** 1995

**Total area:** 1,135 ha (396 ha available)

**Dominant industries:** automotive, aviation, metal working, wood processing

**Total number of investors (July 2010):** 142 (190 permits issued)

**Total value of investments (July 2010):** zł.4.4 billion

**Top investors in terms of value\*:**

Kronospan Mielec (Austria), wood processing

RW Group (Poland), furniture

Kirchhoff Polska (Germany), automotive

Polskie Zakłady Lotnicze (US), aviation

MTU Aero Engines Polska (Germany), aviation

\*declined to reveal value of investment

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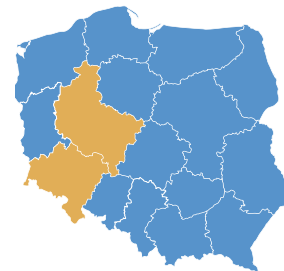
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### ➤ Kamienna Góra Special Economic Zone for Medium Business

As its name implies, the Kamienna Góra Special Economic Zone for Medium Business is squarely aimed at SMEs, offering "particularly advantageous conditions for operating their businesses." It is, however, open to larger investors.

The zone is primarily located in the Lower Silesia voivodship, with a small presence in the Wielkopolska voivodship. Its location near the Czech and German borders is a clear asset, as is the presence of well-developed transportation infrastructure near its subzones.



**Year established:** 1997

**Total area:** 368.78 ha (140 ha available)

**Dominant industries:** No specialization, but SME focus

**Total number of investors (July 2010):** 42 (83 permits issued)

**Total value of investments (July 2010):** zł.1.48 billion

**Top investors in terms of value:**

BDN (Germany), printing – zł.760 million

Takata Petri Parts Polska (Japan), automotive – zł.142 million

POLCOLORIT (Poland), ceramics – zł.111 million

Wepa Professional Piechowice (Germany/Poland), paper – zł.71 million

Dr Schneider Automotive Polska (Germany), automotive – zł.63 million

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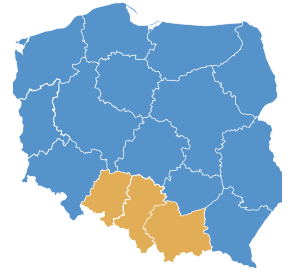
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## Katowice Special Economic Zone

The Katowice Special Economic Zone is the largest SEZ in Poland by area and value of investments, with over 180 investors present. Its officials describe it as “flexible” and “open to new projects,” and note that the only technical requirement for joining the zone is a minimum €100,000 investment.

The SEZ is well-situated, logistically speaking – its subzones lie near two international transportation corridors, one north-south and the other east-west.



**Year established:** 1996

**Total area:** 1,917 ha (around 1,000 ha available).

**Dominant industries:** automotive (60%), glass (about 6%), steel (about 6%), BPO

**Total number of investors (July 2010):** 187 (295 permits issued)

**Total value of investments (July 2010):** zł.16.3 billion

**Top investors in terms of value:**

General Motors Manufacturing Poland (US), automotive – zł.2.6 billion

Fiat - GM Powertrain Polska (Italy), automotive – zł.1.3 billion

NGK Ceramics Polska (Japan), automotive – zł.918 million

Isuzu Motors Polska (Japan), automotive – zł.648 million

Guardian Częstochowa (US), automotive – zł.612 million

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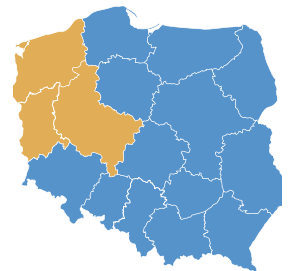
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## Kostrzyn-Słubice Special Economic Zone

Officials from the Kostrzyn-Słubice Special Economic Zone stress the advantages of its geographic location, particularly in that it lies close to the German border. At least one subzone is within 90 km of Berlin. Another asset for investors in the SEZ, which lies in the Lubuskie, Wielkopolskie and Zachodniopomorskie voivodships, are low labor costs and relatively high unemployment in the region.

Terrain in the SEZ is ready for investment, with full technical infrastructure on land which is sold to investors. And, according to its management, certain subzones offer the possibility of a 100 percent exemption from local taxes in addition to income tax or employment cost reliefs.



**Year established:** 1997

**Total area:** 1,267.49 ha (645.51 ha available); expansion by 518 ha expected

**Dominant industries:** automotive, chemical, electronics, logistics, machinery, metal, paper, plastics, wood

**Total number of investors (July 2010):** 111 (184 permits issued)

**Total value of investments (July 2010):** zł.3.48 billion

**Top investors in terms of value:**

ICT Poland (Italy), paper – \$118 million

Barlinek Inwestycje (Poland), wood – \$105 million

Faurecia (France), automotive – \$90 million

Arctic Paper (Sweden), paper – \$60 million

TPV Technology Limited (Taiwan), electronics – \$60 million

Volkswagen (Germany), automotive – \$60 million

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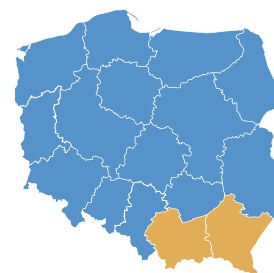
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## **Kraków Technology Park Special Economic Zone**

The Kraków Technology Park Special Economic Zone is unique in that it functions as both an SEZ and a technology park. It was originally expected to cater exclusively to firms involved in hi-tech fields such as IT, biotech and electronics. However, the zone initially struggled under this limitation and the decision was later made to invite business from other industries to invest.

The SEZ's primary goal is to promote innovation and technology transfer, bringing together scientists and entrepreneurs from the technology sector, venture capitalists, consultancies and other groups supporting the same aim. Investors in the park can also draw on a wealth of local academic and scientific institutions for qualified staff.



**Year established:** 1997

**Total area:** 528.83 (209 ha available)

**Dominant industries:** services (IT, BPO, SSC, KPO) and automotive

**Total number of investors (July 2010):** 82

**Total value of investments (July 2010):** zł.1.45 billion

**Top investors in terms of value:**

MAN Trucks (Germany), automotive – zł. 440 million  
RR Donnelley Poland (US), printing – zł.248 million

Comarch (Poland), IT – zł.213 million

Grupa Onet.pl (Poland), IT – zł.87 million

Motorola Polska Electronics (US), R&D and IT – zł.54 million

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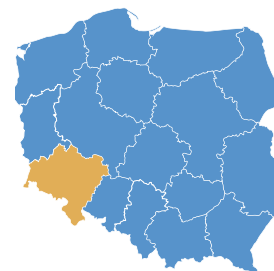
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## **Legnica Special Economic Zone**

Located exclusively in the Lower Silesia voivodship, the terrain of the Legnica Special Economic Zone lies along a number of major transport arteries, including the A4 and A18 motorways, as well as the E65 and planned S3 expressways. Its proximity to the Czech and German borders, the international airport in Wrocław and two significant river ports are also touted by the SEZ's authorities.

Conditions for investing in the zone include: obtaining a permit, granted by the zone; investing a minimum of €100,000; and conducting business as well as maintaining an agreed-upon employment level in the zone for five years (three for SMEs).



**Year established:** 1997

**Total area:** 1,041 ha (almost 700 ha available)

**Dominant industries:** automotive, metal and plastics

**Total number of investors (July 2010):** 54 (93 permits issued)

**Total value of investments (July 2010):** zł.4.22 billion

**Top investors in terms of value:**

Volkswagen Motor Polska (Germany), automotive – zł.1.49 billion

Sitech (Germany), automotive – zł.705 million

Winkelmann (Germany), metal – zł.375 million

Sanden Manufacturing Poland (Japan), automotive – zł.304 million

Gates Polska (US), automotive – zł.252 million

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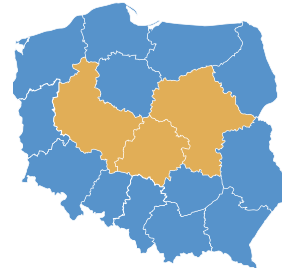
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## Łódź Special Economic Zone

The Łódź Special Economic Zone describes itself as the “Promised Land for investment.” That might be a little far-fetched, but the zone certainly performs well in surveys and rankings.

It was only one of two Polish SEZs to earn a place in the overall ranking of “Global Free Zones of the Future 2010/11,” a report from *fDi Magazine*; it came 11<sup>th</sup> of 25 overall, sixth in terms of best FDI promotion strategy and seventh in best incentives. KPMG and Colliers have also distinguished the ŁSEZ for its investor satisfaction and outsourcing potential, respectively.

The zone’s terrain lies near many major transportation routes and Łódź’s strong academic base offers a pool of well-educated potential employees.



**Year established:** 1997

**Total area:** 1,182 ha (448 ha available)

**Dominant industries:** white goods, packaging, pharmaceuticals, plastics, construction materials

**Total number of investors:** 162

**Total value of investments:** zł.7.28 billion

**Top investors in terms of value:**

Euroglas Polska (Germany), glass – zł.723.18 million

Gillette Poland International (the Netherlands), personal hygiene – zł.433.09 million

Dell Products Poland (the Netherlands), IT – zł.376.6 million

Indesit (Italy), white goods – zł.323.47 million

ATM (Poland), IT – zł.321.32

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## Pomeranian Special Economic Zone

The Pomeranian Special Economic Zone was created in 2001 through the merger of SEZs in Żarnowiec and Tczew. It is the only zone with locations in Kujawsko-Pomorskie and it also has investment terrain in the coastal voivodships of Zachniopomorskie and Pomorskie.

For investors looking for especially advantageous conditions along the Baltic, near Tri-city or within the promising market of Kujawsko-Pomorskie, the Pomeranian SEZ is worth investigating. The SEZ also hosts the Gdańsk Science and Technology Park and some subzones are within close proximity to Gdańsk Lech Wałęsa International Airport. Please note, however, that the information listed below is likely out of date as the zone’s authorities declined to comment on their current activity.



**Year established:** 2001

**Total area:** 1,162 ha

**Dominant industries:** electronics, paper, pharmaceuticals

**Total number of investors (July 2009):** 62

**Total value of investments (July 2009):** zł.3.7 billion

**Top investors in terms of value:**

Flextronics International Poland (US), telecommunications

Bridgestone Stargard (Japan), automotive

Sharp Manufacturing Poland (Japan), LCD panels

International Paper Kwidzyn (US), paper

(UK), packaging

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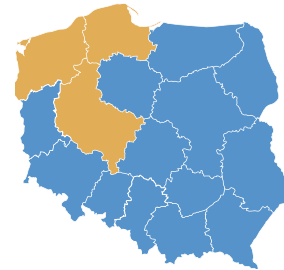
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## Slupsk Special Economic Zone

Proximity to the Baltic Sea is one of the defining features of the Slupsk Special Economic Zone, meaning investors can count on easy access to local ports, shipyards and shipping lanes. Subzones located in the Zachodniopomorskie voivodship have the added bonus of being close to Germany.

In addition to the standard investment incentives, the SEZ has subzones located in industrial parks and partial or total property tax exemptions. The zone's management also stresses that the average construction and labor costs in the region are relatively low.



**Year established:** 1997

**Total area:** 401 ha (160 ha available); expansion by 100 ha expected

**Dominant industries:** automotive, fish processing, metallurgy, plastics processing, transportation and warehousing, wood processing

**Total number of investors (July 2010):** 50 (71 permits issued)

**Total value of investments (July 2010):** zł.800 million

**Top investors in terms of value:**

Kronospan Polska (Cyprus), paneling – zł.380 million

“PAULA-TRANS” (Poland), logistics – zł.56 million

Nordglass II (Poland), automotive – zł.52 million

Przetwórstwo Rybne “ŁOSOŚ” (Poland), food – zł.44 million

M&S Okna i Drzwi (Poland), doors and windows – zł.24 million

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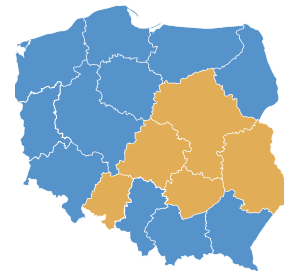
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## “Starachowice” Special Economic Zone

Spread across five different voivodships, the “Starachowice” Special Economic Zone offers investors perhaps the most variety among SEZs in terms of location. Moreover, it ranks in the top 10 special economic zones in the world in cost effectiveness, according to *fDi Magazine*'s 2010/11 report on global free zones.

One of the incentives it offers is a maximum tax relief of 70 percent of investment project expenditures or 70 percent of two years of labor costs of newly employed staff. The ability to locate an investment in a traditional industrial center is another asset; labor costs are also generally low around many of its subzones.



**Year established:** 1997

**Total area:** 595.8 ha (232 ha available)

**Dominant industries:** automotive, building materials, ceramics, machinery, metallurgy

**Total number of investors (July 2010):** 70 (125 permits issued)

**Total value of investments (July 2010):** zł.1.38 billion

**Top investors in terms of value:**

MAN (Germany), automotive – zł.156 million

RR Donnelley Starachowice (US), printing\*

Air Liquide Polska (France), chemical – zł.140 million

Zakłady Azotowe Puławy (Poland), chemical – zł.123 million

\*SEZ declined to reveal this information

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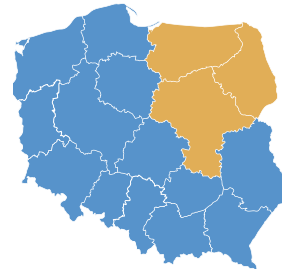
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## Suwałki Special Economic Zone

As Podlaskie voivodship's only special economic zone, with locations in Warmińsko-Mazurskie, and Mazowieckie as well, the Suwałki SEZ is especially well suited to investors interested in the markets of the Baltic states, Belarus or Russia.

Since it opened, the investments in the zone have created over 5,343 workplaces. Unemployment is relatively high in the region and there's a strong academic base, meaning that employers have a good chance of finding qualified staff. The management of the Suwałki SEZ also emphasize low land prices, the possible presence of suppliers in nearby subzones, friendly local governments and "professional and kind service for investors."



**Year established:** 1996

**Total area:** 342.76 ha (106.17 ha available for investment)

**Dominant industries:** construction materials, metal, wood processing

**Total number of investors (July 2010):** 61 (156 permits issued)

**Total value of investments (July 2010):** zł.1.46 billion

**Top investors in terms of value:**

Rockwool Polska (Denmark), construction materials – zł.250 million

Pfleiderer (Germany), wood and construction materials

– zł.393 million

Porta KMI (Poland), building materials – zł.145 million

Impress Décor Polska (Austria), printing – zł.75 million

Cezar (Poland), plastics – zł.75 million

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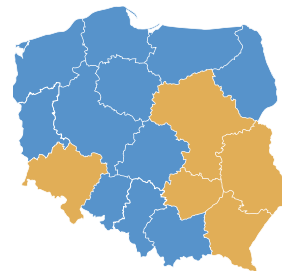
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## Tarnobrzeg Special Economic Zone "EURO-PARK WISŁOSAN"

Most of the terrain in "EURO-PARK WISŁOSAN" is concentrated along Poland's "eastern wall," offering ample opportunities for investors interested in Belarus, Ukraine or Russia, not to mention Poland's fast-developing eastern markets. At the same time, the zone offers land in Lower Silesia voivodship, which sits on the Czech and German borders and is home to Wrocław, a darling of foreign investors.

The zone has created around 17,000 workplaces since opening. It hosts around 32 foreign firms, primarily from South Korea, Germany and the US. Some of the information below is likely out of date as the zone's authorities declined to comment on their current activity.



**Year established:** 1997

**Total area:** 1,551.91 ha

**Dominant industries:** chemicals, construction, electronics, metals, pharmaceuticals, plastics

**Total number of permits (March 2010):** 188

**Total value of investments (March 2010):** zł.5.53 billion

**Top investors in terms of value (2009):**

LG Philips LCD Poland (South Korea), electronics

ATS Stahlschmidt & Maiworm (Germany), automotive

Sanfarm (Poland), pharmaceuticals

LG Electronics Wrocław (Poland), electronics

Heesung Electronics Poland (South Korea), electronics

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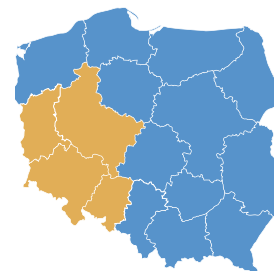
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## Wałbrzych Special Economic Zone “INVEST-PARK”

In terms of area, value of investment and number of jobs created, the Wałbrzych Special Economic Zone “INVEST-PARK” is the second-largest of Poland’s SEZs. Its terrain is mainly distributed along the country’s western voivodships, giving investors access to Austrian, Czech, German and Slovak markets. Other major pluses include the rich industrial traditions of the region and the large, well-educated labor force.

“INVEST-PARK” came 17<sup>th</sup> out of 25 in the overall ranking of *fDi Magazine*’s “Global Free Zones of the Future 2010/11.” Production is a mainstay, but management notes that IBM, McKinsey and other firms have recently sited service investments in the zone. Reliefs range from 40 to 70 percent of investment or labor costs, depending on the voivodship and the size of the investor.



**Year established:** 1997

**Total area:** 1,667 ha (530 ha available)

**Dominant industries:** dominant sectors are automotive industry and white goods production. Others include electronics, engineering, clothing, construction, metal processing and plastics production

**Total number of investors (July 2010):** 140 (155 permits issued)

**Total value of investments (July 2010):** zł.11.86 billion

**Top investors in terms of value:**

Toyota Motor Manufacturing Poland (Japan), automotive – zł.2.1 billion

Toyota Motor Industries Poland (Japan), automotive –

zł.0.9 billion

Electrolux Poland (Sweden), white goods – zł.722 million

Faurecia Wałbrzych (France), automotive – zł.634 million

Cadbury Polska (UK), food – zł.1.22 billion

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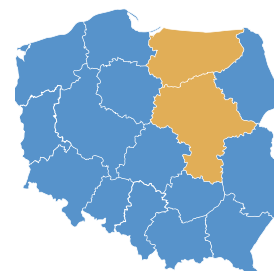
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## Warmia-Mazury Special Economic Zone

Located in Mazowieckie and Warmińsko-Mazurskie, the Warmia-Mazury Special Economic Zone offers investment conditions on opposite ends of the spectrum. Mazowieckie has the highest labor costs in Poland and the second-lowest unemployment, for example, while Warmińsko-Mazurskie has the highest unemployment and second-lowest labor costs.

Compared to other SEZs, the zone is more or less in the middle in terms of size and value of investment. It has rated well in various surveys of investor satisfaction, boasts reasonable land prices and, in Warmińsko-Mazurskie subzones, easy access to the Baltic.



**Year established:** 1997

**Total area:** 782 ha (189 ha available for investment), expected to expand by 45 ha

**Dominant industries:** electronics, furniture and tires

**Total number of investors (June 2010):** 63 (65 permits issued)

**Total value of investments (June 2010):** zł.3 billion

**Top investors in terms of value\*:**

Michelin (France), tire manufacturing – zł.1.1 billion

Stora Enso Poland (Sweden), paper – zł.1.1 billion

LG Electronics Mława (South Korea), electronics – zł.370 million

Swedwood Poland (Sweden), furniture – zł.221 million

Wydawnictwo Bauer (Germany), paper – zł.75 million

\*figures as declared by companies

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Ranked by funds gained from 2007-2013 programmes (as of Nov 30, 2009)

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|------|---|---|---|--|---|--|--|--|--|
|      |   | Total amount of subsidies<br>(mln zł) / Number of<br>projects qualified | Programmes and<br>activities  | Selected projects  |   |  |  |  |  |
| 1    | <b>Eficom</b><br>ul. Nowogrodzka 68,<br>02-014 Warsaw<br>22 623-8214/22 623-8223<br>info1@eficom.pl<br>www.eficom.pl  | 1,224.5<br>50   | PO IG (2.3.3, 3.3.2, 4.4, 8.1);<br>PO KL (2.1.1, 8.1.1, 3.3.4, 5.2.1,<br>7.2.1); PO IS (4.3, 5.4.1, 12,<br>12.2); PO RPW; RPO WD<br>(3.1); RPO WM (2.1, 1.5); RPO<br>WL (4.1)                                       | Technology and product<br>solution implementation; 'Reking<br>Przedsiębiorczości' program; IT<br>and communication technology use<br>concept for Czeladź   | 1,074.8<br>72.2<br>20.0   | 10<br>23<br>1  | Cemex Pol-<br>ska; BogArt; Axel<br>Springer Polska;<br>Centrum Zdrowia<br>Matki Polki; Min-<br>istry of Regional<br>Development  | 27<br>1999   | Anna<br>Katarzyna<br>Nietkyska<br><i>President</i>   |
| 2    | <b>KPPM Doradztwo</b><br>ul. Floriańska 15/4,<br>31-019 Kraków<br>12 429-1210/12 422-8036<br>biuro@kppmd.pl<br>www.kppmd.pl   | 1,145.2<br>32   | PO IG (2.1, 2.2, 1.3.1, 1.1.2,<br>4.4); PO IS (13.1, 12.1); PO<br>KL (2.1.1, 4.1.1, 4.1.2, 8.1.1)<br>RPO (6.4 RPO WD; 7.2 RPO<br>WM; 1.5 RPO WM; 4.1 RPO<br>WSL; 1.1 MRPO)  | OPTOLAB – laboratory database<br>expansion of the Optoelectronics<br>Institute of the Military Technical<br>Academy, LAPROMAW – Labora-<br>tory of Materials Design and<br>Rapid Production; Construction of<br>the Faculty of Engineering and<br>the Environment-Aquatic Center;<br>Warsaw University New Technolo-<br>gies Center-Ochota | WND<br>WND<br>WND   | WND<br>WND<br>WND  | Warsaw Univer-<br>sity; Pharmaceuti-<br>cal Institute;<br>Military Technical<br>Academy; Warsaw<br>University of<br>Lifesciences | 8<br>1991  | Krzysztof<br>Dadej<br><i>Vice<br/>President</i>      |
| 3    | <b>Faber Consulting</b><br>ul. Polna 23,<br>87-100 Toruń<br>56 662 4560/56 652-2582<br>biuro@faberconsulting.com<br>www.faberconsulting.com   | 941.9<br>169  | RPO; PO IG (1.4-4.1, 4.4, 6.1,<br>8.1, 8.2); PO IS (4.5, 9.1, 11.2);<br>PO KL   | Modernization of a power unit<br>at PGE Power Plant Opole to<br>reduce emissions; building of<br>Gdańsk Shakespeare Theater;<br>development and implement of<br>innovative technologies for the<br>production of humic acids from the<br>local raw materials   | 511.3<br>288.1<br>86.3  | 49<br>45<br>8  | PGE Elektrownia<br>Opole; ENEA;<br>Wrocław City<br>Hall; Geofizyka<br>Toruń  | 98<br>1999   | Robert Łapacz<br><i>President</i>                    |
| 4    | <b>Accreo Taxand</b><br>ul. Grzybowska 5A,<br>00-132 Warsaw<br>22 324-5900/22 324-5901<br>accreo@taxand.pl<br>www.taxand.pl   | 885.3<br>39   | PO IG (4.2, 4.4, 4.5); PO IS<br>(1.1, 4.2, 4.6, 9.4); PO KL<br>(8.1.1, 9.2); PO PT  | Expansion of business through<br>the implementation of innovative<br>technology; implementation of<br>innovative technologies for storage<br>and distribution; construction of a<br>wind farm; launching an innova-<br>tive product; development and<br>implementation of new production<br>processes                                      | 50.5<br>121.5<br>713.3  | 2<br>10<br>27  | GE; Sanitec<br>Koto; NG2; EDF;<br>Lafarge; PESA;<br>Alpha; Kirchhoff   | 68<br>2005   | Michał<br>Gwizda<br><i>Partner</i>                   |
| 5    | <b>Europejskie Centrum<br/>Przedsiębiorczości</b><br>ul. Kopernika 34,<br>00-336 Warsaw<br>22 826-3700/22 826-3533<br>eucp@eucp.pl<br>www.eucp.pl   | 723.3<br>23   | PO IG (1.4-4.1, 4.4, 8.2); RPO<br>WM (1.5, 6.2); RPO W-WM<br>(1.1.7) MRPO (3.1) PO IS<br>(1.1); PO RPW (1.3)  | Increasing international<br>competitiveness through the<br>implementation of an innovative<br>technology line; Deutsche Bank<br>PBC Academy of Knowledge and<br>Skills; implementation of B2B<br>electronic cooperation platform for<br>information exchange for Agito and<br>its partners   | 596.6<br>131.2<br>4.5   | 2<br>20<br>1   | Deutsche Bank<br>PBC; General<br>Motors; Agito;<br>Stalmech; ISPL<br>Sławomir<br>Zalewski  | 19<br>2003   | Piotr<br>Stefaniak<br><i>President</i>               |
| 6    | <b>PNO Consultants</b><br>Al. Jerozolimskie 81,<br>02-001 Warsaw<br>22 695-0410/22 695-0411<br>info@pno.com.pl<br>www.pno.com.pl  | 720.6<br>51   | PO IG (4.4, 4.5.2, 4.2, 1.4-4.1,<br>8.1); PO KL (2.1.1); PO IS<br>(4.6, 4.2, 4.5, 9.4); MRPO (3.1);<br>RPO WP (1.1.B, 1.1.A2)   | Implementation of innovative<br>technologies of new, high-calorie,<br>alternative fuels production; neuro-<br>marketing R&D center   | NA<br>187.2<br>533.4  | NA<br>19<br>32   | Grupa Onet.pl;<br>Dax Cosmetics;<br>ZEW Kogeneracja;<br>Thomson Tech-<br>nicolor Polska;<br>PPHU Bomilla                         | 32<br>2005   | Siegfried<br>Doetjes<br><i>CEE Area<br/>Director</i> |
| 7    | <b>Strategor Wielkopolskie<br/>Centrum Ekspertyz<br/>Finansowych</b><br>ul. Jarochońskiego 8/8,<br>60-235 Poznań<br>61 661-2179/61 661-2178<br>strategor@strategor.pl<br>www.strategor.pl | 720.1<br>172  | PO IG (1.4-4.1, 4.4, 8.1) RPO<br>W (12.1, 12.3); NFOŚ donations<br>WRPO (1.1, 1.2); RPO WM<br>(1.5); RPDS (1.1); WKP (2.2.1);<br>RPO W Leader; WRPO (2.2,<br>5.3, 6.2) RPO KP; PO IS (1.1,<br>9.1, 9.4, 11.1, 12.2) | Reconstruction of the district<br>roads No. 1160P, 1177P, 1180P,<br>1191P on the Ujście-Ruda route   | 209.7<br>450.4<br>60.0  | 34<br>133<br>5   | Centrum Kultury<br>Zamek in Poznań;<br>Papierowy Powleka-<br>ne Pasco; MARO<br>Office Furniture<br>Factory                       | 14<br>1999   | Paweł<br>Grabarkiewicz<br><i>President</i>           |

# EUROPEAN UNION FUNDS CONSULTING COMPANIES

Ranked by funds gained from 2007-2013 programmes (as of Nov 30, 2009)

| Rank | Company name<br>Address<br>Tel./Fax<br>E-mail<br>Website   | General classification  |   |   | Total amount of subsidies for:<br>Public administration /<br>SMEs / Large enterprises | Number of qualified projects<br>for: Public Administration /<br>SMEs / Large enterprises | Selected<br>clients 2008-<br>2009   | Total number of employees in<br>Poland /Year founded | Top local<br>executive /<br>Title   |
|------|--|---|---|---|---|--|---|--|---|
|      |  | Total amount of subsidies<br>(mln zł) / Number of<br>projects qualified | Programmes and<br>activities  | Selected projects   |   |  |   |  |   |
| 8    | <b>EGC Consulting Group</b><br>AL Politechniki 22/24,<br>93-590 Łódź<br>42 250-5358/42 250-5371<br>biuro@egc.pl<br>www.egc.pl                              | <b>588.2</b><br>97  | RPOs  | Implementation of modern<br>technology for full-sized houses<br>production; biofuel production<br>using unique technologies   | NA<br>514.4<br>37.3   | NA<br>60<br>5  | Kamitec; Zakłady<br>Farmaceutyczne<br>Polfa-Łódź;<br>Budvar Centrum;<br>Okna Rabeń;<br>Intersport Polska  | 24<br>2004   | Tomasz<br>Chmielecki;<br>Tomasz<br>Kecerski;<br>Przemysław<br>Mazurek<br>Owners |
| 9    | <b>METROPOLIS<br/>Doradztwo Gospodarcze</b><br>ul. Lechicka 59,<br>61-695 Poznań<br>61 820-5444/61 820-1351<br>info@metropolisdg.pl<br>www.metropolisdg.pl | <b>320.8</b><br>72  | PO IG (4.4, 8.1); PO IŚ (4.2,<br>4.3, 4.5, 4.6, 9.1, 9.4); WRPO<br>(1.1, 1.2); RPO WZ (1.1.2);<br>PO RPW III.2; PO KL (8.1.1);<br>PO KL (5.2); PRO W (1.2.1,<br>1.2.3, 3.1.2) | Biogas power plant construction<br>in Przykona; 4 wind power<br>plants construction in Płóznica<br>municipality   | NA<br>191.2<br>129.4  | NA<br>63<br>9  | Elektrociepłownia<br>Wybrzeże; Kom-<br>pania Węglowa;<br>Targi Kielce;  | 12<br>2005   | Bartosz Janc<br>President   |
| 10   | <b>Doradztwo Gospodarcze<br/>DGA</b><br>ul. Towarowa 35,<br>61-896 Poznań<br>61 859-5900/61 859-5901<br>dgasa@dga.com.pl<br>www.dga.pl                     | <b>293.8</b><br>37  | WRPO (4.1, 6.1, 8.1, 4.3, 11.2,<br>12.2, 13.1, 1.2, 2.2, 6.2)   | Raczyńskich Library in Poznań<br>extention  | WND<br>44.7<br>WND  | WND<br>9<br>WND  | WND   | 90<br>1990   | Andrzej<br>Głowacki<br>President  |
| 11   | <b>Ernst &amp; Young</b><br>Rondo ONZ 1,<br>00-124 Warsaw<br>22 557-7000/22 557-7001<br>Ernst.Young@pl.ey.com<br>www.ey.com/pl                             | <b>280.8</b><br>11  | PO IŚ, PO IG  | WND   | NA<br>0.7<br>280.1  | NA<br>1<br>10  | WND   | 229<br>1990  | Jacek Kędzior<br>Managing<br>Partner  |
| 12   | <b>A1 Europe</b><br>ul. Zamojskiego 31,<br>30-519 Kraków<br>12 259-8070/12 423-5475<br>biuro@a1europe.pl<br>www.a1europe.pl                                | <b>238.0</b><br>58  | RPO; PO IG (1.4-4.1, 4.4, 8.1,<br>8.2); PO IŚ (4.6, 11.2)   | The creation of innovative sports<br>and recreation complex; the prepa-<br>ration of a plan to increase export<br>activity; construction of storage<br>and drying facility and installation<br>of equipment for oil extraction for<br>a group of agricultural producers;<br>restaurant opening and equipment<br>purchase at a hotel; feasibility<br>study for Polish judiciary comput-<br>erization (LAN; digitalization) | 26.4<br>208.0<br>2.5  | 4<br>51<br>1   | Drukarnia<br>Narodowa;<br>Polska Wytwórnia<br>Papierów<br>Wartościowych;<br>SAO Beach In-<br>vestments; Gmina<br>Szczyrk  | 13<br>1998   | Przemysław<br>Sulich<br>President   |
| 13   | <b>PWB</b><br>Pl. Wiosny Ludów 2,<br>61-831 Poznań<br>61 850-1151/61 850-1151<br>biuro@pwb.com.pl<br>www.pwb.com.pl  | <b>159.1</b><br>43  | PO IG (4.4, 4.5.2, 8.2); PO<br>IŚ (9.4); PO KL (2.1.1, 4.1.1,<br>8.1.1); WRPO (1.2); RPO WM<br>(1.5); RPO WP (1.1); RPO WL<br>(1.3); RPO WŚ (1.2.1) RPO<br>K-P (5.2.2)        | Purchase of equipment for auto-<br>matic coal sampling; increasing<br>the competitiveness of EI - Cab<br>through the use of product and<br>process innovation; construction<br>of innovative water and laundry<br>equipment   | NA<br>139.4<br>19.6   | NA<br>40<br>3  | Wika Polska;<br>ATS; Climatic;<br>ATB Truck;<br>Bentom  | 8<br>2002  | Przemysław<br>Kowalski<br>President   |
| 14   | <b>INFOR Training</b><br>ul. Okopowa 58/72,<br>01-042 Warsaw<br>22 530-4401/22 530-4309<br>doradztwo@ieurodirect.pl<br>www.doradztwo-dotacje.pl            | <b>122.7</b><br>35  | PO KL; RPO W; PO IŚ; PO<br>IŚ; PO KL; MRPO  | Expansion of the pneumonology<br>and cystic fibrosis clinic at the<br>Institute of Tuberculosis and Lung<br>Diseases; fire station building<br>reconstruction to mixed-use space<br>in Klucz town   | 120.5<br>2.2<br>0.4   | 27<br>8<br>1   | Institute of<br>Tuberculosis and<br>Lung Diseases<br>in Raków-Zdrój;<br>District Gov-<br>ernment in<br>Miechów; Road<br>Administration in<br>Tarnów; Municipal<br>Office in Łaskowa;<br>Pegas | 38<br>2007   | Jolanta<br>Adamczyk<br>President  |

NA = Not Applicable, WND = Would Not Disclose. Research for the list was done in December 2009-January 2010. Number of employees and ownership structure are as of November 2009. All information pertains to the companies' activities in Poland. Companies not responding to our survey are not listed. PO KL = Operational Programme Human Capital; PO IG = Operational Programme Innovative Economy; PO IŚ = Operational Programme Infrastructure and Environment; PO RPW = Operational Programme Development of Eastern Poland; PO PT = Operational Programme Technical Assistance; ROP = Regional Operational Programmes.



# TAX SYSTEM IN POLAND

authored by **Andrzej Jacek Jarosz – Tax Director,**  
**Dorota Wolna – Tax Manager,**  
**Anna Szymańska – Tax Senior Consultant**  
**PricewaterhouseCoopers**

## Corporate tax in Poland

The only tax levied on corporate income in Poland is corporate income tax (CIT), which is charged at the national level. Poland operates a classical system of company taxation. Under this system, tax payable on corporate dividends is independent of tax paid by the company paying the dividend.

Shareholders are not entitled to credit for tax paid at the corporate level. An exception relates to the so-called “underlying tax credit,” which is available on a number of conditions to Polish companies holding at least 75 percent of shares in non-EU companies (with certain exceptions; see section on avoidance of double taxation).

### Corporate income tax (CIT) rate

Polish corporate income tax (CIT) is collected at the flat rate of 19 percent. The 19 percent rate has been applicable since 2004 and is not likely to be changed in the forthcoming years. Thus Poland ranks among the most competitive (inexpensive) countries in the EU as regards taxation of business profits. In comparison, the corporate tax rate in the United Kingdom stands at 28 percent, in Italy it's 31.4 percent, while in France it stands at 33.33 percent).

## The scope of Polish corporate income tax

### Entities covered

Corporate income tax (CIT) applies to all legal entities, including companies, companies under organization, as well as “organized entities with no corporate status” (with the exception of partnerships) which conduct business activities. Also, foreign entities with no corporate status, if taxed in Poland for any reason, are subject to CIT provided that they are taxed in their home countries as corporate entities.

### Taxation of residents

Polish tax residents are subject to CIT on their worldwide in-

come. A company is considered to be a Polish resident for CIT purposes if its registered office or management is located in Poland. Thus Polish subsidiaries of foreign companies are regarded as residents of Poland for corporate tax purposes.

### Taxation of non-residents

A non-resident company is subject to Polish CIT only on income generated in Poland. Corporate income taxation of non-residents may be further limited if the non-resident's home country has concluded a double-tax treaty with Poland. If this is the case, Poland is only entitled to tax the part of the income which is derived through a “permanent establishment” located in Poland. A permanent establishment is generally defined as a fixed place of business, the most typical example of which is a branch office.

Poland has concluded double-tax treaties with almost 90 countries including nearly all the developed ones. Non-resident businesses dealing in Poland are, therefore, in the majority of cases protected by a double-tax treaty between Poland and their respective home country.

### Branch income

In addition to subsidiaries, foreign businesses may establish branch offices in Poland. A branch office is allowed to conduct business activity exclusively within the scope of the activity of the foreign mother entity.

A branch office nearly always has the status of a permanent establishment in Poland. Once a branch is established, the foreign company pays the standard 19 percent CIT from income attributable to the operations of the Polish branch.

### Investment incentives in special economic zones

Polish legislation provides for investment incentives for business activities carried out in the 14 zones defined as special economic zones. To benefit from these incentives, a company has to obtain a permit to conduct business activities within a special economic zone from the Ministry of Economy and it must meet other legal requirements.

Most of the special economic zones offer an income tax exemp-



tion of up to 50 percent of the investment expenditures. In other words, the annual CIT due may be reduced by an amount equaling 50 percent of the investment expenditures. If the amount available for deduction exceeds the annual CIT due, the excess can be utilized in the following years. Consequently, a company operating in a special economic zone which incurs significant investment expenditures may enjoy a total exemption from income tax for several years.

Even more favorable rules apply to businesses classified as small or medium-sized entities. In the case of small entities, the maximum exemption amounts to 70 percent of the investment expenditures. Medium-sized entities can enjoy a maximum CIT exemption equaling up to 60 percent of the investment expenditures.

A number of special economic zones offer CIT exemptions at slightly lower levels which are, however, still very attractive. In this case the maximum limits of tax exemption equal 40 percent of investment expenditure for big entities, 60 percent for small entities and 50 percent for medium-sized ones. This does not apply to the region of Warsaw, where the relevant limits stand at 30, 50 and 40 percent.

#### **Tax year, reporting and payments**

The annual CIT return should be submitted to the tax office within three months of the end of the tax year. The annual CIT liability should be settled within the same period. In financial terms, the final settlement is often not significant, as most of the liability is paid in monthly advance payments over the entire tax year. These advance payments are payable until the 20<sup>th</sup> day of the following month.

The tax year generally corresponds to the calendar year. Taxpay-

ers may, however, opt for a different tax year, on condition that it lasts 12 calendar months (with the exception of the first/transitional year after the change and, possibly, the last tax year).

#### **Tax base in Poland**

The tax base is the overall income, which is the difference between aggregated taxable revenues and aggregated tax-deductible costs. The tax base generally includes all sources of income (with a number of exemptions). Consequently, there is no special treatment for income such as capital gains or interest.

In practice, PwC Tax Team experts highlight that taxable income is calculated by adjusting the profit reported for accounting purposes. The relevant adjustments are necessary due to differences between the tax and accounting treatment of numerous revenue and cost items. As a result, the taxable base may differ significantly from the accounting profit.

#### **Tax deductible and non-deductible costs**

A tax deductible cost is defined as any expense incurred in order to generate taxable revenues or to protect a source of revenues. However, there is a long list of exceptions, i.e. expenses which cannot be treated as tax deductible even if they meet the general condition of being incurred in order to generate revenues or to protect a source of revenues.

Example categories of non-tax-deductible costs include:

- accounting provisions,
- depreciation write-off from cars the value of which exceeds €20,000 in the part exceeding this value,

- donations,
- entertainment expenses,
- income taxes paid in Poland and abroad,
- tax penalties and penalty interest,
- expenses related to non-taxable revenue or no revenue.

### Interest and thin capitalization

Interest paid on debt is generally tax deductible for the borrower when paid or capitalized. At the same moment such interest should be included in taxable revenues of the lender.

Interest on a loan drawn for financing investments in fixed and intangible assets is, however, not deductible directly if paid or accrued within the investment period. Instead, such interest increases the initial value of the fixed or intangible assets which are subsequently depreciated for tax purposes.

The CIT Law also limits the possibility of treating interest paid on loans drawn from certain qualified lenders as tax deductible. Such qualified lenders include generally parent and sister entities with the shareholding level of 25 percent.

Thin capitalization restrictions apply if a loan or credit is drawn from a qualified lender and the ratio of debt to equity (as defined in the CIT Law) reported by the Polish borrower exceeds 3:1. The restrictions apply to interest on loans and credits

drawn both from Polish and foreign tax residents.

### Tax depreciation of fixed assets

Capital expenditures are not tax deductible directly. Instead, the relevant fixed and intangible assets are depreciated for tax purposes and the depreciation write-offs are included in tax deductible items.

### Tax losses

If the aggregated annual tax deductible costs exceed taxable revenues, the taxpayer reports a tax loss. Tax losses may be carried forward and utilized over five consecutive tax years, with the maximum of 50 percent of a loss incurred in one year to be offset against taxable income reported in a given year of the five-year period. Consequently, the minimum period in which tax losses carried forward may be utilized is two years.

### Transfer pricing

Transactions between related parties should be conducted in accordance with the arm's-length principle. Tax authorities may increase the taxable base if the pricing used between related parties differs from that which would have occurred between unrelated parties in a similar business transaction and

The next edition of *Trendbook Poland* – a guide to business trends from *Warsaw Business Journal* – will hit shelves in May 2011.

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# TRENDBOOK

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## P o l a n d

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if the difference results in income being shifted from a Polish taxpayer to another entity (whether a Polish resident or not). Poland's CIT law also provides for specific detailed requirements for transfer pricing documentation.

### Withholding tax

Specified payments, if made by a Polish resident to a non-resident beneficiary, are subject to withholding tax in Poland. Such payments include dividends, royalties, interest and remuneration for intangible supplies.

The general withholding tax rate for dividends is 19 percent. The same rate applies to some other types of income, such as income from investment in companies, including income from the redemption of shares and income resulting from the liquidation of a company.

The general withholding tax rate for interest and royalties paid to non-residents is 20 percent.

These withholding tax rates may be reduced by specific provisions of double-tax treaties concluded by Poland and the respective countries in which beneficiaries of the payments are based. Also, dividends, royalties and interest paid by Polish residents to numerous European countries receive special beneficial treatment based on regulations which implement various EU directives.

Payments made by Polish residents to foreign entities (non-residents) as a consideration for intangible supplies (such as, for example, consulting services) are subject to 20 percent withholding tax. However, if the payment is made to a resident of a country which has concluded a double-tax treaty with Poland, this tax can be avoided if certain minimal administrative formalities are completed.

### Avoidance of double taxation

Poland has concluded treaties on the avoidance of double taxation, commonly referred to as double-tax treaties, with most developed countries. In total, Poland has concluded nearly 90 double-tax treaties.

Regardless of the specific provisions of these treaties, the Polish CIT law also includes rules for avoiding double taxation. As a result, if a Polish resident earns income from sources situated in a country which has not concluded a double-tax treaty with Poland, double taxation is avoided based on a credit method provided in the Polish CIT law. Based on this method the Polish resident is liable for income tax calculated on their worldwide income, but this tax is proportionally reduced by the income tax paid abroad. The above rules apply to all sorts of foreign income (if not covered by a double-tax treaty) such as dividends, royalties, interest, business profits, etc.

As to dividends received by Polish residents from foreign sources, the CIT law also provides for the so-called "underlying tax credit," which concerns corporate income tax paid by a foreign subsidiary of a Polish entity under a foreign tax jurisdiction. An underlying tax credit can be applied subject to specific conditions, which include a presence of a double-tax treaty between Poland and the subsidiary's country of residence and the Polish company holding

at least 75 percent shares in the foreign subsidiary.

The underlying tax credit does not apply if the foreign subsidiary (which pays the dividend) is based in the EU, Iceland, Liechtenstein, Norway or Switzerland. This is because dividends received from such subsidiaries can benefit from the "participation exemption," which is even more favorable. Under this exemption, dividends received from subsidiaries based in the aforementioned countries are exempt from CIT provided that the Polish recipient holds at least 10 percent of the shares in the paying company for at least two years (for Swiss subsidiaries, the minimum shareholding is 25 percent).

## Other corporate taxes

### Employee taxes

The most important employee taxes include social security contributions and personal income tax (PIT).

### Social security

Both employer and employee are obliged to contribute to the Polish social security system. The contributions are calculated on the employee's gross revenue. In 2010, the social security burden was split as shown below.

| SOCIAL INSURANCE IN POLAND IN 2010<br>DIVISION OF THE CONTRIBUTIONS<br>(APPLICABLE FOR 2010)  |   |   |
|---|---|---|
| TYPE OF INSURANCE   | TOTAL PERCENTAGE RATE   | EMPLOYER'S CONTRIBUTION                                       |
| Pension <sup>1)</sup>   | 19.52%  | 9.76%   |
| Disability <sup>1)</sup>  | 6.00%   | 4.50%   |
| Sickness  | 2.45%   | –   |
| Accident  | 1.67% <sup>2)</sup> , or from 0.67% to 3.33% <sup>3)</sup>    | 1.67% <sup>2)</sup> , or from 0.67% to 3.33% <sup>3)</sup>    |
| Labor fund  | 2.45%   | 2.45%   |
| Employee guaranteed benefits fund   | 0.10%   | 0.10%   |
| Total   | 32.19% <sup>2)</sup> , or from 31.19% to 33.85% <sup>3)</sup> | 18.48% <sup>2)</sup> , or from 17.48% to 20.14% <sup>3)</sup> |
| <sup>1)</sup> CONTRIBUTIONS PAID ON GROSS EARNINGS UP TO ANNUAL CAP OF ZŁ94,380 (APPROX. €24,000); CAP ESTABLISHED FOR 2010.<br><sup>2)</sup> EMPLOYERS WHICH EMPLOY UP TO NINE EMPLOYEES.<br><sup>3)</sup> EMPLOYERS WHICH EMPLOY MORE THAN NINE EMPLOYEES – PERCENTAGE RATE DEPENDS ON TYPE OF ECONOMIC ACTIVITY. |   |   |

Footnote 1) in the above table implies that the social security burden, levied both on the employer and the employee, drops substantially when gross salary exceeds the annual cap of zł94,380 (approximately €24,000, according to a €1 = zł1.4 exchange rate). No pension and disability contributions are paid over this amount. Thus, the employer's overall burden is then reduced by 14.26 percentage points and the employee's overall





burden is reduced by 11.26 percentage points.

From the administrative point of view, it is the employer who is obliged to pay its own share of the social security contribution as well as to withhold and remit the employee's share. Payments are made each month to the Social Insurance Institution (ZUS).

PwC Tax experts highlight that expatriates from EU countries may be entitled to exemptions from social security contributions in Poland under EU regulations. The basic condition is that a relevant E101 certificate has to be obtained in the expatriate's home country, confirming that the expatriate should remain subject to social security regulations in the home country.

Apart from social security contributions, employees are also subject to health insurance. Health insurance is calculated on the gross income reduced by social security contributions, amounting in total to nine percent of this amount. It is partly deducted from advance payments for personal income tax (7.75 percent), with the remaining amount (1.25 percent) effectively decreasing the employee's gross remuneration.

Note that the above rules apply to an employment relationship. Individual businesses are subject to specific rules.

## Personal income tax (PIT)

### Tax rate

Poland has a progressive personal income tax system. Currently (as of 2009) it provides for two PIT rates: 18 and 32 percent.

The tax is calculated based on the following formulas:

| INCOME BRACKETS FOR 2010 (IN PLN) | INCOME TAX (IN PLN)                            |
|-----------------------------------|--|
| up to 85,528                      | 18%<br>minus the amount exempt from tax 586.85 |
| above 85,528                      | 14,839.02<br>+ 32% of a surplus over 85,528    |

Individuals conducting business activities as sole traders or partners in partnerships can, subject to certain conditions, opt for a flat 19 percent personal income tax rate. Taking into account the flat rate and other rules applicable to this type of income, taxation of individual (non-corporate) businesses is based on similar provisions as described in the previous section on corporate income tax.

Please note that the rates listed above (including the flat 19 percent rate for individual businesses) are effectively increased by 1.25 percentage points due to health insurance contributions (as discussed in the social security section).

### Tax collection

Though in principle PIT (including tax on salaries) is calculated on annual income, its collection is based on monthly advance payments, i.e. a "pay as you earn" (PAYE) tax system.

### Tax base

The tax base is defined as aggregated income from all taxable sources. In turn, income from a particular source is the difference between taxable revenue from such a source and the corresponding tax deductible cost.

In the case of numerous sources of income, tax deductible costs are recognized in the amount of a standard deduction. For example, in 2010 income from using copyrights is subject to a standard deduction at 50 percent of revenue; service contracts (with no copyrights involved) are subject to a standard deduction at 20 percent; employment contracts are, as a rule, subject to the standard deduction of zł.111.25 (approximately €28) per month.

### Tax residency and its implications

The Polish PIT law defines a Polish PIT resident as a person who: 1) has a center of personal or business interests, or 2) spends more than 183 days in Poland in a year. It is enough to satisfy one of these conditions to become a Polish tax resident. When determining tax residency, the regulations of relevant double-tax treaties should also be taken into account.

Polish tax residents pay Polish personal income tax on their worldwide income. Double-taxation issues are resolved based on the relevant double-tax treaty; if no treaty applies to a particular case, double taxation is avoided based on domestic provisions (generally, income tax paid abroad can be proportionally credited against Polish PIT liability).

Non-residents are subject to Polish tax on their Polish-sourced income only.

Furthermore, in numerous cases, non-residents can benefit from a 20 percent flat tax rate calculated on their revenues (i.e. with no deduction of costs). This flat tax applies to various sources of income, including management fees (but not to employment contracts).

## Value-added tax (VAT)

In common with other EU countries, Poland operates a consumption tax known as the value-added tax (VAT) which is levied on supplies of most goods and services. Businesses that conduct activities subject to VAT are obliged to register as VAT taxpayers. Generally, the VAT reporting period is a month but taxpayers can also opt for a quarterly reporting period.

As a rule, VAT is not a cost for most businesses as the tax burden can be passed on to customers. Since business customers can pass this burden further, the ultimate cost rests with a non-business user of goods or services. This is achieved through the mechanism of VAT calculation, which allows business entities registered as VAT taxpayers, subject to some exceptions, to recover input VAT (included in the price of the supplies purchased). Detailed rules regarding the Polish VAT system are outlined below.

### VAT scope

Polish VAT applies to the following activities:

- supply of goods and services within the territory of Poland;
- export of goods outside the territory of the EU;
- import of goods from non-EU countries;
- intra-community supply of goods (i.e. “export” of goods to EU member states);
- intra-community acquisition of goods (i.e. “import” of goods from EU member states).

The Polish VAT law also regulates supplies made to call-off stock located in Poland.

### VAT rates

The VAT rates are 22 percent (standard rate), seven percent, three percent, zero percent and exemption. The standard 22 percent VAT rate generally applies to the supplies of all goods and services, except for those which are covered by special VAT provisions specifying other rates or treatments.

Supplies covered by a reduced rate of seven percent include, among other things, pharmaceutical products and passenger transport services. Supplies of certain agricultural products are subject to the three percent VAT rate (but a higher VAT rate will probably apply to them from 2011).

Zero-rated supplies include, among other things, exports of goods to countries outside the EU and international transport of goods (i.e. transport to or from non-EU countries). Supplies exempt from VAT include certain financial services (such as certain banking services), as well as insurance and educational services.

### Place of supply of cross-border services

As of January 1, 2010, according to the Polish VAT law, the place of supply (and taxation) of cross-border services depends on whether these services constitute a business-to-business (B2B) or a business-to-consumer (B2C) transaction.

Subject to certain conditions, cross-border services rendered to foreign businesses (B2B) are generally not subject to VAT in Poland, and the Polish service provider is entitled to deduct input VAT paid in connection with rendering such services. Cross-border services rendered to foreign consumers (B2C) are, in principle, subject to VAT in Poland based on general rules.

If a foreign business renders cross-border services to a Polish VAT taxpayer (B2B), such services are generally subject to VAT in Poland and the Polish service recipient is obliged to account for VAT based on the “reverse charge” mechanism.

However, there are a number of exceptions to these rules with respect to certain services (e.g. services on immovable property, transport services, short-term hiring of means of transport).

### VAT calculation

Based on the fundamental VAT rule, the VAT due (payable to the tax office) equals the VAT on the output less the VAT already paid on the inputs. Input VAT can be generally deducted



from output VAT when a taxpayer receives an invoice for goods or services purchased, or in one of the two subsequent VAT reporting periods.

However, input VAT cannot be deducted unless the purchased supply is linked to activities of the VAT taxpayer which are subject to VAT. Furthermore, the deductibility of input VAT is restricted with respect to purchasing certain goods and services. For example, only 60 percent of input VAT on a passenger car purchase can be deducted, and the deduction cannot exceed zł6,000 (approximately €1,500) per car.

Subject to certain conditions, the supplier's output VAT can also be reduced when receivables resulting from VAT-able sales turn out to be uncollectable (the "bad debt relief" mechanism).

#### Refunds

The Polish VAT law allows direct refunds when input VAT (available for deduction) exceeds output VAT. The standard refund period for entities registered for VAT in Poland is 60 days.

There are also provisions concerning VAT refunds for foreign businesses purchasing goods and services from Polish VAT payers, as well as VAT refunds for foreign tourists. In both cases, a number of conditions have to be met in order to obtain a refund. Specifically, refunds are only available for residents of countries that have VAT, and where Polish residents are eligible for VAT refunds (the reciprocity rule).

A foreign business can obtain a refund only if input VAT incurred

on the purchases of goods and services could be, according to Polish VAT law, recovered by Polish VAT taxpayers. The refund application should be submitted not later than on September 30 of the year following the tax year to which it relates. If the tax authorities fail to make a refund within the statutory deadline, foreign businesses have the right to receive interest on late payments. From January 1, 2010, businesses established in other EU member states may benefit from a new simplified electronic procedure for the submission and processing of refund applications.

## Other duties and taxes

#### Excise duties

Excise duties are levied on the production, sale, import and intra-community acquisition of "excise goods" which are listed in the excise duty law and include (among other things) alcohol, cigarettes, energy products (in particular: petrol, gas, oils, etc.), passenger cars and electricity.

A new excise act came into force on March 1, 2009. It abolished excise duty on certain products like cosmetics and gambling devices. In addition, excise rates on alcohol and some types of passenger cars were raised.

Depending on the kind of excise goods, one of the four types of excise rate may be applicable: 1) a percentage of the taxable base; 2) an amount per unit; 3) a percentage of the maximum retail price; 4) an amount per unit and a percentage of the max-

imum retail price. For example, the excise rate for car petrol is zł.1,565 (approximately €390) per 1,000 liters.

Passenger cars are subject to the following excise rates:

- 3.1 percent for cars whose engine capacity is under 2,000 cm<sup>3</sup>;
- 18.6 percent for cars whose engine capacity exceeds 2,000 cm<sup>3</sup>.

### Customs duties

Poland is subject to the Community Customs Code and other EU customs provisions including a customs duty tariff. Customs duties are collected and administered by customs authorities in various member states and partially transferred to the EU budget (with the rest remaining in the budget of a country of importation).

Customs duty is payable on the importation into Poland or other EU country of goods from outside the EU. Once the applicable customs duty is paid in any of the member states, the imported goods can freely circulate within the whole EU with no further customs restrictions.

This is due to the fundamental rules of the single market and the customs union of the EU member states, according to which no customs duties are levied on goods transferred between member states and there are no intra-EU border customs controls, provided that the goods originate in the EU or have been released for free circulation (i.e. the customs duty was paid on their importation into the EU).

Based on the EU customs duty tariff, the standard customs duty rates vary and depend on the classification of the imported goods. Selected goods may be subject to higher rates. Furthermore, specified goods originating from specified countries can be subject to reduced customs rates or total exemption due to free-trade agreements concluded between the EU and these countries.

### Tax on civil law transactions

Tax on civil law transactions (TCLTs) applies to various transactions made by entities that do not have VAT-payer status and are not involved in professional commerce, including e.g. the sale of property or a loan.

However, TCLTs may also be imposed on businesses. Among the things subject to TCLTs are the incorporation of a com-

pany and the increase of share capital (both subject to a flat TCLT rate of 0.5 percent calculated on the increased/created share capital value). Also, additional payments contributed to a company's supplementary capital are subject to 0.5 percent TCLT rate. In each of these cases, the company receiving the capital injection is an entity which is obliged to pay the TCLT.

Businesses are also obliged to pay a TCLT on other common transactions, such as the transfer of shares (a one percent TCLT rate). The TCLT is payable by the purchaser.

Based on the general rule provided in the TCLT law, transactions which are subject to VAT generally fall outside the scope of TCLTs. However, certain transactions, such as the sale of real estate, are outside the scope of TCLTs only if they are taxed with VAT (i.e. property transactions exempt from VAT are effectively subject to TCLTs). This may relate, among other things, to the transfer of real estate which qualifies as a "used good," where a seller was not entitled to deduct input VAT while purchasing such property, or to the transfer of residential buildings or apartments unless they are being sold for the first time. Both of these kinds of transactions are generally VAT exempt and will be subject to two percent TCLT.

### Real estate and land tax

Real estate tax rates are fixed by municipalities within limits set in the Law on Local Taxes and Fees. In 2010, land used for business purposes is subject to a rate limit of zł.0.77 (approximately €0.2) per square meter, while buildings used for business purposes are subject to a rate limit of zł.20.51 (approximately €5) per square meter of usable area.

Selected structures/constructions used for business purposes are also subject to real estate tax. The tax is calculated as a rule as two percent of their value.

### Product fees

Businesses that introduce specified types of products (e.g. IT equipment and batteries), as well as products with specific types of packaging, are obliged to achieve a legally prescribed level of recycling or recovery. If the required level is not achieved, the business is obliged to pay a product fee which is calculated annually. The basis for the calculation is the difference between the required level of recycling or recovery and the quantity of products that were actually recycled or recovered. ♦





# ACCOUNTING AND AUDITING

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Companies operating in Poland or having their seats in Poland are obliged to apply the regulations of the Polish Accounting Act (PAA). One of the requirements arising from the PAA is maintaining accounting books. Entities have a choice of keeping their accounts according to simplified principles based mainly on tax provisions – in the form of a tax revenue and cost register, for instance – or in full compliance with the PAA. However PwC advisors put emphasis on some cases in which compliance with the PAA is mandatory, including:

- when the entity is a commercial company;
- when the entity is a natural person, civil partnership, registered partnership or professional partnership, provided that the net revenues from the sale of goods, products and financial operations for the preceding accounting year amounted to at least the equivalent in Polish currency of €1,200,000;
- when the entity is a business unit operating under Poland's banking law, regulations on trading in securities, regulations on investment funds and/or regulations on the organization and operation of pension funds, irrespective of their level of revenues;
- when the entity is a foreign person, branch and representative office of foreign businesses, as defined by the regulations on the freedom of enterprise.

The entity is to keep and maintain its books of account in the Polish language and in the Polish currency. Accounting books may be kept on the territory of any member state of the European Union outside the entity's registered office; however, in such a case the head of the entity is obliged to do the following:

- notify the relevant tax office of the place where the books of account are kept, within 15 days of the date on which the books of account are removed from the entity's premises (or its branch or plant);
- ensure access to the books of account at the premises of an entity (or its branch or plant) in the case of an audit by authorized external auditing bodies.

Recently, due to management requirements and pressure to reduce IT costs, there is an observable trend to consolidate an ERP platform for many foreign subsidiaries of the same capital group. As result, ERP platform servers may likely be located outside Poland. Therefore, it should be acknowledged that simply transferring the data outside the company's office for the purpose of recording and processing is equivalent to keeping these books outside this office. However, if the company records documents into the ERP system using its own resources but these records are processed on a server located abroad, the statutory requirements are considered fulfilled.

The Ministry of Finance approves this approach, provided that the following requirements are fulfilled:

- the entity monitors the accounting records;
- the entity demonstrates the identicalness of the accounts with copies of reports received via wired or wireless connection;
- the accounts are conducted fairly and accurately;
- the system of keeping accounts ensures clear links between book entries and accounting documents;
- the accounts are effectively protected from unauthorized changes, unauthorized access, damage or destruction;
- the books are available at the place where the entity maintains them;
- the entity has a printout of accounts for closed periods or stores the content of its books on a data carrier which is available and possible to read-out.

In Poland, except for banks, there is no uniform chart of accounts to be used for registering operations. Each entity has the right to define its chart of accounts in a manner facilitating the fulfillment of all statutory and reporting requirements.

Their responsibility for fulfilling the obligations set forth by the PAA is borne by the head of the entity. Where the head of the entity is a multi-person authority and the person responsible has not been appointed, the responsibility shall be borne by all members of said authority.

Keeping account books in a manner violating the provisions of the PAA is liable to a fine or punishable by imprisonment for up to two years, or by both these punishments jointly. In



addition, in compliance with the provisions of the Polish penal fiscal code, faulty bookkeeping is subject to a fine. Another negative consequence of incorrect accounting can be the risk that, pursuant to the provisions of the Tax Law, improperly kept account books will not be acknowledged as evidence in fiscal proceedings.

#### **International financial reporting standards (IFRS)**

The European Union has supported the implementation of the International Accounting Standards (currently International Financial Reporting Standards), due to which all companies operating on EU stock exchanges have been using the same standards to draw up consolidated financial statements.

Since Poland changed the PAA, using IFRS as its main source of guidance, its provisions and regulations have been considerably harmonized.

Moreover, in keeping up with globalization, in Poland it is allowed – and in some cases even required – that IFRS be used as the reporting framework. The obligation to prepare consolidated financial statements in compliance with IFRS has been imposed on banks and entities allowed to trade in the regulated markets of European Economic Area countries. The following entities, in turn, have the possibility of drawing up standards compliant with the IFRS:

- issuers applying for admission into public trade in Poland

or in one of the regulated markets of the EEA countries (in terms of drawing up consolidated financial statements);

- issuers of securities admitted into public trade in Poland or in one of the regulated markets of the EEA countries, issuers applying for admission into public trade in Poland or on one of the regulated markets of the EEA countries or entities belonging to a capital group (subsidiaries and co-subsidiaries) in which consolidated financial statements are drawn up by a dominant entity in compliance with the IFRS (all in terms of preparing individual financial statements);
- subsidiaries of a foreign entity may also prepare financial statements in accordance with IFRS, if this entity compiles financial statements based on IFRS.

#### **Financial statement/auditing**

According to the PAA, financial statements are drawn up as of the date when the books of account are closed, in the Polish language and in the Polish currency. The financial statements consist of:

- the balance sheet;
- the profit and loss account;
- additional information.

The financial statements of the entities (going concerns) listed

below have to be audited and published:

- banks and insurance undertakings;
- entities operating under the regulations on trading in securities and on investment funds;
- entities operating under the regulations on the organization and functioning of pension funds;
- joint-stock companies, except for companies in the course of formation as of the balance sheet date;
- other entities which, in the financial year prior to the year for which financial statements are prepared, met at least two of the following conditions:

1. the average annual number of employees, by full-time equivalents, reached or exceeded 50 people;
2. total assets as at the end of the financial year reached or exceeded the Polish currency equivalent of €2,500,000;
3. net sales of products and goods for resale, plus income on financial transactions for the financial year reached or exceeded the Polish currency equivalent of €5,000,000.

Financial statements prepared in accordance with IFRS are subject to mandatory audit. Audited financial statements, to-



gether with the statutory auditor's report, the resolution on the approval of the annual financial statement and distribution of profit or coverage of loss, are submitted to the appropriate court register and to the head of the entity for publication.

The audit of statutory financial statements is conducted in compliance with the auditing norms issued by the National Assembly of Statutory Auditors (KIBR). Audits of special purpose financial information for the consolidation of parent entities are conducted not only in compliance with these norms, but also in compliance with international financial reporting standards.

In Poland, lists of statutory auditors authorized to sign auditor's reports as well as subjects authorized to conduct these audits are kept by the KIBR. As of the end of June 2010, 7,700 people in Poland were authorized to act as statutory auditors and around 1,900 subjects were allowed to conduct audits, but the list is open.

The auditor's report has a standardized layout and content. This is determined by the aforementioned norms and allows for the comparability of reports issued. Such a report, besides being submitted to the court register, is then published together with the financial statements. ♦



# INDUSTRIAL AND TECHNOLOGY PARKS

One option for entrepreneurs interested in Poland is to invest within one of the country's many industrial or technology parks. This may be an especially attractive alternative for small and medium-sized companies, although large firms are welcome in many parks as well.

While all of the institutions listed in this section can be described as industrial and/or tech parks, they vary greatly in terms of size and scope. They are not all created equal. Some of the smaller and more far flung sites are less well developed than their larger, more centrally located peers. Some focus exclusively on a single industry, while others may be open to nearly all comers.

As was the case last year, the largest park in Poland in terms of area is the Industry and Technology Park Bełchatów Kleszczów, while the Wrocław Technology Park still hosts the most firms and greatest amount of capital.

Nevertheless, all of these parks exist to support entrepreneurship. They generally offer locations already prepared to host

businesses and the advantage of a high concentration of other firms, including possible suppliers. Some parks include terrain which can be incorporated into a special economic zone, increasing incentives that much more.

A theme which is becoming increasingly common among these parks is support for innovative technologies. Many facilities in Poland today are able to support foreign businesses engaged in a host of forward-looking industries, and more are on the way. Homegrown innovation is also being nurtured through a growing number of incubators and cooperation with local institutions of higher education. Turning innovative ideas into marketable solutions is serious business these days.

Please note that the industrial and technology parks listed in this section are not the only ones in Poland; moreover, the list will be subject to change over the coming years. Nearly all of these parks have their own websites, but English-language service is limited or nonexistent in many cases. All mentioned herein were engaged in business activity at the time *Investing in Poland 2011* was published. ♦



## Bełchatów Kleszczów Industrial and Technological Park

Dominant sectors: innovative technologies, production

### Contact info:

[www.ppt.belchatow.pl](http://www.ppt.belchatow.pl),  
ul. Przemysłowa 4  
97-400 Bełchatów  
☎ / 📠 (+48) 44 733 11 65  
@bkppt@ppt.belchatow.pl  
Ewa Grudzińska, training facility director:  
@e.grudzinska@ppt.belchatow.pl

## Boruta Zgierz Industrial Park

Dominant sectors: electricity and heat production, energy, natural gas, telecommunications, water and sewage disposal. Interested parties may not be based in Zgierz

### Contact info:

Anna Kwiecień, park manager, Russian speaker:  
[boruta@umz.zgierz.pl](mailto:boruta@umz.zgierz.pl), % (+48) 500 160 915  
Józef Dziemdziała, vice president of MPKG  
(managing entity of Boruta Zgierz Industrial Park):  
@mpgkzgierz@poczta.onet.pl, % (+48) 42 716 22 97,  
6 (+48) 42 716 44 65

## Bukowice Industrial Park

Dominant sector: chemicals

### Contact info:

[www.bukowiceip.com](http://www.bukowiceip.com)  
ul. Zagłoby 22  
54-514 Wrocław  
☎ (+48) 71 723 215 0  
Leszek Adam Boroński, English and Russian speaker:  
@boronski@bukowiceip.com, 📠 (+48) 602 788 163

## Bydgoszcz Industrial Park

Dominant sectors: chemicals, furniture, metals, logistics

### Contact info:

ul. Wojska Polskiego 65  
85-825 Bydgoszcz  
☎ (+48) 52 365 33 10  
📠 (+48) 52 365 33 17  
[www.bpp.bydgoszcz.pl](http://www.bpp.bydgoszcz.pl)  
Ryszard Chodyna, president, English speaker:  
@office@bpp.bydgoszcz.pl

## Częstochowski Industrial Park

Dominant sectors: IT, production

### Contact info:



[www.czpp.com.pl](http://www.czpp.com.pl)  
 ul. Nowowiejskiego 26  
 42-217 Częstochowa  
 ☎ (+48) 34 324 81 46, 📠 (+48) 34 360 57 47  
 @ [arr@arr.czystochowa.pl](mailto:arr@arr.czystochowa.pl)

## Gdansk Science and Technology Park

Dominant sectors: biotech, environment protection, food, functional materials and nanotechnologies, IT, pharmaceutical chemistry, telecommunications

### Contact info:

[www.gpnt.pl](http://www.gpnt.pl)  
 ul. Trzy Lipy 3  
 80-172 Gdańsk  
 ☎ (+48) 58 739 61 17, 📠 (+48) 58 739 61 18  
 @ [office@gpnt.pl](mailto:office@gpnt.pl)  
 Martyna Czarnobaj, conference and training coordinator,  
 English speaker: @ [m.czarnobaj@strefa.gda.pl](mailto:m.czarnobaj@strefa.gda.pl)

## Goleniów Industrial Park

Dominant sectors: food production, logistics and transport, wood and paper products

### Contact info:

[www.goleniow.pl](http://www.goleniow.pl)  
 Goleniów Municipality and City Hall  
 Pl. Lotników 1  
 72-100 Goleniów  
 ☎ (+48) 91 469 82 00, 📠 (+48) 91 469 82 98  
 @ [ugim@goleniow.pl](mailto:ugim@goleniow.pl)  
 Krzysztof Zajko, deputy mayor of Goleniów, English speaker: @ [burmistrz@goleniow.pl](mailto:burmistrz@goleniow.pl)  
 Józef Kazaniecki, PR inspector, German speaker:  
 @ [promocja@goleniow.pl](mailto:promocja@goleniow.pl), ☎ (+48) 91 469 82 06

## Grudziądz Industrial Park

Dominant sectors: various industrial

### Contact info:

[www.gpp.grudziadz.pl](http://www.gpp.grudziadz.pl)  
 ul. Budowlanych 7  
 86-300 Grudziądz  
 ☎ (+48) 56 450 61 18, 📠 (+48) 56 450 61 03  
 @ [gpp@gpp.grudziadz.pl](mailto:gpp@gpp.grudziadz.pl)  
 Joanna Błażyńska, president, English speaker:  
 @ [j.blazynska@gpp.grudziadz.pl](mailto:j.blazynska@gpp.grudziadz.pl), ☎ (+48) 56 450 61 13

## Industrial Park of Stargard

Dominant sectors: various production

### Contact info:

[www.sarl.pl](http://www.sarl.pl)  
 Stargard Local Development Agency  
 ul. Pierwsza Brygada 35  
 73-110 Stargard Szczeciński  
 ☎ (+48) 91 834 90 88, 📠 (+48) 91 834 90 98  
 @ [sarl@sarl.pl](mailto:sarl@sarl.pl)

## Jaworzno Industrial Park

Dominant sectors: none

### Contact info:

[www.jpp.jaworzno.pl](http://www.jpp.jaworzno.pl)  
 Local Development Agency  
 ul. Grunwaldzka 275  
 43-600 Jaworzno  
 ☎ (+48) 32 614 21 00, 📠 (+48) 32 614 21 03  
 @ [biuro@jpp.jaworzno.pl](mailto:biuro@jpp.jaworzno.pl)

## Kalisz Technological Incubator

Dominant sectors: innovative technologies, SME

### Contact info:

[www.kip.kalisz.pl](http://www.kip.kalisz.pl)  
 Fundacja Kaliski Inkubator Przedsiębiorczości  
 ul. Częstochowska 25  
 62-800 Kalisz  
 ☎ (+48) 62 764 12 42, 📠 (+48) 62 764 50 16  
 @ [fundacja@kip.kalisz.pl](mailto:fundacja@kip.kalisz.pl)  
 Piotr Sadowski, president, English speaker:  
 @ [piotr.sadowski@kip.kalisz.pl](mailto:piotr.sadowski@kip.kalisz.pl)

## KGHM Legnica Technology Park

Dominant sectors: automotive, electrical machinery, environmental protection, IT, metallurgical, mining, nanotechnology

### Contact info:

[www.kghm.letia.pl](http://www.kghm.letia.pl)  
 ul. Złotoryjska 194  
 59-220 Legnica  
 ☎ (+48) 76 747 54 40, 📠 (+48) 76 746 54 44  
 @ [sekretariat@kghm.letia.pl](mailto:sekretariat@kghm.letia.pl)  
 Magdalena Monteiro, English speaker:  
 @ [m.monteiro@kghm.letia.pl](mailto:m.monteiro@kghm.letia.pl), ☎ (+48) 76 747 5443,  
 📠 (+48) 697 890 426

## Lower Silesian Technology Park ("T-Park")

Dominant sector: innovative technologies  
 (knowledge transfer)

### Contact info:

[www.t-park.pl](http://www.t-park.pl)  
 Lower Silesian Regional Development Agency  
 ul. Szczawieńska 2  
 58-310 Szczawno-Zdrój  
 ☎ (+48) 74 648 04 50, 📠 (+48) 74 648 04 51  
 @ [info@t-park.pl](mailto:info@t-park.pl)

## Mielec Industrial Park

Dominant sectors: automotive, aviation, innovative technologies, IT, SME

### Contact info:

[www.marr.com.pl](http://www.marr.com.pl)  
 Regional Development Agency MARR  
 ul. Chopina 18  
 39-300 Mielec  
 ☎ (+48) 17 788 18 50, 📠 (+48) 17 788 18 64



@marr@marr.com.pl  
Ireneusz Drzewiecki, vice president of MARR, English and German speaker: @idrzewiecki@marr.com.pl,  
☎ (+48) 17 788 18 61

### Multimedia City Technological Park

Dominant sectors: innovative technologies, SME

**Contact info:**

www.multimediacity.pl  
ul. Zielona 27  
33-300 Nowy Sącz  
☎ (+48) 18 449 94 63, ☎ (+48) 18 449 94 61  
@biuro@miasteczkomultimedialne.pl

### Nickel Technology Park Poznań

Dominant sectors: IT, outsourcing, service

**Contact info:**

www.ntpp.pl  
ul. Krzemowa 1, Złotniki  
62-002 Suchy Las  
☎ (+48) 61 658 54 99, ☎ (+48) 61 658 54 98  
@biuro@ntpp.pl

### Opole Science and Technology Park

Dominant sectors: advertising, consulting, education, engineering, IT, real estate

**Contact info:**

www.opnt.pl

ul. Prószkowska 76  
45-710 Opole  
☎ (+48) 77 400 05 18, ☎ (+48) 77 400 05 53  
@info@opnt.pl

Dr Bogdan Tomaszek, president of the board:

@btomaszek@opnt.pl, ☎ (+48) 602 734 217

Katarzyna Brandys, project manager, English speaker:

@kbrandys@opnt.pl, ☎ (+48) 694 455 474

### Płock Industrial and Technological Park

Dominant sectors: automotive, chemicals, logistics, paper, pharmaceuticals, plastics, textiles

**Contact info:**

www.pppt.pl  
ul. Zglenickiego 42  
09-411 Płock  
☎ (+48) 24 364 03 50, ☎ (+48) 24 364 03 52  
sekretariat@pppt.pl

### Podkarpackie Science and Technology Park Aeropolis

Dominant sector: aerospace (R&D)

**Contact info:**

www.aeropolis.com.pl  
ul. Szopena 51  
35-959 Rzeszów  
☎ (+48) 17 867 62 06, ☎ (+48) 17 852 06 11  
@aeropolis@rarr.rzeszow.pl

## Police Industrial Park – INFRAPARK Police

Dominant sector: chemicals

**Contact info:**

[www.infrapark.pl](http://www.infrapark.pl)

ul. Kuźnicka 1

72-010 Police

☎ (+48) 91 317 22 00, 📠 (+48) 91 317 21 50

@zarzad@infrapark.pl

Przemysław Kowalewski, director of development, English speaker: @pkowalewski@zhppolice.com,

☎ (+48) 91 317 42 46

## Pomeranian Science and Technology Park

Dominant sectors: biotech, environmental protection, computer science, electronics and telecommunications, industrial design

**Contact info:**

[www.ppnt.gdynia.pl](http://www.ppnt.gdynia.pl)

Al. Zwycięstwa 96/98

81-451 Gdynia

☎ (+48) 58 735 11 40/41, 📠 (+48) 58 622 55 88

@ppnt@ppnt.gdynia.pl

Magdalena Frohwerk, project manager, English speaker:

@m.frohwerk@gci.gdynia.pl, ☎ (+48) 58 735 11 29

## Poznań Science and Technology Park (PPNT)

Dominant sectors: archeology, chemistry, chemical technology, geology, IT, physics

**Contact info:**

[www.ppnt.poznan.pl](http://www.ppnt.poznan.pl)

ul. Rubież 46

61-612 Poznań

☎ (+48) 61 827 97 42, 📠 (+48) 61 827 97 41

@ppnt@ppnt.poznan.pl

## Ruda Śląska Business Incubator

Dominant sectors: innovative technologies, SME

**Contact info:**

[www.inkubatorrudzki.pl](http://www.inkubatorrudzki.pl)

ul. Karola Goduli 36

41-703 Ruda Śląska

☎ / 📠 (+48) 32 342 22 30

@info@inkubatorrudzki.pl

Wojciech Zamorski, promotion specialist, English speaker:

@w.zamorski@inkubatorrudzki.pl,

☎ (+48) 32 342 22 30 ext. 112

## Science and Technology Park “Technopark Gliwice”

Dominant sectors: innovative technologies (technology transfer), SME

**Contact info:**

[www.technopark.gliwice.pl](http://www.technopark.gliwice.pl)

ul. Konarskiego 18C

44-100 Gliwice

☎ / 📠 (+48) 32 335 85 00

@info@technopark.gliwice.pl

## Science-Technology Park Poland-East in Suwałki

Dominant sector: innovative technologies

**Contact info:**

[www.park.suwalki.pl](http://www.park.suwalki.pl)

ul. Noniewiczza 10

16-400 Suwałki

☎ (+48) 87 562 84 77, 📠 (+48) 87 562 84 78

@park@park.suwalki.pl

Stanisław Kurak, director of development, Russian speaker:

☎ (+48) 87 562 84 77

## Silesian Industrial and Technological Park Ltd.

Dominant sector: innovative technologies (technology transfer)

**Contact info:**

[www.sppt.pl](http://www.sppt.pl)

ul. Szyb Walenty 32

41-700 Ruda Śląska

☎ (+48) 32 789 51 01, 📠 (+48) 32 789 51 14

@sekretariat@sppt.pl

Justyna Dziadok, promotions and marketing, English

speaker: @justyna.dziadok@sppt.pl, ☎ (+48) 32 789 51 04

## Szczecin Science and Technology Park

Dominant sectors: innovative technologies (technology transfer), SME

**Contact info:**

ul. Kolumba 86/89

70-035 Szczecin

☎ (+48) 91 489 20 50, 📠 (+48) 91 433 60 53

[www.spnt.pl](http://www.spnt.pl), @biuro@spnt.pl

## Świdnik Regional Industrial Park

Dominant sectors: logistics, various industrial

**Contact info:**

[www.park.swidnik.pl](http://www.park.swidnik.pl)

Al. Lotników Polskich 1

21-045 Świdnik

☎ (+48) 81 722 60 22, 📠 (+48) 81 722 66 52

@biuro@park.swidnik.pl

Eugeniusz Hyz, park president, English and Russian

speaker: @ehyz@park.swidnik.pl,

☎ (+48) 81 468 09 17, 📠 (+48) 694 433 432

## Toruński Park Technologiczny

Dominant sectors: financial services, innovative technologies, logistics, manufacturing

**Contact info:**

www.technopark.org.pl  
ul. Włocławska 167  
87-100 Toruń  
☎ (+48) 56 621 04 21, 📠 (+48) 56 654 88 24  
@tpt@tarr.org.pl

## Upper Silesian Industrial Park

Dominant sector: SMEs conducting “innovative, quiet activities”

**Contact info:**

www.gppkatowice.pl  
ul. Konduktorska 39A  
40-155 Katowice  
☎ (+48) 32 781 20 00, 📠 (+48) 32 781 20 32  
@gpp@gppkatowice.pl  
Justyna Bartecka, marketing and development director, English speaker: justyna.bartecka@gppkatowice.pl,  
☎ (+48) 32 781 20 38, 📠 (+48) 503 135 663

## Vistula Park

Dominant sectors: none

**Contact info:**

www.swiecie.eu  
Świecie City Hall  
ul. Wojska Polskiego 124

86-100 Świecie

☎ (+48) 52 333 30 50

@urząd-miejski@um-swiecie.pl

Justyna Brzozkowska, chief executive officer, English speaker: @brzoz@swiecie.eu, ☎ (+48) 52 333 30 50

## Warsaw Industrial Park

Dominant sectors: various commercial, production

**Contact info:**

www.wpp.com.pl  
ul. Przecławaska 5  
03-879 Warsaw  
☎ (+48) 22 679 09 78  
@wpp@wpp.com.pl

## Wrocław Technology Park

Dominant sectors: innovative technologies (technology transfer)

**Contact info:**

www.technologypark.pl  
ul. Muchoborska 18  
54-424 Wrocław  
☎ (+48) 71 798 58 00, 📠 (+48) 71 780 40 34  
@wpt@technologypark.pl

### CASE STUDY

## MULTIMEDIA CITY – NURTURING NEW IDEAS

As experience shows, very few ideas are ready from the start. During its early life, innovation must be taken care of, just like a young sprout, to allow it to grow and develop. This development requires plenty of creative energy, know-how and financial resources, for which outside expertise is usually needed.

In many countries this role is taken by technological parks and innovation centers.

Multimedia City Technological Park, located in southern Poland (Nowy Sącz, in the Kraków region) is one example of a park where all the right competences and complex services come together. Regarding the most common service, space leasing, only incubated start-ups will be hosted until 2012. After that, 12,000 square meters of office space and multimedia and IT labs will be offered. Virtual office services will also be available, including live receptionist service, a virtual office location, live web chat, invoicing, archives and accounting support.

Moreover, hosting services, interactive marketing services and consulting services are provided. Consulting services include a range of different products for start-ups (market research, innovation audit, business plan development) as well as for mature enterprises (such as restructuring,

exploring export potential, market analysis, patent procedures, etc).

Part of Multimedia City is a business incubator called Media 3.0, which in 2010 hosts 24 business start-ups mainly involved in multimedia and IT. Incubated start-ups might apply to the Multimedia City Seed Fund (MCSF) for capital of up to €200,000. MCSF, apart from own fund, is also linked with business angel groups all over Poland, a fact which aids in the search for optimal co-financing for innovative ventures.

Multimedia City is also the creator of the Multimedia and Information Technology Cluster, which was established in 2007 and involves more than 50 companies from all over Poland. Together with the Cluster, Multimedia City offers specialized training and organizes educational events focusing on Central and Eastern Europe.

By stimulating the development of small and medium-sized business, Multimedia City Technological Park supports the development of new ideas in Poland and the region. As studies show, the further development of innovation centers and technological parks in Europe will stimulate economic development, creating jobs and improving the quality of life. ●



# CHAMBERS OF COMMERCE

(listed alphabetically)

| Name   | Address  | Tel.<br>Fax                              | E-mail<br>Website                                   | Top executive<br>Title                     |
|--|--|--|---|--|
| American Chamber of Commerce                       | ul. E. Plater 53<br>00-113 Warsaw                  | 22 520-5999<br>22 520-5998               | office@amcham.com.pl<br>www.amcham.com.pl           | Roman Rewald<br><i>Chairman</i>            |
| British-Polish Chamber of Commerce                 | ul. Fabryczna 16/22<br>00-446 Warsaw               | 22 320-0100<br>22 621-1937               | info@bpcc.org.pl<br>www.bpcc.org.pl                 | Martin Oxley<br><i>CEO</i>                 |
| Czech-Polish Chamber of Commerce                   | ul. Janackova 10<br>702 00 Ostrava, Czech Republic | (+420) 596-612-230<br>(+420) 596-612-231 | cpok@opolsku.cz<br>www.opolsku.cz                   | Magdalena Holeksová<br><i>Director</i>     |
| French Chamber of Commerce and Industry in Poland  | ul. Widok 8<br>00-023 Warsaw                       | 22 696-7580<br>22 696-7590               | ccifp@ccifp.pl<br>www.ccifp.pl                      | Monika Constant<br><i>General Director</i> |
| German-Polish Chamber of Industry and Commerce     | ul. Miodowa 14<br>00-246 Warsaw                    | 22 531-0500<br>22 531-0600               | info@ahk.pl<br>www.ahk.pl                           | Lars Bosse<br><i>CEO</i>                   |
| Irish Chamber of Commerce in Poland                | ul. Mysia 5<br>00-496 Warsaw                       | 22 690-6880<br>22 690-7590               | office@icc.nazwa.pl<br>www.icc.org.pl               | Conall Haughey<br><i>Chairman</i>          |
| Netherlands-Polish Chamber of Commerce             | ul. Jana Pawła II 29<br>00-867 Warsaw              | 22 653-7885<br>22 653-7874               | office@nlchamber.com.pl<br>www.nlchamber.com.pl     | Fred Hoogerbrug<br><i>President</i>        |
| Polish-Azeri Chamber of Commerce and Industry      | ul. Św. Jana 55<br>42-200 Częstochowa              | 34 361-4651<br>34 361-3126/18            | paig@bigduo.pl<br>www.paig.bigduo.pl                | Witold Piecuch<br><i>President</i>         |
| Polish-Belarusian Chamber of Commerce and Industry | ul. Kopernika 30<br>00-336 Warsaw                  | 22 828-5102<br>22 828-5101               | info@pbihp.pl<br>www.pbihp.pl                       | Józef Łochowski<br><i>CEO</i>              |
| Polish - Bulgarian Chamber of Commerce             | ul. Bobrowiecka 4A<br>00-728 Warsaw                | 22 642-6960<br>22 642-6960               | biuro@pbih.com.pl<br>www.pbih.com.pl                | Vladislav Angelov<br><i>President</i>      |
| Polish-Canadian Chamber of Commerce                | ul. Puławska 300A<br>02-819 Warsaw                 | 22 697-6888<br>22 697-6886               | pccc@pccc.pl<br>www.pccc.pl                         | Michael Miasek<br><i>President</i>         |
| Polish-Indian Chamber of Commerce                  | ul. Bukowska 12<br>60-810 Poznań                   | 61 610-1316<br>61 610-1318               | biuro@piig-poland.org<br>www.piig-poland.org        | Ryszard Sznajder<br><i>President</i>       |
| Polish-Italian Chamber of Commerce                 | ul. Kredytowa 8/26<br>00-062 Warsaw                | 22 828-2008<br>22 826-0936               | sekretariat@cciip.pl;<br>www.cciip.pl               | Donato Di Gilio<br><i>CEO</i>              |
| Polish-Mongolian Chamber of Commerce               | ul. Katarzynów 59<br>99-400 Łowicz                 | WND                                      | pmig@onet.eu<br>www.pmig.republika.pl               | WND  |
| Polish-Portuguese Chamber of Commerce              | Al. Niepodległości 69<br>02-626 Warsaw             | 22 322-7667<br>22 322-7667               | info@ppcc.pl<br>www.ppcc.pl                         | Pedro Pereira da Silva<br><i>Chairman</i>  |
| Polish-Russian Chamber of Commerce and Industry    | ul. Żmna 2/2<br>00-138 Warsaw                      | 22 654-7373<br>22 654-7388               | prihp@prihp.com.pl<br>www.prihp.com.pl              | Hanna Wielgosz<br><i>CEO</i>               |
| Polish-Spanish Chamber of Commerce                 | ul. Arabska 9<br>03-977 Warsaw                     | 22 511-1570<br>22 511-1571               | phig@phig.pl<br>www.phig.pl                         | Stefan Bekir Assanowicz<br><i>CEO</i>      |
| Polish-Swedish Chamber of Industry and Commerce    | ul. Chmielna 101/102<br>80-748 Gdańsk              | 58 763-1469<br>58 768-1480               | psig@psig.com.pl<br>www.psig.com.pl                 | Tadeusz Iwanowski<br><i>CEO</i>            |
| Polish-Swiss Chamber of Industry and Commerce      | Al. Jana Pawła II 15<br>00-828 Warsaw              | 22 697-7979<br>22 697-7980               | swisschamber@swisschamber.pl<br>www.swisschamber.pl | Marek Kondrat<br><i>President</i>          |
| Polish-Turkish Chamber of Commerce                 | ul. Smocza 27<br>01-048 Warsaw                     | 22 652-1619<br>22 652-1622               | office@ptcoc.eu<br>www.ptcoc.eu                     | Marek Nowakowski<br><i>CEO</i>             |
| Polish-Ukrainian Chamber of Commerce               | ul. Mazowiecka 2/4<br>00-048 Warsaw                | 22 828-0081<br>22 827-0079               | puig@puizba.pl<br>www.puizba.pl                     | Jacek Piechota<br><i>President</i>         |
| Scandinavian-Polish Chamber of Commerce            | ul. Wiśniowa 40B/9<br>02-520 Warsaw                | 22 849-7414<br>22 646-4930               | spcc@spcc.pl<br>www.spcc.pl                         | Peter Tærø Nielsen<br><i>Chairman</i>      |

# SELECTED GOVERNMENT AGENCIES

(listed alphabetically)

| Name  | Address                                       | Tel.<br>Fax                  | E-mail<br>Website                             | Top Executive                   |
|---|---|------------------------------|---|---------------------------------|
| Agency for Restructuring and Modernisation of Agriculture | ul. Poleczki 33<br>02-822 Warsaw              | 0-800-380-084<br>22 318-5330 | info@arimr.gov.pl<br>www.arimr.gov.pl         | Tomasz Kotodziej                |
| Agricultural Property Agency                              | ul. Dolańskiego 2<br>00-215 Warsaw            | 22 635-8009<br>22 635-0060   | anr@anr.gov.pl<br>www.anr.gov.pl              | Tomasz Nawrocki                 |
| Central Statistical Office                                | Al. Niepodległości 208<br>00-925 Warsaw       | 22 608-3000<br>22 608-3860   | dane@stat.gov.pl<br>www.stat.gov.pl           | Józef Oleński                   |
| Chancellery of the Prime Minister                         | Al. Ujazdowskie 1/3<br>00-583 Warsaw          | 22 694-6000<br>22 625-2637   | kontakt@kprm.gov.pl<br>www.kprm.gov.pl        | Tomasz Arabski                  |
| Chief Sanitary Inspectorate                               | ul. Długa 38/40<br>00-238 Warsaw              | 22 536-1300<br>22 635-6194   | inspektorat@gis.gov.pl<br>www.gis.gov.pl      | Andrzej Wojtyła                 |
| Customs Service   | ul. Świętokrzyska 12<br>00-916 Warsaw         | 22 694-5555<br>22 694-4303   | kancelaria@mofnet.gov.pl<br>www.mf.gov.pl     | Jacek Kapica                    |
| Ministry of Agriculture and Rural Development             | ul. Wspólna 30<br>00-930 Warsaw               | 22 623-1000<br>22 623-2750   | kancelaria@minrol.gov.pl<br>www.minrol.gov.pl | Marek Sawicki                   |
| Ministry of Economy                                       | Pl. Trzech Krzyży 3/5<br>00-507 Warsaw        | 22 693-5000<br>22 693-4046   | mg@mg.gov.pl<br>www.mg.gov.pl                 | Waldemar Pawlak                 |
| Ministry of Labour and Social Policy                      | u. Nowogrodzka 1/3/5<br>00-513 Warsaw         | 22 661-1000<br>22 661-1336   | info@mpipis.gov.pl<br>www.mpips.gov.pl        | Jolanta Fedak                   |
| Ministry of Regional Development                          | ul. Wspólna 2/4<br>00-926 Warsaw              | 22 461-3000<br>22 461-3275   | uwagi.do.mrr@mrr.gov.pl<br>www.mrr.gov.pl     | Elżbieta Bieńkowska             |
| Ministry of Treasury                                      | ul. Krucza 36/Wspólna 6<br>00-522 Warsaw      | 22 695-8000<br>22 628-0872   | investor@misp.gov.pl<br>www.misp.gov.pl       | Aleksander Grad                 |
| National Bank of Poland                                   | ul. Świętokrzyska 11/21<br>00-919 Warsaw      | 22 653-1000<br>22 620-8518   | listy@nbp.pl<br>www.nbp.pl                    | Marek Belka                     |
| National Labour Inspectorate                              | ul. Krucza 38/42, Warsaw<br>00-926 Warsaw     | 22 420-3731<br>22 625-4770   | kancelaria@gip.pl<br>www.pip.gov.pl           | Tadeusz Jan Zając               |
| Polish Agency for Enterprise Development                  | ul. Pańska 81/83<br>00-834 Warsaw             | 22 432-8080<br>22 432-8620   | biuro@parp.gov.pl<br>www.parp.gov.pl          | Bożena Lublińska-Kasprzak       |
| Polish Information and Foreign Investment Agency          | ul. Bagatela 12<br>00-585 Warsaw              | 22 334-9800<br>22 334-9889   | post@paiz.gov.pl<br>www.paiz.gov.pl           | Sławomir Majman                 |
| Polish National Police                                    | ul. Puławska 148/150<br>02-624 Warsaw         | 22 621-0251<br>22 601-2921   | sip@policja.gov.pl<br>www.policja.pl          | Andrzej Matejuk                 |
| Polish Tourist Organisation                               | ul. Chatubińskiego 8<br>00-613 Warsaw         | 22 536-7070<br>22 536-7004   | pot@pot.gov.pl<br>www.pot.gov.pl              | Rafał Szmajke                   |
| Public Procurement Office                                 | ul. Postępu 17a<br>02-676 Warsaw              | 22 458-7702<br>22 458-7700   | sekretariat@uzp.gov.pl<br>www.uzp.gov.pl      | Jacek Sadowy                    |
| Social Insurance Institution                              | ul. Szamocka 3, 5<br>01-748 Warsaw            | 22 667-1000<br>22 667-1418   | www.zus.pl                                    | Zbigniew Derdziuk               |
| Supreme Chamber of Control                                | ul. Filtrowa 5/7<br>02-056 Warsaw             | 22 444-5000<br>22 444-5793   | nik@nik.gov.pl<br>www.nik.gov.pl              | Jacek Jezierski                 |
| The Office of Competition and Consumer Protection         | pl. Powstańców Warszawy 1<br>00-950 Warsaw    | 22 556-0800<br>22 826-6125   | uokik@uokik.gov.pl<br>www.uokik.gov.pl        | Małgorzata Krasnodębska-Tomkiel |
| The Patent Office of the Republic of Poland               | Al. Niepodległości 188 / 192<br>00-950 Warsaw | 22 579-0000<br>22 579-0001   | informacja@uprp.pl<br>www.uprp.pl             | Alicja Adamczak                 |

## PARTNERS



**PricewaterhouseCoopers** is a professional services firm supporting clients with audit, business advisory, as well as tax and legal services. It comprises over 163,000 people in 151 countries. PwC in Poland has a successful record of cooperation with the largest local and international businesses and government institutions. Its Polish Tax & Legal Department was awarded the prestigious title "National Tax Firm of the Year 2010" by *International Tax Review* monthly. The firm has been recognized for the high quality, innovative nature and broad scope of its international tax structuring advisory. It was also named the "European Transfer Pricing Firm of the Year."

### Contact:

[www.pwc.com/pl](http://www.pwc.com/pl)  
Al. Armii Ludowej 14, 00-638 Warsaw  
☎ (+48) 22 523 40 00  
☎ (+48) 22 508 40 409  
✉ [pwcpoland@pl.pwc.com](mailto:pwcpoland@pl.pwc.com)



**WIERZBOWSKI EVERSHEDS** **Wierzbowski Eversheds**, one of Poland's leading law firms, combines international legal expertise and local know-how to offer clients top-quality legal services. Since March 2005 we have been a member of Eversheds International, one of the largest legal networks in the world, with nearly 5,000 people in 47 offices across Europe, the Middle East, Africa and Asia. At Wierzbowski Eversheds, more than 60 lawyers practice in specialized teams led by highly experienced attorneys and legal advisers. We advise clients on a full range of business-related issues. We are a leader in the areas of personal data protection, pharmaceutical law, competition law (including litigation regulatory disputes in telecommunications as well as litigation and arbitration in commercial matters), mergers and acquisitions, and property law.

### Contact:

[www.eversheds.pl](http://www.eversheds.pl)  
Centrum Jasna, ul. Jasna 14/16A, 00-041 Warsaw  
☎ (+48) 22 50 50 700  
☎ (+48) 22 50 50 701  
✉ [kancelaria@eversheds.pl](mailto:kancelaria@eversheds.pl)



**The Polish Information and Foreign Investment Agency (PAIIZ)** has been servicing investors for 17 years. Its mission is to create a positive image of Poland in the world and increase the inflow of foreign direct investment by encouraging international companies to invest in Poland.

The Agency offers foreign entrepreneurs: quick access to information regarding economic and legal investment environment; assistance in finding a convenient investment location; help in obtaining investment incentives; guidance through all the necessary administrative and legal procedures; advice in each phase of the investment process.

### Contact:

[www.paiz.gov.pl](http://www.paiz.gov.pl)  
ul. Bagatela 12, 00-585 Warsaw  
☎ (+48) 22 334 98 00  
☎ (+48) 22 334 99 99  
✉ [post@paiz.gov.pl](mailto:post@paiz.gov.pl) or ✉ [invest@paiz.gov.pl](mailto:invest@paiz.gov.pl)



**The American Chamber of Commerce in Poland (AmCham)** is a leading business organization that strives to serve and promote its member companies as an important voice of business in Poland; to foster a positive relationship with the government; and to promote the free market spirit for the benefit of the Polish business environment.

AmCham achieves its goals through a number of activities, including Monthly Meetings and Business Mixers. At present there are 18 committees that represent all aspects of the economy, from agriculture and food to IT, outsourcing, taxation and real estate. And to promote its values and know-how AmCham runs its own monthly magazine, *American Investor*.

### Contact:

[www.amcham.com.pl](http://www.amcham.com.pl)  
ul. Emilii Plater 53, 00-113 Warsaw  
☎ (+48) 22 520 59 99  
✉ [office@amcham.com.pl](mailto:office@amcham.com.pl)



**The British Polish Chamber of Commerce (BPCC)** is an independent, non-for-profit organization which assists in the development of British-Polish business links. The current membership represents the broadest range of industrial and commercial sector. The BPCC holds around 75 events annually and partners in over 200 across the UK and Polish regions. The BPCC has established Policy Groups to promote best business practice – often transferring knowledge and experience from the UK – and to encourage structural and regulatory reforms in Poland. The BPCC has promoted business, trade and cultural relations between Poland and the UK since 1992.

**Contact:**

[www.bpcc.org.pl](http://www.bpcc.org.pl)  
ul. Fabryczna 16/22, 00-446 Warsaw  
☎ (+48) 22 320 01 00 / ☎ (+44) 203 239 8730  
@ [membership@bpcc.org.pl](mailto:membership@bpcc.org.pl)



**French Chamber of Industry and Commerce in Poland (CCIFP).** The French Chamber of Industry and Commerce in Poland is an employers' association uniting over 330 French and Polish firms. For 16 years CCIFP has been working for the interests of

Polish and French investors by acting as a platform for networking and for the exchange of business experiences and best practices between companies.

CCIFP works to influence the transformation of the Polish economy and create favorable conditions for business development in Poland.

**Contact:**

[www.ccifp.pl](http://www.ccifp.pl)  
ul. Widok 8, 00-023 Warsaw  
☎ (+48) 22 696 75 80  
☎ (+48) 22 696 75 90  
@ [ccifp@ccifp.pl](mailto:ccifp@ccifp.pl)



**The German-Polish Chamber of Industry and Commerce (AHK Poland)** is the largest

bilateral organization of economic self-governance in Poland and one of the most influential German chambers of industry and commerce (AHKs) in the world. It represents around 1,000 member companies and has been working to develop German-Polish relations for 15 years. The organization's offer includes professional consulting for German and Polish companies, facilitation of contacts between them and finding of trustworthy business partners, as well as market analysis and help in setting up new companies abroad.

**Contact:**

[www.ahk.pl](http://www.ahk.pl)  
ul. Miodowa 14, 00-246 Warsaw  
☎ (+48) 22 531 05 00  
@ [info@ahk.pl](mailto:info@ahk.pl)



**The Netherlands-Polish Chamber of Commerce's** mission is to promote business contacts between our members and between the Netherlands and Poland through events, networking meetings, our magazine, *Bulletin*, and our website.

The chamber's main activities are monthly business drinks, educational services, business breakfasts and lunches and regular meetings with ministers and senior government officials. An interest in the Netherlands is all that is required to join.

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**Scandinavian-Polish Chamber of Commerce (SPCC)** is one of the biggest bilateral chambers in Poland. It was established in 2004 through the merger of Danish, Finnish, Swedish and Norwegian business organizations. These are all now National Sections of the SPCC.

The main office is located in Warsaw, and Regional Representatives are present in Kraków, Poznań, Wrocław, Szczecin, Tri-city and in the Öresund region (Sweden). At the moment, the SPCC has 340 members. The SPCC offers members a wide range of activities, such as networking business mixers, seminars, thematic branch committees, conferences and breakfast meetings with renowned personalities from the political and economic world.

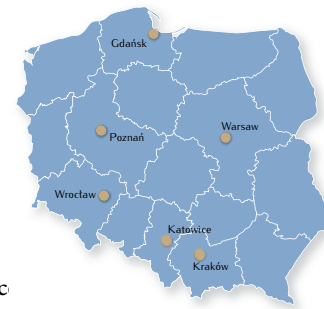
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# PRICEWATERHOUSECOOPERS

## IN POLAND



**P**ricewaterhouseCoopers provides industry-focused assurance, tax and advisory services for public and private clients. We assist clients from various sectors, representing medium-sized and large businesses, engaging experts from Poland and abroad.

More than 1,200 employees work in our Polish offices in Gdańsk, Katowice, Kraków, Poznań, Warsaw and Wrocław.

Our services include:

- Audit
- Business restructuring services
- Dispute analysis and investigations
- Human resource services
- Consulting
- Tax services
- Transactions
- Legal services

We serve as advisors to many business sectors, we also offer specialized services to Dutch, French, German, Korean, Japanese, Russian and Scandinavian-language speaking clients.

### How can we help your company?

One of the main issues to be considered when deciding on starting an investment project is to find and evaluate an appropriate investment site. This process may be incidental or intuitive; it can, however, be based on gathered experience, practical knowledge of location success factors, appropriate analysis of essential conditions (various for different industries) or on a combination of all those factors. In order to avoid unnecessary risk related to the process, PricewaterhouseCoopers has developed a unique methodology of choosing an investment site. The methodology is practical and includes, among other things, visiting chosen locations and negotiating with local authorities.

Growing pressure to control costs has encouraged more and more businesses to look for new, more economically viable locations for their manufacturing plants in the east, especially in the new EU member states.

One factor that should not be forgotten in such considerations is state aid provided to companies. Your company may qualify for such aid as well. Applicants from such sectors as new technologies, strategic services and scientific and research centers which meet certain requirements are offered a range of investment incentives. Your company could gain financial aid amounting to as much as 50 percent of its value.

Investing abroad includes at least three main stages:

- The pre-investment process
- Investment
- Post-investment care

PricewaterhouseCoopers offers complex services throughout the entire process.

Having developed various projects, we have gathered practical experience in the process of choosing an investment. Hence we are able to answer such questions as: why, where, when and how to set up a production plant. We know how to find credible information and how to evaluate it and apply it in a project. We understand the entire investment process and we facilitate contacts with local authorities. Such knowledge is essential when considering a particular location. We offer our clients various services: from choosing a location, to cost modelling, compiling and supporting business justification, planning an investment, supporting the recruitment process, assisting with the transfer of processes and overall project management.

Moreover, we help optimize state aid. Our help encompasses drawing up all essential applications with required attachments. We also provide support in the negotiation process.

## Teams

### State Aid Team

The PwC State Aid Team consists of experienced specialists with knowledge of Polish and EU state-aid law. Members of our team specialize in the area of investment incentives, including: direct subsidies co-financed from EU Structural Funds as well as domestic sources, various tax exemptions, soft loans, etc. We maintain a close eye on current developments in the area of state aid at both the European and national levels. Our excellence has been confirmed by a number of press publications, in which our employees express their views on state aid matters. We offer services with respect to the following forms of state aid: Initial investment incentives; support for employment; tax exemptions in special economic zones; employee training aid; research & development incentives; support for small and medium-sized enterprises; real estate tax exemptions; technology loans; restructuring aid; environmental aid.

### Automotive Team

PricewaterhouseCoopers's Automotive Team aims to assist companies in managing the risks of doing business in Poland and offers services encompassing assurance, tax advisory and compliance as well as business advisory services.

### Chemicals, Oil and Gas Team

We are able to identify problems which appear at every stage of a company's development and help solve them. As part of

our services we have undertaken comprehensive projects for clients representing the following sub-sectors: petrochemicals, agrochemicals, rubber and plastics, paints and coatings, household products and cosmetics, technical gases.

### Energy Team

The Energy Team comprises professionals from various disciplines, including financial, accounting and tax. We offer professional services including: mergers and acquisitions, valuation and strategy, transaction services, audit and assurance, financial risk management, tax, performance improvement, business recovery, dispute analysis and investigations.

### Financial Services Team

The Financial Services industry group is one of the leading providers of integrated professional services to the world's major financial services institutions, encompassing all sectors of the industry – banking, capital markets, insurance, investment management and real estate.

### Pharmaceutical Team

PricewaterhouseCoopers is a global leader in providing professional services to the pharmaceutical industry. Our commitment to the industry is broad-based and includes serving the needs of its key segments, including: proprietary and generic drug manufacturers, wholesalers and distributors, medical device suppliers, pharmacy benefit managers, contract research organizations, and all managed-care organizations.

### Real Estate Team

The value of global investment in Central and Eastern Europe is increasing and Poland remains one of the key target countries in the region. Our clients include private and public real estate companies, property funds, banks, investment managers, as well as other businesses servicing the sector and indirectly involved in real estate issues.

### Retail & Consumer

We are advisors to the largest companies in the retail and wholesale sectors, as well as their suppliers. Our service range comprises financial and operating advice. Our services are consistent with the Accounting Act, International Financial Reporting Standards, and the UK GAAP, the US GAAP, the German GAAP and the regulations applicable in other countries.

### Technology, Information, Communications and Entertainment

This team combines strategic consulting, change management, information technology and accounting, finance and tax capabilities for global clients. The group offers expertise in such areas as regulatory compliance, deregulation, privatization, financial control, customer care, globalization and market entry.

### Transport & Logistics

Our experts from the Transport and Logistics Team have experience working with major public and private organizations of the transportation and logistics industry. Our clients include global and national operators of rail, aviation, roads, ports and shipping services as well as related support businesses and functions, posts and express couriers.

### Maritime Desk

For our maritime sector clients, we have created a Maritime Desk team. Its strength is built by auditors and advisors with specific knowledge and experience in cooperating with global and national deliverers of water transport services, shipyards and ports and providing strategic, financial, and logistics, trade, economic and tax advisory services.

### Investigations

The Dispute Analysis and Investigations team of PricewaterhouseCoopers has the knowledge and experience necessary to conduct comprehensive fraud investigations. We have performed investigations on behalf of shareholders, management boards, regulatory bodies and other interested parties (e.g. banks or other creditors).

### Construction Industry and Construction Materials

Our team dealing with the construction industry and construction materials sector has acquired considerable practical experience due to the execution of numerous projects and close cooperation with leading companies in the Polish market. The team includes representatives of various specialties, e.g. financial advisors, accounting advisors and chartered auditors, as well as tax advisors.

### Japanese Business Practice

In connection with investments of Japanese and Korean companies in Poland, especially in the Lower Silesia region, we have created teams of experts providing services for Japanese and Korean clients – Japanese Business Practice and Korean Desk

### German Desk

For our clients from German-speaking countries, we have established a professional operating team of German-speaking experts called the German Desk. The German Desk specialists – experienced Polish and German auditors and tax advisors – speak fluent German and possess an in-depth knowledge of Polish and German regulations. They also have a good command of business culture in German-speaking countries.

### Scandinavian Desk

In order to meet the requirements of our clients from the Scandinavian-language area, we have created a team of experts called the Scandinavian Desk, providing audit and advisory services. Its members – experienced Polish auditors and tax advisors – have a wide knowledge of Scandinavian business culture and cooperate closely with PricewaterhouseCoopers experts from Denmark, Finland and Sweden. We help our clients from different sectors – companies with medium and large capital, using the potential of our Polish and foreign experts.

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# GLOSSARY

## **Burmistrz, Prezydent, Soltys – Mayor**

While the English word “mayor” describes the elected head of any city or town, regardless of its size, Polish makes a distinction. A major urban area like Warsaw or Kraków has a *prezydent*, while a mid-sized town will have a *burmistrz*. Villages are headed by a *soltys*.

## **Dzielnica – District**

Cities are divided into districts (*dzielnice*) and neighborhoods (*osiedla*). In major cities like Warsaw, each district has its own entities which deal with certain administrative and bureaucratic matters.

## **Gmina – Municipality**

The municipality is the smallest administrative division in Poland. There are three types of municipalities: urban municipalities (*gmina miejska*), which consist of one city or town; urban-rural municipalities (*gmina miejsko-wiejska*), which consist of a town and its surrounding villages; and rural municipalities (*gmina wiejska*), which consist of just villages. A municipality can be headed by a *prezydent*, *burmistrz* or *wójt* (head of a rural municipality).

## **Kodeks pracy – Labor Code**

The Labor Code is the legislation that regulates employment conditions in Poland and is a key document for employers in Poland. It dates from 1974, but has been amended many times in the post-communist period.

## **Kodeks spółek handlowych – Commercial Companies Code**

The Commercial Companies Code is the legislation that regulates the legal forms in which entities may conduct economic activities. It also regulates the manner of the day-to-day functioning, restructuring and the liquidation of companies.

## **Krajowy Rejestr Sądowy (KRS) – National Court Register**

The KRS is a public register run by the Ministry of Justice. It comprises three different registers: a register of entrepreneurs; a register of associations, voluntary and professional organizations, foundations and public institutions of social service; and a bankruptcy register. All new businesses must register with the KRS.

## **Marszałek województwa – Voivodship Marshall**

The voivodship marshall is one of the two heads of a voivodship. He or she heads the executive board of the voivodship and is elected by the Voivodship Council (*Sejmik Województwa*). Among other things, the voivodship marshall has the power to act in individual matters and within matters of public administration.

## **Monitor Sądowy i Gospodarczy – Court and Economic Monitor**

The *Court and Economic Monitor* is a public journal issued by the Ministry of Justice in which entries in the companies business register must be announced.

## **Numer Identyfikacji Podatkowej (NIP) – Tax Identification Number**

A NIP is a 10-digit identifier which allows tax to be paid. All individuals and economic entities must possess one. It is assigned by the Tax Office.

## **Państwowa Inspekcja Pracy – National Labour Inspectorate**

The National Labour Inspectorate supervises and inspects the observance of labor law in Poland. It is subordinate to Parliament. Among other powers, the Inspectorate has the right to conduct inspections of all employers and of entrepreneurs who are not technically employers but “have natural persons perform work for their benefit.”

## **Powszechny Elektroniczny System Ewidencji Ludności (PESEL) – Universal Electronic System for Registration of the Population**

A PESEL number is the equivalent of a REGON number for physical persons. It is an 11-digit statistical identifier which conveys four pieces of information: birth date, personal identifier number, gender and a “control digit.”

## **Powiat – County**

Counties (*powiaty*) are the second largest administrative division in Poland, smaller than voivodships and larger than gminas. Important towns and cities function as separate counties and are not subdivided into gminas. These are informally called city counties (*powiaty grodzkie*) or formally called “towns with the rights of a county” (*miasta na prawach powiatu*). Other counties are called land counties (*powiaty ziemskie*). Each county has a popularly elected council (*rada powiatu*) which handles legislation. In turn, the county council elects a county president (*starosta*), who holds local executive power. The county president heads the county offices (*starostwo*). In city counties, however, the aforementioned offices do not exist on their own. Their authority is instead held by the city council (*rada miasta*), the mayor and the city authorities (*urząd miasta*).

## **Rejestr Gospodarki Narodowej (REGON) – Register of the National Economy**

A REGON number is a nine-digit statistical identifier for businesses issued by the Central Statistical Office (*Główny Urząd Statystyczny*). A 14-digit REGON number is issued to local entities whose main branches are located elsewhere in Poland.

## **Sejm**

The lower house of Poland’s Parliament. It generally holds more power than the upper house, the Senate (*Senat*).

## **Umowa o dzieło – Contract for specific task**

A contract for specific task relates to the performance of a specific task/work and is primarily attractive for employers because the tax and insurance contributions are lower than with an employment contract.

**Umowa o pracę – Employment contract**

The “standard” type of contract for the performance of work in Poland is an employment contract. All types of employment contracts require the employer to bear significant tax and social security contributions.

**Umowa zlecenia – Contract of mandate**

This is a popular form of independent contractor (non-employment) agreement. The key difference between this and an *umowa o dzieło* is that the latter is result-oriented and is usually for the performance of one specific task, such as that of a craftsman. Whether an *umowa zlecenia* is suitable depends on the type of project or work, but it may serve for a longer period of time and involve repetition.

**Wojewoda – Voivod**

The voivode is one of the two heads of a voivodship. He or she is appointed by the Council of Ministers and acts as its (and the Treasury's) representative in the voivodship. Among other things, the voivode has the power to act in matters of legal over-

sight concerning local government authorities.

**Województwo – Voivodship**

Voivodships are the largest administrative divisions in Poland. Each voivodship also has a popularly elected Voivodship Council (*sejmik województwa*) which holds four-year terms. The number of councillors on each voivodship council varies by voivodship. There are 16 voivodships in Poland today, the outcome of a 1999 reform. Between 1975 and 1998 Poland comprised 49 voivodships.

**Zakład Ubezpieczeń Społecznych (ZUS) – the Social Insurance Institution**

ZUS, which is controlled by the Ministry of Labor, runs Poland's social security system. Its responsibilities include pension and disability payments, as well as collecting and accounting for contributions to the National Health Fund, the Labour Fund and the Guaranteed Employee Benefit Fund. Employers whose workers are employed under full employment contracts are required to make ZUS contributions. ♦



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