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AMSTERDAM, THE NETHERLANDS AND BOSTON, UNITED STATES | 10 DECEMBER 2013



A New Generation in Strategic Advisory

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Thought Leadership from ICA Team Around the World

United States

Mr. Charles Krakoff and Ms. Nerys Coleman from Investment Consulting Associates and ICAIncentives were invited to participate in The Vale Columbia Center (VCC) on Sustainable International Investment's discussion, "Investment Incentives: The good, the bad and the ugly: Assessing the costs, benefits and options for policy reform." ICA drafted this position paper on incentive strategies, together with the VCC and the World Bank.

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Charles presented the report results and participated in a panel discussion. "Governments in recent years have increasingly used incentives and credits as a major tool in their efforts to draw inward investment. This ever-escalating battle has raised significant questions on the true efficiency and costs of these public policies and have called into question the tradeoffs the incentives represent against education, infrastructure, and other forms. Moreover, companies and governments alike are asking question about the levels of subsidy or incentive really needed to impact a location decision."

Asia

In November, Mr. Matthijs Weeink, attended the Red Hot Location's FDI Event in Shanghai, where he had the pleasure to participate in the FDI Award Ceremony and awarded the FDI politician of the Year Award to Mr. Terry Branstad, Governor of the State of Iowa in the USA. With 17 years he is the longest serving Governor of the State of Iowa in history and his personal involvement in landmark FDI deals such as the 1.8 billion USD fertilizer plant investment by Orascom Corporation. Mr. Frank Jensen member of the Danish Social Democrats, and Lord Mayor of Copenhagen and Honorable Zafer Çağlayan, Turkey's Minister of Economy and Member of Parliament finished in second and third place respectively.

On the 19th of November, Mr. Weeink also participated in the MIDA Investment Forum in Kuala Lumpur Malaysia, which was attended by more than 1,200 participants. Interesting panel discussions with industrial platform leaders of Intel, National Instruments, Bosch and other major blue chip companies added significant value and meaningful insights.

Dr. Douglas van den Berghe contributed to UN-ESCAP's FDI Network Meeting in Bangkok on November 19 with a presentation on the effectiveness of incentives in attracting Foreign Direct Investment (FDI) in South East Asia. The presentation highlighted various trends on incentives in the region and emphasized the role of fiscal and non-fiscal incentives in corporate investment.



Europe

Mr. Charles Krakoff is going to speak at the WFZC in Izmir later this week. His speaking slot is titled: *HOW DO THE NEW G20 APPROACHES TO CORPORATE TAXATION AND HOW DOES THIS IMPACT THE DEVELOPING DEBATE ON FDI INCENTIVES INSIDE AND OUTSIDE ZONE?* If you are interested in hearing more about this event or this particular subject, then please do not hesitate to contact us directly.



Middle East

ICA is proudly selected as Main Knowledge Partner for AIM's upcoming event in Dubai in April 2014. Besides a workshop on investor attraction strategies on Monday 7th of April, ICA will host a special panel session on Investing in Emerging and Frontier Markets on Wednesday 9th of April. Discussions with industrial leaders showcase the critical factors in investing in emerging economies and provide a view from the boardroom.



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We also would like to take this opportunity to congratulate the UAE with hosting the World Expo 2020 in Dubai.

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دبي، الإمارات العربية المتحدة
المدينة المضيفة



Please contact us if you would like to schedule a meeting with ICA or join us at the AIM 2014 Event, receive ICA's presentations on Incentives Trends and the Incentive Transparency Index after the event or learn more about ICA's services or products including ICA's Global Incentives Deal Database: www.icaincentives.com or dial +31 20 217 0115 to speak directly with one of our advisors



About Investment Consulting Associates (ICA)

Investment Consulting Associates (ICA) is an independent adviser to companies optimizing their global supply chains and location portfolios. ICA also supports governments in building and enhancing their Foreign Direct Investment (FDI) and economic development strategies. Through our global partner network and multi-disciplinary approach we can assist our clients with an integrated package of service offerings.

Our business philosophy is to utilize smart and efficient software solutions in providing dedicated and tailored consulting services. LocationSelector.com and ICAincentives.com are two of our flagship web based products for companies and governments assessing and benchmarking the competitiveness of global business locations and optimizing their incentive potential. This unique service

offering differentiates [Investment Consulting Associates](#) from traditional management consulting firms who are active in the field of investment promotion and corporate site selection services.

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