



Polish
Outsourcing Forum

I n d i a

VIII Polish
Outsourcing
Forum

India
2013

P o l a n d

25th April 2013
The Leela Palace, Bangalore, India

Organizers:



www.roadshowpolska.pl



It is my pleasure to host, for the 8th year running, the Annual Polish Outsourcing Forum. For the past 7 years we have debated the importance of the BPO investments and analyzed trends of the outsourcing market in Poland and worldwide. This year we decided to travel to India, the home of the global outsourcing industry.

Our goal is to reach out to the Indian BPO companies who know that to compete on the global stage they need to have a European footprint. By providing insight into the Polish BPO market and the opportunity to talk to leaders in the Polish BPO space we aim to show that Poland is the best place for them to grow.

To make our point we have gathered a formidable team of partners, including ASPIRE, Poland's largest and fastest growing outsourcing association and PwC, the leader in advisory services to the outsourcing industry in CEE, as well as companies providing support services to the BPO sector.

I would like to thank all the sponsors, partners and patrons who have decided to support our today's event and sincerely hope you find the conference interesting and beneficial.

*Éva Krisztina Aboo
CEO
Roadshow Polska*



Dear Participants,

On behalf of Indo Polish Chamber of Commerce & Industry, Poland, we wish you a very warm welcome to VIII Polish Outsourcing Forum in Bangalore organized jointly with Roadshow Polska.

Poland is number three in the world standing as an outsourcing centre location and India by far is a hub for outsourcing and IT with Bangalore city in the forefront hence this is an ideal location to discuss and exchange ideas what can be done more to increase the IT ventures and investments vital for both the countries.

Large Indian IT investments are already present in Poland mainly Genpact/HCL/ Infosys/Wipro/ WNS and in the last three months Birla Soft. We are sure that there is still a room for a vast middle market of BPO to expand in Central and Eastern Europe and we are here to invite you. We are proud to have with us the representatives of city from Poland and Lithuania which are looking forward to have our Indian companies footprint in their region.

We trust that the meeting venue and agenda will provide everyone with ample opportunity to meet and discuss. This forum has been organized for the attendant, for you! Now, it is up to you to take advantage and to participate actively in this event.

We thank all forum patrons and sponsors for their contribution to the organization of this event. We thank you for your active participation. In the end of the day, you will determine the quality and the quantity of the content which will help you in taking your next steps for an investment in CEE.

*Jawahar Jyoti Singh
President
IPCCI*

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VIII POLISH OUTSOURCING FORUM

Hotel Leela Palace, Bangalore, April 25th, 2013

- 9:30 – 10:00** **REGISTRATION, WELCOME COFFEE**
- 10:00 – 10:10** **OPENING - AIMS, AGENDA, HOUSE RULES**
- JJ Singh, President, Indo Polish Chamber of Commerce & Industry
 - Romek Lubaczewski, PwC's Consulting Leader for Poland, CEE Leader of the Shared Services Centre (SSC) and Outsourcing (BPO) Advisory Group
- 10:10 – 10:30** **OFFICIAL WELCOME - INSTITUTIONS SUPPORTING THE CONFERENCE**
- ISN Prasad, Principal Secretary of Bangalore
 - Monika Kapil Mohta, Ambassador of India in Poland
 - Janusz Wach, Consul General of the Republic of Poland in Mumbai
 - S Chandrasekhar, Past Chairman CII Karnataka & Managing Director, Boruka Power Corporation Limited
- 10:30 – 10:50** **SETTING THE CONTEXT**
- Economic environment in Europe
 - Overview of BPO in Europe
 - Focus on CEE as the delivery model for BPO in Europe
 - Value proposition for CEE
 - Three tier location model in CEE
 - Romek Lubaczewski, PwC's Consulting Leader for Poland, CEE Leader of the Shared Services Centre (SSC) and Outsourcing (BPO) Advisory Group
- 10:50 – 11:20** **CASE STUDY 1: ALEXANDER MANN SOLUTIONS**
- Benefit of what AMS has built in CEE
 - Comparison with other geographies
 - The good and the bad
 - Vic Khan, Head of Global Client Service Centres, Alexander Mann Solutions (Polish BPO Company of the Year, BPO Employer of the Year)
- 11:20 – 11:50** **CASE STUDY 2: STATE STREET SERVICES**
- What has State Street built in CEE
 - Comparison with other geographies
 - The good and the bad
 - Scott Newman, General Manager, State Street Services (Poland) Ltd (Polish SSC of the Year, Centre Manager of the Year)
- 11:50 – 12:20** **CASE STUDY 3: ŁÓDŹ/SKANSKA/INFOSYS**
- Example of a successful BPO Investment in CEE
 - Hanna Zdanowska, Mayor, City of Łódź
 - Krystian Bestry, EMEA Delivery Head, Associate Vice-President Infosys BPO Ltd
 - Arkadiusz Rudzki, Leasing and Asset Director, Skanska Property Poland
- 12:20 – 13:20** **NETWORKING LUNCH BREAK**
- 13:20 – 13:40** **WHERE IN CEE?**
- A. COUNTRY SPECIFICS**
- Specifics of different CEE countries
 - Andrew Hallam, General Secretary, ASPIRE

- 13:40 – 14:10** **WHERE IN CEE?**
B. CITIES
- Mature/Super safe
 - Up & coming/emerging
 - Newcomers
- MODERATOR: Romek Lubaczewski, PwC's Consulting Leader for Poland, CEE Leader of the Shared Services Centre (SSC) and Outsourcing (BPO) Advisory Group**
- John Gabrovic, Director, AIG/Lincoln
 - Jake Jephcott, Director - International Development, Olivia Business Centre
 - Katerina Samoilovič, Senior Investment Advisor, Invest Lithuania
- 14:10 – 14:30** **NETWORKING COFFEE BREAK**
- 14:30 – 14:50** **MARKET PERCEPTIONS & REALITIES:**
A. INFRASTRUCTURE, INCENTIVES, TOOLS
- Infrastructure
 - Legal environment
 - Incentives
- MODERATOR: Andrew Hallam, General Secretary, ASPIRE**
- Iwona Chojnowska-Haponik, Director of Foreign Investment Department, Polish Information and Foreign Investment Agency
 - Krzysztof Misiak, Associate Manager of Regional Cities, Cushman & Wakefield
- 14:50 – 15:20** **MARKET PERCEPTIONS & REALITIES:**
B. CULTURE
- India/Europe
 - Europe/CEE
- MODERATOR: JJ Singh, President, Indo Polish Chamber of Commerce & Industry**
- Pradeep Lankapalli, Senior Vice President – Operations Centers, Thomson Reuters
 - Amit Lath, CEO, Sharda Europe & Vice President, Indo Polish Chamber of Commerce & Industry
 - Wiktor Doktor, CEO, Pro Progressio
 - Małgorzata Bonikowska, Publisher "THINKTANK", President of the India-UE Council
- 15:20 – 15:50** **INDIAN COMPANIES DOING BUSINESS IN CEE**
- Why the big Indian BPO companies are in CEE
- MODERATOR: Romek Lubaczewski, PwC's Consulting Leader for Poland, CEE Leader of the Shared Services Centre (SSC) and Outsourcing (BPO) Advisory Group**
- Sanjeev Bhatia, Vice President International Operations, Wipro Ltd
 - Anantha Radhakrishnan, Vice President and Head Enterprise Services, Infosys BPO
 - Maninder Singh Narang, Senior Vice President & Delivery Head – EMEA & APAC, HCL
- 15:50 – 16:00** **QUESTIONS & ANSWERS**
CLOSING REMARKS
- 16:00** **FREE TIME**
- 19:30** **DINNER (INVITATION ONLY)**



Monika Kapil Mohta
Ambassador of India to Poland
and Lithuania

She is actively engaged in promoting investment and business opportunities between India and Poland, including bridging the information gap through regular business forums, interaction among high level business delegations, corporate groups and government functionaries, and organization of India business and tourism promotion

events in Poland. During her term, she has also endeavoured to strengthen cultural relations, academic linkages and people-to-people ties between the two countries. Her tenure has been marked by an increased number of cultural manifestations and outreach from India, dissemination and teaching of Indian languages, and greater visibility of Indian performing arts and cinema in Poland. Ms. Mohta and her team are serving as catalysts in strengthening, deepening and widening the existing multi-faceted relations between India and Poland in every sphere – political, economic, cultural, academic, science, technology and tourism.



ISN Prasad
Principal Secretary of Bangalore

Mr. ISN Prasad. An IAS (Indian Administrative Service) officer from the 1986 batch of the Karnataka cadre, he has served India in both Central and State Governments in various administrative capacities. Of the numerous administrative positions Mr. Prasad has held, the most notable are Director, Ministry of Petroleum

and Natural Resources, New Delhi; CEO, Special Economic Zone, Mangalore; Chief, Project Office, Public Works Department; Managing Director, Karnataka State Road Transport Corporation; and Principal Secretary to Chief Minister of Karnataka, Personnel and General Administration. Mr. Prasad currently holds the position of Principal Secretary – IT and BT, Govt. of Karnataka. He is one of those distinguished bureaucrats who have been relentlessly practicing the teachings of Bhagawan Baba.



S Chandrasekhar
Past Chairman
CII Karnataka & Managing Director
Bhoruka Power Corporation Limited

Chandra is Managing Director of Bhoruka Power Corporation Limited, a leading Renewable Energy Developer in India. An Electrical Engineer and Alumnus of London Business School, he has been associated with the Power Sector in India for over 30 years and has worked in several reputed Companies both Public & Private Sector. He has

hands on experience starting as a First Level Executive in Power Projects, to leading a green field company for development of Green Energy, as its CEO for the last Fifteen years.



Janusz Wach
Consul General
of the Republic of Poland in Mumbai

Professional diplomat. Consul General of the Republic of Poland in Mumbai since October 2010. Before assuming his position at the office in Mumbai held position of Minister Counsellor at the Embassy of the Republic of Poland in New Delhi, Consul General of the Republic of Poland in London, 1st Counsellor at the Embassy of the Republic of Poland in Ottawa

and Deputy to Consul General of the Republic of Poland in London. At the Ministry of Foreign Affairs in Warsaw held several positions at the Consular Department and the Diplomatic Protocol. Graduate of the University of Warsaw (1979) MA in English.



Malta House



Green Corner



Malta House



Green Horizon



Green Day



Dominikański



Kapelanka 42



Atrium 1



Silesia Business Park



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Radhakrishnan Anantha
Vice President and Head Enterprise
Services
Infosys BPO

Radha is a key member of the Infosys BPO Executive Council, setting the business differentiation strategy and direction for the company. Radha brings more than two decades of global industry experience working at local, regional and corporate levels. Radha's last few years in Infosys BPO have been instrumental

in incubating and establishing new operating models in BPO business platforms and the newer business process on cloud based models. He works with multiple BPO customers in driving innovation and transformation boards for delivery of enhanced effectiveness, efficiency and realized business value.



Krystian Bistry
EMEA Delivery Head,
Associate Vice-President
Infosys BPO Ltd

He is responsible for development and implementation of Infosys' BPO strategy in the EMEA region as well as nurturing the business growth of the company in the CEE region. Until 2010, he held the position of the Center Head of Infosys BPO Poland. He also played a key role in the acquisition and transitioning of the

Philips center in Lodz into Infosys BPO Poland. His areas of expertise include: optimization of supply chain management, SSC/BPO market conditions and prospects for business expansion both in Poland and globally.



Sanjeev Bhatia
Vice President International Operations,
Wipro Ltd

Entrepreneur turned BPO professional with over 25 years of working experience. Have been involved with the BPO industry in India since its infancy, working with industry leaders and participating in its transformation till present size and form. In his diverse career, has also been involved in Operations as Head of Operations handling more than 3000

employees. Set up 14 Wipro delivery centres which are now fully functional in Romania (2 centers), Philippines (2), Poland (2), U.S, Brazil, Japan, China, Canada, Mexico and Australia (2).



Małgorzata Bonikowska
Publisher "THINKTANK"
President of the India-UE Council

Specialist in European Studies and EU foreign policy, co-founder and senior expert in a Polish analytical institute THINKTANK, publisher of a quarterly "THINKTANK" and president of the India-EU Council. She studied European History, Political and Social Sciences. A visiting scholar at Columbia University in New York, she completed two PhD schools. Professor and

researcher, she worked also in the Polish Public Television, Ministry of European Integration and for the European Commission as Director of the EU Information and Communication Program in Poland and Bulgaria.

"ŁÓDŹ creates..."

ŁÓDŹ IS VERY ATTRACTIVE IN EUROPE DUE TO:

- easy access to markets and customers,
- highly qualified personnel,
- good location with international transport links,

(International airport; the most modern railway station is currently under construction. It is one of the largest railway projects in the European Union, which will connect our agglomeration with other cities in Poland and Europe. The trip to Warsaw will take, in the near future, about one hour)

- availability of modern office space,
- competitive costs of running a business activity,
- large number of graduates of universities, languages spoken,
- incentives for companies.



Hanna ZDANOWSKA
Mayor of Łódź

WE GOT THE TRUST OF THEM:

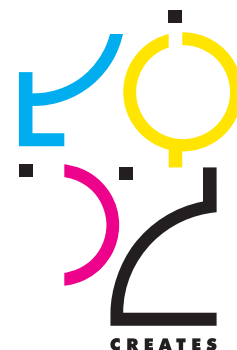


ŁÓDŹ IS PROUD OF:

- winning the 3rd place as **the most attractive city for business** among other biggest cities of Poland (2010, Forbes Magazine)
- **receiving a prestigious award in** the category of **Excellent Partner** awarded to cities, institutions or organisations for intensive activities promoting the sector of modern business services and active action for the benefit of attracting foreign investors from this sector and the cooperation with the investors already present on the Polish market (June 2011, ABSL)
- the title of **"The Hollywood of Poland"** and being on the list of 50 worth visiting places in the world (6th January 2012, The New York Times)

ŁÓDŹ IS A CITY OF MANY OPPORTUNITIES, OPEN TO INITIATIVE AND DEVELOPMENT, FOCUSED ON MODERN INDUSTRIES AND CREATIVITY.

Mayor of Łódź



www.invest.lodz.pl



Iwona Chojnowska-Haponik
Director of Foreign Investment Department,
Polish Information
and Foreign Investment Agency

Graduated from French Philology Faculty at Warsaw University. Participated in the two-year management and marketing course at the Warsaw University of Technology Business School, receiving the Executive Master en Sciences de Gestion Approfondies Groupe HEC diploma.

In July 1999 she joined Polish Information and Foreign Investment Agency, where since June 2003 she's heading the Foreign Investment Department. She specializes in public aid and European funds issues. In 2010 she finished the doctorate's course at Warsaw University, Warsaw School of Economics, Marne-la-Vallée University and Segry-Pontoise University.



John Gabrovic
Director
AIG/Lincoln

John Gabrovic is a partner with AIG/Lincoln, a real estate development and asset management company operating in ten European countries since 1998. John is responsible for the development and asset management of company's 10-hectare Centrum Sloneczne master-planned development including retail, office,

residential and leisure properties. John leads AIG/Lincoln Poland's development team that serves the unique office space needs for the BPO/SSC industry. The company currently has 80,000 m2 of office space currently under development in Warsaw and Radom and projects under consideration in Krakow and Gdansk.



Wiktor Doktor
CEO
Pro Progressio

Wiktor Doktor is the Outsourcing, BPO and Call Center industry expert. Over 10 years' experience in start-up's and managing large operation centers. Experienced speaker, author of various publications, innovator and industry networker. Author and administrator of OutsourcingPortal and Outsourcing&More Magazine – the only Polish-English outsourcing

industry media run in Poland. CEO of Pro Progressio – Foundation supporting growth and development of the outsourcing industry and outsourcing education in Poland. Wiktor was twice nominated to the title of the Best Manager in Lodz Region (2011, 2012) and has been named as one of the most influential outsourcing person in Poland (2010, 2011).



Andrew Hallam
General Secretary
ASPIRE

Andrew Hallam is General Secretary and a founding member of ASPIRE, Central & Eastern Europe's leading network of shared services and outsourcing practitioners, with over 130 member companies, representing more than 25,000 employees. In his role with ASPIRE he has supported multiple companies setting up offshoring centres in Poland, including Amway,

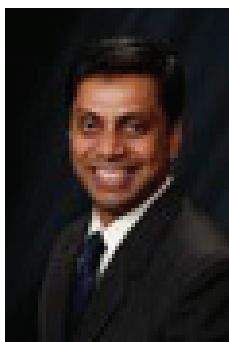
Brown Brothers Harriman, Capita, Euroclear, HCL, HSBC, Intelenet, Premier Farnell, Ocado and Shell. Andrew has lived and worked in Poland for seventeen years and was formerly Director of Regional Development and South Poland Director for the British Polish Chamber of Commerce.



Jake Jephcott
Director
Olivia Business Centre

International Director of the Olivia Business Centre in Gdansk. Jake is responsible for the development of the business environment and enhancing the creative offer of the OBC project. Among them Olivia Sports, Olivia Campus and the Olivia Society smartphone application. Within the larger scope, Jake works alongside the government of Gdansk

to promote the region as a global hotspot being active not only in real estate, but also in retail, art, culture and entertainment.



Pradeep Lankapalli
Senior Vice President,
Operations Centers, Thomson Reuters

Pradeep Lankapalli is the senior vice president of operations centers for Thomson Reuters. In his role, Pradeep is responsible for managing the global operational centers at a Thomson Reuters level, with a focus on efficiency and effectiveness. Pradeep is currently involved in managing the centers Beijing, Manila, Bangkok, Bangalore, Hyderabad, Chennai, Gdynia,

Buenos Aires and Costa Rica. Pradeep is responsible for leading initiatives that will leverage operational center resources, programs and practices. In addition, Pradeep manages the global content development operations for a number of Thomson Reuters businesses. He worked in different industry verticals including information services, electronics, automotive, industrial manufacturing and government.



Vic Khan
Director of Global Client Service Centres
Alexander Mann Solutions

Vic Khan has over 17 years' experience in the outsourcing space with a particular focus of establishing BPO/ Shared Service Centres from an On-shoring, Near shoring and Off shoring and follow "the sun perspective". Vic has global role managing Centres on behalf of Alexander Mann Solutions (AMS) in Bracknell, UK, Krakow Poland, Manila,

Philippines and Cleveland Ohio USA. Vic established AMS's European Delivery Centre in Krakow in 2006, which serves 35 different clients 17 languages across 4 Continents. Vic has an MBA, MSC in Human Resources and is qualified black belt in Lean Six Sigma. More recently the AMS Krakow Centre through Vic's leadership won Best BPO Company and Best employer in BPO in the inaugural Polish Outsourcing & Shared Services awards.



Amit Lath
CEO
Sharda Group of Companies

A respected successful NRI Businessman living in Poland last 15 years. His leadership qualities enabled Sharda Group to achieve success into International markets especially in CEE & Middle East. Group is ranked by Ministry of Economy as No. 1 in Textile Sector & among Top 10 companies for entire trade between India-Poland. Group

being ranked among the top 500 in the list of FORBES Diamond 2012. Amit has been speaker in various business delegations, Economic Forums, Business Symposium. He is actively involved on the business circuit and also Vice President of Indo Polish Chamber of Commerce and Industry. Also a founder member of Lodz British International School and closely associated with the State and Central Government in Poland for building ties between India-Poland.

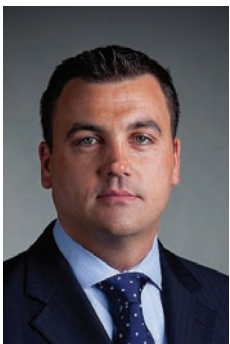


Romek Lubaczewski
PwC's Consulting Leader for Poland,
CEE Leader of the Shared Services Centre
(SSC) and Outsourcing (BPO) Advisory Group

In 1999-2004 he was responsible for the operational set up and leading PwC's BPO business in Kraków – the first BPO in CEE. Since then he has worked with many clients around Europe, America and Asia helping evaluate, design and then deliver on their offshoring strategies. In the last 5 years Romek

has led projects to open over 20 shared service centres in CEE, Western Europe and US.

Romek is a member of PwC's SSC and BPO Global Experts Group. He is Chairman of Aspire, Poland largest SSC and BPO Association. In 2013 Romek was awarded a Lifetime Achievement Award for his work and contribution to the SSC and BPO industry in Poland.



Scott Newman
General Manager
State Street Services (Poland) Ltd

Scott Newman is Vice President, General Manager and Board member of State Street Services (Poland) Ltd. In this role, Scott is responsible for leading the local management team, business development and governance of the organization. State Street Services in Poland was established in November 2007 and has since grown

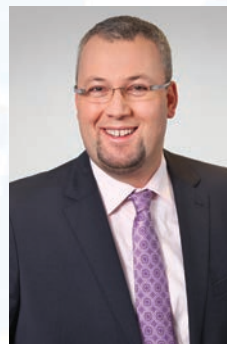
to more than 1550 employees providing Fund Accounting, Derivatives, Securities Pricing, Hedge Fund Administration and Performance & Analytics on behalf of 10 State Street offices to more than 180 clients.



Krzysztof Misiak
Associate, Manager of Regional Cities
Cushman&Wakefield

Krzysztof is responsible for Regional Markets from the beginning of his work in Cushman&Wakefield and is working on establishing a strong position of the Office Department outside Warsaw. He is responsible for Tenant Representation Services as well as cooperation with developers operating on those markets. He

is currently cooperating with tenants like Infosys, Nokia Siemens Networks, Thomson Reuters, Tate & Lyle, Deloitte, Brown Brothers Harriman, ING Bank, Takeda, Prudential, Unilever and BRE Bank in regional cities. Krzysztof successfully finalized transactions for over 120.000 sqm.



Arkadiusz Rudzki
Leasing and Asset Director
Skanska Property Poland

Arkadiusz has 12 years of experience in the real estate sector. Prior to joining Skanska, he worked among others for Bank Zachodni WBK S.A., where he was responsible for increasing efficiency of a chain of branches and leasing office space for the bank. For the last three years he held the position of Head of Commercial Agency at Knight Frank, where

he was tasked with developing the department of office space lease, as well as asset management services for portfolio clients.



Katerina Samoilovič
Senior Investment Advisor
Invest Lithuania

Katerina Samoilovič is a Senior Investment Advisor at Invest Lithuania, a government agency that provides free guidance for global companies interested in doing business in Lithuania. Ms. Samoilovič specializes in helping companies place shared service operations in Lithuania. Some of her recent projects include the establishment of F&A

and IT support service centres for three international banks, as well as a number of ICT projects.

Prior to joining Invest Lithuania, Ms. Samoilovič facilitated the Open World multinational networking project sponsored by the US Library of Congress. She was also one of six Lithuanian experts who advised on the reform of European higher education. Ms. Samoilovič holds a MSc degree in Economics from Kaunas University of Technology, Lithuania.



Maninder Singh Narang
Senior Vice President & Delivery
Head – EMEA & APAC
Infrastructure Services, HCL

Maninder has over two decades of experience in the IT Industry, having held various positions in the area of Product Management, Service delivery, Program Management and Strategic Business Development. He has been associated with HCL since August 1995 when he joined

the company's Infrastructure Services Division (HCLT ISD) and has led several key initiatives in the company's Infrastructure Management business.

He is currently the head of service delivery for Europe, MEA and APAC. Maninder is a Graduate in Physics from Delhi University and PG Diploma in Marketing Management. In his spare time Maninder enjoys reading, travelling, music and movies.



JJ Singh
President
Indo Polish Chamber
of Commerce & Industry

JJ (Jawahar Jyoti) Singh, entrepreneur, social activist and philanthropist staying in Poland since 1989. Shareholder and CEO of second largest corporate travel management company Weco Travel which was established in Poland in 1992. JJ Singh is the founder member and the President of Indo Polish Chamber of Commerce & Industry

formed in 2006 with the support of Indian entrepreneur and corporate companies is having above 103 members. As a chief administrative officer he takes care of the first Sikh Temple in Poland and the Eastern Europe, formed in 2004.



Hanna Zdanowska
Mayor
City of Łódź

Graduate of Technical University of Łódź, Faculty of Construction Engineering and Architecture. After studies, she built housing districts in Łódź – Retkinia and Radogoszcz and run a sewing company. She was the director of the Chamber of Industry and Commerce in Łódź. In 2006, Hanna Zdanowska became a City Council's

councilor and then as Vice-President of Łódź was in charge of education, sports and EU funds.

SKANSKA

Skanska Property Poland is an innovative developer of green office buildings which create friendly environment for business growth. The company has been operating in Poland since 1997 and is part of the Skanska Group, world leader in project development and construction. The projects of the developer offer top-quality office space at great locations, which ensures success and satisfaction of tenants. All the Skanska's office investments undergo both LEED and EU GreenBuilding certification. The company currently operates on five Polish markets: Warsaw, Cracow, Wroclaw, Poznan and Lodz. Skanska Property Poland has just been appointed at Poland Outsourcing & Shared Services Award 2013 as Developer of the Decade and one of its recently delivered project – Green Towers in Wroclaw – was awarded as Best New Office Development.



CUSHMAN & WAKEFIELD®

Cushman & Wakefield is the world's largest privately held commercial real estate services firm. The company advises and represents clients on all aspects of property occupancy and investment, and has established a preeminent position in the world's major markets,

as evidenced by its frequent involvement in many of the most significant property leases, sales and assignments. Founded in 1917, it has 253 offices in 60 countries and more than 14,000 employees.



Invest Lithuania

Invest Lithuania is a government agency that provides free advice and introductions to the ground experts to global companies interested in doing business in Lithuania. The agency serves as a point of contact for foreign companies and guides international businesses through every

step of the process of setting up operations in Lithuania.

Invest Lithuania also provides information on Lithuania's highly skilled yet cost-competitive labour force, tax incentives and financing options. The agency has worked with numerous well-known global companies that have taken advantage of many incentives to expand their businesses by placing some aspects of their operations in Lithuania.

Amongst our clients are Western Union, Barclays, Euromonitor International, Citco, Thermo Fisher Scientific, IBM, Coca-Cola, IKEA, Philip Morris Baltic, Computer Science Corporation (CSC) and Teva Pharmaceutical Industries. For more information, visit www.investlithuania.com.

CBRE

CBRE Group, Inc. (NYSE:CBG), a Fortune 500 and S&P 500 company headquartered in Los Angeles, is the world's largest commercial real estate services and investment firm (in terms of 2012 revenue). The Company has approximately 37,000 employees (excluding affiliates), and serves real estate owners, investors and occupiers through more than 300 offices (excluding affiliates) worldwide. CBRE offers strategic advice and execution for property sales and leasing; corporate services; property, facilities and project management; mortgage banking; appraisal and valuation; development services; investment management; and research and consulting. Please visit our website at www.cbre.com.

POLISH OUTSOURCING MEDIA

Everything about outsourcing



The first Polish-English portal
dedicated to outsourcing industry.

Significant database of outsourcing
companies and organizations ■ List
of industry events ■ Presentation of
investment opportunities in Polish
Cities and Regions.

Outsourcing & More

The first Polish - English
free of charge bimonthly magazine
dedicated to outsourcing industry.

Distributed in Poland and other
European Countries. Presented
during the most important
outsourcing events in Poland.



www.outsourcingportal.pl

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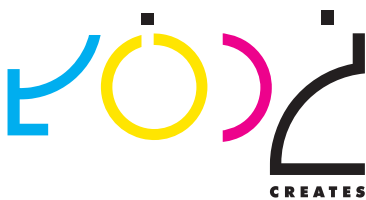
Outsourcing&More

Outsourcing&More Magazine – The only Polish-English magazine dedicated to the outsourcing industry. Available in printed edition as well as free-of-charge PDF files. Main goal of the magazine is education and information – professional advisory, publication of interesting articles describing outsourcing industry and promotion of the main outsourcing events. The magazine has influential role and presents the newest best practices and points to the most actual subjects related to outsourcing market in Poland. Every second month in Outsourcing&More you can find description of investment attitudes of other region of Poland.



OutsourcingPortal is professional internet platform describing outsourcing industry. Portal is presenting industry news, articles, reports, benchmarks, profiles of companies, interviews with key people and decision makers as well as presents business cases and address book of services providers. Portal's main goal is to

inform and educate about outsourcing, present calendar of industry events and provide useful information for various groups of subscribers including foreign investors, service providers, customers, advisors, industry employees and students.



Łódź – friendly city for business:

- specialization of the city in BPO and SSC – over 30 companies employing 9.000 people
- experienced employees and broad access to international business partners
- competitive costs of running a business and attractive office space
- Łódź Universities are open for cooperation with companies: business council, dedicated lecturers
- dedicated Investor Relations Manager, experienced in serving investors, with support from the officials in the city.

BEST SOLUTIONS FOR OUTSOURCING INDUSTRY



CBRE have the proven track record and expertise in providing the best real estate solutions for the outsourcing industry in Poland. We have unparalleled labour market intelligence with expert demographic and locational analysis.

All these serve to:

- ▶ Minimize risk
- ▶ Attract better quality workforce
- ▶ Optimise occupational cost savings

We have served a number of outsourcing companies in Poland and have tailored the most facilities favourable terms for our clients.

Contact
Daniel Bienias, Director
daniel.bienias@cbre.com
Mobile + 48 501 433 618

CBRE

How fast do you want to grow?

Wherever you're aiming
to take your business,
we'll get you there faster.

www.investlithuania.com



**Invest
Lithuania**

We speak fluent business

A row of brown leather chairs in a conference room, viewed from a low angle looking down the row. The chairs have dark frames and are arranged in a perspective that leads towards a doorway in the distance. The wall behind the chairs is light blue and features a faint world map outline. The word "ROADSHOW" is written in large, white, stylized letters across the top, with "POLSKA" in smaller letters underneath it.

ROADSHOW

POLSKA

roadshow conferences

FRANKFURT

BRUSSELS

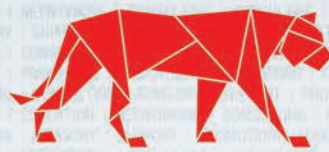
LISBON

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