

FDI

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RECOGNISING THE
WORLD'S BEST FREE
ZONES FOR FDI

Global Free Zones of the Year 2018



The Keyword For Successful Business!



EFEZ East coast Free Economic Zone

East coast Free Economic Zone is a special economic zone which improves business environments and living conditions and guarantees economic autonomy and incentives for foreign companies (Officially designated by the Korea government in Feb. 2013)

We guarantee free and broad company activities by mitigating regulations and providing various tax benefits, convenient life environment, and simple administration service.



Development Plan

East coast Free Economic Zone

Location Gangneung-si and Donghae-si

Area 6.38km²

Period 2013 ~ 2024(12years)



Republic of Korea,
Business Hub in Northeast Asia

Donghae Port

Mukho Port

Okgye Port



Bukpyeong

International Logistics &
Business High-Tech Material &
Component Industrial District



Mangsang

International Marine
Complex Tour city



Okgye

High-Tech Material Parts
industrial complex District

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Leading lights: DMCC (pictured on front cover) is fdi's Global Free Zone of the Year for 2018, while Coyoil Free Zone (top) and Ladol Free Zone (bottom right) are also recognised. Dr Samir Hamrouni (bottom left) of the World FZO is interviewed on page 16

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fdi
FREE ZONES
OF THE YEAR
2018

Global Free Zones of the Year 2018 – Winners

THE WINNERS OF **fdi**'s GLOBAL FREE ZONES OF THE YEAR 2018 ARE CELEBRATED, WITH THE UAE'S DMCC WINNING THE TOP PRIZE ONCE AGAIN. BY **CATHY MULLAN**

Winners – global



"THIS ACCOLADE DEMONSTRATES THAT OUR LONG-TERM STRATEGY TO LEAD FROM THE FRONT IS WORKING, AND THAT WE ARE CONTINUING TO DELIVER FOR THE COMPANIES WE HOST"

Ahmed Bin Sulayem, executive chairman, DMCC

Winner – Global

DMCC, United Arab Emirates

For the fourth year running, the United Arab Emirates' DMCC has seen off all other competition to be crowned **fdi**'s Global Free Zone of the Year for 2018. Almost 2000 new businesses were established in the zone in 2017, and DMCC finished the year with 14,805 companies and more than 61,700 employees. Some notable investments in 2017 include Saudi Arabia-based transportation and logistics company Bahri Group, which relocated to the zone's One JLT low-rise business tower, expanding to more than 2900 square metres. UK-based Deliveroo opened its first kitchen incubator concept in the zone, with a second also planned by the end of 2018. Deliveroo joined investors from a wide range of industries already present in the zone's 30-plus commercial towers, including US-based toy company Hasbro, financial giant American Express and home and personal care company Colgate-Palmolive. DMCC plays host to major industry conferences and events, 155 of which were organised in 2017. These included the sixth edition of the Dubai Precious Metals Conference, which was attended by 450 delegates. The Dubai Diamond conference was attended by more than 400 delegates from 13 countries. Some major developments are planned for DMCC in the coming years, with its Uptown Dubai venture projected to create 10,000 jobs over the next decade. The zone is also focused on developing a smart district to ensure the community of the zone (which numbers about 100,000 people) can live and work in a state-of-the-art environment.



"BEING RECOGNISED AS THE NUMBER ONE FREE ZONE IN THE WORLD FOR AN UNPRECEDENTED FOURTH YEAR IN A ROW INDICATES THE STRENGTH OF DMCC'S GLOBAL REPUTATION AS A TRULY CONNECTED MARKETPLACE"

Gautam Sashittal, CEO, DMCC

Highly Commended

Amata City Chonburi, Thailand

A newcomer to fDi's Global Free Zones of the Year awards and located near Chonburi on the coast of the Gulf of Thailand, Amata City Chonburi has been highly commended in this year's awards. The number of people employed in the zone increased by 18.4% to more than 215,000 employees in the judging period. This was the highest increase of all zones in the competition. Amata City Chonburi enjoys access to major infrastructure to the benefit of investors, including sea ports, airports and highways to meet supply chain and logistics needs. Sweden-based Autoliv, which supplies safety systems for the automotive industry, has a presence in the zone, as does Japan-based tyre company Bridgestone and automotive company Toyota. Amata City Chonburi boasts an extensive automotive cluster, and supports its investors with state-of-the-art infrastructure and facilities.

Winners – regional**Winner – Africa**

Mauritius Freeport, Mauritius

Located on the country's north-west coast, Mauritius Freeport has been crowned Africa's winner. The zone offers investors undisturbed access to the Indian Ocean and acts as a gateway between Asia and Africa. Marketing campaigns have been carried out in South Africa, France and the UK to inform potential investors of the benefits of investing in the zone, which contributes 0.7% to national GDP. Home to 280 companies employing more than 3500 people, the zone has seen an uptake in space occupied in recent years. Almost 170,000 square metres was occupied in 2015, which had increased to 300,000 square metres by 2017, and large tenant companies increased by 54.5% between 2016 and 2017. Ship building and repair company Chantier Naval de l'Océan Indien invested \$23m in 2017 to create an additional 200 jobs.

Highly commended – Africa

Kenya Export Processing Zone, Kenya

Recognised in fDi's Global Free Zones of the Year for the first time, Kenya Export Processing Zone (KEPZ) has been highly

fDi Global Free Zones of the Year – Top 10 Zones Globally

Rank	Free zone	Country
1	DMCC	United Arab Emirates
2	Amata City Chonburi	Thailand
3	Free Zone Pirot	Serbia
4	Łódź Special Economic Zone	Poland
5	Hamriyah Free Zone	United Arab Emirates
6	Panama Pacifico	Panama
7	Shanghai Waigaoqiao Free Trade Zone	China
8	Mauritius Freeport	Mauritius
9	Jebel Ali Free Zone	UAE
10	Aequus Special Economic Zone	India

commended for Africa. With several new zones in the process of being established, KEPZ is going through a phase of development. This aligns with the government's 'Big Four agenda' – a policy to improve the economy in four key areas; manufacturing, food security, affordable housing and adequate healthcare. The zone is particularly focused on advancing textiles manufacturing and the infrastructure on offer encourages investors to export their goods. Investors in the zone can also take advantage of Kenya's trading partnerships, including Comesa (the economic common market agreement for 19 countries in eastern and southern Africa) and AfCFTA (the African Continental Free Trade Area) which is a trade agreement between 44 countries in Africa.

Winner – Asia-Pacific

Amata City Chonburi, Thailand

See global awards.

Highly commended – Asia-Pacific

Shanghai Waigaoqiao Free Trade Zone, China

Shanghai Waigaoqiao Free Trade Zone has been recognised again by fDi Magazine in the awards, this time highly commended for the Asia-Pacific region. The zone has gone to some lengths to implement policies and processes that make it more open and favourable for investors, and in 2017 it welcomed investments from some major investors including Germany-based electronics company Siemens, Netherlands-based oil and gas giant Royal Dutch Shell and US-based financial company Morgan Stanley. More than 38,000 companies are based in the free zone and over 270,000 people work there, located next to the world's biggest port with the largest handling capacity. ▶

Winners



OVERALL WINNER

DMCC, UAE

Highly commended

Amata City Chonburi, Thailand

REGIONAL WINNERS

Winner – Africa

Mauritius Freeport, Mauritius

Highly commended – Africa

Kenya Export Processing Zone, Kenya

Winner – Asia-Pacific

Amata City Chonburi, Thailand

Highly commended – Asia-Pacific

Shanghai Waigaoqiao Free Trade Zone, China

Winner – Europe

Free Zone Pirot, Serbia

Highly commended – Europe

Łódź Special Economic Zone, Poland

Winner – Americas

Panama Pacifico, Panama

Highly commended – Americas

Zona Franca de Bogotá, Colombia

Winner – Middle East

DMCC, UAE

Highly commended – Middle East

Hamriyah Free Zone, UAE

SME WINNERS

Winner – Global

DMCC, UAE

Highly commended – Global

Łódź Special Economic Zone, Poland

Winner – Asia-Pacific

Aequus Special Economic Zone, India

Highly commended – Asia-Pacific

Ramanujan IT City SEZ, India

Winner – Europe

Łódź Special Economic Zone, Poland

Highly commended – Europe

Katowice Special Economic Zone, Poland

Winner – Americas

Cayman Enterprise City, Cayman Islands

Highly commended – Americas

Ceara Free Trade Zone, Brazil

Winner – Middle East

DMCC, UAE

Highly commended – Middle East

Masdar City Free Zone, UAE

LARGE TENANT WINNERS

Winner – Global

Amata City Chonburi, Thailand

Highly commended – Global

Hamriyah Free Zone, UAE

Winner – Africa

Oil & Gas Free Zone, Onne, Nigeria

Highly commended – Africa

Mauritius Freeport, Mauritius

Winner – Asia-Pacific

Amata City Chonburi, Thailand

Highly commended – Asia-Pacific

Shanghai Waigaoqiao Free Trade Zone, China

Winner – Europe

Free Zone Pirot, Serbia

Highly commended – Europe

St Petersburg Special Economic Zone, Russia

Winner – Americas

Panama Pacifico, Panama

Highly commended – Americas

Manaus Free Zone, Brazil

Winner – Middle East

Hamriyah Free Zone, UAE

Highly commended – Middle East

Jebel Ali Free Zone, UAE

SPECIALISMS WINNERS

Aerospace Aequus Special Economic Zone, India

Agribusiness Sohar Port and Freezone, Oman

Automotive Walbrzych Special Economic Zone Invest-Park, Poland

BPO, KPO and IT Zona Franca de Bogotá, Colombia

Construction Khalifa Industrial Zone, UAE

Financial and professional services

Birmingham City Centre Enterprise Zone, UK

IT Ramanujan IT City, India

Logistics Mauritius Freeport, Mauritius

Manufacturing Aequus Special Economic Zone, India

Medical devices Coyoil Free Zone, Costa Rica

R&D Masdar City Free Zone, UAE

Renewable Energy Masdar City Free Zone, UAE

Steel Ceara Free Trade Zone, Brazil

Textiles Kenya Export Processing Zone, Kenya

EDITOR'S CHOICE AWARDS

Ones to watch Ontustik SEZ, Kazakhstan; Free Economic Zone Balti, Moldova

Consistency through times of change

Foreign Trade Zone No 64, US

Workforce readiness Starachowice

Special Economic Zone, Poland

Innovation award Łódź Special

Economic Zone

Winner – Europe

Free Zone Pirot, Serbia

Free Zone Pirot, located in Serbia's south-east, has been named the leading free zone for Europe. The zone offers investors a set of attractive incentives to encourage job creation. The number of manufacturing investors in the zone increased 22% between 2016 and 2017, while the number of SME companies in the zone increased by more than 5%. Investors in the zone enjoy excellent connectivity for the export of goods. Tigar Tyres, the zone's anchor tenant, which has invested €210m in recent years, recently invested an additional €27m in the first phase of a logistics and warehousing operation in the zone. A further 400 hectares of space is currently available for existing or future investors to take up to develop energy-efficient facilities.

Highly commended – Europe

Łódź Special Economic Zone, Poland

Home to more than 230 companies in 2017, an increase of 12.8% from 2016, Łódź Special Economic Zone is no stranger to foreign investment. Some major companies chose to establish in the zone in 2017, including Germany-based appliance company Miele, which decided to set up its first Polish plant in the zone. Start-ups and SMEs are particularly welcome at Łódź SEZ, and can take advantage of the Start-up Spark accelerator and training programme Strefa RozwojYou, easing some of the burdens faced by small and new businesses. In 2017, Łódź SEZ expanded into three additional subzones, increasing its space by 338 hectares, and was the pilot zone for a new 5G implementation project. ▶



CHOOSE COYOL FREE ZONE

Site for eight of the top 30 medical device companies

WINNER OF AWARDS FOR:

- Best free zone for expansions
- Best free zone for medical equipment
- Best free zone for academic collaborations
- Best free zone for recruitment assistance

Consistently awarded and recognised by multiple entities among the Top Free Zones in Latin America and The Caribbean,

Coyol Free Zone (CFZ) offers much more than tax incentives and outstanding infrastructure. It also provides proven know-how in the construction of buildings for the life sciences industry, and the services required to support the successful operation of a life sciences company in Costa Rica.

With an extension of 264 acres of land, CFZ hosts the operations of 27 companies, eight of them among the top 30 medical device companies of the world: Medtronic, Cardinal Health, Philips, Abbott Vascular, St.Jude Medical, Smith & Nephew, Microvention-Terumo and Hologic.

With a popular nearshore location for companies from North America, and strategic offshore locations for Europe, Costa Rica is a country strategically situated in Central America. It has a population of five million people and CFZ is centrally located in Alajuela, with easy access to the main highways, ports and the International Airport Juan Santamaria. Its wide range of real estate options satisfies the needs of each company, all of them built under strict quality standards, including FM Global, ISO9001 and LEED Certification.

Providing a fully redundant electrical grid, intelligent digital meters, renewable sources for generation and storage of electricity and the most innovative trends of A/C systems, CFZ has become the first Smart Park in Costa

Rica and has the capacity to offer the best and most efficient quality of energy to ensure success of the operations of its established companies. The park also offers redundancy in telecommunications and water systems.

ON-SITE SUPPLIERS AND CONTRACTORS

By developing a life sciences cluster with on-site suppliers and contractors, CFZ provides the ideal conditions for original equipment manufacturers to operate. Strategic suppliers operate within CFZ and include services such as packaging, molding, extrusion, assembly, sterilisation (ETO & EBeam) and logistics. The presence of on-site sterilisation services and logistics companies, allows the medical devices to be exported directly from Costa Rica to different destinations around the world. This means important savings in production, time, transportation and warehousing.

FREE ZONE INCENTIVES

CFZ is an area where Free Zone benefits apply, including the special free zone incentives for medical devices companies which can provide up to eight years' full exception on income tax plus four additional years of partial exemption for qualifying companies. A streamlined approval and agile customs procedures allow an efficient operation under the Free Zone system in CFZ, resulting in more than \$1.5bn exports in 2017.

TRAINED, COMPETITIVE AND COMMITTED HUMAN TALENT

Currently the park offers employment for more than 12,000 people. Due to the strategic location, positive social progress indexes, average length of schooling, and the high rate of people with completed university studies

"Being awarded Best Free Zone of the Year 2018 in four categories is an honour for us and reflects our commitment to our clients and our dedication to create a free zone recognised for its innovation, specialisation, and readiness for the challenges of a changing society. At Coyol Free Zone we strive to become a strategic partner for the companies that establish their operations within the park. We provide them with numerous services that guarantee the success of their processes, including the development of the capabilities of human talent that is necessary for the future growth of their business".

Carlos Wong – CEO, Coyol Free Zone

around the area of influence, companies have access to the largest trained, competitive and committed human talent pool in Costa Rica.

In order to facilitate the availability and accessibility of this talented workforce, CFZ has developed strategic programmes that satisfy the needs of the companies and create conditions for their success.

Technical high schools, national learning institutes, universities and other reputable academic institutions have become strategic allies for the success of the recruitment processes. Additionally, a robust academic offer from the Technological University of Costa Rica, including Master's Degree programmes in logistics and supply management, medical devices manufacturing and manufacturing engineering are taught in an on-site campus. Also a Harvard-related institute (INCAE) provides a full time MBA and multiple executive development programmes at their campus located two miles away from CFZ.

CFZ supports the human resources departments during their recruitment processes with exclusive programmes that pre-screen candidates and introduce them to the basics of the industry. As a result, people become better qualified and loyal candidates reducing the training period process. Companies also have access to exclusive job fairs and to a robust database of curricula from people aspiring to find an opportunity in this industry.

A combination of innovation, technology, social development and environmental awareness, makes CFZ a key player in the development and growth of businesses in Costa Rica.

Contact us and learn more about CFZ:

mcrespo@coyolfz.com
www.coyolfz.com

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COYOL
FREE ZONE
DESIGNED TO INNOVATE

Methodology

fDi's Global Free Zones of the Year Awards 2018 acknowledge the most promising free zones worldwide. For this year's awards, fDi invited free zones, government entities and investment promotion bodies to complete a short survey detailing their zone's attractiveness, facilities and incentives offered to investors. In total, 79 entries were received from free zones across the world.

A panel of judges from fDi was appointed and studied each location. Judges nominated their winning and runner-up locations in each region, as well as their top zones for the SME and Large Tenant categories. In addition, some locations which were particularly outstanding have been acknowledged with honourable mentions and bespoke awards. This year, for the first time, we have compiled a top ten ranking of zones, based on the weighting model as follows.

	WEIGHTING
% increase in occupied space 2016-2017	10
Number of SMEs 2017	1.25
% increase in SMEs 2016-2017	2.5
Nominal increase in SMEs 2016-2017	2.5
Number of large tenants 2017	1.25
% increase in large tenants 2016-2017	2.5
Nominal increase in large tenants 2016-2017	2.5
Total number of employees 2017	2.5
% increase in number of employees 2016-2017	5
Nominal increase in employees 2016-2017	5
Total scores of judges' results	65

"WE THINK OUT OF THE BOX AND FOCUS NOT ONLY ON INVESTMENT SITES, BUT ALSO ON START-UP ACCELERATION, FINANCIAL SUPPORT IN TRAINING FOR COMPANIES, VOCATIONAL EDUCATION IN AUTOMATION AND ROBOTICS AS WELL AS TECHNOLOGICAL INNOVATION OF THE ECONOMY"

Marek Michalik and Agnieszka Sygitowicz, members of the board, Łódź Special Economic Zone

Winner – Americas

Panama Pacifico, Panama

Panama Pacifico offers investors including US-based computer giant Dell, US-based transportation and logistics company FedEx and Germany-based chemicals business BASF, excellent connectivity to serve global markets from two of the three largest ports in the Americas. The zone implements policies to improve employability, training and education, leading to a well-qualified workforce for potential investors. As part of a 40-year development plan for the zone, 1400 hectares of land are to be developed and will include mixed-use and green space. The recently developed PanAmerican Corporate Center, a 95-hectare industrial space, hosts hi-tech and logistics companies. A 15-hectare area is currently under development and will offer approximately 7900 square metres of leasable warehousing space.

Highly commended – Americas

Zona Franca de Bogotá, Colombia

Colombia's Zona Franca de Bogotá, located just six kilometres from the city's main El Dorado International airport, was home to 117 multinational companies by the end of 2017. More than 80,000 people are employed in the zone by over 400 companies including Spain-based communications company Telefonica, UK-based telecommunications company BT and Germany-based automotive giant Daimler. The zone offers consultancy services to potential investors, including assistance with foreign trade, financial and legal tools as well as a financial instrument designed to help companies analyse potential effects of customs or tax reforms in a range of sectors. Zona Franca de Bogotá is due to increase its footprint by 10 hectares in 2019 as part of a wider expansion strategy.

Winner – Middle East

DMCC, UAE

See global awards.

Highly commended – Middle East

Hamriyah Free Zone, UAE

Hamriyah Free Zone, an industrial free-trade zone near Sharjah in UAE, experienced a 13.2% increase in tenancy between 2016 and 2017. The zone boasts a deep water port and inner harbour for industrial investors importing and exporting goods. Plans are in place to expand the port, container terminal

and container depot areas of the zone to improve the logistics offering for companies. Hamriyah Free Zone introduced the Middle East and Africa's first food park in 2017, a 1 million-square-metre area with full world-class infrastructure provided. A food control division was added to provide value-added services to Hamriyah Free Zone, including training, certification and product testing facilities.

Winners – SMEs



Winner – Global

DMCC, UAE

This year's global winner, DMCC, has also been named fDi Magazine's best zone for SME companies. The number of SME companies in the zone increased by more than 10% between 2016 and 2017, and the figure is now in excess of 10,000 companies. DMCC hosts 15 centres for co-working space, and in 2017 added almost 3150 square metres of serviced offices and desks, specifically designed for SMEs and making working in the zone easier and more flexible.

Highly commended – Global

Łódź Special Economic Zone, Poland

Łódź SEZ offers start-up and SME companies two programmes that can help them to expand their business. The first, Start-up Spark, is a business accelerator which combines the experience of companies such as Procter & Gamble and Ericsson and offers financial support, mentoring, technological support, legal assistance and access to potential clients. Strefa RozwoYou is the second project, which distributes training vouchers to investors to cover up to 80% of financing for training, coaching or postgraduate studies for SME employees.

Winner – Asia-Pacific

Aequs Special Economic Zone, India

Located in Karnakata state in south-west India, Aequs Special Economic Zone has been named best zone in Asia-Pacific for SME companies. The zone offers incubation facilities for SME and new start-up companies, which companies can use until units are ready in the zone. These companies can also take advantage of incentives such as duty-free imports, tax benefits on exports and custom exemptions. ▶



DMCC: GLOBAL FREE ZONE OF THE YEAR 2018

Dubai's DMCC emerges ahead of the pack to claim the 'Global Free Zone of the Year' award for a record fourth consecutive year

Dubai's strategic geographical location is home to business leaders seeking to access some of the fastest growing markets in Africa, the Middle East, Asia and beyond.

In addition, Dubai's established global connections and robust infrastructure means companies can simultaneously reach the important cornerstone markets of the West.

Continuous investment in innovative new technologies and sectors, combined with the UAE's plans for Expo 2020 Dubai, is catalysing a new phase of growth and development for the region and beyond.

There has never been a better time to do business in Dubai, and sitting at the centre of the city's appeal to international traders is DMCC.

Based in the heart of Dubai – minutes away from the emirate's major airports and seaports – DMCC made history this month by claiming the Financial Times' fDi Magazine's Global Free Zone of the Year award for a record fourth consecutive year.

Judged across a range of criteria from sustainable growth to customer service, from innovation to thought leadership, DMCC emerged ahead of the pack once again, with 60 free zones from around the world assessed in the 2018 competition.

DMCC's appeal to business is simple. Backed by world-class infrastructure, products and services, DMCC removes barriers to trade and offers a seamless and simple route

“To be ranked the Global Free Zone of the Year for a record fourth time in a row is a significant moment for everyone connected to DMCC. This accolade demonstrates that our long-term strategy to lead from the front is working, and that we are continuing to deliver for the companies we host. Taken collectively, DMCC member companies contribute more than 10% to Dubai's GDP, and play a critical role in the UAE's economic diversification plan. Looking ahead, we will continue to help the companies within our free zone to realise their ambitious commercial targets, and together shape the future of trade” – **Ahmed Bin Sulayem**, executive chairman, DMCC

to setting up a business in Dubai with 100% ownership.

Representing a market in itself, DMCC is

ABOUT DMCC

DMCC – SHAPING THE FUTURE OF GLOBAL TRADE

Headquartered in Dubai, DMCC is the world's most interconnected free zone, and the leading trade and enterprise hub for commodities. Whether developing vibrant neighbourhoods with world-class property such as Jumeirah Lakes Towers (JLT) and the much-anticipated Uptown Dubai or delivering high-performance business services, DMCC provides everything its dynamic community needs to live, work and thrive.

Made for Trade, DMCC is proud to sustain and grow Dubai's position as the place to be for global trade today, and long into the future.

“To be the recipient this prestigious award once again is indeed satisfying and humbling. Being recognised as the number one free zone in the world for an unprecedented fourth year in a row indicates the strength of DMCC's global reputation as a truly connected marketplace, and underscores our track record of enabling progressive companies to trade with confidence and grow. DMCC always aims to outperform and innovate.” – **Gautam Sashittal**, chief executive officer, DMCC

situated within one of the UAE's most desirable places to live and work, Jumeirah Lakes Towers (JLT).

JLT is a thriving business district comprised of more than 15,000 companies, and a residential community of over 100,000. Since its inception in 2002, the growth of DMCC has been exponential and all indicators point to this development continuing in the short, medium and long term.

More than 2000 companies joined DMCC in 2017. To find out why DMCC continues to be the destination of choice for ambitious firms looking to tap into global trade flows and take their business to the next level, visit www.dmcc.ae.

Made for Trade
www.dmcc.ae

Sponsored by

DMCC

"WE SUPPORT, THROUGH THE IMPLEMENTATION OF DEDICATED PROGRAMMES, INTEGRATION OF ACADEMIC ENVIRONMENT, TECHNICAL SCHOOLS AND BUSINESS, AND THE IMPLEMENTATION OF INDUSTRY 4.0"

Janusz Michałek, president, Katowice Special Economic Zone Company

Highly commended – Asia-Pacific
Ramanujan IT City SEZ, India

Ramanujan IT City SEZ, located in Chennai, provides many good facilities for its 40,000-strong workforce, including dining and shopping outlets, as well as pharmacies and foreign exchange desks. Located on Chennai's IT corridor, the zone offers an opportunity for smaller IT companies to be clustered close to major investors, which include US-based bank Citi and internet protocol systems company Cisco.

Winner – Europe
Łódź Special Economic Zone, Poland

See global awards.

Highly commended – Europe
Katowice Special Economic Zone, Poland

Katowice SEZ has been highly commended for SME companies in Europe, due in part to the construction of production halls for SME companies, the initial phase of which commenced in 2017. Modules from 500 square metres to 2000 square metres are available for SMEs to rent, while an SME business accelerator – Kssenon – is being implemented. In addition, plans are under way to renovate warehouses in Tychy (which forms part of Katowice Special Economic Zone).

Winner – Americas
Cayman Enterprise City, Cayman Islands

There are more than 200 companies in Cayman Enterprise City, all of which are SMEs, leading to the zone being named the best zone in the Americas for SME investors. The zone builds an environment friendly to the start-up scene, with networking events, social gatherings and crypto currency meet-ups designed to foster a sense of community. The zone also works closely with investors to help connect with local talent.

Highly commended – Americas
Ceara Free Trade Zone, Brazil

A secondary area is under construction at Ceara Free Trade Zone, in north-eastern Brazil, specifically for SME tenants. The expansion will cost \$15m to complete, and is due to become available in the first half 2019. The zone is located next to the Federal Institution of Education, Science and Technology with capacity to train 1200 students per year and provide companies in the zone with a well-qualified workforce.

Winner – Middle East
DMCC, UAE

See global awards.

Highly commended – Middle East
Masdar City Free Zone, UAE

Masdar City Free Zone, located on Abu Dhabi's coast and close to its international airport, was home to more than 500 SME companies in 2017, an increase of almost 20% from 2016. Hot desks were introduced in 2017, offering flexible and affordable solutions for small companies. Entry costs for the zone were also reduced, which attracted many such companies. The zone also runs a technology start-up accelerator, 'Catalyst', which is focused on clean tech and sustainability.

Winners – Large Tenants



Winner – Global
Amata City Chonburi, Thailand

Located in Thailand's east economic corridor, Amata City Chonburi hosted 441 large tenant companies in 2017 – 64.2% of all its companies. The zone offers investors build-to-suit or ready-built factories on flexible leasing terms, and is supporting investors such as Japan-based hi-tech company Hitachi in establishing state-of the art manufacturing plants in line with the Thai government's Thailand 4.0 strategy.

Highly commended – Global
Hamriyah Free Zone, UAE

Billed as the second largest industrial estate in the Middle East, Hamriyah Free Zone boasts almost 1700 large tenants. The zone hosts a 14-metre deep-water port and seven-metre deep inner harbour, catering to investors from heavy industries including petrochemical, oil and gas and marine industries. A new warehousing and logistics village will connect to the country's major highways, offering export opportunities through the country.

Winner – Africa
Oil & Gas Free Zone, Onne, Nigeria

A specialist zone for the oil and gas industry, Onne Oil & Gas Free Zone has welcomed investments from some major international companies including Netherlands-based Shell, Chevron ▶



A RUSSIAN SUCCESS

St Petersburg SEZ general director Tamara Rondaleva outlines the zone's offering to prospective investors

In June 2018, the Ministry of Economic Development of the Russian Federation assessed the St Petersburg SEZ as a 100% effective zone. Please describe the features of the project, and what made achieving this result possible?

It is not the first time the Ministry of Economic Development of the Russian Federation has assessed the St Petersburg SEZ at 100%. This year we are in the top three of Russia's 25 SEZs. What has made it possible, in particular, is the specialisation of our SEZ as innovative. It can accommodate companies that develop, research and market new products that have no analogues or replace imported analogues. The reasons for creation of such a SEZ in St Petersburg are not only due to the favourable geographical location of the city (proximity to Europe, ports, roads and so on), but also to the high intellectual potential of the city and the presence of a large number of scientific and educational institutions which are capable of providing highly qualified personnel for the residents.

SEZ came under the control of the government of St Petersburg. How did it affect the results of the project and the residents?

This has affected the speed of implementation of investment projects, which is a key factor for investors. The period of interaction with regional authorities has been significantly reduced. The management company and the city authorities work as "one window" for the resident, which solves all their pressing problems, turning through the management company to the city

administration, federal and other authorities. It becomes clear to the investor where he significantly saves time in the implementation of his project, which is reflected in the amount of investment that he can further invest. The management company is a guarantor of the fulfillment of the obligations announced and taken by the city to both domestic and foreign investors, offering them various tools in the implementation of their projects.

The SEZ has been operating for more than 10 years. We have our own experience and assessment of possible problems for the implementation of any investment project. We warn investors about the problems they may face, and they factor these risks into their projects.

How has the investor changed in recent years?

It has changed significantly in relation to what came at the initial stage of the creation of Special Economic Zones. Ten years ago, we focused mainly on anchor investors, who were able to accelerate the development of SEZ territories. These are investors such as Novartis, Biocad, Rakurs Engineering, Laser Systems. These are high-tech and high-cost industries. Today, due to significant changes in the macro-economic situation, our investors are more domestic companies that are focused on the development of markets and innovation of the domestic product in order to create competition to foreign analogues. This was greatly influenced by the sanctions and the limited amount of credit resources. Our investors today are pharmaceutical companies, instrument-

making companies, microelectronics and IT.

New investors are innovative companies in the field of food security and environmental safety, as well as large production companies of the military-industrial complex. At the same time, our SEZ also retains the interest of foreign investors, who pay great attention to the feedback from their colleagues, who have already implemented their projects here, received a positive effect, the market and the ability to quickly localise their innovative enterprises in Russia.

What performance indicators do you expect at the end of 2018?

We expect a steady growth of residents. More and more companies are moving from the investment stage to the operating stage, thus the main growth will be in revenue and tax indicators. According to our calculations, the total revenue for 2018 will exceed 15bn rubles, and tax payments will reach 3bn rubles. The volume of investments by residents for the 2018 will be about 7bn rubles – this figure has been stable for several years. If we talk about the dynamics of growth of the main performance indicators, their annual growth is 12%-15%. At the end of 2018 we expect similar growth rates.

What can the St Petersburg SEZ offer to the investor?

At the moment, a pre-designed solution for the industrial building that is planned for construction is in a high degree of readiness. The innovation centre will be constructed in the next two years. It will be a modular building with open plan area of more than 15,000 sq m. We are starting to prepare the engineering, transport and customs infrastructure on the new site. The management company will conduct the processes of preparing the territory and attracting investors at the same time. The issue of shortage of electric power at the new site has been fully resolved. The government of St Petersburg will provide funding. Agreements have already been reached with energy supply organisations.

What efforts does the Russian government make to stimulate the investment process in Russia?

The Ministry of Economic Development of the Russian Federation develops a variety of programmes of interest rate subsidies to the priority directions of the development of economy and others. The ministry is actively developing a single tool for investors. However, since the SEZ is a world-famous tool for attracting investors, the conditions for our investors will not change, but only improve.

**Sponsored by Saint Petersburg
Special Economic Zone**



“THIS RECOGNITION REINFORCES THE IMPORTANCE OF OUR DEVELOPMENT MODEL THAT HAS PROVIDED A COMPETITIVE ENVIRONMENT FOR HIGH-END BUSINESS IN THE HEART OF THE BRAZILIAN AMAZON REGION”

Appio Tolentino, superintendent, Manaus Free Trade Zone

Nigeria (an oil company and subsidiary of US-based energy company Chevron) and France-based energy company Total. The zone is close to some of the largest reserves of oil and gas in the world, and is expanding by dredging and reclaiming 600 hectares of land in its Onne 4B expansion phase project.

Highly commended – Africa

Mauritius Freeport, Mauritius

Mauritius Freeport provides investors with excellent logistics opportunities in the Indian Ocean, with access to markets in both Africa and Asia. In an effort to increase container traffic in the port, the zone has begun a port development programme that will increase port efficiency and accommodate larger vessels. Investors can benefit from a warehousing scheme, whereby land transfer tax and registration duty are both exempt for land or buildings used for warehousing.

Winner – Asia-Pacific

Amata City Chonburi, Thailand

See global awards.

Highly commended – Asia-Pacific

Shanghai Waigaoqiao Free Trade Zone, China

More than 620 large tenants are present in Shanghai Waigaoqiao Free Trade Zone, some of which made some sizeable expansions of their operations in the zone. Shanghai Rongshuo invested \$705m, while an additional almost \$270m was invested by Shanghai Weiwei Industries. Major investments have been made in some of the infrastructure in the zone, including in plant buildings, warehousing facilities and road constructions.

Winner – Europe

Free Zone Pirot, Serbia

Free Zone Pirot in Serbia has been named Europe's best zone for large tenants and offers investors further incentives for labour-intensive projects, on top standard financial incentives. In addition, companies are exempt from corporate profit tax for 10 years from the first year reporting profit, where investment amounts exceed €9m in fixed assets and more than 100 additional workers are employed, which will serve to attract larger operations. The zone's anchor tenant, tyre manufacturer Tigar Tyres, has begun construction on a logistics and warehousing facility on site, which will be supported

by a new 10,000-square-metre facility constructed in the zone for the warehousing of automotive tyres.

Highly commended – Europe

St Petersburg Special Economic Zone, Russia

St Petersburg Special Economic Zone is focused on attracting large innovative industrial projects, and the zone participates in a variety of events and exhibitions to promote itself to investors. St Petersburg Special Economic Zone has an active partnership with business incubators for start-ups wishing to transition to large-scale production.

Winner – Americas

Panama Pacifico, Panama

Panama Pacifico has been named best zone for large tenants in the Americas, with 95 such companies in the zone in 2017, an increase of over 5% from 2016. The zone's proximity to and partnership with ports (PSA Port and Balboa Port) allow companies to build commercial relations. Three of the region's largest ports are within 10 kilometres of the zone, an incentive for companies' ability to import and export with ease.

Highly commended – Americas

Manaus Free Zone, Brazil

With 133 large tenants in the zone, Manaus Free Zone in Brazil's northern Amazonas state has been highly commended in the Americas region for large tenants. Expansion of the zone's industrial district has begun, which also includes a project to upgrade all the roads in the industrial district. Major investors have established a presence in the zone, including US-based beverage company Coca-Cola and Germany-based automotive company BMW.

Winner – Middle East

Hamriyah Free Zone, UAE

See global awards.

Highly commended: Middle East

Jebel Ali Free Zone, UAE

More than 1700 large tenants are resident in Jebel Ali Free Zone, located in Dubai. Jafza Bridge, which links the north and south areas of the zone, has been opened, easing traffic between the zone and its port and the international airport. Investors can take advantage of the Dubai Logistics Corridor, which links the port, airport and free zone in a unified customs bond.

Winners – Specialism Awards



Aerospace

Aequis Special Economic Zone, India

Aequis Special Economic Zone has seen investments from some major companies from the aerospace sector. Premium AeroTech, which is a subsidiary of Netherlands-based Airbus, and Sweden-based aeronautics and industrial solutions company Saab, have a presence in the zone, which has just welcomed a Flexible Manufacturing System to attract companies manufacturing complex aero structure components.

Agribusiness

Sohar Port and Freezone, Oman

Located in northern Oman on the coast of the Gulf of Oman, Sohar Port and Freezone is due to complete its agro bulk terminal and food cluster in 2018. The development will include a berth in the port dedicated to food and agriculture products and the food cluster will boast a sugar refinery. There are plans to locate

a major milling plant in the zone, which will be built and managed by Sohar Flour Mills, and will include 12 grain storage silos.

Automotive

Walbrzych Special Economic Zone Invest-Park, Poland

Walbrzych Special Economic Zone in Poland's south-west has become a hub for the automotive sector. Some major automotive companies are based in the zone including Japan-based Toyota, Germany-based Volkswagen and Germany-based Daimler, which recently invested in a Mercedes-Benz engine factory in the zone. The development of the automotive hub has encouraged the development of other industries, including metal and plastic processing and warehousing and logistics services.

BPO, KPO and IT

Zona Franca de Bogotá, Colombia

More than 16,000 people are employed in Zona Franca de Bogotá's BPO and IT sector. Companies including Spain-▶

"WE HAVE REACHED THE VERY TOP OF THE EUROPEAN FREE ZONES FAMILY, WHICH IS A GREAT RECOGNITION AND OBLIGATION FOR OUR TEAM TO CREATE AN ADVANCED ECONOMIC ENVIRONMENT"

Dragan Kostic, CEO, Free Zone Pirot



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Winners – Editor's Choice Awards



Ones to watch

With the specific aim of developing the textile industry, **Ontustik SEZ** in Shymkent city in southern Kazakhstan has been highlighted as one to watch. The zone's proximities to a supply of raw cotton, as well to a motorway that allows the movement of raw material and finished goods to emerging market countries, are important draws for investors. Investors can access free land for temporary use until 2030, and enjoy tax incentives, a free customs zone and management team support. Ontustik SEZ opened its first representative office in 2017, while also engaging in international roadshows in Turkey, Dubai and South Korea.

Free Economic Zone Balti in Moldova has also been named in the one to watch category. Established in 2010, Free Economic Zone Balti has developed in 11 locations from five localities in all three development regions of the country (north, centre and south). Major infrastructure developments were undertaken in the zone

in 2017, and there are plans for €6.5m-worth of infrastructure developments in 2018 across three of its subzones, in addition to €2.5m for road development. Another four localities are scheduled to be incorporated into the zone in 2018, representing an additional 60 hectares.

Consistency through times of change

Foreign Trade Zone No 64 in Jacksonville, Florida has been recognised for its consistency through times of change. In the three years to 2018, the zone had been headed by three different US Customs Area port directors, making policy determinations and programme direction susceptible to delays and disruption. However, the zone continued to grow in these years and through the change in leadership.

Workforce readiness

Starachowice Special Economic Zone in south-centre Poland has been recognised for its workforce readiness and prides

itself on the well-qualified staff it can offer potential investors. The Regional Cluster of Vocational Education is led by the zone, and it seeks to marry the needs of companies investing in the region with the vocational education on offer to students. The zone partners with companies to determine their needs and offers solutions in response (such as business English classes), as well as with the Polish Ministry of Education to implement new vocational policies.

Innovation award

Łódź Special Economic Zone has been awarded this year's innovation award in recognition of the zone's outward-looking and forward-thinking approach to new industries and technology. Łódź city was chosen as the pilot city for new 5G technology, and the zone has a role in creating demand for the services. A technical school for automation and robotics has also opened in the zone, in partnership with Łódź Technical University.

based Telefonica, UK-based BT and Spain-based business management solutions company Digitex all have a presence in the zone. Foreign language training is available in Zona Franca de Bogotá, to improve the offering of qualified staff for call and data centres.

Construction

Khalifa Industrial Zone, UAE

The Construction City at Khalifa Industrial Zone in Abu Dhabi offers a centralised hub for the construction industry. Land leases are offered at competitive rates, and bonded storage for materials is available. The city serves as an open yard space for construction materials, as well as for machinery items for building projects.

Financial and professional services

Birmingham City Centre Enterprise Zone, UK

Birmingham City Centre Enterprise Zone is a city centre zone in the UK's West Midlands region, and is focused heavily on key business sectors including business and professional services, financial services and digital media. Banking giant HSBC and consultancy firm PWC have both chosen to relocate

to the zone, which offers business rate relief of up to £275,000 (\$358,000) for companies locating to eligible enterprise zone sites.

IT

Ramanujan IT City, India

Located in Chennai's IT corridor, Ramanujan IT City is a dedicated zone for the IT industry. Companies including US-based technology company Hewlett-Packard, India-based technology and consultancy company Infosys and US-based bank Citi are all present in the zone, which has good connectivity with Chennai helping to attract employees to the zone.

Logistics

Mauritius Freeport, Mauritius

Located in the Indian Ocean, Mauritius Freeport offers investors modern infrastructural and logistics facilities for their companies. The zone's warehousing scheme exempts companies from land transfer or registration duty, where the land leased or purchased is for warehousing activities. A port development programme has begun, to accommodate larger vessels and a higher volume of vessel traffic.

Manufacturing

Aeque Special Economic Zone, India

As part of an integrated manufacturing ecosystem, Aeque Special Economic Zone provides its tenants with inventory and servicing on machining tools, meaning they can respond to companies' needs in a timely and efficient manner. The zone is the country's first to be specialised in precision engineering and manufacturing. The recent addition of a flexible manufacturing system, which manufactures complex parts for the aviation industry, will help attract these companies to the zone.

Medical devices

Coyol Free Zone, Costa Rica

Located in central Costa Rica, Coyol Free Zone is home to eight of the world's top 30 medical device companies. The zone boasts the highest concentration of medical device companies in Latin America. Medical devices have become a key export, and 51% of the country's exports in the sector are derived from the zone.

R&D

Masdar City Free Zone, UAE

Located in UAE's Masdar City, which is dedicated to renewable energy and sus-

tainable technology, companies locating in Masdar City Free Zone can access important partnership opportunities with Masdar Institute of Science and Technology. The zone's incentives for innovative start-up companies, including the catalyst programme (which is the Middle East's first technology start-up incubator and develops companies to attract funding and operate independently) and Krypto Labs (which is a business incubator, accelerator and co-working space for the development and commercialisation of revolutionary products and services) attract innovative companies engaged in R&D.

Renewable energy

Masdar City Free Zone, UAE

Companies locating in the United Arab Emirates' Masdar City Free Zone find themselves in close proximity to the International Renewable Energy Agency, which is the first multilateral institution dedicated to renewable energy in the Middle East. The zone, focused on sustainable technology and renewable energy, aims to increase its number of tenants fourfold by 2020.

Steel

Ceara Free Trade Zone, Brazil

Steel plate production in Brazil's Ceara Free Trade Zone, which is specialised in the steel sector, increased 98% between 2016 and 2017. To adapt to the increase in steel production, a special motorway was completed for the transportation of steel slabs, as well as the expansion of the motorway which links Ceara Free Trade Zone to the Port of Pecem for exports and imports.

Textiles

Kenya Export Processing Zone, Kenya

Kenya Export Processing Zone is responding to government policy to improve incentives and policy in the textile and apparel sector. A new textile city, which will be the first of its kind in sub-Saharan Africa, is in development in the zone, which will target apparel firms and aims to have 100 companies and 200,000 sustainable jobs. Also in development is the Machakos Leather Park, which will cater specifically for the leather sector. ▶



"THIS REFLECTS OUR DEDICATION TO CREATE A FREE ZONE RECOGNISED FOR ITS INNOVATION, SPECIALIZATION, AND READINESS FOR A CHANGING SOCIETY"

Carlos Wong, CEO, Coyol Free Zone




DUBNA SPECIAL ECONOMIC ZONE

www.oezdubna.ru/en/

+74962190461

The Dubna Special Economic Zone is located in a modern city of science, 120 km from Moscow, straddling the banks of the river Volga. Here can be found the world-famous Joint Institute for Nuclear Research which is supported by members and partners from twenty four countries. The Institute prides itself in participating in the discovery of ten elements of Mendeleev's Periodic Table of Chemical Elements. Dubna itself has a favourable environment and high standards of living. Its comfort and convenience are combined with European levels of technology and leisure facilities.




217 Ha
AREA



> 140
TENANTS



> 3600
JOBS CREATED



> 286 mln US dollars
INVESTMENTS FROM TENANTS



by rating of investment attractiveness of special economic zones of the Ministry of Economic Development

№1

IN RUSSIA



Investors:







Benefits for tenants



0%

Profit tax to the regional budget




0%

Property tax



0%

Land and transport taxes



from 14%


Insurance contributions

Infrastructure



108 Mw

Power supply



81 Gcal/hour

Heat supply



18950 m³/day

Water supply

FDI October/November 2018

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15

Q&A – DR SAMIR HAMROUNI

Zoned in

THE CHIEF EXECUTIVE OF THE WORLD FREE ZONE ORGANIZATION TALKS ABOUT WHAT MAKES A SUCCESSFUL FREE-TRADE ZONE, AND THE CHALLENGES ALL ZONES FACE

Q What makes for a successful free zone – and what single thing do all successful free zones have in common?

A Without doubt, technological advances are changing the way businesses operate. [Developments in technology are creating] a new ecosystem, which is often at war with the old or traditional ecosystem. So businesses that operate in the old ecosystem have to develop resilience to withstand the pressures of the new ecosystem. This is a constant process of evolution. Free zones are aware of the challenge and we at World FZO are helping them under our umbrella to identify and cope with challenges. The ability to anticipate what is in store in future and build capability to adapt to these changes will be the primary requirement for free zones to be successful.

Q What are the main challenges facing global free zones today, and how can they best cope with them?

A The global sociopolitical and economic landscape is evolving constantly. With such evolution come challenges. As you will appreciate, evolution is a constant process, especially in the business world as we are buffeted by what is called ‘VUCA’ – volatility, uncertainty, complexity and ambiguity. Also, technological advancements are often disruptive, and those in businesses have to be in a state of readiness to face tech challenges and, indeed, embrace technology. The world is becoming increasingly interconnected and global value chains are now the norm, rather than the exception. There are also issues related to environment protection, skill development, de-risking business growth, adapting to the changing geopolitical situation and, more recently, the protectionist policies of some countries. Free zones have to be [aware of] the rapidly changing landscape and appropriately adapt themselves.

Q Are the recent trends of protectionism and populism impacting free zones?

A A big challenge in recent times is growing protectionism and the threat of escalating trade friction. Free zones are not immune to these recent trends. It is well known that the [political environment] around the world is becoming increasingly complex. Countries face domestic political demands while simultaneously meeting international obligations. Policymakers in most countries are facing the challenge of how best to judiciously reconcile



this conflict. The threats have to be contained. It is not only an economic or business challenge, but also a political challenge.

Q What features will characterise the free zones of the future?

A The Free Zone of the Future Programme [FZF Programme] – a global initiative for local prosperity – seeks to empower free zones and assist them in building and contributing to a sustainable and prosperous future, one that supports the growth of local economies and communities while simultaneously benefiting from global market dynamics.

The FZF Programme consists of three pillars, including best-in-class practices, innovation and sustainability. In turn each of these pillars contains three elements. Best-in-class practices include knowledge-based, certified and tech-ready zones; innovation includes entrepreneurial, SME developer and innovative zones; and sustainability includes environmentally friendly, good-place-to-work and socially responsible zones. Conceptually, the FZF Programme seeks to promote economic growth, boost industrial and commercial activities, create livelihood opportunities, foster innovation, utilise natural resources optimally and achieve all these and more by networking and striking appropriate partnerships.

Q What advice would you offer to managers of free zones that are trying to attract more inward investment?

A Global investors are attracted because of political stability, business-friendly policies, the availability of skills, growth prospects, the potential for attractive return on investment and so on. Free zones should focus on technology absorption, skill development, benefiting from the global value chain, environment protection and related areas. ■



PANAMA PACIFICO

Best Free Trade Zone in the Americas 2018

- Recognised twice for our education and training alliances and development
- The best connected Special Economic Area in the Americas
- Class A logistics and offices park into a business and residential community
- Sixth place as the best global free trade zone

A master plan based on a 40-year vision, a public-private partnership and the commitment of both private enterprise and the Panamanian state, to develop 1,400 hectares materializes today in a project, formerly a military base into an area of economic, social and cultural development, where more than 3,000 residents live, 280 companies operate, 1,300 students are trained and is the headquarters of 4 international schools. The main role of the Panama Pacifico Agency, the project's governing public entity, has also been important as it managed to carry out the operation of 18 government entities within a One Stop Shop. That facilitates the processes of the companies, permitting Panama to be competitive in the global economy.

This master plan seeks to satisfy the client's needs in terms of economic and social development, urban planning, sustainability and well-being, pillars on which the philosophy of

Panama Pacifico is based. Today this area as one of the best areas of the continent and as the only model in both Panama and the region has created an innovative and dynamic community. It also has a strategic location where companies in the area have access to talent and workforce with educational alliances that facilitate the development and retention that each company needs. Talent is one of the core areas of Panama Pacifico, that is why it has been managing different alliances in connection with Incae Business School, INADEH training center and Technological University of Panama in employee development, in fact Panama Pacifico of the more than 280 companies 5 are designated in the ranking "Best Place to Work".

Large state infrastructure projects will potentiate this area, such as the Pan-American Highway expansion to 8 lanes, 5 interchanges and improvements to existing structures; the Fourth Bridge over the Canal of Panama is another transcendental work, with a cost exceeding \$1,000 million and considered the second largest project in the country. Another huge important project is the third Metro line, a monorail that will depart from Albrook making its first stop at Panama Pacifico, benefiting more than 1.7 million users.

These exceptional conditions added to a collaborative environment of well-being and

quality of life have attracted important companies and human talent to the country. International giants such as Dell, 3M, Quest, Grainger, Cemex and PepsiCo, benchmarks in the logistics service such as J. Cain & Co., Grupo TLA, DAMCO, FedEx, Blue Logistics, are just some examples. Currently, more than 280 companies generate more than 10,000 jobs in productive sectors, 8,000 jobs are direct and more than 2,000 are indirect and 87% is Panamanian labor.

The Financial Times certified for the second time the quality and high global standards that characterize Panama Pacifico as "Best Free Zone for Education," "Best Free Zone for Academic Collaboration," "Best Free Zone for Workforce, Training & Development," and "Best Free Trade Zone for Career Development Support."

Since 2016, the project has developed both office and warehouses products with LEED certification. The main characteristics of these sustainable buildings are: energy efficiency, low water consumption, responsible use of materials and waste, healthy internal spaces and innovation that generate well-being and satisfaction for the collaborator thanks to these spaces, healthy environment, views and abundant natural light.

This year different environmentally friendly products have been developed responding to the customer's needs, including "Big Client," in connection with energy consumption, dealing with suppliers of photovoltaic panel generators that reduce energy costs to all customers and technologies in residential areas.

fDi Intelligence also recognized Panama Pacifico in the following categories: sixth place as "Best Global Free Zone," "Best Free Zone of Big Tenants of the Americas," "Best Free Trade Zone for Expansions," and "Best Free Zone for Oneconnectivity."

Each award is extended to important allies of the private industrial sector who believe in this huge project: Grupo STT, ZPMC, Dell, Grainger, 3M, FedEx, BASF, Lacoste, VF Corp, EY, PepsiCo, Cummins, Agreko, Damco, Ingersoll Rand, Kuehne + Nagel, Lacoste, Man Diesel, Nipro, Quest, Avon, Wilhelmsen, PriceSmart, PPG Industries, Rozo, Nipro and many others.

Two of 3 largest ports in the Americas are within a radius of 7KM from Panama Pacifico, where the transisthmian transportation of cargo and passengers from the Pacific to the Atlantic is also located. Panama Pacifico also has an airport on site where low cost airlines operate, and it has the option of private aviation, which together with the proximity to the International Tocumen Airport has access to more than 70 cities, becoming an area with an incomparable strategic location and a key player in the Logistics Hub of the Americas.

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Bespoke Awards



Academic Collaboration

Katowice Special Economic Zone, Poland
 Starachowice Special Economic Zone, Poland
 Free Economic Zone Balti, Moldova
 Coyoil Free Zone, Costa Rica
 Panama Pacifico, Panama

Advocacy

Shanghai Waigaoqiao Free Trade Zone, China

Architecture Development

Ramanujan IT City, India

Bridging Innovation and Business

Pomeranian Special Economic Zone, Poland

Career Development Support

Panama Pacifico, Panama

China Strategy

Ontustik Special Economic Zone, Kazakhstan
 DMCC, UAE

Khalifa Industrial Zone Abu Dhabi, UAE

Aqaba International Industrial Estate, Jordan

Cluster Development

Parque Central Zona Franca, Colombia
 Freeport of Ventspils, Latvia
 Free Economic Zone Balti, Moldova

Community and Charity initiatives

Ontustik Special Economic Zone, Kazakhstan

Connectivity

Hamriyah Free Zone, UAE
 Panama Pacifico, Panama
 Khalifa Industrial Zone Abu Dhabi, UAE
 Free Zone Pirot, Serbia

Crisis Management

Inhdelva Free Trade Zone, Honduras

Deployment of Technology

Ceara Free Trade Zone, Brazil
 Łódź Special Economic Zone, Poland
 Free Zone Pirot, Serbia
 Amata City Chonburi, Thailand

Economic Impact

Klaipeda Free Economic Zone, Lithuania
 DMCC, UAE

Expo Business Chisinau, Moldova

Ladol Free Zone, Nigeria

Jebel Ali Free Zone, UAE

Education

Ladol Free Zone, Nigeria
 Free Economic Zone Balti, Moldova
 Łódź Special Economic Zone, Poland
 Starachowice Special Economic Zone, Poland

Panama Pacifico, Panama

FTZ No 64 Jacksonville FL, US

Amata City Chonburi, Thailand

Katowice Special Economic Zone, Poland

Expansions

Amata City Chonburi, Thailand
 Zona Franca de Occidente, Colombia
 Zona Franca del Este, Costa Rica
 Panama Pacifico, Panama

Coyoil Free Zone, Costa Rica

FTZ No 68 El Paso, US

Dubai Silicon Oasis, UAE

Aegean Free Zone, Turkey

Lipetsk Special Economic Zone, Russia

Dubna Special Economic Zone, Russia

Walbrzych Special Economic Zone

Investpark, Poland

Klaipeda Free Economic Zone, Lithuania

Expo Business Chisinau, Moldova

Free Economic Zone Balti, Moldova

Ontustik Special Economic Zone,

Kazakhstan

Łódź Special Economic Zone, Poland

Exports Increase

Ceara Free Trade Zone, Brazil

Facilities Upgrades

DMCC, UAE

Dubai Silicon Oasis, UAE

Masdar City Free Zone, UAE

Khalifa Industrial Zone Abu Dhabi, UAE

Hamriyah Free Zone, UAE

Freeport of Ventspils, Latvia

Dubna Special Economic Zone, Russia

Łódź Special Economic Zone, Poland

Zona Franca de Bogotá, Colombia

Flexible Space

Klaipeda Free Economic Zone, Lithuania

Helping Tenant Companies Succeed

Zona Franca Santander, Colombia

Incentives

SEZ Khorgos - Eastern Gate, Kazakhstan

Oil & Gas Free Zone, Onne, Nigeria

Kinh Bac City, Vietnam

Free Zone Pirot, Serbia

Klaipeda Free Economic Zone, Lithuania

Industry 4.0

Amata City Chonburi, Thailand

Katowice Special Economic Zone, Poland

Łódź Special Economic Zone, Poland

Infrastructure Upgrades

Mauritius Freeport, Mauritius

Shanghai Waigaoqiao Free Trade Zone,

China

SEZ Khorgos - Eastern Gate, Kazakhstan

Freeport of Ventspils, Latvia

Industrial Special Economic Zone

Togliatti, Russia

Birmingham City Centre Enterprise

Zone, UK

FTZ No 64 Jacksonville FL, US

Adani Ports and SEZ, Mundra, India

Khalifa Industrial Zone Abu Dhabi, UAE

Free Zone Pirot, Serbia

Lipetsk Special Economic Zone, Russia

Dubna Special Economic Zone, Russia

Free Economic Zone Balti, Moldova

Rzeszów – Dworzysko Science and

Technology Park, Poland

Marketing Slogan

Ladol Free Zone: "Nigeria: Limitless

Opportunities, Limitless Industries,

Limitless Africa"

SEZ Khorgos, Eastern Gate, Kazakhstan:

"The place where the East meets the West"

DMCC, UAE: "Made for Trade"

Adani Ports and SEZ, Mundra, India: "We'll

surprise the world by the scale of our

ambition, speed of execution and quality

of our operations"

Freeport of Ventspils, Latvia: "Where your ideas meet dedication"

Ontustik SEZ, Kazakhstan: "Investments in the present, prosperity in the future"

SEZ Stupino Quadrat: "Making investments

happen by making investors happy"

New Investments

Sohar Port and Freezone, Oman

Dubai Silicon Oasis, UAE

Khalifa Industrial Zone Abu Dhabi, UAE

Baltic Free Economic Zone (Marijampol),

Lithuania

Free Zone Sabac, Serbia

Special Economic Zone Titanium

Valley, Russia

Alabuga Special Economic Zone, Russia

Industrial Special Economic Zone

Togliatti, Russia

Katowice Special Economic Zone, Poland

Łódź Special Economic Zone, Poland

Recruitment Assistance

Coyoil Free Zone, Costa Rica

Red Tape Reduction

Ras Al Khaimah Economic Zone, UAE

Masdar City Free Zone, UAE

Special Economic Zone Stupino

Quadrat, Russia

DMCC, UAE

Relocation Services

Birmingham City Centre Enterprise

Zone, UK

Resources/Raw Materials

Special Economic Zone Pavlodar,

Kazakhstan

Smart Strategies

Amata City Chonburi, Thailand

DMCC, UAE

Łódź Special Economic Zone, Poland

SME Acceleration

Kenya Export Processing Zone, Kenya

Start-up Support

Dubai Silicon Oasis, UAE

Masdar City Free Zone, UAE

Pomeranian Special Economic Zone,

Poland

Łódź Special Economic Zone, Poland

Supplier Development

Free Economic Zone Balti, Moldova

Sustainability Practices

Amata City Chonburi, Thailand

Ceara Free Trade Zone, Brazil

Sohar Port and Freezone, Oman

Dubai Silicon Oasis, UAE

Khalifa Industrial Zone Abu Dhabi, UAE

Thought Leadership

DMCC, UAE

Trade Facilitation

Shanghai Waigaoqiao Free Trade Zone,

China

Workforce Training and Development

Zona Franca Santander, Colombia

Zona Franca de Bogotá, Colombia

Free Zone Sabac, Serbia

Lodz Special Economic Zone, Poland

Free Economic Zone Balti, Moldova

FTZ No 68 El Paso, US

Cayman Enterprise City, Cayman Islands

Panama Pacifico, Panama

Kenya Export Processing Zone, Kenya

Ladol Free Zone, Nigeria

Education

■ **Ladol Free Zone** in Nigeria began work on its Upskilling Academy in the past year. Tenant companies can use this facility to access a well-qualified talent pool, where students are trained in collaboration with international and local companies.

■ An engineering college was established at **Free Economic Zone Balti** in Moldova, which will have a dual programme of vocational education and practical work-based experience in tenant companies. The programme ensures that companies investing in the zone will have access to a network of highly qualified candidates.

■ A Technical School of Automation and Robotics is planned for **Łódź Special Economic Zone** in Poland, which, in partnership with Łódź Technical University, will provide high-quality vocational training for students with practical classes in specialist laboratories. In turn, this will provide a qualified workforce for potential investors in the zone.

■ Poland's **Starachowice Special Economic Zone** leads the Regional Cluster of Vocational Education, with the aim of improving the quality of vocational education in the region. The programme allows the zone to meet investor needs where an

educated workforce is concerned.

■ **Panama Pacifico** boasts partnerships with universities that run various post-graduate programmes in the local area, including Inadeh, which is a technical training programme in shared services, logistics and maritime sectors. A new school – Saint Mary's College – is due to open in the zone soon.

■ There is close collaboration between the Small Business Development Centre at the University of North Florida and Florida's **FTZ No 64 Jacksonville**, which aims to educate local businesses on the benefits of investing in the zone. A foreign trade zone analysis is offered to businesses interested in the programme.

■ Sirasartsuksa Amata School has been opened at **Amata City Chonburi** zone in Thailand, offering international education from kindergarten level to tertiary level. The initiative aims to provide education for families living and working close to the zone.

■ Two key initiatives are in place in Poland's **Katowice Special Economic Zone**, which prioritise education to provide a qualified workforce. First, the Silesian Competence Centre for Industry 4.0 will help SME companies to ►

"WINNING THE SPECIALISM AND BESPOKE AWARDS IS A PROUD MOMENT FOR KIZAD AS WE CONTINUE TO BUILD AN ECOSYSTEM THAT IS A KEY ENABLER FOR ECONOMIC GROWTH"

Samir Chaturvedi, CEO, Khalifa Industrial Zone Abu Dhabi (Kizad)

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President and CEO,
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COMMENDED FOR:
NEW INVESTMENTS

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“THE RECOGNITION ALLOWS US TO CONTINUE WORKING TOWARDS OUR GREATEST PURPOSE, TO BUILD A SUCCESSFUL AND SUSTAINABLE BUSINESS FOR OUR COMPANIES FROM THIS WORLD-CLASS PLATFORM”

Nivea Santarelli Franco, CEO Zona Franca Santander

develop their employees' competences in this new wave of technology. Second, the zone launched the 'Competence Council in the Automotive Sector' in partnership with the Polish Chamber of Automotive Industry to adapt the workforce to the needs of investing companies.

Workforce training and development

■ Companies based at **Zona Franca Santander** in Colombia can participate in strategic training and networking events at special rates, while operational training is provided to companies to train them in the procedures and requirements of the zone. Employees of companies based in the zone can also access the services of three on-site training institutions, where more than 500 people were trained in 2017.

■ **Zona Franca de Bogotá** provides the Unifranca education alliance, which has trained more than 3800 employees in the zone in a second language. The zone specialises in BPO and call centre operations, and this training ensures a well-qualified workforce for such operations.

■ A regional training centre was developed at **Free Zone Sabac** in north-west Serbia, in partnership with the Austrian Development Agency. The centre aims to attract new investors to the zone.

■ As part of the Strefa RozwojYou initiative on offer at **Łódź Special Economic Zone** in Poland, training vouchers are distributed to allow the company to redeem up to 80% of the cost of training, coaching or post-graduate studies for employees of SME companies investing in the zone.

■ Vocational education in the engineering college and practical training in the form of apprenticeships with tenant companies are offered as part of a dual training system in Moldova's **Free Economic Zone Balti**, in an effort to provide a qualified workforce for investing companies.

■ Workforce training is offered to companies investing in **FTZ No 68 El Paso** in Texas, as part of a special set of incentives available to manufacturing companies.

■ **Cayman Enterprise City** on the Cayman Islands is active in connecting local talent with investing companies. The zone provides coding workshops and training sessions to give the local workforce an advantage and attract investors. It also recently established the Cayman Code Academy, powered by coding school Code Fellow, which responds to the needs of companies in the zone for employees qualified in coding.

■ Employees of companies in **Panama Pacifico** can avail themselves of training and education on a weekly basis in a variety of subjects, promoting education and networking.

■ The training of young people and

women in manufacturing is prioritised at **Kenya Export Processing Zone** as part of a national shift towards the 'Big Four agenda', including encouraging investment in manufacturing.

■ Employees at the Upskilling Academy in Nigeria's **Ladol Free Zone** are trained in a collaboration between the zone and international and local companies.

Expansions

■ **Amata City Chonburi**, Thailand – Mitsubishi Electric Consumer Products recently established a second factory in the zone on a plot of 243,000 square metres, expanding from its first factory of 177,000 square metres.

■ **Zona Franca de Occidente**, Colombia – Braun increased production of surgical sutures from 300,000 units in November 2017 to 1 million units in April 2018. The company is aiming to increase to 8 million units in December 2018.

■ **Zona Franca del Este**, Costa Rica – Amazon is planning to expand in the zone by 20,000 square metres.

■ **Panama Pacifico**, Panama – Grainger expanded its operations in the zone by 2000 square metres.

■ **Coyol Free Zone**, Costa Rica – among others, Coopervision is doubling its clean room manufacturing area and increased production by 107%.

■ **FTZ No 68 El Paso**, US – Cardinal Health expanded by 1000 square metres in 2017.

■ **Dubai Silicon Oasis**, UAE – Jaguar Land Rover is expanding its presence in the zone with its new regional headquarters, which will cover an area of 14,000 square metres and support the company's regional support plans.

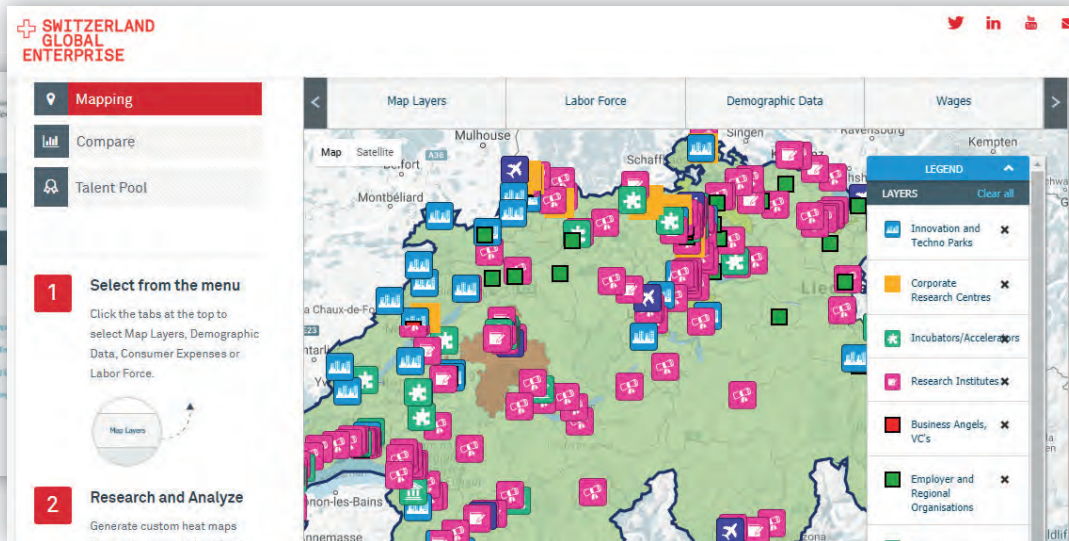
■ **Aegean Free Zone**, Turkey – Hugo Boss recently increased its operation, with the addition of a new 10,736-square-metre building.

■ **Lipetsk Special Economic Zone**, Russia – OBO Betterman is currently constructing a new facility in the zone to expand its production of cable protection and fastening systems. In addition, another 17 hectares have been claimed nearby to set up a production operation for galvanised goods.

■ **Dubna Special Economic Zone**, Russia – Promtech-Dubna is in the process of establishing its seventh manufacturing building in the zone, as part of plans to establish 10 such facilities.

■ **Wałbrzych Special Economic Zone Invest-Park**, Poland – Toyota has expanded its plant in the zone, which has become the largest manufacturing base for the company outside Japan.

■ **Klaipeda Free Economic Zone**, Lithuania – NeoGroup has expanded its manufacturing facility at a cost of €50m to introduce a new production line, ▶



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“FREE ZONE SABAC IS CONSTANTLY STRIVING TO KEEP UP WITH MODERN BUSINESS TRENDS AND I AM VERY GLAD IT WAS RECOGNISED BY OUR TENANTS AND fDi”

Violeta Šestić, head of local economic development department, City of Sabac

which would increase production activity at the site by more than 50%.

■ **Expo Business Chisinau**, Moldova – The initial investment of Fujikura Automotive Europe, which saw the creation of 700 jobs, has increased to 1500 jobs. There are plans to employ up to 3000 people in the zone by 2021.

■ **Free Economic Zone Balti**, Moldova – Dräxlmaier began its operation in the zone in 2010 with one plant, which had increased to three plants by the end of 2017 and a fourth facility is currently under development.

■ **Ontustik SEZ**, Kazakhstan – AzalaCotton increased production volume in the zone by 30%.

■ **Łódz Special Economic Zone**, Poland – BSH obtained a sixth business permit to create a specialist R&D facility in the zone.

New investments

■ **Sohar Port and Freezone**, Oman – Pittie Group began a \$300m investment to produce cotton yarn. The facility will produce 100,000 tonnes of cotton yarn.

■ **Dubai Silicon Oasis**, UAE – Lulu Group invested Dh1bn (\$272m) to develop a mall measuring 93,000 square metres.

■ **Khalifa Industrial Zone Abu Dhabi**, UAE – Agreements have been signed by 15 Chinese companies to invest more than \$1bn under the company name China-UAE Industrial Capacity Cooperation (Jiangsu) Construction Management.

■ **Baltic FEZ (Marijampol)**, Lithuania – Dovista plans to invest €50m in the coming years in the zone and create 1000 jobs.

■ **Free Zone Sabac**, Serbia – Yazaki Corporation invested in a 30,000-square-metre facility which employs 1100 staff.

■ **Special Economic Zone Titanium Valley**, Russia – Stod-Ural invested \$49m in a facility in 2017 which is currently under development and will produce 300,000 cubic metres of glued laminated lumber and OSB plates per year once completed.

■ **Alabuga Special Economic Zone**, Russia – Rockwool Company invested more than \$10m in a new mineral wool production facility.

■ **Industrial Special Economic Zone Togliatti**, Russia - Ozon Pharmatsevtika invested in a new pharmaceutical plant in the zone to manufacture dosage forms and starting materials, a first for Russia.

■ **Katowice Special Economic Zone**, Poland – Johnson Matthey is planning to invest €100m in Gliwice to employ 250 people in its new production facility for catalysts and semi-finished products.

■ **Łódz Special Economic Zone**, Poland – Miele invested €50m in a production facility in the zone, its first in Poland. The company employed 350 people to begin with, and plans to increase this number to 1000 employees and double its investment.

Facilities upgrades

■ **DMCC** in Dubai broke ground on its Uptown Dubai project, a 930,000-square-metre development including grade A commercial and residential space, more than 200 retail and food outlets, 3000 residences, an entertainment plaza and a number of hotels. The development expects to create 10,000 jobs. In addition, a smart district was built in the zone in 2017 and more than 3000 square metres of co-working space was added.

■ **Dubai Silicon Oasis** is developing many facilities, including the Dh1.3bn (\$354m) smart city project Silicon Park, the Dh500m new campus for the Rochester Institute of Technology Dubai, a Dh25.5m water treatment plant, the Dh30m Lake Park project and the Dh97m techno-hub office building dedicated to technology companies.

■ The Accelerator Building is a new addition to **Masdar City Free Zone**, which is a new 5000-square-metre office building aimed at SMEs. The facility includes hot desk areas and low rental options. An apartment complex was opened in 2018 that boasts 500 one-bedroom units and the Masdar Park outdoor dining and leisure destination was expanded in 2017 to include a hiking trail, a football field and basketball court.

■ Kizad Logistics City was launched at **Khalifa Industrial Zone Abu Dhabi** and offers companies a pay-per-use warehouse solutions model. Construction City was also established in the zone to serve the needs of the construction industry. There are plans to expand the zone as part of the Kizad Area B expansion, which will see the addition of 84 square kilometres for commercial, industrial, warehousing, accommodation and community facilities.

■ Construction has completed on 136 new state-of-the-art warehouses at the **Hamriyah Free Zone** food park and new warehouses are currently under construction. A new Accommodation City was established to house 6000 additional workers. Plans are under way for the third phase of the zone's expansion, which will increase the zone's area to 30 square kilometres.

■ New buildings were constructed at Latvia's **Freeport of Ventspils**, including the construction of new rental space that will increase the zone's rental offering by 25%. An additional 10 hectares are being prepared for the development of industry.

■ **Dubna Special Economic Zone** in Moscow Oblast in Russia was expanded by more than 275,000 square metres in 2018 to serve demand from science companies. An innovation and technology centre will be built in the new expansion.

■ **Łódz Special Economic Zone** was increased by almost 340 hectares and ▶

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"WE ARE GLAD THAT THE TENDENCIES OF MAJOR INVESTMENTS GROWTH AND OVERALL PROGRESS IN LIPETSK SEZ GOT NOTICED AND ACCLAIMED THROUGH THIS RANKING"

Ivan Koshelev, CEO, Lipetsk SEZ

incorporated a new subzone. Construction began on a new warehouse and production hall in 2017, designed for SMEs.

■ A fourth datacentre is being developed at **Zona Franca de Bogotá** in Colombia, as well as the addition of another hotel. The first 10 hectares of the zone's major expansion project is expected to get under way in 2019.

Infrastructure upgrades

■ A port redevelopment programme is under way at **Mauritius Freeport**, which will allow larger vessels to come in to port, as well as a higher volume of vessel traffic. The 540-metre berth was extended by a further 240 metres and the dredged depth now reaches 18 metres. Container stacking capabilities have also been increased.

■ **Shanghai Waigaoqiao Free Trade Zone** has seen developments and upgrades in its plant buildings, warehouse buildings, office buildings and complexes, as well as construction on its roads.

■ **SEZ Khorgos – Eastern Gate** in south-eastern Kazakhstan has invested in many new infrastructure projects to attract investors, including new roads, electricity supplies and water systems. In addition, expansion plans are under way.

■ Money was invested in the access roads to the port and industrial sites at Latvia's **Freeport of Ventspils**, along with increases in car parking space. Approximately \$2.8m was invested in port infrastructure, which included upgrades to the dry cargo terminal, construction of a new storage facility and the reconstruction of hydrotechnical constructions.

■ In 2017, construction began on a railway to the site of **Industrial Special Economic Zone Togliatti** in south-western Russia, which will make the zone more accessible and more attractive to investors upon completion. Work also began on a common customs terminal on the site.

■ A metro extension is planned to run through the Curzon and Digbeth areas of **Birmingham City Centre Enterprise Zone** in the UK. A masterplan has been drawn up for the Digbeth area, which will provide guidance on connectivity and infrastructure improvements to support growth proposals in the area.

■ More than \$600m has been invested in port infrastructure developments at Florida's **FTZ No 64 Jacksonville**, in preparation for accepting larger vessels and as part of the harbour deepening project.

■ **Adani Ports and SEZ, Mundra** on India's north-west coast has seen increased infrastructure. A container scanning system has been installed to improve cargo time, and unloading arms are currently being installed to handle liquid cargo. This complements a new container terminal and a new LNG termi-

nal that have both been established to improve cargo flow and lower costs.

■ Almost 14 kilometres of roads and utilities have been upgraded to support new investors in heavy industrial, general industrial and logistics and port companies in the UAE's **Khalifa Industrial Zone Abu Dhabi**.

■ **Free Zone Pirot** in Serbia has constructed a logistics centre, including an intermodal terminal and warehousing and logistics facilities, to allow investors to shift goods from rail to road. Software tools were also developed for clients in 2017 to allow them to easily communicate between the zone's freight forwarding department and customers and ease the freight forwarding, import and export processes.

■ The first stage of the development of **Lipetsk Special Economic Zone** in Russia was completed, which included work on all the engineering and transportation networks. Construction of customs facilities is under way, complete with offices, check points, radiation monitoring and video surveillance capabilities.

■ A lot of infrastructure development work was undertaken at Russia's **Dubna Special Economic Zone**, including work on land drainage, road infrastructure, utility networks, electric supply and a boiler system. Plans are in place to establish a power supply station, a hospital and a customs complex in 2019.

■ There are plans to invest approximately €6.5m in the infrastructure of Moldova's **Free Economic Zone Balti** in 2018, in addition to construction work on access roads in the subzones. Subzones were connected to gas and electricity in 2018 as part of the development work.

■ **Rzeszów – Dworzysko Science and Technology Park** in south-eastern Poland is addressing the need for connectivity in the zone, with plans for a new bus route, a new railway stop and the construction of a bypass near the zone.

Start-up support

■ In an effort to attract start-up companies and hi-tech entrepreneurs, **Dubai Silicon Oasis** added 1500 square metres to its Dubai Technology Entrepreneur Centre, which offers start-up companies rents at subsidised rates. Companies can also take advantage of co-working space, funding opportunities, mentoring opportunities, consultation and business tools.

■ The Accelerator Office building at **Masdar City Free Zone** is a new 5000-square-metre office facility which offers SME companies and start-ups lower rental rates for office space, complete with a full business centre, meeting rooms and hot desk areas. The zone also provides a range of services for such com-

panies, including business support services as part of its innovative ecosystem.

■ Innovative start-ups and larger companies can benefit from the collaboration afforded to them through the Space3ac Intermodal Transportation accelerator on offer at **Pomeranian Special Economic Zone** in Poland. The accelerator provides financial and expert support.

■ **Łódź Special Economic Zone** offers Start-up Spark, an accelerator introduced in January 2017 to combine the innovative ideas of start-up companies with the experience and mentorship of established companies. The programme is designed to bring innovative products to market.

Amata City Chonburi, Thailand

Amata Network Company completed the construction of an underground fibre network in 2018, which includes FTTx concept design and distribution of this state-of-the-art cable network. This helped the zone to be recognised for its **Deployment of Technology**. Hitachi High Technologies Corporation established a trial factory in the zone in 2017, and offers a shared hi-tech facility for the company's manufacturing operations in Thailand, operating remotely from Japan. This helped the zone in its **Industry 4.0** award win. Amata City Chonburi was further awarded for its **Smart Strategy** in the development of its Smart City. This location provides integrated manufacturing, assembly and processing capabilities and includes smart manufacturing and energy processes. The zone was recognised for its **Sustainability Practices**, which included several projects, including an eco-industrial estate development, which boasts environmentally-friendly infrastructure, energy management and green spaces.

Birmingham City Centre Enterprise Zone, UK

Recognised for its **Relocation Services**, Birmingham City Centre Enterprise Zone offers its EZ Relocation Services Pilot, which gives investors an aftercare relocation service. The programme has been extended until 2020.

Ceara Free Trade Zone, Brazil

Ceara Free Trade Zone's new mobile app, SICA, was developed to streamline the movement of goods to and from the zone, and helped it to be awarded for its **Deployment of Technology**. The app allows the user to access control tools for cargo, people and vehicles and allows for the scheduling of customs transit. Exports in the state of Ceara grew by more than 62% between 2016 and 2017, to reach the highest value in the history of the state. This coincided with a 98%

increase in the production of steel in the zone and ensured its recognition for **Exports Increase**. While experiencing this unprecedented growth, the zone also made strides in its **Sustainability Efforts**, achieving the Green Seal of Certification from the Brazilian government.

Coyol Free Zone, Costa Rica

Coyol Free Zone has been recognised for its **Academic Collaboration**, due to alliances with education institutions which offer courses and training for employees to further their education. Companies can be assured of a qualified workforce to support their investment. A training centre is located on site for meetings, workshops and other activities. A database of more than 25,000 candidates (which investing companies can access) also helped it to win an award for **Recruitment Assistance**.

DMCC, UAE

This year's Global Free Zone of the Year, DMCC has been recognised in a handful of categories. Its **Smart Strategy** has been warmly received by judges, thanks to the completion of its smart district strategy. The aim of the strategy is to ensure the people living and working in the zone are thriving in a state-of-the-art community, with smart initiatives such as the rollout of its smart parking system. The zone's excellent **China Strategy** includes business materials offered in Mandarin, Chinese-speaking account executives and a China business centre. DMCC and the companies located in the zone accounted for 10% of Dubai's overall GDP in 2017, leading to its award for **Economic Impact**. The zone has been lauded for its **Reduction in Red Tape**, having brought the time companies must wait for a licence renewal down from nine to four days, and the issuing of new business licences from three to two days. The second edition of the zone's **Thought Leadership** programme produced a report on the future of trade. The report was downloaded more than 5000 times in the space of four weeks, and established the zone as an authority on the subject.

Dubai Silicon Oasis, UAE

Dubai Silicon Oasis has been recognised for its **Sustainability Practices** due to its range of environmental policies, including a smart underground water-saving subsurface irrigation system, a sewage water treatment plant to produce irrigation water, the use of electric and hybrid vehicles, smart waste management and free electric vehicle charging points for people in the zone.

Expo Business Chisinau, Moldova

Fujikura Automotive Europe launched ►

"BIRMINGHAM'S ENTERPRISE ZONE HAS HELPED GREATER BIRMINGHAM TO WIN RECOGNITION FOR ITS FDI STRATEGY, WHICH IS RANKED AS ONE OF THE BEST IN EUROPE"

Tim Pile, chair, Greater Birmingham and Solihull Local Enterprise Partnership

"TITANIUM VALLEY IS A PLATFORM FOR CO-OPERATION, WHERE SMALL COMPANIES BECOME SUPPLIERS TO GLOBAL INDUSTRIAL GIANTS, AND TECHNOLOGY TRANSFER IS IN DEMAND"

Artemiy Kyzlasov, CEO, SEZ Titanium Valley

production at its new facility in Expo Business Chisinau in 2017, with the creation of 700 jobs. The operation expanded quickly to employ 1500 people, a figure the company plans to increase to 3000. An investment of this scale in a small economy will have a multiplier effect and deliver much-needed jobs to the area, leading to the zone's award for **Economic Impact**.

Free Economic Zone Balti, Moldova

Free Economic Zone Balti launched a **Supplier Development Programme** to help SMEs reach standards required of multinational companies to be able to provide them with goods and services as part of the supply chain. This also fed into the zone's **Cluster Development**, establishing an automotive cluster comprised of more than 25 companies, 10 universities, R&D centres, business support bodies and local administration. The zone was also awarded for its **Academic Collaboration**, setting up an engineering college on site and working with companies to provide a dual vocational education and internship programme.

Free Zone Pirot, Serbia

Software tools were developed in Free Zone Pirot in 2017 to ease the communication for clients with both the freight forwarding and customs processes, helping to secure an award for the **Deployment of Technology**. The zone was also recognised for its Incentives programme, which were plentiful and ran the gamut from corporate tax exemptions and employment grants to benefits of the logistics centre, including customs procedures. Free Zone Pirot's **Connectivity** was also recognised, thanks to its proximity to the Pan European Corridor X connecting Belgrade with Sofia and Turkey, Italy and Greece. The interchange to this road network is just 300 metres from the zone.

Freeport of Ventspils, Latvia

The advance of an ICT cluster is high on the agenda of the Freeport of Ventspils, and led the zone to be awarded for its **Cluster Development**. An ICT growth strategy was adopted, which included a strategy to attract ICT companies, and a pilot competition was conducted to gain financing for the implementation of ICT ideas.

Hamriyah Free Zone, UAE

Hamriyah Free Zone enjoys access to a 14-metre deep-water port and a seven-metre deep inner harbour, allowing access from large vessels. A new double carriage highway has been constructed to improve the zone's **Connectivity** with other major highways in the country,

including with the important Sheikh Mohammed Bin Zayed Road (E311).

Inhdelva Free Trade Zone, Honduras

Inhdelva Free Trade Zone in north-western Honduras proved it was adept at **Crisis Management** when faced with political riots in 2017. The zone looked after its clients and its staff were well equipped to handle the situation.

Jebel Ali Free Zone, UAE

Jebel Ali Free Zone has been recognised for its **Economic Impact**. According to its submission, the zone accounts for almost 32% of all FDI flows into the United Arab Emirates and contributes 21% of Dubai's GDP annually.

Katowice Special Economic Zone, Poland

The Silesian Competence Centre for Industry 4.0 was established at Katowice Special Economic Zone, which will support SMEs in their digital transformations and will provide training and education to their employees, and resulted in the zone's **Industry 4.0** award. The zone was also recognised for its **Academic Collaboration**, thanks to its K2 programme (Career and Competence) which adapts the vocational education programme to labour market needs. Dual training offers students practical experience with theoretical knowledge.

Kenya Export Processing Zone, Kenya

The Export Business Accelerator on offer in Kenya Export Processing Zone has won the zone an award for its **SME Acceleration**. The programme helps to propel SMEs investing in the zone into medium or large exporting companies.

Khalifa Industrial Zone Abu Dhabi, UAE

As part of its **China Strategy**, Khalifa Industrial Zone in Abu Dhabi offers an in-house China desk, which is staffed with Chinese nationals who can communicate effectively with Chinese-based investors who are interested in investing in the zone. The zone is in close proximity to four international airports, as well as being fully integrated with Khalifa Port. The zone's **Connectivity** is also boosted by the high standards of roads around the zone. Khalifa Industrial Zone also boasts a sea water cooling and desalination system, which supports heavy industry within the zone and ensures water pumped back to sea from the system is fully cooled and does not harm marine life, helping its award for **Sustainability Practices**. ▶

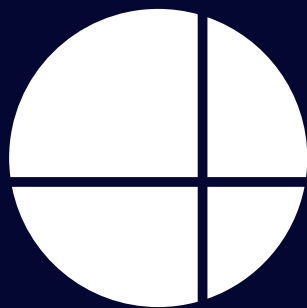
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“WE BELIEVE THAT BY EMPOWERING LOCAL WORKFORCES AND COMMUNITIES AND PROVIDING THE RIGHT TOOLS WE CAN MAKE A REAL DIFFERENCE TO THE GLOBAL ECONOMY”

Amy Jadesimi, managing director,
Ladol Free Zone

Kinh Bac City, Vietnam

Incentives in Kinh Bac City include a tax exemption for two years and a tax reduction of 50% for the following four years. Some projects, in areas such as scientific research, hi-tech projects and software, have a tax rate of 10% applied for 15 years. A tax rate of 0% applies for transfer of profit abroad.

Klaipeda Free Economic Zone, Lithuania

Klaipeda's Free Economic Zone in Lithuania has been acknowledged for the **Economic Impact** it makes to its country. The zone contributes between 2.5% and 5% of the country's GDP annually. The zone's Incentives package is attractive to investors, with a 0% income tax rate for 10 years, and a rate of 7.5% for the following six years. Rates apply to companies investing €100,000 and employing at least 20 staff. **Flexible Space** is offered to investors through the zone's Flex Start complex, which offers a range of purpose-built accommodations, including manufacturing and office facilities. This allows a company to establish operations within three months.

Ladol Free Zone, Nigeria

Ladol Free Zone in Nigeria has been the base for 50,000 direct and indirect jobs in the 17 years it has been running, and \$500m has been invested in the zone, which has helped bring it recognition for its **Economic Impact**.

Łódź Special Economic Zone, Poland

As part of the 5G strategy for Poland, Łódź was chosen as the pilot site for 5G technology implementation. Łódź Special Economic Zone, which has been recognised for its **Deployment of Technology**, plays a crucial role in creating demand for the 5G services among its companies, and has developed an S5 accelerator to help start-up companies realise their potential to utilise the technology. Also recognised for its **Industry 4.0** strategy and **Smart Strategy**, the zone is focused on the development of Industry 4.0 start-up companies, and through its Spark VC programme will invest in seed start-ups as well as the 5G accelerator, aimed at smart industry.

Masdar City Free Zone, UAE

A new version of Masdar City Free Zone's One Stop Shop was launched, which allows companies to access the full suite of services it offers online. Company licence applications, visa requests and lease renewals can all be done online without the need to apply

in person, helping the zone to win an award for its **Reduction in Red Tape**.

Oil & Gas Free Zone, Onne, Nigeria

Incentives on offer at Oil & Gas Free Zone, Onne in southern Nigeria include 100% repatriation of capital investment and remittance of profits, no value-added tax, no corporate tax and no capital gains tax, while no import or export licences are required.

Ontustik SEZ, Kazakhstan

Located in southern Kazakhstan, Ontusik SEZ has been recognised for its **China Strategy**, having opened its first foreign representative office in the country in 2017 to attract attention from Chinese investors. This resulted in a \$140m manufacturing investment from a Chinese investor in 2018. The zone has also been awarded for its **Community and Charity Initiatives**, organising multiple events through the year for local youth, minority groups and people with disabilities.

Panama Pacifico, Panama

Workers in the area surrounding Panama Pacifico zone can access a range of programmes and weekly workshops to encourage their professional and personal development, helping the zone to win an award for its **Career Development Support**. Panama Pacifico's **Academic Collaboration** was also highlighted by judges, due to partnerships with a range of postgraduate and school-level programmes. Infrastructure projects are in development and aim to make the zone the best connected area in the country. Two of the three largest ports in the region are located close to the zone, while the bidding process is under way for a new metro line stop in the zone. A cargo railroad is also accessible from the zone, which helped it to be recognised for its **Connectivity**.

Parque Central Zona Franca, Colombia

A 'super cluster' is currently under development in Parque Central Zona Franca, which spans several sectors and connects various anchor companies in the zone and develop a supply chain from the generation of raw materials through to customers of the finished products. These efforts have been recognised with an award for **Cluster Development**.

Aqaba International Industrial Estate, Jordan

Aqaba International Industrial Estate's **China Strategy** includes a representative office in Shenzhen and a collabora- ▶



fDi On Location: Kuwait

The latest **fDi** On Location video series reports on how Kuwait is seeking to reduce its reliance on the oil sector, grow private investment and build a more sustainable diversified economy.

The Gulf country of Kuwait is pursuing an ambitious national initiative to future-proof its economy by the year 2035. **fDi** editor-in-chief Courtney Fingar reports on what this grand vision means for foreign investors.

fDi On Location explores investment destinations worldwide - for further information contact Luke McGreevy at Luke.McGreevy@ft.com

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C Velan, CEO, Ramanujan IT City

tion with Shenzhen Chamber of Commerce to encourage and attract investment to the zone. Two Chinese companies invested in the zone in 2017 as a result of the strategy.

Pomeranian Special Economic Zone, Poland

Pomeranian Special Economic Zone has been recognised for its **Bridging Innovation and Business**. The zone's offer is supported by the Gdansk Science and Technology Park, which encourages entrepreneurship in sciences and technology. Facilities on offer include a 3D printer, modern office spaces, a technology incubator, laboratories and training programmes. The Space3ac Intermodal Transportation accelerator programme provides expert and financial support to companies working in the space sector.

Ramanujan IT City SEZ

Architecture Development has been undertaken in India's Ramanujan IT City. Developments include a podium/main street concept development, two levels above ground level. A bridge has been constructed to connect the zone to a rail station and an underground vehicle chassis scanner has been installed.

Ras Al Khaimah Economic Zone, UAE

An award for the **Reduction in Red Tape** has been given to Ras Al Khaimah Economic Zone, having put a focus on making doing business easier in the zone. New software systems were implemented, as well as a new e-services website, where clients can apply for services in the zone from anywhere in the world at any time. A one-stop-shop services centre was also established.

SEZ Khorgos – Eastern Gate, Kazakhstan

As part of the **Incentives** package on offer, products produced by companies on site at SEZ Khorgos – Eastern Gate will be exempt from customs duties and VAT when importing raw materials or components of finished goods.

Shanghai Waigaoqiao Free Trade Zone, China

In recognition of efforts to open the zone and to attract international investors, Shanghai Waigaoqiao Free Trade Zone has been awarded for its **Advocacy**. Temporary adjustments have been made to laws and regulations at national and local levels to provide legal guarantees. The zone has also been recognised for its **Trade Facilitation** efforts, thanks to its opening up of the financial service sector to attract foreign capital and help domestic companies go global.

Sohar Port and Freezone, Oman

Sustainability Practices in place at Sohar Port and Freezone in Oman include the use of steam produced as a by-product of manufacturing operations in the zone. Steam generated in factories is piped to other industries and used as a source of energy. Studies are under way with a view to running port vehicles on hydrogen, another by-product of industry. The zone has also installed solar panels around the head office, reducing the amount of power drawn from the grid.

Special Economic Zone Stupino Quadrat, Russia

Special Economic Zone Stupino Quadrat has successfully lobbied the Russian government for changes in legislation which would make it easier for investors to achieve 'Made in Russia' status and for the amount-based adjustment for supplying railways and engineering infrastructure for residents. This helped Special Economic Zone Stupino Quadrat to be recognised for its **Reduction in Red Tape**.

Special Economic Zone Pavlodar, Kazakhstan

The **Resources and Raw Materials** on offer at Special Economic Zone Pavlodar include 100% of the region's aluminium supply, 75% of its ferro-alloys and 37.5% of its coal reserves.

Starachowice Special Economic Zone, Poland

Starachowice Special Economic Zone boasts the Regional Cluster for Vocational Education, which aims to improve the academic offering of the local workforce and, through closer links with companies investing in the region, aims to better meet their needs. This has been recognised by an award for **Academic Collaboration**. Members of the cluster include higher education institutions, vocational education institutions, companies, business support institutions and representatives of regional government.

Zona Franca Santander, Colombia

Training programmes and opportunities for employees to boost professional development, when married with social progress and efficient use of environmental resources, offers companies the greatest chance to achieve economic growth, according to Zona Franca Santander. These are part of the zone's offering, and helped it to achieve recognition for **Helping Companies Succeed** as part of its 'Doing Well by Doing Good' campaign. ■