

The background of the cover features a large, abstract architectural structure on the left side, composed of white, curved, overlapping panels that create a sense of depth and movement. The rest of the background is a solid, deep blue color.

# Strategic Agenda 2026-2030 of Industrial Development Agency JSC



2026 marks the 35th anniversary of the Industrial Development Agency (ARP S.A.)

# Introduction

For 35 years, Industrial Development Agency JSC (ARP S.A.)\* has been supporting the Polish industry by performing 3 key roles: as a supervisory, financing, and development institution for over 20 sectors of the Polish economy.

## MISSION

ARP S.A. supports the development of the Polish industry – acting in a responsible manner, the Agency strengthens the competitiveness and security of the Polish economy by carrying out investments in strategic sectors, facilitating innovation, and unlocking the international potential of Polish enterprises.

## VISION

ARP S.A. will become a key partner and expert for the Polish industry, setting development directions, enabling expansion, and supporting the advancement of modern technologies, while ensuring Poland's security and economic stability.

\*Polish: Agencja Rozwoju Przemysłu S.A.



The establishment of ARP S.A. to support the Polish industry during the period of systemic transformation. The Agency quickly became a pillar of restructuring, helping dozens of companies survive difficult changes

### 1995

ARP S.A. was the initiator of the establishment of the first Special Economic Zone (SEZ) in Poland – in Mielec

### 1997

another SEZ was established by ARP S.A. – Euro-Park Wisłosan in Tarnobrzeg

### 2005

the establishment of Euro-Park Kobierzycze

ARP S.A. stimulated regional economic activity by:

- establishing industrial parks in areas with high unemployment
- providing capital to a network of ca. 40 Regional Development Agencies

### 2009

Restructuring of Polish shipyards (Gdynia Shipyard and Szczecin New Shipyard) saved them from uncontrolled bankruptcies

### 2018

Reactivation of the Gdańsk Shipyard – repurchase of 81.05% of the shares of the Gdańsk Shipyard from a company controlled by a foreign investor

## 1991

### 2025

ARP S.A. was appointed as the coordinator for local content within strategic sectors of the Polish economy

ARP S.A. managed a portfolio of shares and equity interests in more than 150 companies in order to:

- increase the value of individual companies,
- consolidate entities,
- divest assets from the portfolio

### 2020

During the COVID-19 pandemic, ARP S.A., through its Anti-Crisis Shield, mitigated the effects of the crisis and economic downturn by offering working-capital loans and refinancing leasing agreements for the transport sector

ARP S.A. restructured:

- branches of industry – defence, shipbuilding, iron and steel metallurgy
- groups of enterprises in the footwear and leather, wool, and pharmaceutical industries
- many enterprises of particular importance to the labour market (employing over 1,000 people)

### 2010

Rescue plan for Police Chemical Plant – owing to effective restructuring, the company had fully repaid its loan to ARP S.A. by 2011 and reported a profit

### 2015

Restructuring of Przewozy Regionalne (POLREGIO). Just one year after the restructuring, the company achieved profitability. Today, POLREGIO is a modern, strong regional carrier

# ARP S.A. today

## SUPERVISORY INSTITUTION



- Capital investments,
- Corporate ownership supervision,
- Development, restructuring, and transformation of enterprises,
- Optimisation of the asset portfolio.

## FINANCING INSTITUTION



- Loans for enterprises,
- Local content,
- Public aid programmes,
- Financial products tailored to SMEs,
- Projects with elevated risk profiles,
- Development investments.

## DEVELOPMENT INSTITUTION



- Management of Special Economic Zones and technology parks,
- Comprehensive support and services for investors,
- Internship programmes,
- Support for start-ups,
- Grants for digital transformation.

# ARP S.A. in 2030



- An investor willing to accept elevated investment risk in areas strategic to national security, seeking valuable and prospective investments that strengthen regional development and unlock the potential for international expansion,
- An experienced **manager of a specialised corporate group** – acting boldly and proactively while safeguarding values and resources,



- An entity **financing domestic enterprises**, thereby boosting their growth,
- A promoter continuously **strengthening local content** in strategic investments, influencing the long-term competitiveness of Polish enterprises,



- A patron of **building Poland's technological sovereignty**, investing in technologies vital to the economy and society,
- A financially strong and modern **organisation that uniquely combines expert knowledge, resources as well as experience**, and dynamically adapts to market changes.

# Strategic goals of ARP S.A.

## Goal 1

Enhancing Poland's security and technological potential



## Goal 2

Increasing the involvement of Polish companies in key investment projects in Poland



## Goal 3

Strengthening the financial foundations of ARP S.A.



# Strategy pillars





# 1 STRATEGIC INFRASTRUCTURE

Strengthening control over strategic telecommunications, logistics, and industrial assets, as well as developing them to enhance national security and Poland's position in the region.



# 2 DEFENCE AND DUAL-USE

Building a comprehensive environment that supports national security through the development of infrastructure, production and funding defence and dual-use projects, in cooperation with domestic and international partners.

# 3

## NEW TECHNOLOGIES

Developing the potential of Polish companies in high-tech industries, including expertise in orbital robotics, quantum technologies, digitalisation and medical technologies, as well as shaping an environment conducive to the creation and scaling of innovative solutions in Poland.



# 4

## LOW-EMISSION ENERGY

Supporting enterprises in the low-emission energy sector and energy-transition projects (offshore wind and nuclear projects).





# 5

## INTERNATIONAL COOPERATION

Developing international business links through the implementation of economic projects, as well as supporting the Group's companies in exporting and attracting foreign investment.



## LOCAL CONTENT

Developing the potential of the Polish economy by supporting an increase in the share of domestic enterprises in investment projects within strategic sectors.



## SUSTAINABLE DEVELOPMENT

Supporting the sustainable transformation of the Polish economy and industry by integrating sustainability considerations into organisational management and business operations.



### ARP S.A. is a member of the PFR Group

The PFR Group is a system of Polish development institutions, consisting of 6 entities:



### Team. Poland

ARP S.A. participates in Team Poland (including Team Poland for Ukraine) – the flagship initiative of the PFR Group that provides integrated support for Polish companies seeking expansion into foreign markets, and facilitates investment by foreign companies in Poland (including in Special Economic Zones).



**All pillars of ARP S.A.'s Strategy are aligned with the PFR Group's strategic directions for 2026-30**



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