Wrocław Agglomeration Sector Analyses

Automotive Industry

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City of Perspectives

AUTOMOTIVE

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Introduction

Wrocław is a unique and dynamic city, making an excellent place for investment and business development. The Wrocław Agglomeration's assets have not only been long appreciated by foreign investors, but they also have become a foundation for growth and global expansion of many well known Polish companies. However, the contemporary dynamics of change results in emergence of new needs, making information an increasingly valuable business resource. Both foreign conglomerates and domestic businesses seek useful information, indispensable in successful investment related decision-making. New economic conditions require undertaking non-standard action, which led to originating the Invest in Wrocław project (www.invest-in-wroclaw.pl). Many risk factors can be avoided, if one has a better understanding of sector-specific determinants and the development prospects of their own line of business as well as related industries. This was the rationale behind studies of the Wrocław Agglomeration's priority, strongly developing sectors, including the following ones:

Automotive industry, Eelectronics, Chemical and Pharmaceutical industry, Mechanical engineering, IT, BPO, Food industry

We hope that the free of charge sector analyses will facilitate decision-making not only for potential investors, but also the companies already operating in the area of the Wrocław Agglomeration. Integration of information from different sources is supposed, by principle, to contribute to establishing co-operation between suppliers, subcontractors and recipients from diverse lines of business related to sectors which are priority for Wrocław's development. Due to improving market transparency and increased ease of contact with businesses, the resulting benefits may be also enjoyed by local administration units, and most notably local communities. By combining all of the elements mentioned, it becomes possible for the whole Wrocław Agglomeration region to increase its growth dynamics and attain a competitive advantage. We hope that in this way we are redefining the standards of support for business development.

The Automotive Industry in Poland

Over the past decade, the Polish automotive sector has become one of the biggest ones in The Central Eastern Europe (CEE). Among 40 car and engine production facilities located in this part of the continent, as many as 16 are in Poland. The automotive industry has become a key branch of the Polish economy, making it the second largest sector in Poland. In 2011, it attracted investment outlays of 4.4 billion PLN and opened workplaces to almost 150 thousand people. The data does not include employees from the related sectors, e.g. tyre manufacturing.

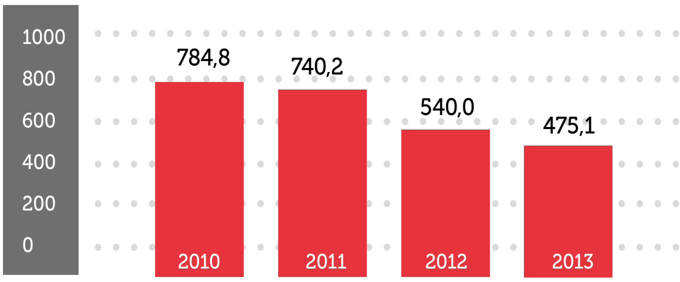
01. Sold production (thousands of units).

	2005	2008	2009	2010	2011	2012	2013
Passenger cars	540,2	841,7	818,8	785,0	740,5	548,1	475,1
Heavy trucks (including delivery trucks)	67,7	99,3	55,4	79,9	92,1	103,9	111,1
Buses and coaches	5,4	4,6	4,8	4,6	5,1	4,0	4,2

Source: Central Statistical Office (GUS) Industrial goods manufacture in 2013

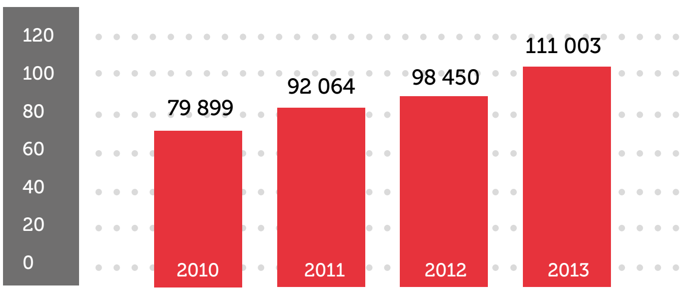
In 2013, Poland's production output of motor vehicles amounted to 590.3 thousand, which is 8.9% less than in the previous year and over one third less than in 2008 (the number does not include special vehicles), with the passenger car segment being responsible for the drop. In 2013, 475.1 thousand were produced, which is by 12% less than in the previous year (see figure 2).

02. Sold production of passenger cars throughout 2010-2013 (thousands of units).



A slightly different situation is observed in the segment of delivery and heavy truck vehicles, which for five years has seen consistent growth, having fully levelled off after the downturn. Over the whole of 2013, the total output of these vehicles amounted to 111.1 thousand units - 6.9% more than in 2012 (see figure 3).

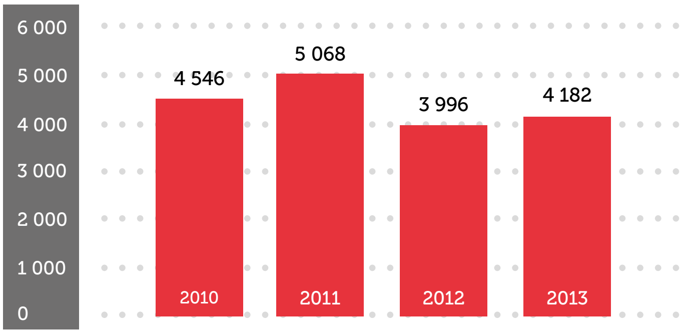
03. Sold production of heavy trucks (including delivery trucks) throughout 2010-2013.



The Automotive Industry in Poland

The economy of the bus segment is also gradually improving. In 2013, bus production went up to 4.2 thousand units (improvement by 4.8% annualised rate). See the graphic representation in figure 4.

04. Sold production of buses throughout 2010-2013.



Overall, in 2013, sold production in the Polish automotive industry amounted to 109.2 billion PLN, which is by 6.3% face value more than in 2012. Structural analysis shows that, by and large, it is utility vehicles as well as automotive parts and accessories production that are responsible for the rise. The strength of the domestic automotive business is a result of a policy of several years' standing, oriented towards attracting foreign investment and reinforcing the assets of workforce available to potential investors. The Central Eastern Europe's largest number of highly qualified labour, including 1.9 million university and college students, favourable location as against the biggest European output markets, stable and predictable economy, as well as an attractive investment incentive system determined the development of production facilities of brands including Fiat Auto Poland, Volkswagen Poland, GM, or Volvo.

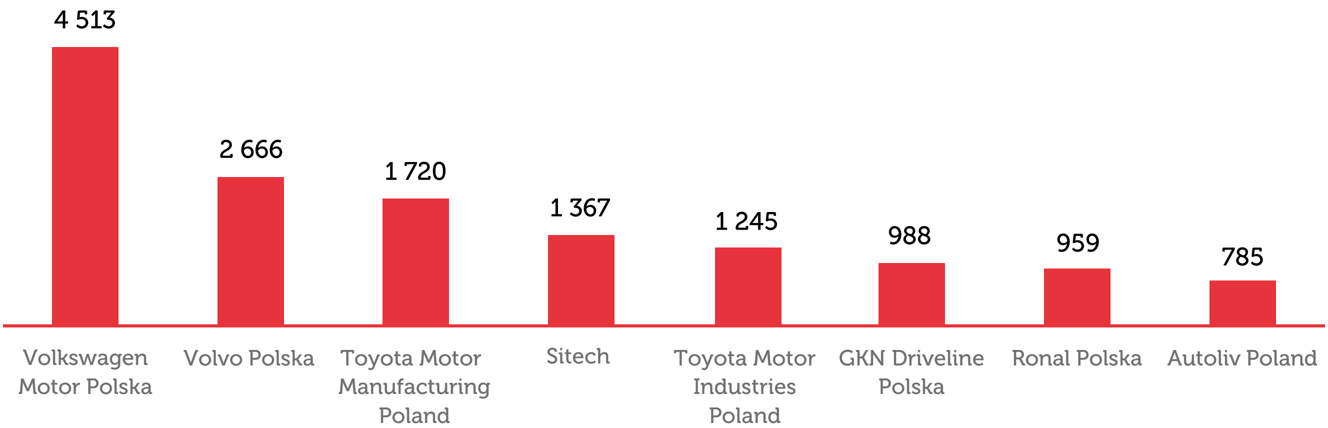
The Polish automotive sector, however, is not only car manufacture, but also production of parts and car accessories. Over the past four years, the latter segment of the market has been developing far more rapidly than car production. While the number of cars manufactured in Poland dropped by over one third in 2012 ,compared to 2008, the production output value of parts and subassemblies rose by 66 per cent in the corresponding period to reach 49 billion PLN in 2012. These include the following: powertrains (two Toyota plants, Volkswagen Motor Polska, Fiat Powertrain and GM Powertrain), steering systems (Nexteer Automotive, TRW, Delphi, Mando Corporation), lighting systems (Valeo, Automotive Lighting), cooling systems (Delphi, Valeo, Hutchinson), coachworks and chassis (Gedia, Kirchhoff, Magna), tyres (Michelin, Bridgestone, Goodyear), car glass (Pilkington, Saint-Gobain Sekurit, PGW), internal systems (Boshoku, Faurecia, wezi-tec), seats (Faurecia, Sitech, Johnson Controls, Lear Corporation), and security systems (TRW, Autoliv).

The Polish automotive sector is still almost entirely export-oriented - in 2011, it generated 19.5 million EUR, accounting for 14.5% of the whole of the Polish export volume. The amount is mainly made up of parts and accessories constituting 32.6% of automotive industry export. Foreign sales of these amounted to 6.4 billion EUR. Also passenger cars have a large share, i.e. 31.6%, in the country's automotive export output. In 2011, as much as 84% of the Polish automotive industry export output reached the EU countries. The biggest recipient of the Polish automotive industry export was Germany, where goods worth 5.6 billion EUR (28.6% of the Polish automotive industry's total export output) were supplied in 2011. Other key recipients are Italy (2.5 billion EUR, 12.9%), the UK (1.7 billion EUR, 8.7%), France (1.3 billion EUR, 6.6%), and Spain (1.1 billion EUR, 5.4%).

Lower Silesia and the Wrocław Agglomeration as a Location for Investment

Wrocław and the entire Lower Silesia is an area that stands out compared to the whole country in terms of automotive industry performance. The region's current strength is determined by its industrial heritage, the existing and still developing Polish enterprises, as well as a large number of foreign investors who have located their manufacturing facilities here. For years now, the Lower Silesian voivodship has been consistently strengthening its potential in the automotive sector by developing its transport infrastructure, reinforcing the existing workforce, improving the potential of technical universities, as well as increasingly dynamic co-operation with automotive clusters operating in Central Europe. Thanks to the activity mentioned above, we see continuous development of already operating enterprises and an inflow of new investors. High pressure car engine production facilities were located near Wrocław by Toyota Motor Industries Poland and Volkswagen Motor Polska. Other plants located in the area include Sitech Sp. z o.o., specializing in metal seat frames for Volkswagen and GKN Driveline Polska - a manufacturer of drive shafts and other components for Fiat.

05. The revenues of the biggest companies in the automotive industry in Lower Silesia in 2013 (in thousands PLN).



Source: Central Statistical Office (GUS) Industrial goods manufacture in 2013, EMIS Intelligence.

Wrocław itself has a strategic significance for Volvo - it is here that the European Volvo bus production centre is located. Also WABCO, a global supplier of effective safety technologies and control systems for heavy trucks, owns a production facility in the capital of Lower Silesia. The manufacturer of brakes and power steering systems Bosh company is an equally important automotive sector player operating in Wrocław. Furthermore, Wrocław has one of Poland's best developed modern services sectors, characterised by a considerable growth dynamics - half of the operating services centres are R&D departments (the highest share country-wide). WABCO is extending its research and development centre in Wrocław. A team of qualified engineers works there on global projects aimed at developing and testing innovative systems for heavy trucks.

Lower Silesia and the Wrocław Agglomeration as a Location for Investment

06. Automotive sector's main product groups.

OEM assembly group production	Engines, gears	Interior equipment	Equipment systems

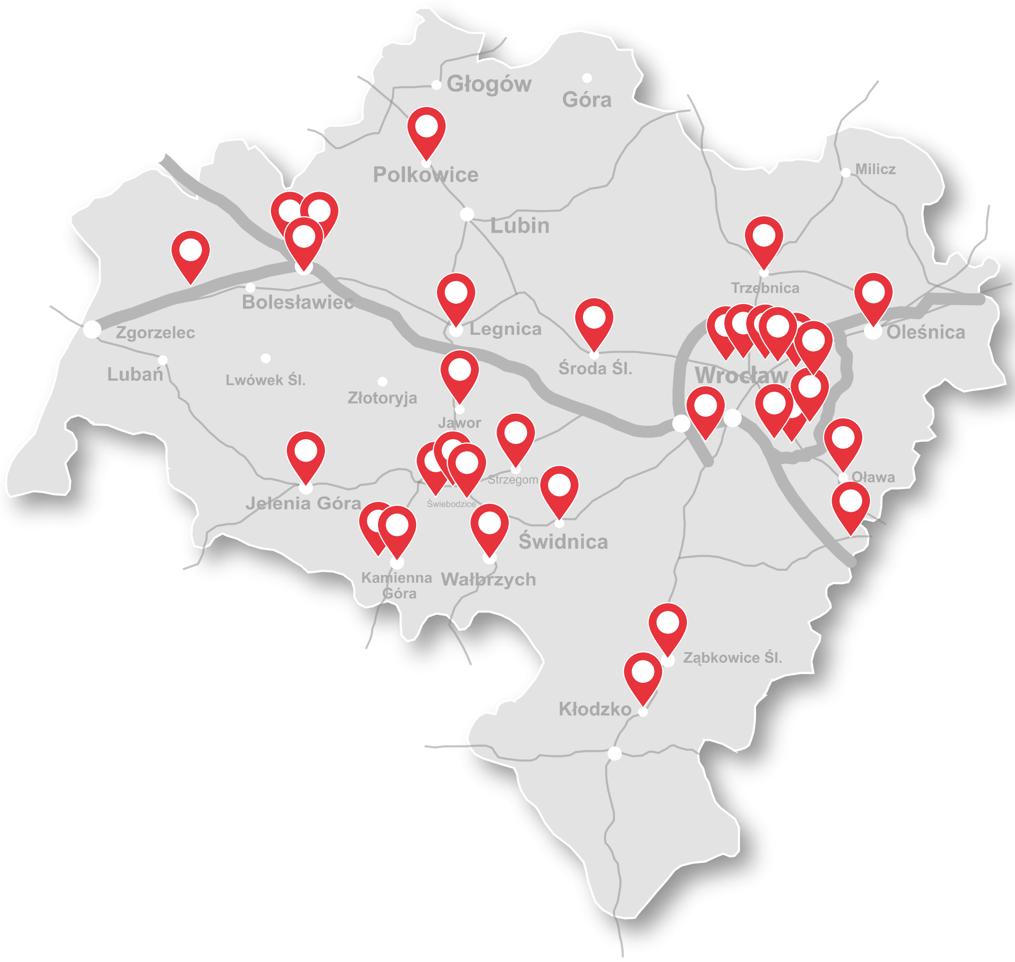
07. The list below includes the largest automotive companies operating in the Lower Silesia.

Company	Manufacture segment	Location	Country of origin	Staff employed
Volvo Polska	buses and loader-excavators	Wrocław	Sweden	2 300
WABCO Polska	safety technologies and control systems for heavy trucks	Wrocław	USA	2 000
Toyota Motor Manufacturing Poland	gearboxes	Wałbrzych	Japan	1 700
Autoliv	airbags and safety belts	Oława	Sweden	1 600
Sitech	car seats	Polkowice	Germany	1 500
Ronal Polska	car wheels	Wałbrzych	Germany	1 200
Pittsburgh Glass Works	car glass	Wałbrzych	USA	1 200
Volkswagen Motor Polska	Diesel engines	Polkowice	Germany	1100
Faurecia	car seats	Wałbrzych	France	900
Takata Petri	parts and accessories for mechanical vehicles	Krzeszów (Wałbrzych)	Japan	700
Toyota Motor Industries Poland	Diesel engines	Jelcz-Laskowice	Japan	700
GKN Driveline Polska	drive shafts and power transmission systems	Oleśnica	UK	600
Foundation Brakes	brake systems	Mirków	USA	550
Bosch Polska	brake and power steering systems	Wrocław	Germany	500
BASF	catalysts	Środa Śląska	Germany	400
Daicel	airbag components	Żarów	Sweden	400
Eto Magnetic	power hydraulics	Wrocław	Germany	300
Sumitomo Chemical	filters for Diesel engines	Wrocław	Japan	300
Bridgestone	rubber products for construction machinery	Żarów	Japan	70
Denso	filters for Diesel engines	Żarów	Japan	50

Lower Silesia and the Wrocław Agglomeration as a Location for Investment

Territorial distribution of the automotive sector's companies in Lower Silesia is represented in figure 8. Automotive companies are visibly concentrated around large ad medium-sized cities of the Lower Silesian voivodship - mainly near Wrocław, Wałbrzych, Legnica and Oława. The location of businesses belonging to the sector stems from both logistic determinants and access to an adequate number of qualified manufacturing staff. At the same time, the automotive sector's companies' location is considerably influenced by the Special Economic Zones, offering favourable conditions for running a mass-scale manufacturing operation.

08. Geographical distribution of the automotive sector's companies in Lower Silesia.



Source: Invest in Wrocław

Development Prospects

Poland is a very attractive location for production plants and the automotive sector's suppliers, testimony to which are the biggest global conglomerates' investments made in Poland so far.

The most significant rationale to invest in the automotive industry in Poland, most notably in the area of Wrocław, are as follows:

- Abundance of qualified workforce across several major Polish automotive regions, including the Wrocław Agglomeration,
- Well qualified staff with engineering background - thanks to the large number of adequately-oriented technical universities, including Wrocław University of Technology, one of the best technical universities in Poland,
- Easy and quick access to the leading European vehicle manufacturers and automotive suppliers in the area of Lower Silesia, including Toyota, Volvo, Volkswagen, Bosch, GKN, Wabco, Ronal, Autoliv, Faurecia, Zakłady Samochodowe Jelcz S.A., AMM, TBMeca, Sanden, Daicel, NSK Steering System, Voss Automotive, and Industrie Maurizio Peruzzo Comfort,
- Many potential locations offering Central and Eastern Europe's best conditions for production and establishment of research and development centres,
- A large growth potential of new cars sales in Poland,
- Relatively low labour cost in comparison to other countries of the Central Eastern Europe region,
- Attractive investment incentive system, including cash subsidies and tax exemption,
- Special Economic Zones: Legnica, Wałbrzych, Kamienna Góra, and Tarnobrzeg SEZ's.

It is worth pointing out that the Wrocław Agglomeration has an immense potential in terms of human resources, which can be tapped by automotive companies. Lower Silesia offers not only a sufficient number of skilled labourers, but also ample research and development background. Factors to a large extent contributing to its growth include diverse actions oriented towards development of co-operation of science and education with business. The most important initiatives in this area are the following:

- Wrocław University of Technology - the educational institution is consistently extending the group of its business partners, among whom well-established companies are already found, including BMW, Volvo and MAN.
- The „Increase in the Number of Wrocław University of Technology Graduates of Majors of Key Importance to the Knowledge-Based Economy" project conducted throughout 2009-2013 focusing on 9 majors of studies commissioned by the Ministry of Science and Higher Education, with automatics, mechatronics or machine construction among them.
- The Wrocław Agglomeration secondary schools' co-operation with automotive companies in the area of vocational education, most notably:
  a) Associated Schools no. 2 in Wrocław educates technicians and vehicle mechanics in collaboration with Mercedes-Benz and MAN companies.
  b) Bosch and Mitsubishi participate in vocational training of mechanics-technicians at the Aviation Science Institutes.

Investment Incentives

Automotive industry investors who consider conducting their business projects in Poland are eligible to apply for public assistance. The most important investment incentives in the form of public assistance include the following:

- Income tax exemption in Special Economic Zones,
- Government subsidies for investments of a considerable importance to the economy,
- Property tax exemption, granted on the basis of particular local governments resolutions,
- Subsidies from the EU structural funds.

The automotive industry has been categorised as one of sectors seen as priority from the point of view of Polish economy development, which entails an opportunity to execute a new investment project with use of direct subsidies from the state budget, within the framework of the so-called „Long-term Support Programs"*. The assistance is offered on the basis of the volume of newly created workplaces or the total value of investment outlay.
The maximum volume of incentive that an investment project is eligible to receive is determined by the assistance intensity defined on the map of regional support. The maximum volume of regional support is, in turn, expressed as a percentage of the qualified costs (i.e. project costs). The total amount of incentive granted cannot exceed the value of qualified costs multiplied by the regional intensity index, which for Wrocław and Lower Silesia in the period of 2014 – 2020 accounts for 25%.

09. Available sources of public assistance*

Subsidies	Support program for investments of a major significance to the Polish economy over the years 2011-2020
	EU funds
Tax exemptions	Income tax (CIT or PIT) exemption of income generated by business operation within a Special Economic Zone
	Property tax exemptions
Other investment incentives	Subsidies for research and development
	Subsidies for training
	Grants and subsidies with regard to newly created workplaces
	Subsidies and preferential loans from domestic sources for projects related to environmental protection (waste management, energy efficiency)
	Tax incentives for research and development operation
	Preferential loans for purchase or implementation of innovative technologies - the so-called technological loan

*Detailed criteria and requirements for potential investors are defined within individual forms of public aid

The Regional Labour Market

Wrocław's labour market is one of the fastest developing and most stable Polish regional markets. It is determined, on the one hand, by the availability of human resources including highly qualified engineers, and low labour costs - given employees' standard of qualifications, on the other hand - by the diversity of economy sectors present, with the automotive industry high-ranking in importance.

In the third quarter of 2014, the unemployment rate in Lower Silesia voivodship amounted to 8.3%, with Wrocław seeing the rate of 4.8%. There were slightly over 1.17 million professionally active people, accounting for 40% of the entire population of Wrocław. The increase in the number of people employed, as against the previous year, reached 20 thousand.

The automotive sector

The automotive sector plays a major role in the shaping of the Polish economy, not only on account of the revenue volume, but also due to the level of employment. Automotive manufacturers provide 6.5% of workplaces in the Polish industry. Owing to the many years' tradition of the sector's development and the attractiveness of the Polish market, our country is one of the region's leading recipients of direct foreign investments related to the sector. At the end of 2012, the value of foreign investments in the automotive industry amounted to almost 4.7 billion PLN.

10. Production of automotive vehicles, trailers and semitrailers in 2012

Staff employed (in thousands)	155,8
Inflow of capital as direct foreign investment in millions of PLN	4 715,6
Export in millions of PLN	83 934,4

Source: Central Statistical Office (GUS), The Statistical Yearbook of Industry 2013, National Bank of Poland data.

In the year 2012, there were almost 390 thousand people employed in automotive companies, with 60% working in sales and services. For comparison, in the Czech Republic the sector employs 40% less staff. It is therefore worth stressing that Poland's human resources are considerably bigger that in the region's other countries, which is why manufacturing facilities are launched here by companies that need large numbers of employees, as well as those seeking highly qualified staff, as - thanks to the strength of the academic centre and the impressive number of enterprises - also such resources are available on this market.

11. Total monthly pay in Wrocław's automotive sector, in PLN

Position	First quartile	Median	Third quartil
directors	20 330	24 340	29 140
managers	8 740	10 750	13 030
specialists	5 080	5 790	6 560
ordinary workers	3 560	4 050	4 560

Source: Pay reports by HRM partners 2013.

The Regional Labour Market

An informal automotive cluster is present in Lower Silesia, including companies such as Toyota, Volvo, Volkswagen, Bosch, Faurecia or WABCO, as well as smaller suppliers. The competition between these companies impacts the sector's level of innovation and the labour market, characterised by high availability of engineers boasting competences sought after by employers.

Eductaion

Wrocław is ranked one of the biggest academic centres of Poland, next to Warsaw, Cracow and Poznań. In Wrocław alone, 130 thousand people are studying at 24 higher education institutions. In terms of students' numbers, Wrocław is Poland's third largest academic city, following Warsaw and Cracow and outstripping significant centres including Poznań, Łódź, Gdańsk or Lublin. Over 34 thousand graduates left the city's universities in 2013. The key higher education institution on the map of Wrocław is Wrocław University of Technology (35 thousand students), providing education in areas such as mechanics and machine construction, automatics and robotics, or mechatronics.

Labour costs

Compared to other EU countries, labour costs in Poland are still some of the lowest ones. A Pole's average gross income accounts for as little as 1/5 of pay received by Danish people, the Union's best paid employees, 23% of Irish people's pay, 1/3 of Britons' and Germans' income, and 40% of what Spanish employees earn. In March 2014, the average gross monthly salary in enterprises amounted to 4,017.8 PLN. In this period, the regions which saw the highest level of pay were the voivodships of Mazovia (5,107.2 PLN), Pomerania (4,159.5 PLN) and Silesia (4,073.7 PLN). The residents of the Lower Silesian voivodship employed in enterprises earn less than the domestic average, with average pay amounting to 3,841.4 PLN. Pay in the Polish automotive sector amounts to 3,874.2 PLN. At the same time, the automotive industry remains one characterised by the highest work efficiency level.

In Wrocław, ordinary workers employed in the sector are paid an average 4,050 PLN, with specialists and managers earning 5,790 and 10,750 PLN respectively.

Case Study - Toyota

One of the largest investors in terms of volume of investment in the Lower Silesian automotive sector is the Japanese conglomerate Toyota, owning two manufacturing facilities in Lower Silesia - Toyota Motor Manufacturing Poland (manufacturer of gear boxes and petrol engines) located in Wałbrzych and Toyota Motor Industries Poland (manufacturer of high pressure engines) located in the administrative district of Jelcz-Laskowice. Key stages of the Wałbrzych investment's development are outlined below.

- 1999 — **Announcement of the decision to develop the manufacturing facility**
- 2002 — **The launch of gear box mass manufacture**
- 2002 — **Announcement of the decision to expand the manufacturing facility**
- 2005 — **Launch of engine and gear box manufacture for the needs of TPCA company**
- 2006 — **Announcement of the decision to develop a new six-speed gearbox assembly facility**
- 2008 — **Launch of six-speed gearbox manufacture**
- 2014 — **Production of a new 1-litre petrol engine for the new generation Aygo**

September 1999 – announcement of the decision to develop the manufacturing facility

During the joint press conference of the Polish Prime minister Jerzy Buzek and Toyota President, the decision was officially announced with regard to an intention to develop a facility manufacturing gear boxes for the needs of Toyota's European assembly plants. The planned value of the investment is 100 million EUR, while the projected production capacity was to amount to 250 thousand gear boxes annually.

March 2002 – announcement of the decision to extend the manufacturing facility

Toyota announced its plans to expand its Wałbrzych project. From 2005, TMMP is to manufacture petrol engines and manual gear boxes for new models of cars produced by Toyota Peugeot Citroen Automobile Czech (TPCA). The plant's existing production capacity is to be increased by 300 thousand gear boxes. As for petrol engines, production capacity is to reach the volume of 250 thousand units per year. The ivestment value is an estimated 300 million EUR, while the expansion project is expected to provide approximately 700 new workplaces.

April 2002 – the first gear box manufactured at TMMP

The first gear box units were produced at the Wałbrzych based plant. Before the launch of mass production, gear boxes from Toyota Motor Manufacturing Poland underwent numerous tests and quality inspection.

October 2003 – implementation of the environmental management system

Attempts to reduce the plant's impact of the environment were crowned by the TMMP facility's being awarded the ISO 14001 environmental management certificate, an international standard for a facility's operation in full compliance with the principles of environmental protection.

January 2005 – launch of engine and semi-automatic gear box manufacture

TMMP officially begins production of 1.0 litre petrol engines as well as semi-automatic and manual gear boxes for the compact cars Toyota Aygo, Citroen C1 and Peugeot 107, which are to be manufactured by TPCA in the Czech town of Kolin.

August 2006 – announcement of the decision to develop a new six-speed gear box assembly facility

Toyota announced that it would invest 145 million EUR in the rise in Wałbrzych plant's production capacity from 600 thousand to 720 thousand units annually. A new assembly facility would be developed, boasting 20,000 sq m floor area, to produce modern six-speed gear boxes, while employment would go up by another 260 workers.

Case Study - Toyota

Setpember 2008 – launch of six-speed gearbox manufacture
TMMP launches its third investment project and starts the manufacture of modern gearboxes for Toyota Yaris, Auris, Corolla and Corolla Verso.

June 2014 – production of a new 1-litre petrol engine
In its Wałbrzych plant, Toyota started production of a new petrol engine, to be used mainly for the new generation Toyota Aygo. The company invested 123 mln PLN in the project.

It is worth emphasising that the facility's annual production capacity is currently 720,000 gear boxes and 371,000 engines. The total investment value of the Wałbrzych facility has now exceeded 2 billion PLN, with about 1600 staff employed.

The most significant awards attained by the production facility:

2012 Second place for the area of Lower Silesia in the Puls Biznesu's and TNS Pentor research agency's „Pillars of the Polish Economy" ranking developed based on local governments' studies.

2010 Fourth consecutive award „Engine of the Year", up to 1 litre engines category, for the power unit manufactured in the Wałbrzych Toyota facility

2009 Main prize in the category of large enterprises (over 250 staff) in the „Employer - the Organiser of Safe Work" competition

2009 Distinction in the „Employee Friendly Employer" competition organised by the National Commission of NSZZ „Solidarność" trade union.

2009 „Engine of the Year" award, up to 1 litre engines category, for the power unit manufactured in the Wałbrzych Toyota facility

2009 The title of Environmental Protection Patron granted by the National Environmental Protection Council

2008 Lower Silesian Economic Certificate

2008 „Engine of the Year" award, up to 1 litre engines category, for the power unit manufactured in the Wałbrzych Toyota facility

2007 „Engine of the Year" award, up to 1 litre engines category, for the power unit manufactured in the Wałbrzych Toyota facility

2007 „Investment 2007" award from the Polish Information and Foreign Investment Agency (PAIiIZ)

2007 The „Mouflon" prize for „The Best Large Enterprise" awarded by local business circles and the local go vernment

2005 The „Lower Silesian Griffon" prize for special contribution to the development of entrepreneurship in Lower Silesia, awarded by the Western Chamber of Commerce

2005 The „Mouflon" prize for „The Best Product" awarded by local business circles and the local government

2005 The award „Best Foreign Greenfield Development" from the Polish Information and Foreign Investment Agency (PAIiIZ) and the Warsaw Voice

2002 The „Super Mouflon" prize for „The Best Regional Enterprise" awarded by local business circles and the local government

2002 The „Investor in the Human Capital" award in the competition organised by the Institute of Management under the auspices of the Ministry of Economy

Author of the study:

within the framework of „Mozart" 2013/2014 - the Municipal Program of Support for the Partnership of Higher Education conducted as Partnership:

The Invest in Wrocław team comprises professionals hailing from the Agency of Wrocław Agglomeration Development and JP Weber. The experts, boasting extensive knowledge of the region, investment locations, conditions of investing and doing business in Poland, will effectively support investment projects and provide all necessary information.
You are welcome to visit the portal www.invest-in-wroclaw.pl.

For over 12 years, JP Weber has been supporting international investors in their Poland based investment-related operations and their day-to-day tax and accounts related, as well as legal dealings. We employ over 60 investment and tax advisers, as well as lawyers operating from our Wrocław and Warsaw offices. We provide services to both large global conglomerates and SMB sector enterprises planning their business activity in Poland and we support Polish companies in looking for strategic investors and in their international expansion. We support decision-makers in transactions and day-to-day handling of their businesses, guaranteeing an individual client-oriented as well as comprehensive approach to the Polish market's business.
You are welcome to visit our website www.jpweber.com.

When planning to start business operation in the area of the Wrocław agglomeration, every company is eligible to receive support from the Agency of Wrocław Agglomeration Development, responsible for supporting foreign investment activity. Already since 2005, the Agency has been providing assistance to foreign investors in the area of planning and conducting comprehensive investment processes, also by ensuring post-investment care. The dedicated team of specialists supports investors at every stage, making sure that the whole investment process is carried through fast and effectively.
You are welcome to visit www.araw.pl.

HRK is one of the largest human resources management consultancy organisations operating in Poland. We offer comprehensive services for investors in the area of human resources management by supporting them in their recruitment projects, as well as in professional potential research and development, career path building and employer branding. Under the brand of HRK Payroll Consulting, we deliver services with regard to payroll administration and personnel documentation management. As part of IRC Executive Search and Bernard Hodes Global Networks international networks of globally active employer branding experts, we deliver projects across the whole country and abroad.
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Doctor of economic sciences, specialising in strategic management and lecturer at the Department of Strategic Management of Wrocław's University of Economics. He has combined his academic activity with collaboration with business as an adviser and consultant for many years, having authored numerous strategies, studies and expert opinions for the needs of companies, institutions and local government units. Participant and expert member of many research projects in Poland and countries of the European Union, linked to various aspects of entrepreneurship, strategic management and New Public Management.

The following sources of information were used for the purpose of the study:

1) Statistical data and sector studies of the Central Statistical Office (GUS).
2) Data, analyses and sector presentations of PAIiIZ (Polish Information and Foreign Investment Agency).
3) Analyses and forecasts of the Ministry of Economy.
4) Data provided by the European Automobile Manufacturers Association (ACEA).
5) Publications of the Organisation of Economic Co-operation and Development and the World Bank (Doing business).
6) Automotive sector - Quarterly and annual reports (2012-2014) of the Polish Association of the Automotive Industry (PZPM), as well as KPMG, CMS and BAKER&MCKENZIE.
7) The state of the automotive sector and its role in the Polish economy. KPMG/PZPM report for 2013.
8) Automotive Sector Poland, Emerging Markets Insights (EMIS).
9) Information from the website of the Ministry of Science and Higher Education.
10) Information from the websites of Toyota and Wabco companies.
11) Generally available press information (including Bankier, Forsal, Gazeta Prawna, Puls Biznesu, Gazeta.pl, and Money.pl) with regard to the development of Toyota and Wabco companies.

Invest in Wroclaw
City of Perspectives

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