Business Guide

IN POLAND

2011

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A year of breakthrough and new challenges

by the Ministry of Treasury

2010 will go down in the history of Polish privatisation as a year of breakthrough. It was the year of the biggest IPO in the history of the Polish stock exchange, and the year of flotation of the Warsaw Stock Exchange (WSE) itself. It was also the year of acceleration in the privatisation of small and medium companies, which brought Poland closer to a successful completion of the process of ownership transformation. 2011 also brings many new challenges which, if successfully addressed, will allow the privatisation processes planned by the Polish government to be completed.

The proceeds from concluded and initiated privatisation agreements amounted to PLN 29,947 bn, which accounts for 119.79% of the total proceeds planned for 2010 and is the highest result in the history of Polish privatisation. The Ministry of Treasury therefore received revenues of PLN 22,037 bn.

In terms of the proceeds from privatisation, last year was primarily the year of the capital markets. Three state-owned companies were floated on the Warsaw Stock Exchange. The IPO of PZU S.A. – the biggest insurer in the region – held in May, was the second largest stock flotation in Europe in 2010. A month later, in June, Tauron PE – Poland's second largest energy group – was floated. Crowning last year's privatisation activities and the two decades of ownership transformations was November's flotation of the Warsaw Stock Exchange itself. It was the first IPO of a stock exchange from Central and Eastern Europe.

These three stock flotations brought in a total of PLN 6.7 bn. for the State Treasury. Altogether, 27 companies with Treasury shareholding were sold on the regulated market in 2010, including PGE S.A. (10% of shares for nearly PLN 4 bn), KGHM S.A. (10% of shares for PLN 2 bn) and minority stakes held by the Treasury in 17 companies (for a total of PLN 924 mln).

The favourable situation on the market earned Warsaw and the Warsaw Stock Exchange the title of the biggest and most active capital market in Central and Eastern Europe.
Within last 3 years alone, 189 companies have debuted on the Warsaw Stock Exchange, and the number and value of IPOs ranks the Warsaw Stock Exchange as the leader in the region.

Along with the three stock flotations of state-owned companies, the Ministry of Treasury initiated the Civic Shareholding programme, which has been implemented consistently since then.

The programme's objective is to make Poles participate consciously and in larger numbers in the country's social and economic life, as well as in ownership transformations.

Its first segment (implemented from April to June 2010 under the slogan "Civic Shareholding – Privatisation for Everyone") focused on demonstrating the transparency and accessibility of ownership transformations, thus encouraging society to become involved in this process.

The concept was further developed during the IPO of the Warsaw Stock Exchange and was conducted under the slogan "Civic Shareholding – Stock Exchange for Everyone".
Its goal, apart from promoting privatisation among Poles, was also to encourage active management of their savings and to invest not only in shares of companies undergoing privatisation, but also in other instruments available on the stock exchange.

As part of last year's IPOs of state-owned companies, the Treasury allocated each time a fixed percentage of shares (20% – 30%) to individual investors and determined the maximum number of shares for which one person can subscribe.

The use of credit leverage for purchasing shares was excluded due to this procedure. Unlike previous forms of general privatisation, Civic Shareholding is not about handing out shares.
Instead, individual investors buy shares in accordance with market rules, learning the basic operating mechanisms of the stock exchange.

The idea of involving individual investors in privatisation through the stock exchange resulted in a high positioning of the public offerings of PZU S.A. (250 thousand individual investors), Tauron (230 thousand individual investors) and WSE (323 thousand individual investors).

This way, the number of investment accounts rose by 344 thousand and 2010 opinion polling shows that the Civic Shareholding is viewed positively by Poles (62% of Poles see Civic Shareholding as the fairest form of privatisation – source: MillwardBrown SMG/KRC 9-11/9/2010).

Last year's success of Polish privatisation (which is one of the key elements of completing ownership transformation) also includes the sale of dozens of small and medium companies, mainly in the food, transport, machine, spa, tourism and construction sectors.

In 2010, the Ministry of Treasury commenced a total of 485 privatisation processes for 396 companies (224 transactions were concluded successfully).

The last year's privatisations in Poland took place in a favourable macroeconomic environment. In the third quarter 2010 the Polish economy maintained its high growth rate and with a 4.7% increase in GDP was one of the fastest growing economies in the EU.

According to 2011 GDP forecasts, Poland is likely to match last year's economic performance. Estimates prepared by analysts from major financial institutions show that 2011's economic growth will range from 4% (the Organisation for Economic Co-operation and Development) to 4.2% (the World Bank).

Considering the above, there is a great deal of optimism surrounding further projects prepared by the Ministry, which seeks to obtain PLN 15 billion from privatisation efforts in 2011.

As part of the Privatisation Programme 2008-2011, the Ministry of Treasury intends to launch three large public offerings in 2011. IPOs planned on the WSE include Jastrzębska Spółka Węglowa, a coking coal manufacturer and Bank Gospodarki Żywnościowej (BGŻ), provider of financial services for the agriculture and food-processing sector as well as for inhabitants of villages and small towns.
Polski Holding Nieruchomości (PHN), a group of companies whose activities include the letting of office space in Warsaw, will also make its debut on the stock exchange.

The bulk of privatisation proceeds in the years 2010-13 will be generated through the sale of shares in companies from the financial sector, mainly PZU S.A. and PKO BP S.A. The Treasury will nevertheless retain controlling stakes in both companies.

The Treasury will continue privatizing the power engineering sector (e.g. combined heat and power plants and heating companies), petroleum and natural gas sector (Lotos S.A.), chemical sector (Zakłady Azotowe w Tarnowie Mościcach S.A., ZAK S.A) and health resort sector (Uzdrowisko Horyniec Sp. z o.o., Uzdrowisko Konstancin-Zdrój Sp. z o.o and Uzdrowisko Rabka S.A.). Privatisation will also continue in other sectors, including defence, food, agriculture, transport, clothing, metals and machines.

Along with the planned IPOs, the share offerings scheduled to take place across different
sectors will enable the fulfilment of the targets set in the privatisation plans for 2011.

Administrative simplification in Poland – Making policies perform

by the Ministry of Economy

One of the main roles for governments is to create an environment that facilitates economic competition and spurs innovation while making life as easy as possible for citizens and businesses. Regulations and formalities are important tools used by governments to provide services and to carry out public policies in many areas.

When the first results of the legislative review of licenses and permits are put into practice, the pilot phase of administrative burden reduction will come to an end and the full baseline measurement will have been completed.

Poland now stands before the critical phase of looking for measures to simplify a substantial part of its business legislative framework and implementing those that have already been prepared.

Administrative simplification is becoming a priority in many countries seeking to improve public governance and regulatory quality in order to boost competitiveness and growth. The Polish programme on administrative simplification focuses on cutting red tape to improve the framework for doing business, thus stimulating competiveness and growth.

Poland has adopted a complex administrative simplification Regulatory Reform programme implementing methods that have been successfully used in other EU countries.

The programme has two main streams: the first focuses on the simplification of licences and permits; the second is a typical European project on the measurement and reduction of administrative burdens.

Involving stakeholders and consulting the public throughout the whole policy-making process are also given sufficient attention in the programme.

The Polish government recognises quality regulation as an important issue. A complex regulatory quality policy has been adopted by the Council of Ministers.

The actions being taken are inspired by good practices in other countries and international organisations such as the OECD and the Better (Smart) Regulation programme of the European Union.

Regulatory policy, including the administrative simplification projects is co-ordinated by the Ministry of Economy headed by the Deputy-Prime Minister Waldemar Pawlak.

In the administrative burden reduction project, the MoE scanned the legislation relating to doing business in Poland. An analysis of 482 legal acts of generally binding law (statutes, regulations, directives) revealed 6,187 information obligations.

An external consortium of companies led by Deloitte was hired for the measurement of the cost incurred by the information obligations, the baseline measurement.

In addition to the internationally recognised basic Standard Cost Model, Poland also included some subjective questions examining the irritation caused by particular information obligations.

The outcome was a qualitative analysis of the businesses' perception of regulations along with some ideas of where the government should target its simplification efforts.

The findings revealed that the overall administrative burdens (ABs) imposed on businesses by government regulations amount to PLN 77.6 billion (approx. EUR 20 billion), which represents around 6.1% of the Polish GDP. Discounting what were subjectively qualified by interviewees as business-as-usual administrative costs, this number shrinks to PLN 37.3 billion (approx. EUR 9.5 billion) which represents around 2.9% of the GDP.

These numbers, in the opinion of the OECD, are comparable to other EU countries which undertook the full baseline measurement. Poland is probably ranked above average as most of the countries did not discount the overall ABs as business-as-usual costs.

In the following phase, the reduction target and the date reaching it will be set by the Government. The most burdensome regulations and information obligations have already been identified and measures for their simplification are now being sought.

Foreign Direct Investment in Poland in 2010

by the Polish Information and Foreign Investment Agency

According to the National Bank of Poland data foreign direct investment inflows into Poland in 2010 amounted to 7.5 billion EUR. It was 75% of the inflow from the previous year. In 2010 the Polish Information and Foreign Investment Agency closed successfully 58 investment projects, which is 22 more than in 2009, and with a total of 973.2 million EUR. Thanks to these investments 10,711 new jobs will be created.

The decrease in FDI inflow was a result of a smaller number of greenfield projects. However, a positive aspect is the high level of reinvestment profits and inter-corporate credits, which were the main driver of foreign capital inflows into Poland in 2010.
These results show that companies are still very cautious about making new investments and focus mainly on the development of existing investments.
The recorded level of inflows is also the result of high volatility in investment inflows during the whole year. The beginning of 2010 brought a high level of investment inflows, which decreased distinctly in the second and third quarter.
At the end of the year, relatively high investments were recorded at a level similar to 2009, which allows to expect rapid growth of investments in 2011.

In 2010 the Polish Information and Foreign Investment Agency positively closed 58 investment projects, which is 22 more than in 2009, and totalling 973.2 million EUR. Thanks to these investments, 10,711 new jobs will be created. The main countries investing in Poland still remain USA, China and investors from the EU countries such as Sweden, France and the UK. Among the completed projects the majority came from the BPO sector (12 projects) and the R&D sector (9 projects). It is worth noting that apart from the automotive and aviation sector, the machinery sector gained in value.

Poland has consolidated its position as a place to locate projects in the BPO sector. In 2010's *Top 100 Outsourcing Destinations* ranking, published by the consulting company Tholons, Kraków is not just the only city from Eastern Europe on the list of *Emerging Outsourcing Cities,* but also came out top of the ranking. Last year, with PAIiIZ's support, companies such as: Samsung, Nuctech, Nokia-Siemens, Sony, McKinsey and E&Y were engaged in BPO and R&D projects.

Recent Eurostat figures for the third quarter of 2010 show that with an increase of 4.7% Poland developed the fastest compared with other countries in Central Europe.
According to the forecasts presented in the report of the Organization for Economic Cooperation and Development (OECD) *Economic Outlook No. 88*, economic growth in the OECD countries in 2010 fluctuated around 2.8% and should reach respectively 2.3% and 2.8% in subsequent years. In the case of Poland the OECD estimates that GDP should reach 4.0% in 2011 and 4.2% in 2012.
The significant economic boom in 2010 took place thanks to growing exports, increase in consumption and stock rebuilding.
The GDP growth will be maintained by infrastructure projects, including those co-financed from the EU funds, and also supported by projects related to the 2012 European Football Championships. In addition, the growth in industrial production and consumer confidence indicators suggest a further increase in GDP. Therefore, the final results of the Polish FDI inflows could reach 3% of GDP in 2010.

Place for Investment

by Kostrzyn-Slubice Special Economic Zone



Kostrzyn-Slubice Special Economic Zone was created on 1997 as most of the Special Economic Zones In Poland.
A Special Economic Zone is a specific construction created on the basis of legislation to attract the conditions for the companies as well outside the Special Economic Zone area. This is a form of indirect help from the government for investors and regions alike.

A Special Economic Zone (SEZ) is a geographical region within a country that has special economic regulations for conducting business on more liberal conditions than a country's standard commercial laws. In Poland companies which have received permits for their business activities in SEZ can make use of public aid in the form of CIT tax exemptions.

Kostrzyn-Slubice SEZ is the fastest developing SEZ in Poland. It has 29 subzones covering an area of 3 voivodships (lubuskie, zachodniopomorskie, wielkopolskie) in the north-west part of Poland. The total area of the Zone exceeds 1 200 ha.

Established: 1997
Subzones: **29**
Area: **1 267 ha**
Permits: **191**
Job created: **17 035**
Infrastructure expenditure: **€ 25 milion**
Investment expenditure: **€ 950 milion**

The biggest investors in Kostrzyn-Slubice SEZ

Volkswagen Polska Sp. z o.o. – automotive – 4 000 employees - 40 mln €
Barlinek Inwestycje sp. z o.o. – wood – 300 employees – 120 mln €
ICT Poland Sp. z o.o. – paper – 300 employees – 140 mln €
TPV Technology Limited – electronics – 2 500 employees – 40 mln €
BriVictory Displays (Poland) sp. z o.o. – electronics – 2 000 employees – 12 mln € – in progress
Arctic Paper S.A. – paper – 500 employees – 40 mln €
Faurecia sp. z o.o. - automotive – 650 employees – 20 mln €
Homanit – wood – 400 employees – 40 mln €

An entrepreneur undertaking a business activity in the area of the Kostrzyn-Słubice Special Economic Zone is entitled to use regional aid by receiving CIT income tax exemptions for one of the following expenditures: defrayal of investment costs or the creation of new workplaces.
Provisions of investment in K-S SEZ area: Obtaining a permit to conduct a business activity from K-S SEZ/ Defrayal of a minimum 100,000 € investment expenses.

Preferences in Lubuskie Voivodship
Small entrepreneurs (up to 50 employees) deciding to conduct their business activity in the Kostrzyn-Słubice Special Economic Zone can obtain CIT income tax exemption up to 70% of their initial investment costs or 70% of 2-year employment costs.
Medium-sized entrepreneurs (up to 250 employees) deciding to conduct business activity in the Kostrzyn-Słubice Special Economic Zone can obtain CIT income tax exemptions amounting to 60% of their investment costs or 60% of 2-year employment costs.
Large entrepreneurs deciding to conduct business activity in the Kostrzyn-Słubice Special Economic Zone can obtain CIT income tax exemptions amounting to 50% of their investment costs or 50% of 2-year employment costs.

Option 1 (example):

Tax allowances for investment costs	
Land purchase 1 ha	90 000 €
Production hall and administrative building	600 000 €
Equipment	310 000 €
Total	1 000 000 €

Tax exemption in Lubuskie Voivodship:

Company	Amount of tax exemption /tax rate in 2007- 19%/	Amount of income exemption
Small	70% * 1 000 000 € = 700 000 €	3.7 mln €
Medium	60% * 1 000 000 € = 600 000 €	3.2 mln €
large	50% * 1 000 000 € = 500 000 €	2.6 mln €

The above tax exemption is offered to investors on the condition that they operate the business activity agreed to in the investment terms for a minimum of 5 years.

Option 2 (example):

Tax allowances for creating new jobs	
Number of employees	100
Average cost of employing one person (per month)	390 €
Full cost during the course of 2 years (100*390*24)	936 000 €

Tax exemption in Lubuskie Voivodship:

Company	Amount of tax exemption /tax rate in 2007- 19%/	Amount of income exemption
Small	70% * 936 000 € = 655 200 €	3.7 mln €
medium	60% * 936 000 € = 561 600 €	3.2 mln €
Large	50% * 936 000 € = 468 000 €	2.6 mln €

The above tax exemption is offered to investors on the condition that the new workplaces created by the investor are maintained for at least 5 years.

The Special Economic Zone instrument is the most efficient tool for attracting FDI inflows to Poland. Public aid in Poland is still the highest in the whole of Europe. Adding low labour cost to the above makes Poland the most attractive region in Europe for FDI.

Polish-Indian Chamber of Commerce

Activities in Poland

Certainly there is little doubt today that India is a country with great economic potential, offering entrepreneurs tremendous opportunities, both in trade and in direct investment. Despite continuous growth in interest from Polish companies in the Indian market, Poland still does not take advantage of the economic benefits that cooperation with India offers.

Exports in 2009 accounted for 0.2% of the total foreign trade while imports stood at a level of 0.5%. Poland, however, could be an attractive place for investments because its labor costs are low and employees' skills high. Furthermore, our country is valued for its economic stability and considerably greater development potential than other European countries.

Poland has a favorable investment climate and many incentives for foreign investors. In many ways Poles have similar characteristics to Indians: we share a common sense of hospitality, are family-oriented, and cultivate traditions.

The foundations for cooperation are good. In the past, Polish products have been well-known and valued in India. Polish companies have supplied machinery and equipment for the energy sector, mostly generators and turbines, which virtually create turnkey power plants. The Polish arms industry, shipbuilding railway equipment industry also have a good reputation in India.

The Polish-Indian Chamber of Commerce plays an important role in enhancing Polish-Indian business relations by implementing its statutory objective through organizing economic missions and conferences presenting the potential of both countries.
In consideration of the demand of the Indian market for renewable energy solutions, the Chamber organized a business mission to India which was comprised of representatives of Polish companies that operate in the renewable energy sector in March 2010.
The companies took part in the "World Renewable Energy Technology Congress & EXPO 2010" as well as in a programme organized for businessmen by the European Business & Technology Centre (EBTC). The EBTC functions in India as an EU initiative with the aim of developing and supporting cooperation in business, science and technology between the European Union and India.
The second economic mission gathered representatives from local governments, Special Economic Zones and private enterprises, which presented properties offered to investors during seminars and B2B meetings.

As a result of the mission, one of the Indian companies – global concern UFlex – will build a production plant in Wrzesnia. In November 2010, a letter of intent was signed for the building of a factory, in which plastic foil will be produced for grocery products. The launch of the first production line is planned for March 2012.
This Indian company has decided to invest in Poland for many reasons. Raw material will be transported in the first stage of the plant's operations by sea.
Polish harbors are well equipped with shipping lanes. The choice of the city of Września was influenced by its location in a Special Economic Zone, as well as by its proximity to highways and railways connecting the east and west of Europe and the international airport in Poznań.
The owner of the company also appreciated the friendliness and cooperation of Wrzesnia's City Hall authorities and employees, who turned out to be very helpful in preparing the investment.

This year, the Chamber will continue to strengthen Polish-Indian relationships by encouraging Indian companies to invest in Poland and Polish companies to promote their products in India.
The Ministry of Economy has invited the Chamber to co-organize the second session of the Poland-India Joint Commission on Economic Cooperation. It has been decided that the Chamber will organize the sessions of the Commission, investment seminars, and other accompanying events involving the presence of Polish and Indian companies.

Moreover, the Chamber is planning to organize two trade missions to India this year, including one with the participation of the Deputy Prime Minister and Minister of Economy, Mr. Waldemar Pawlak, as well as, in cooperation with the Embassy of the Republic of India in Warsaw, a series of Polish-Indian Business forums to be held in the largest Polish cities.

Derivatives transactions and close-out netting

by Lukowicz Swierzewski & Partners

Derivatives transactions are different in many aspects from the other agreements which can be concluded as part of business activity. Apart from being more complex, they have a special legal regime in bankruptcy proceeding. This article provides a primer on the topic of derivatives as a financial instrument and the specific legal rules applicable to them, using the example of "close-out netting'.

From the economic point of view derivatives can be defined as financial transactions whose value is related to different financial or economic indices (e.g. currency rates, metal prices, the inflation rate or even mortality rate). A legal definition can be found in Article 85.2 of the Law on Bankruptcy and Recovery of 28th February, 2003 (Bankruptcy Law), where "term financial operations" are specified as "operations for which price, exchange rate, interest rate or index […] is agreed, executed for agreed date or term". An additional reference can also be found in the Financial Instruments Trading Act, where the different derivatives types are listed in Article 2.1.2 points c-i.

Each derivatives transaction can be allocated to one of three transaction types: forward (a contract where both parties are obliged to execute an exchange at an agreed exchange price and on an agreed settlement date); an option (a contract where one of the parties, the buyer, has the right to request an exchange at an agreed exchange price and on an agreed settlement date; the other party, the seller, has the obligation to execute such an exchange on the buyer's request); or a swap (a contract where the parties periodically exchange liabilities calculated on the basis of predefined indices).

For each of these transaction types different underlyings can be assigned, so we can enter into "fx options" (linked to the USD/PLN rate), "interest rate options" (linked to the LIBOR rate), "commodity options" (linked to coal prices) and so on. They are different if hedging purpose, valuation models or settlement mode is considered but all are "financial term operations" or "derivative transactions" and basically the same legal rules are apply for them.

Most derivative transactions are executed in the over-the-counter (OTC) market, which means that the terms of transaction are negotiated bilaterally between counterparties, without intermediation of the exchange. The OTC market accounts for over 85% of derivatives transactions worldwide, which has resulted in over USD 600 trillion of outstanding contracts, as of June 2009.

Furthermore, we briefly consider the enforceability of close-out netting of derivatives transactions entered into between two counterparties and based on a master agreement in the event of winding up or liquidation in Poland under the Bankruptcy Law.

Assuming that the master agreement includes a compensation clause, which seems to be a common practice if the parties use well recognized standard documentation (i.e. ISDA Master Agreement or ZBP Master Agreement), and which provides for the netting of termination values in determining a single lump-sum termination amount upon default of the party, such close-out netting would be enforceable in the event of voluntary or involuntary winding up proceedings with respect to the Polish entity.
Article 85.3 of the Bankruptcy Law expressly allows any party to a master agreement to terminate this agreement.
In the event of bankruptcy proceedings conducted for liquidation of the bankrupt party's assets, if after the determination of a single lump termination amount an amount is due from the bankrupt, then the creditor's claim to the bankruptcy estate would be submitted.

In the event of bankruptcy followed by creditor's arrangement proceedings, Article 85.1 of the Bankruptcy Law expressly stipulates that the amounts due under respective transactions entered into in performance of the master agreement shall be excluded from the arrangement.

However, termination provisions of the master agreement may not apply to any transactions that do not qualify as "term financial operations" under Article 85.2 of the Bankruptcy Law.

This is also important when we look at the general regime under Bankruptcy Law of the receiver to require the performance of or to rescind all mutual executory contracts concluded by the bankrupt provided that as of the date of declaration of bankruptcy the obligation from these contracts have not been performed.
This power of the receiver is often referred to as "cherry picking" and could allow the receiver to assume profitable transactions and reject the unprofitable transactions for the insolvent party.

Under Article 85.1 and 85.5 if the any of the transactions entered into under the master agreement are covered by the definition "term financial operations" such transactions will not be subject to the general regime under Bankruptcy Law and the receiver will not have the power described above. Furthermore, the parties should not affect its ability to terminate master agreement and transactions being "term financial operations".

Colliers International presents its report on office market in Poland in 2010 and 2011

Warsaw, 16 February 2011 — 2010 saw a significant improvement in activity in the office leasing market, both in Warsaw and on regional markets. The vacancy rates in the largest Polish cities were the lowest in Wrocław (4,3%), Lublin (6,1%) and Warsaw (7,2%). Markets in Łódź and Katowice are still characterized by the highest vacancy levels at 25,6% and 22% respectively. These are the main conclusions drawn from the latest Colliers International report on office market in Poland.

WARSAW IGENERAL OVERVIEW

The total volume of leasing transactions in 2010 was double that of 2009 facilitating renewed action in the development community. Improved access to bank finance has also helped to drive developers' activity, although some restrictions on the availability of development finance remain, creating immediate current scenario of very low levels of new construction.

As a relatively small amount of space is under construction, we expect a shortfall in the availability of good quality modern space as early as mid 2011. This will have an impact on vacancy rates, which by the end of the year had fallen slightly to ca. 7%, and will continue to fall into 2011.

KEY OFFICE FIGURES

METRIC	MEASURE
Total Stock	3,435,830 sq m
Take-Up	549,210 sq m
Vacancy Rate	7.2%

WARSAW I SUPPLY

An estimated 188,400 sq m of new office space was delivered to the Warsaw office market last year, representing 27% y-o-y reduction in new supply.

Over 60% of new space was delivered in two zones: in the Upper South zone (64,640 sq m) and the Lower South zone (54,000 sq m). The largest new projects completed last year were: Poleczki Business Park (Lower South zone; 45,000 sqm), New City Mokotów (Upper South; 35,000 sqm), Crown Square (West; 17,000 sqm) and Zebra Tower (City Centre Fringe; 17,000 sqm).

We expect an even lower amount of new space to enter the market in 2011 with only ca. 132,650 sqm of space actively under construction. One third of this space will be delivered in the city centre.

WARSAW I DEMAND

Demand levels returned to those recorded in times of prosperity as a total of 549,210 sq m was leased over the year. This represents an increase of over 90% relative to take-up in 2009. This activity does, however, account for a sizeable amount of renegotiations and renewals (36%).

A clear positive trend was an increase in the volume of pre-let agreements (12%) and expansions (5%) as a proportion of overall activity. Although the share of expansions in total activity is still small, the overall significant increase in transactions is evidence of a strong recovery.

Another noticeable trend is the increase in the number of large transactions in comparison with 2009. As many as 16 deals for space over 5,000 sq m were signed. For comparison – in 2009 only 4 such transactions took place.

Many of the largest transactions were renewals/renegotiations. Among these were: Bank Pekao SA in Lipowy Office Park (38,450 sq m), Orange in Renaissance Tower (17,400 sq m), Deutsche Bank in Focus (10,000 sq m) and Hewlett Packard (10,300 sq m) in University Business Center. The largest new deals were signed by Aviva Group in the fourth phase of Platinium Business Park (pre-lease; 13,050 sq m) and PZU in Empark Sirius (12,500 sq m).

Among tenants companies from the finance/banking and IT sector dominated the market. A number of significant transactions were signed by public institutions including the Ministry of Foreign Affairs and ZTM (Public Transport Authority of Warsaw).

Selected Lease Transactions

Tenant	AGREEMENT	PROPERTY
Pekao SA	Renegotiation 38,450 sq m	Lipowy Office Park
Aviva Group	Pre-lease 13,050 sq m	Platinium Business Park IV
GTECH	Renegotiation 4,700 sq m	Brama Zachodnia
Pfizer Polska	New Lease 4,350 sq m	Adgar Plaza B
Oracle Polska	New Lease 4,000 sq m	Crown Square
Tchibo	New Lease 1,800 sq m	Riverside Park

WARSAW I VACANCY

The vacancy rate remained during most of the year at 8% before dropping slightly at the end of the year to 7.2%. This included the city centre, where availability of space decreased despite the fact some tenants have moved out to other districts. As there is limited amount of new space under construction we can expect the vacancy rate to decrease further over the year across the city.

WARSAW I RENTS

Since the end of the first quarter rents have remained stable. Asking rents in the Central Business District are between € 18 and 25 per sq m. Although in some properties space is available at rates below € 18. Most non-central locations (Upper South and South-West) offer modern office space for € 12-16 per sq m. Slightly higher rates were recorded in buildings located in the vicinity of the city centre. The market situation advantageous for tenants found its reflection in the incentives offered by landlords (rent-free period, fit-out allowance).

WARSAW I PROGNOSIS

In the coming months the situation in the Warsaw office market should remain stable. We can expect that many tenants will utilize the favorable conditions and renegotiate their lease agreements or decide to move to cheaper locations.

High levels of demand combined with a limited number of projects entering the construction phase and overall diminishing space availability will change the market situation in favour of landlords in the second half of the year.

REGIONAL CITIES I GENERAL OVERVIEW

In 2010 a revival was also recorded in regional office markets, where demand increased significantly. In the eight largest regional markets as much as 216,200 sq m of new space was completed. However, a smaller number of new projects entered the construction phase in 2010, so we anticipate lower levels of new supply in 2011.

REGIONAL CITIES I SUPPLY

The amount of new space delivered in 2010 was comparable to the supply in 2008 and 2009. The majority of new supply was completed in Kraków (54,140 sq m) and Katowice (47,610 sq m). Due to this significant new supply Kraków remains the largest regional office market.

The largest new projects completed last year were: Francuska Office Center (21,470 sq m) and Katowice Business Point (17,500 sq m) in Katowice, University Business Park B in Łódź (18,760 sq m), Vinci Office Center (18,720 sq m) in Kraków and Wojdyła Business Park in Wrocław (17,000 sq m).

Currently approximately 242,000 sq m of office space is under construction, of which ca. 150,000 sq m is planned to be completed in 2011. The largest amount of new space in 2011 will be delivered in Kraków and Tricity. New supply will include, among others, the second phase of Quattro Business Park (Kraków) and Olivia Gate (Gdańsk).

KEY OFFICE FIGURES

City	Total stock (sq m)	Vacancy rate (%)
Kraków	388,030	12.3
Wrocław	305,430	4.3
Poznań	191,480	13.9
Tricity	217,060	16.8
Katowice	180,730	22.0
Łódź	177,750	25.6
Lublin	48,480	6.1
Szczecin	43,060	6.2

REGIONAL CITIES I DEMAND

Last year was characterized by high activity from tenants. The most popular was Kraków, where lease transactions volume reached over 80,000 sq m surpassing the activity level recorded in other cities.

The largest transactions signed in the regional markets in 2010 were: IBM in Wojdyła Business Park (17,000 sq m) in Wrocław, Capgemini in Quattro Business Park (10,000 sq m) and Motorola in Green Office in Kraków (11,840 sq m), renegotiation by Thomson Reuters in Baltic Business Center in Gdynia (9,045 sq m) and renegotiation of Nokia Siemens Network deal in the Wroclaw Business Park (7,380 sq m).

2010 also saw further development of SSC/BPO sector in Poland. Such companies as IBM, Sony Pictures, McKinsey, Nordea Bank and Nycomed opened their centres.

REGIONAL CITIES I VACANCY

In comparison with 2009 the most significant increase in vacancy level was recorded in Katowice (from 10.3% to 22%) and in Tricity (from 10.5% to 16.6%).

This was caused by the delivery of new space which then failed to lease. In Kraków the vacancy rate did not change significantly despite delivery of high volumes of new supply.

A decrease in vacant space was recorded in Łódź (from 30% to 25%) and Wrocław (from 9% to 4%). Wrocław, Szczecin and Lublin currently have the lowest vacancy rates.

Although in both Łódź and Katowice a high level of demand was recorded, these markets are still characterized by the highest vacancy levels among regional cities at 25% and 22% respectively.

REGIONAL CITIES I RENTS

Rental rates remained at similar levels throughout the year, although some landlords of buildings with high vacancy levels decided to lower their demands. Most asking rents are between € 12 and 15 per sq m. The lowest rates are in Łódź and Katowice and are between € 11 and 13 per sq m.

REGIONAL CITIES I PROGNOSIS

Similarly to the Warsaw market, we expect the situation in the regional markets to be stable over the first months of the year. If demand continues to grow at a similar rate, the amount of available space will drop bringing more balance to markets such as Łódź and Katowice. As Wrocław has an insufficient amount of space available for lease we expect an increase in rental rates in this city in 2011.

SELECTED LEASE TRANSACTIONS

TENANT	AGREEMENT	PROPERTY / CITY
IBM	Pre-let + Expansion 17,000 sq m	Wojdyła Business Park / Wrocław
Motorola	Pre-let + Expansion 11,840 sq m	Green Office / Kraków
Capgemini	Pre-let sq m 10,000	Quattro Business Park / Kraków
Thomson Reuters	Renewal 9,045 sq m	Baltic Business Center / Tricity
PKP Cargo	New Lease 5,850 sq m	Reinhold Center / Katowice
Tieto Poland	New Lease 4,600 sq m	Oxygen / Szczecin
Capgemini	New Lease 3,000 sq m	Millennium Tower / Wrocław
IKEA	New Lease 2,850 sq m	Malta Office Park / Poznań

Consumer and Trade

Despite the predicted 6% increase in Polish consumers' purchasing power, there are various forecasts for retail trade in Poland in 2011

by GfK

The mood of Polish traders varies and depends on the business sector they are in. But there is one positive forecast for all – soon this

mood might change for the better due to the predicted increase in Polish consumers' purchasing power

But let us start with trade. The GfK Retail Climate Index for small markets in Poland has been at a low level since the beginning of 2009. Currently it stands at -13 points and shows no change at all in comparison to last year. This contrasts with the situation in the major market sector, where the index stands at +25 points, indicating high spirits within these distribution channels.

The GfK Retail Climate Index is a synthetic measurement of the mood and forecasts for Polish retail trade according to representatives of the FMCG retail distribution channels. The most positive climate and mood is to be found among representatives of the major market sector; here, representatives of discount stores seem to be the most optimistic (+32 points). The majority of the small market sector is rather pessimistic, with independent stores showing a level of -15 points (see slide).

The representatives of the major market sector have different views on the current investment climate.

Representatives of hypermarkets are optimistic about it, rating it at +36 points, whereas representatives of supermarkets are pessimistic (-18 points).

When it comes to assessing the ability to meet debt payments for the next quarter, hypermarket representatives evaluate it pessimistically at -21 points.
However, representatives of supermarkets and discount stores are rather optimistic or neutral about the prospect, rating it at +1 and +2 respectively.
Representatives of small markets rate the investment climate at -34 points, which means people involved in retail trade see the current market situation as unfavourable for making investment decisions.
Moreover, they believe their ability to repay debts will decrease within the next 3 months (slide 3).

The GfK Retail Climate Index is a synthetic measurement based on the views of small and major market representatives.
The measurement takes into consideration the following factors (evaluated in over 3-month period): the evaluation of the financial state of the store in the future, the value of expected sales, assessing the availability of pay debts.

The barometer's top level is +100 points, which indicates extreme optimism, and the lowest external financing and the store's ability to evel is -100 points, indicating extreme pessimism. The barometer's level is compared with the predicted economic situation in Poland.

Let us now take a look at the consumers' perspective and the forecasts of GfK's analysis, according to which Polish consumers will have 835 billion PLN to spend in 2011, - 6% more than the Polish consumers' purchasing power reported by GfK in 2010. These evaluations were based on the annual GfK Buying Power Index study.

It determines how much money Polish consumers (living in all areas of Poland, that is any city, municipality or district) have at their disposal each year. Consequently, enables comparisons to be made between the prosperity of consumers from both large cities (Warszawa, Wrocław, Poznań), and those from smaller towns (e.g. Bełchatów, Iława).

When it comes to counting the purchasing power in Poland

an essential matter is defining the overall purchasing potential of all consumers, which means calculating the total amount of money available to Poles for a given period of time.

According to the GfK forecast, Poles will have 835 billion PLN to spend in 2011, which means 21,688 PLN per consumer.

As mentioned earlier, this is 6% more than the sum available to Polish consumers one year ago.
Observing indices such as the number of people of working age, the unemployment rate, the level of salaries and the unregistered and unofficial income on the regional level makes it possible to observe the differences in the population's prosperity depending on the area they live in.
For example, the average person living in Warsaw is 69% wealthier than the average Pole, and 20% richer than the average person from Wrocław, whereas the average person living in Bełchatów has an income 15% higher than the average Pole.

Among all 2,479 municipalities in Poland, 73% have a low rate on the GfK Purchasing Power Index – 10% lower than the average rate of the index for Poland. Only 6% of all the municipal areas in Poland have a GfK Purchasing Power Index which is at least 10% higher than the average for Poland, which means barely 145 municipalities.

What conclusions can be drawn from these statistics?

After a drastic fall in consumer confidence at the end of 2008 and beginning of 2009, they started to become more optimistic during 2010

Some even hailed 2010 as the post-crisis year. It can be predicted that now, in 2011, the consumers have learnt to deal with the fluctuations in the market and with the threats resulting from economic crisis and hence will become more active again, which will result in 'delayed demand'.
Even now consumers are still careful with their expenses and avoid unnecessary purchases. But they have not lost their purchasing ability. It is therefore likely that they will resume their shopping very soon.

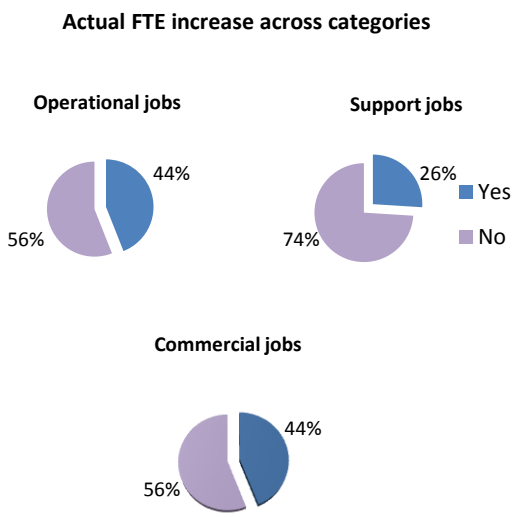
End of winter in HR?

by Trio Management

The HR sector seems to be slowly rising after the long months of stagnation and the market is looking forward to the changes to come within HR processes management. Already late autumn, Trio Management's analysis of the HR Attitude Index showed certain signs that make us believe more optimistic trends in the human resources processes will be soon observed.
The 4th edition of this HR Attitude Index research comprised approximately 140 companies from various industries (with 58% originating from the production sector) and covered the second half of 2009 as compared with the first half of 2010.

Questions referred to FTE changes, tendencies in basic remuneration, and bonus and benefits scheme observed in the two dimensions: actual actions taken and programmes planned.

As far as the level of employment is concerned, 50% of the survey participants declared they had increased the number of employees and only ¼ of the companies reported employment reductions.
This is a significant difference compared to the previous edition (6 months period) in which 46% of the companies reported FTE reductions.
The increasing reluctance to make redundancies is a signal that outplacement processes are perceived more from the perspective of process optimisation than as a simple way of achieving cost reductions, while the declared increase in headcount may signal an improvement in the company's status on the Polish market.
When analysed across job categories the responses are distributed as follows:



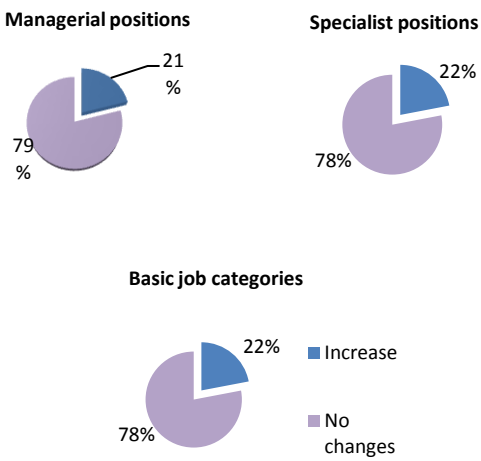
This interpretation is further reinforced by the statement given by 47% of participants who reported a remuneration increase, while virtually none of the companies reported global remuneration decreases that would have covered the entire organization.
49% of participants declared a remuneration increase for sales-oriented positions (commercial profile), 55% decided on this step in the case of operational positions (production profile) and 48% reported a positive change as regards back-office positions.
It is worth mentioning that in the case of positive market development and stable economic situation the majority of organizations conduct their annual remuneration fine-tuning in line with inflation.
The survey presented here confirmed that 50% of the organizations subject to the research planned such a modification in 2010, which seems to be a sign of positive trends in market dynamics when compared to the HR Attitude Index in 2009 (when only 16% of the respondents declared remuneration increase).

Stabilisation may also be observed in the values allocated to the additional remuneration pool. 68% of the respondents declared they had not introduced any changes within additional remuneration programmes for their employees, and 32% declared some modifications.
It has to be noted, however, that reductions in the variable salary pool were only implemented by 3% of the employers for commercial positions and by 6% of companies for operational jobs.

An important trend revealed in the survey referred to the variable salary calculation methodology, where much greater emphasis is gradually given to team efforts or/and overall company results (including such criteria as minimum required production/sales volumes).
Such a philosophy (also recommended by Trio Management consultants within the framework of HR consulting projects) was implemented by 29% of the companies in reference to the commercial jobs segment, 39% in reference to the production jobs segment, and with 14% deciding to introduce this modification for back-office or support functions. Consequently, the impact of a subjective assessment by a direct superior was reduced. This shows that these companies are more eager to share the risk of non-performance with their employees than the risk the uncertain quality of the appraisal process.
The trend described above in the construction of the variable remuneration components should be taken into consideration by potential new entrants and investors, for not only does it match the mature benchmarks, but also, from the very beginning, remains coherent with the philosophy of sustainable growth and allows for smooth fine-tuning along the life cycle of the company and market, without the potential risk of "revolutionary" change and a drop in employee satisfaction in the near or distant future.

Non-cash benefits as a specific formula of additional remuneration generally followed the same pattern as remuneration in 2010.
None of the companies researched decided to reduce the pool allocated to their benefits scheme, while approximately 1/5 of the companies decided to increase packages offered to their staff, as this aspect is given more and more attention by potential newcomers and thus becomes an integral part of employer branding efforts that, like commercial brand campaigns, require investment to generate future profits in terms of qualified and loyal employees.

Trends in non cash benefits modifications along the surveyed period



The forecasts declared in autumn 2010 showed that quite a significant percentage of participants intended to slowly increase headcount and stabilize remuneration with great attention still being given to the variable salary component and benefit packages offered. The 5th edition of the Trio Management HR Attitude Index will tell us if and how those plans have been put into practice and we hope to present the results of the survey in the next issue of Investor Magazine.

IBM

has unveiled the fifth annual "Next Five in Five" – a list of innovations that have the potential to change the way people work, live and play over the next five years:

- B You'll beam up your friends in 3-D
- Batteries will breathe air to power our devices
- You won’t need to be a scientist to save the planet
- Your commute will be personalized
- Computers will help energize your city

"Next Five in Five" is based on market and societal trends expected to transform our lives, as well as emerging technologies from IBM's Labs around the world that can make these innovations possible.
In the next five years, technological innovations will change people's lives in the following ways

You'll beam up your friends in 3-D

In the next five years, 3-D interfaces – like those in the movies – will let you interact with 3-D holograms of your friends in real time. Movies and TVs are already moving to 3-D, and as 3-D and holographic cameras get more sophisticated and miniaturized to fit into cell phones, you will be able to interact with photos, browse the Web and chat with your friends in entirely new ways.

Scientists are working to improve video chat to become holography chat - or "3-D telepresence." The technique uses light beams scattered from objects and reconstructs a picture of that object, a similar technique to the one human eyes use to visualize our surroundings.
You'll be able to see more than your friends in 3-D too. Just as a flat map of the earth has distortion at the poles that makes flight patterns look indirect, there is also distortion of data, which is becoming greater as digital information becomes "smarter", like your digital photo album. Photos are now geo-tagged, the Web is capable of synching information across devices and computer interfaces are becoming more natural.

Scientists at IBM Research are working on new ways to visualize 3-D data, working on technology that would allow engineers to step inside the designs of everything from buildings to software programs, running simulations of how diseases spread across interactive 3-D globes, and visualizing trends happening around the world on Twitter – all in real time and with little to no distortion.

Batteries will breathe air to power our devices

Ever wish you could make your laptop battery last all day without needing a charge? Or what about a cell phone that powers up by being carried in your pocket?
In the next five years, scientific advances in transistors and battery technology will allow your devices to last about 10 times longer than they do today. And better still, in some cases, batteries may disappear altogether in smaller devices.

Instead of the heavy lithium-ion batteries used today, scientists are working on batteries that use the air we breathe to react with energy-dense metal, eliminating a key inhibitor to longer-lasting batteries. If successful, the result will be a lightweight, powerful and rechargeable battery capable of powering everything from electric cars to consumer devices.

But what if we could eliminate batteries altogether?
By rethinking the basic building block of electronic devices, the transistor, IBM is aiming to reduce the amount of energy per transistor to less than 0.5 volts. With energy demands this low, we might be able to lose the battery altogether in some devices like mobile phones or e-readers.

The result would be battery-free electronic devices that can be charged using a technique called energy scavenging.
Some wrist watches use this today – they require no winding and charge based on the movement of your arm.
The same concept could be used to charge mobile phones, for example – just shake and dial.

You won't need to be a scientist to save the planet

While you may not be a physicist, you are a walking sensor. In five years, sensors in your phone, your car, your wallet and even your tweets will collect data that will give scientists a real-time picture of your environment.
You'll be able to contribute this data to fight global warming, save endangered species or track invasive plants or animals that threaten ecosystems around the world.
In the next five years, a whole class of "citizen scientists" will emerge, using simple sensors that already exist to create massive data sets for research.
Simple observations such as when the first thaw occurs in your town, when the mosquitoes first appear, if there's no water running where a stream should be – all this is valuable data that scientists don't have in large sets today.

Even your laptop can be used as a sensor to detect seismic activity. If properly employed and connected to a network of other computers, your laptop can help map out the aftermath of an earthquake quickly, speeding up the work of emergency responders and potentially saving lives.

IBM recently patented a technique that enables a system to accurately and precisely conduct post-event analysis of seismic events, such as earthquakes, as well as provide early warnings for tsunamis, which can follow earthquakes.
The invention also provides the ability to rapidly measure and analyze the damage zone of an earthquake to help prioritize the emergency response in its aftermath.

The company is also contributing mobile phone "apps" that allow typical citizens to contribute invaluable data to causes, like improving the quality of drinking water or reporting noise pollution.
An app called Creek Watch already allows citizens to take a snapshot of a creek or stream, answer three simple questions about it and then the data automatically accessible to the local water authority.

Your commute will be personalized

Imagine your commute with no jam-packed highways, no crowded subways, no construction delays and not having to worry about being late for work. In the next five years, advanced analytics technologies will provide personalized recommendations that get commuters where they need to go in the fastest time.
Adaptive traffic systems will intuitively learn traveler patterns and behavior to provide more dynamic travel safety and route information to travelers than is available today.

IBM researchers are developing new models that will predict the outcomes of varying transportation routes to provide information that goes well beyond traditional traffic reports, after-the fact devices that only indicate where you are already located in a traffic jam, and web-based applications that give the estimated travel time in traffic.

Using new mathematical models and IBM's predictive analytics technologies, the researchers will analyze and combine multiple possible scenarios that can affect commuters to deliver the best routes for daily travel, including many factors, such as traffic accidents, commuter's location, current and planned road construction, most traveled days of the week, expected work start times, local events that may impact traffic, alternate options of transportation such as rail or ferries, parking availability and weather.

For example, by combining predictive analytics with real-time information about current travel congestion from sensors and other data, the system could recommend better ways to get to a destination, such as how to get to a nearby mass transit hub, whether the train is predicted to be on time, and whether parking is predicted to be available at the train station.

New systems can learn from regular travel patterns where you are likely to go and then integrate all available data and prediction models to pinpoint the best route.

Computers will help energize your city

Innovations in computers and data centers are enabling the excessive heat and energy that they give off to do things like heat buildings in the winter and power air conditioning in the summer. Can you imagine if the energy poured into the world's data centers could in turn be recycled for a city's use?

Up to 50 percent of the energy consumed by a modern data center goes toward air cooling. Most of the heat is then wasted because it is just dumped into the atmosphere.

With new technologies, such as novel on-chip water-cooling systems developed by IBM, the thermal energy from a cluster of computer processors can be efficiently recycled to provide hot water for an office or houses.
A pilot project in Switzerland involving a computer system fitted with the technology is expected to save up to 30 tons of carbon dioxide emissions per year, the equivalent of an 85 percent carbon footprint reduction.

A novel network of microfluidic capillaries inside a heat sink is attached to the surface of each chip in the computer cluster, which allows water to be piped to within microns of the semiconductor material itself. By having water flow so close to each chip, heat can be removed more efficiently.
Water heated to 60 °C is then passed through a heat exchanger to provide heat that is delivered elsewhere.

Piotr Pietrzak, Chief Technologist, IBM Polska

ADE Group – the leader in managing dental services for Insurance Companies

ADE Group is developing in Poland by signing the first agreement with one of the leaders on the Insurance market.

ADE Polska is a part of the ADE Group, which was found in Spain in 1988 with the mission of promoting recommendations and advantages of the dental hygiene and care among society as a whole. The Polish branch was opened in 2009 and since then ADE has been building partner Clinic chain to enable it to provide the services they offer to the Insurance Companies on the Polish market.

Currently, the company has a chain of more than 3,200 dental Clinics and provides services to more than 10,250,000 policyholders/patients for 59 Insurance Companies in the 4 countries in which it currently operates, namely Spain, Portugal, Italy and Poland.
ADE is a member of the Excellence in Management Club and applies the EFQM (European Fundation of Quality Management) Model of Excellency, Total Quality Applied, and Continuous Improvement and also has ISO 9001-2008 certification.

There are few reasons why ADE has chosen these countries for its business operations. The first of these is the Public Health System with poor coverage of dental services, resulting in the prices of private treatments being high.
The second reason is demographic statistics: active older people with an opportunity to use dental insurance, GDP growth, and increasing awareness of health and prevention.
The next reason taken into consideration was the condition of dental healthcare in the countries with the appropriate number and quality of clinics.
Last but not least, was the condition of the insurance market in these countries with private, non-voluntary insurance growing tremendously on the one hand and on the other requests from our International partners to enter these countries.

If the public health system does not cover any dental treatments, the coverage is limited or the service is inadequate, dental policies are a very common product and numerous Insurance Companies offer them with health policy or separately or as life, accident, home, or car policies.



Presently, some ADE's multinational clients include Allianz, Asefa, Axa, Europe Assistance and Stonebridge. Dental policies area is a new feature on the Polish market and the plan for ADE is to develop them in the short term.

So far ADE has built up a chain of over 200 Clinics based all over the country, offering treatments for the specialties listed below: the first visit, dental surgery, preventive dentistry, endodoncy, periodoncy, diagnostics and prophylactics, prosthetics, esthetic, implanthology and orthodoncy.

A dental policyholder is eligible to undergo some of these treatments free of charge and for a discount of around 40% of the average Polish market price for the rest of the treatments in the ADE chain of Clinics. One of the advantages of this dental policy is that it is not restricted by the age or health condition of the person insured nor by the number of treatments received.

In July 2010 the ADE Group signed its first contract for Poland with one of the biggest and the most known Insurance Companies, AVIVA, which offers a comprehensive range of insurance services all over the world.

ADE's strategy for 2011 is to develop the market and promote dental polices all over Poland. Our targets are to sign subsequent agreements this year to confirm and strengthen our position as the leader on the market for dental services management for Insurance Companies.

POZNAŃ

The city of modernity

Welcome to Poznań, where history meets modernity in a very unusual way. Poznań is a city with a history that goes back more than a thousand years. It was here that the first Polish rulers have settled. Modern Poznań is a vibrant metropolis, a perfect place for business, culture and entertainment. Today Poznań is a capital of the Wielkopolska region, a city with the population of nearly 600 thousand inhabitants.

Splendid monuments of art and architecture, representing a wide variety of styles - from the Roman style to Secession illustrate rich history of the city. Each part of Poznań prides itself on unique character.

Business Winter Activities in Poznan

CeBIT 2011 Fair –
The most important event in the information technology and high tech industry

From 1 to 5 March, Hanover will host an exhibition of the current digital technology solutions. The fair is divided into four thematic platforms: CeBIT pro, CeBIT gov, CeBIT life, CeBIT lab.
The City of Poznań and the Wielkopolskie voivodship will occupy a regional stand within the Polish National Stand (hall no. 6, stand F46). The fair will also be attended by Poznań-based information technology companies, members of Wielkopolski Klaster Teleinformatyczny (Wielkopolska Teleinformation Cluster). The Cluster's stand is located in hall no. 5, at the stand B04.
The Fair organizers offer also a service called "matchmaking" at www.cebit-matchmaking.de. Following registration it is possible to arrange meetings with chosen business partners.
You are welcome to attend the CeBIT Fair!

Business-science cooperation within European bioregions

Nickel Technology Park Poznań whole-heartedly invites to participation in an international conference **"Business-science cooperation within European bioregions"**, which will be held on **9 and 10 May 2011 in the IBB Andersia hotel in Poznań**.
Patronage over the event has been taken by President of the City of Poznań Ryszard Grobelny. The conference, which has a chance to become one of the Polish most significant meetings of national and foreign representatives of the widely-understood biosector, is an integral part of the Central European Biotechnology and Biobusiness Trade Fair - Bio-Forum 2011.
In order to ensure the highest possible competence level, the organizers established cooperation with world-famous scientists and businessmen, European bioregions, and national biotechnology and Life Science associations. The inaugural lecture will be delivered by professor Piotr Chomczyński - world-famous biochemist and entrepreneur.
The organizers expect that the conference will be attended by over two hundred national and foreign scientists, businessmen and students.

Time to opera heroines at Poznan Grand Theatre



The year 2011 at the Poznań Grand Theatre will be devoted to women

It will be the year of opera heroines. We will show how various composers and authors have seen women throughout the centuries.

What are the female protagonists like?
Are they great heroines or anti-heroines?
What fate do they suffer?

We will try to find answers to these questions, and many more, by presenting outstanding works of musical literature.

Premiere performances will include Maria Stuarda by Gaetano Donizetti (directed by Dieter Kaegi); Prasqual's Ophelia commissioned by the Theatre; Henry Purcell's The Fairy Queen (coproduction with the Szczecin Castle Opera) and Lady Macbeth of the Mtsensk District by Dmitri Shostakovich, directed by Barbara Wysocka.
June 2011 will see the premiere of Giacomo Puccini's Turandot, an open-air mega-production directed by Michał Znaniecki.

Premiere performances will be accompanied by debates organized in cooperation with our partners.
Under the auspices of the First Lady Anna Komorowska

Literature in music
Mahler Year Celebrations

The Poznan Filharmonic

The Poznan Filharmonic is starting a new concert cycle – *Literature in music*. This season you will already have a chance to listen to the music inspired by the works by

Shakespeare
Cervantes
Goethe

On the occasion of the 100th anniversary of Gustav Mahler's death, the Poznan Philharmonic has prepared Machler concert series to commemorate this event.

The inauguration of the Mahler Year celebrations in Poznan was hold on February 4, 2011 during the concert *The Titans of Their Time*. The concert was performed by: the Poznan Philharmonic Orchestra, a prominent cellist – Natalie Clein and the conductor – director of the Poznan Philharmonic orchestra – Marek Pijarowski. The program featured Gustav Mahler's Symphony in D major, No. 1 *Titan*, an exclusive version with the *Blumine* part.
Visit Poznan visit the Poznan Filharmonic.



Where to eat?



only at

Ratuszova Restaurant

Where King Jan III Kazimierz Waza resided.
You may savour authentic Polish cuisine and dishes of an international flavour expertly prepared by a highly experienced Chef.
Four different areas are available for the Guests:

Restaurant
Café
Bar & Garden

No more words come and try it by your self.

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Are you interested in the Polish Privatization Programme? Are you an investor considering investing in Poland? If so, contact the Investor Relations Centre.

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