



AMERICAN CHAMBER OF COMMERCE IN HUNGARY

VOICE

VOL I. ISSUE 02, JANUARY 2011

HUNGARY'S EU PRESIDENCY

MORE INSIDE:

- ▶ **Presidency primer**
- ▶ **AmCham's New President**
- ▶ **Language ambassadors**



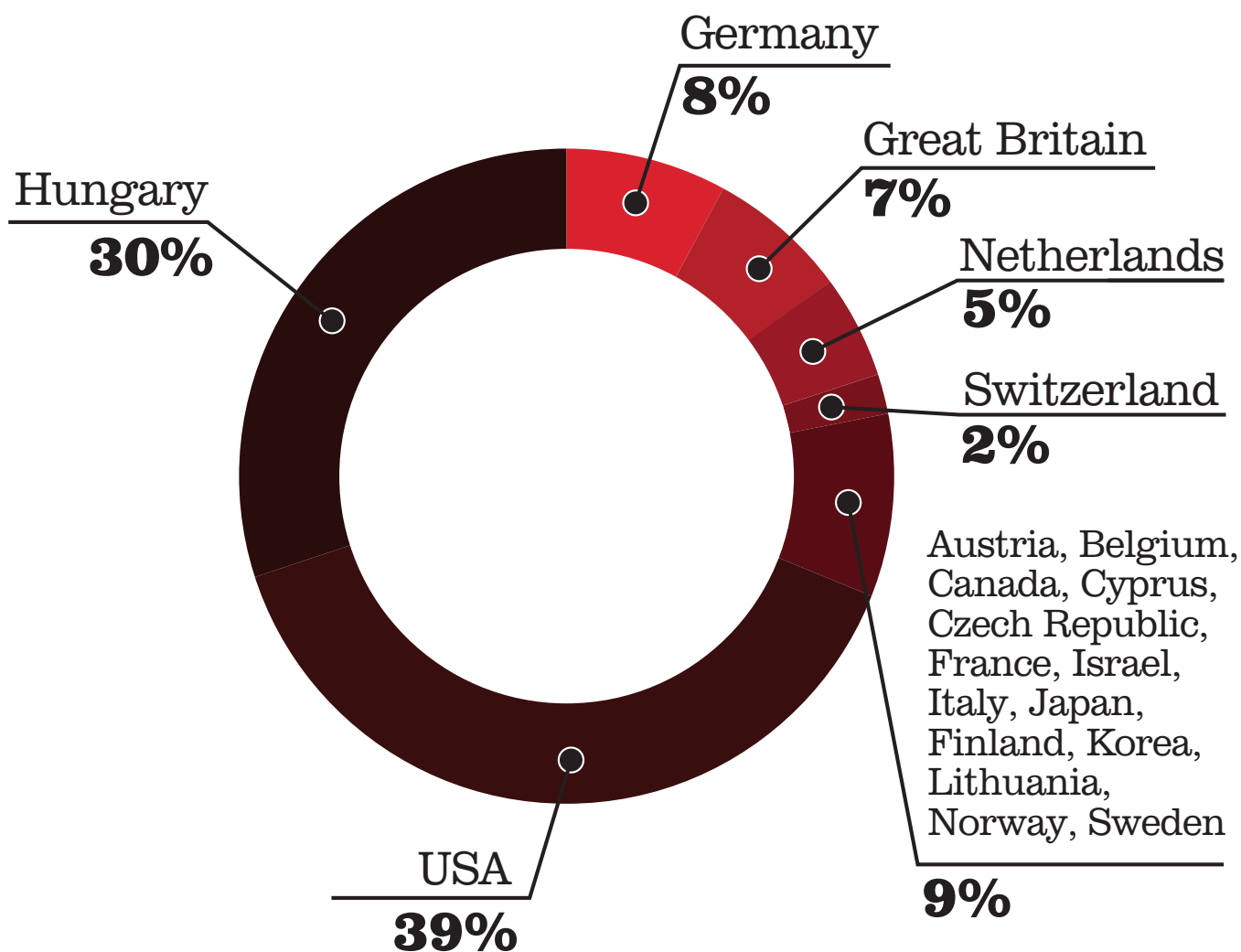


Fig.1. AmCham members by country.

Voice gives you a unique opportunity to get your message over not just to your customers, but also your peers in AmCham, diplomats, politicians, NGOs – just about every stakeholder in the Hungarian economy.

To discuss advertising opportunities in Voice, contact
Ms Viola FARKAS (viola.farkas@bbj.hu), Absolut Media Kft (hirdetes@amedia.hu),
or Ms Csilla PÁL (csilla.pal@amcham.hu, +36/1 266-9880 ext. 319)
at AmCham Hungary.

Contents



4 INTRODUCTION
Dear Members and Friends...

5 PEOPLE IN THE NEWS
Meet the president

6 PEOPLE IN THE NEWS
Driving Hungarian-American trade

7 PEOPLE IN THE NEWS
Meet the board

10 ANALYSIS
Business news roundup

12 ANALYSIS
2011: growth and risks

14 ANALYSIS
Stock's given neutral outlook

16 EU PRESIDENCY
The mark of success

18 EU PRESIDENCY
Hungary, Inc

20 EU PRESIDENCY
Presidency primer

24 LIFESTYLE
Time Out Budapest – restaurants

25 LIFESTYLE
Time Out Budapest
– entertainment

26 LIFESTYLE
András Török's Budapest

28 AMCHAM NEWS
CEO's note

5th Corporate Governance
Workshop

30 AMCHAM NEWS
Ambassadors of inspiration

31 AMCHAM NEWS
PricewaterhouseCoopers Kft.

31 AMCHAM NEWS
HP Magyarország

33 AMCHAM NEWS
Positive answer to self-doubt

34 AMCHAM NEWS
Women of Excellence roundtable

36 AMCHAM NEWS
New members on board

38 AMCHAM NEWS
Photo coverage

42 AMCHAM NEWS
Looking to future funding
and growth

Voice is published on behalf of the American Chamber of Commerce by Absolut Media Kft, Alsó Törökvész út 9, 1022 Budapest, Hungary.

Editor-in-chief: MELINDA TÜNDE DÓRA dmt@bbj.hu, publisher@bbj.hu • Voice editor: ROBIN MARSHALL (robin.marshall@amedia.hu) • Contributors: GABRIELLA LOVAS, ROBIN MARSHALL, ORSOLYA TOKAJI-NAGY, GERGŐ RÁCZ, ANDRÁS TÖRÖK, TIME OUT BUDAPEST • Photographer (unless otherwise stated): PÉTER KÓHALMI
Design: ABSOLUT DESIGN STÚDIÓ (production@bbj.hu) • Art director: TAMÁS TÁRCZY • CEO: TAMÁS BOTKA • Executive Director: ANNA VÁSÁRHELYI

Product Director: VANDA TALETOVICS-VEDRES

Advertising: ABSOLUT MEDIA KFT (hirdetes@amedia.hu) • Sales: VIOLA FARKAS (viola.farkas@bbj.hu)

Circulation: VANDA TALETOVICS-VEDRES • Marketing: BERNADETT FÖLDI (marketing@amedia.hu) • Subscriptions: circulation@bbj.hu

Printing: Absolut Print Kft, ZSUZSANNA SIBA • Websites: www.amedia.hu, www.bbj.hu

For AmCham Content: ZSÓFIA JUHÁSZ (zsolia.juhasz@amcham.hu + 36 1 266-9880/360) Advertising: CSILLA PÁL (csilla.pal@amcham.hu +36 1 266-9880/319)

absolutmzdiz



Dear Members and Friends,

it is a great honor for me to welcome you on behalf of the new AmCham board.

First and foremost, I would like to thank you for your support and votes. I greatly appreciate your trust in me as the new president of this organization.

Let me also welcome the new board members: William Benkő, László Drajkó, Márk Hetényi and Eszter Szabó.

I would like to express my appreciation to all the councils, committees and working groups for their activities in 2010, especially Healthcare, Energy, Electronic Manufacturers and Corporate Governance & Business Integrity for their excellent publications. I would also like to thank President Gusztáv Bienerth for his hard work and the outgoing board members: László Balássy, Ferenc Bati and Csaba Szokodi. Let me also express my special gratitude to all our sponsors and partners in 2010.

While we are determined to retain all the great achievements of the past, the new board will focus on our ambition to be the leading



representative for US and international businesses in Hungary and on our mission of promoting the global competitiveness of our country.

Together we can create a dynamic organization with people and business in our focal point. Competitiveness, finding solutions to the challenges in the aftermath of the global crisis, the measures implemented by the new Hungarian government to give local economy a boost including, for example, the tax reforms, tackling the issues surrounding the usage of EU funds, adequate yet reasonable regulations, and stamping

out corruption are also among our priorities. In the new year, most of our advocacy potential will be focused on restarting the dialogue between government and the business communities. In addition, with three major conferences and summits to be held next year, we would like to keep the issues of the EU presidency, regional energy cooperation, taxation and transparency at the forefront of our agenda. Our participation in the working group established by the Ministry for National Economy to reduce administrative burdens and our contribution to the language learning initiative, driven by the Labor and Education Council, in partnership with the Ministry of National Resources, will also be key challenges for 2011.

Join us in this remarkable work; join us for a successful future! Let us achieve our potential together! I wish you a happy and prosperous new year!

Best regards,
István Havas

AmCham Member's Board

PRESIDENT

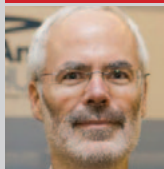


István HAVAS

Ernst & Young
1136
Budapest,
Váci út. 20.

istvan.havas@hu.ey.com
Phone: +36 1 451-8701

FIRST VICE PRESIDENT

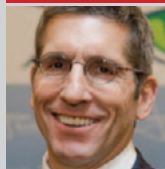


David G. YOUNG

Amrop
Kohlmann
Budapest 1023
Rómer Flóris
u. 57.

david.young@amrop.hu
Phone: +36 1 391-0970
Fax: +36 1 391-0951

SECOND VICE PRESIDENT



Steve CORWELL

AES Hungary
3580
Tiszaújváros,
Verebély
L. u. 2.

steve.corwell@aes.com
Phone: +36 49 547-108
Fax: +36 49 341-756

SECRETARY TREASURER



Ferenc PONGRÁCZ

IBM Hungary
1117
Budapest,
Neumann
János u. 1.

ferenc.pongracz@hu.ibm.com
Phone: +36 1 382-5924
Fax: +36 1 382-5501

BOARD MEMBERS AT LARGE



William BENKŐ

Hárskúti
Megújuló Ener-
gia Központ Kft.
8442 Hárskút,
Kossuth Lajos
utca 25.

willybenko@gmail.com
Phone: +36 1 225 7350



John CANTWELL

DRAMATRIX
Tréning
Központ Kft.
Budapest 1114
Szabolcska Mihály
u. 3. I. em. 1.

johnc@dramatrix.net
Phone: +36 1 365-1680
Fax: +36 1 365-1681



László DRAJKÓ

Microsoft
Hungary
1031 Budapest,
Graphisoft
Park 3.

laszlo.dr@microsoft.com
Phone: +36 1 437 2800



Márk HETÉNYI

Flextronics
International
1183 Buda-
pest, Hangár
utca 5-37

mark.hetenyi@hu.flextronics.com
Phone: +36 30 677 5029

BOARD MEMBERS AT LARGE



Dr. Andrea JÁDI NÉMETH

bpv Jádi Németh
Ügyvédi Iroda
1051 Budapest,
Vörösmarty
tér 4.

andrea.jadi-nemeth@bpv-jadi.com
Phone: +36 1 429-4000
Fax: +36 1 429-4001



Frank KLAUSZ III.

A.T.
Kearney Kft.
1054 Budapest,
Kálmán
Imre u. 1.

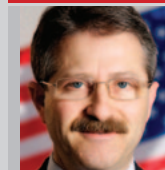
frank.klausz@atkearney.com
Phone: +36 1 475-1442
Fax: +36 1 475-1111



Eszter SZABÓ

GE
1138 Bp.,
Duna Tower,
Népfürdő utca
22. B-C. épület

eszter.szabo@ge.com
Phone: +36 1 237-6811



Péter DÁVID

AmCham
1051
Budapest,
Szent István
tér 11.

peter.david@amcham.hu
Phone: +36 1 266-9880
Fax: +36 1 266-9888

EX OFFICIO MEMBERS

Robert PEASLEE, Gusztáv BIENERTH, Les NEMETHY, Péter A. HEGEDŰS, András SUGÁR, Charles A. HUEBNER, Péter KRAFT, László CZIRJÁK, Robert C. KNUEPFER Jr., Edward J. BUSH Jr., Theodore S. BOONE, Steve BINA, Michael J. SHADE

GENERAL ASSEMBLY

Meet the president

The “number one goal” of AmCham’s new president, István Havas, is to “restart dialogue between government and business”, he told Voice in an exclusive interview. by **ROBIN MARSHALL**



ISTVÁN HAVAS
COUNTRY MANAGING PARTNER
ERNST & YOUNG

WORK ADDRESS: 1136 Budapest, Váci út 20.
PHONE: +36 1 451-8701
E-MAIL: istvan.havas@hu.ey.com

ERNST & YOUNG HUNGARY: Joined the company as an audit partner in 2002, and became head of advisory services in Hungary in 2006, a position he still holds. Made country managing partner in November 2006. Since July 2008, he has served on the EMEIA Partner Advisory Council of Ernst & Young, a partner governance and advisory body for the company in Europe, Middle East, India and Africa.

ARTHUR ANDERSEN: Joined as audit staff in 1990. Between 1998 and 2002 he was responsible for Andersen’s energy, chemicals and utilities services in Central Europe. Was the first local employee Arthur Andersen admitted as partner in Hungary in 1998, and became the first Hungarian partner of Andersen Worldwide a year later.

EGI CONTRACTING/ENGINEERING:
Worked as engineer between 1986 and 1989.

EDUCATION: Karl Marx University of Economics (engineer economist), Budapest Technical University (mechanical engineer)

“I think AmCham should be a bridge between the investing community and government and improve our mutual understanding of each others’ needs,” says Havas, the country managing partner for Ernst & Young, a founding member of AmCham in Hungary. His own personal involvement with the chamber (in various roles and levels of intensity) goes back some 10 years.

During his election stump address at the AGA on December 1, he spoke of a government “that has yet to show its willingness for a dialogue with business. I am not sure the government really understands what business’s needs are.” AmCham should build trust with policy makers, he said, show where they have common ground, and express concerns in a constructive way.

But he doesn’t believe that should always be done in public. Speaking after his election he said, “My own view is that it is not always more useful or more effective to send messages in the media. I believe in face-to-face dialogue.”

Havas says there is much that is right about AmCham, one of the reasons why there were so many candidates for the position of president and board member at large. But there are always ways to improve.

The president says he wants to see more cooperation. “Some committee chairs are board members, but where not, I’d really like to give the committee chairs more exposure to the board, and the outside community.”

And what of his vision for the future? “Our mission is clear, but I want to make

AmCham even more relevant for its membership and all stakeholders.” Different sectors and sizes of businesses need different things, says Havas. “Some most value networking, both professional and social, others look to be represented before government and the regulators, some want AmCham to be a source of information, best practice and so on. We need to serve all these different needs and expectations, but we shouldn’t emphasize any one more than the others.”

Work began in earnest on December 17, with an informal board meeting – the first time the new board had met. He is obviously excited by what lies ahead. “If I wasn’t, I wouldn’t have gone for the presidency. Of course it will be challenging, but also very rewarding, both personally and professionally.”

GENERAL ASSEMBLY

Driving Hungarian-American trade

The identity of the winner of the annual Dr. Iván Völgyes Award was revealed at the Annual General Assembly on December 1: István Gyarmati.



FROM LEFT: PÉTER DÁVID, AMCHAM CEO, WINNER ISTVÁN GYARMATI, AND RÓBERT LITAUSZKI, CEO OF SYNERGON

THE IVÁN VÖLGYES AWARD

The award recognizes those who have played an “outstanding and exemplary role” in promoting and developing Hungarian-American business relations. According to AmCham CEO Péter Dávid, it is a means to “commemorate Dr. Iván Völgyes and continue his legacy.” Many credit Völgyes as being the father of modern lobbying in Hungary. Born here, he moved to the US in 1956, and, having acquired a BA, MA and PhD in International Politics, worked on John F. Kennedy’s 1959 election campaign and then followed him into the White House. An expert in Soviet and Eastern European politics, and a professor of political science, he taught at the University of Nebraska-Lincoln from 1966 until 1995. After the fall of the iron curtain, he moved back to Hungary and was instrumental in introducing numerous US-based businesses to the country, including the Gallup Organization and Reader’s Digest. As a chief advisor to GE, Völgyes also assisted in bringing six of its ten global core businesses to Hungary, along with more than \$1 billion in investment. Aged 65, and having retired from GE, he was working with Synergon (sponsors of the award) when the plane carrying him and its top leadership crashed in June 2001, killing all four of its passengers.

István Gyarmati has been a supporter of Hungarian-American relations for more than 30 years, a position that has in the past caused him trouble. In the early 80s, he supported NATO’s double-track decision (which offered a mutual limitation of medium- and intermediate-range ballistic missiles, coupled with the threat to redeploy if talks failed) – a rather unusual position for a Hungarian diplomat in those days. He was put under police investigation for many years, his house and office bugged. He found the bug in his house, had it framed and it can now be seen in his office.

The political changes in 1990 made it much easier to be a friend of the US. He was the main partner on the Warsaw Pact side of the US delegation under James Woolsey (President Clinton’s first Director of Central Intelligence), part of the negotiations that would bring Hungary out of the Warsaw Treaty, Soviet troops out of Hungary and, eventually, Hungary into NATO.

In the early 90s he became friends with Iván Völgyes, for whom the award is named, and he helped Völgyes move his business forward here.

He worked in the US between 2000 and 2003. After his return he founded and was the first director of the International Center for Democratic Transition, a bipartisan institution that promotes democratic change across the globe. He is now working on creating its sister institution, the Tom Lantos Institute, to carry on the legacy of his friend, the late congressman of Hungarian extraction. ICDT is one of the few institutions that has enjoyed support from all democratic political parties in Hungary – as does he – and to have been publicly praised by both the current Democratic administration and its Republican predecessor.

He is frequently called the “most pro-American Hungarian”, a title that has never prevented him from also being a strong critic.

The most notable example of such was an open letter to President Barack Obama by a number of Central and Eastern European leaders, which expressed their concern that the then new administration was not paying enough attention to CEE; Gyarmati was the principal author. The letter caused some turbulence in Washington, but the administration now recognizes the importance of the region and appears to take it more seriously.

GENERAL ASSEMBLY

Meet the board

The choice, said American Ambassador Eleni Tsakopoulos Kounalakis, would be made from “a slate of excellent candidates”, and the fact that there were so many was “very healthy”. Three people stood for the president’s position, with 10 contesting the four board member at large seats. Our interview with new President István Havas is on page five. On these pages we present the successful new board members. by **ROBIN MARSHALL**



WILLIAM BENKŐ

Director, Hárskúti Megújuló Energia Központ Kft.

Work Address: 8442 Hárskút, Kossuth Lajos utca 25.

Phone: +36 1 225 7350

Fax: +36 1 225 7351

E-mail: willybenko@gmail.com

Hárskút Renewable Energy Center:

2006-present. Building a renewable energy demo park near Veszprém. Aims to create a one-of-a-kind environment in which people can tour the facility and gain personal experience of renewable energy sources. This will result in people becoming better educated and more proactive in applying renewable technologies in their own lives and businesses.

Euronet Administration Services Kft.:

1996-2006. Hungarian start-up built a bank-independent ATM network and hit a high of \$1.6 billion on NASDAQ. The company has offices throughout Central Europe, Asia, India and Africa.

The Atlantic Company: Started commercial real estate company in 1990 to help local and foreign organizations (GM, Skanska), establish their presence in Hungary.

RESource: 1990-1996 Launched magazine with a circulation of 15,000, targeting the commercial real estate sector.

Education: Bachelor of Science, Economics, University of Colorado

Other: Board member, United Way Hungary, supervisory board member, Csodalámpa Foundation

William Benkő, who also stood for president, likened AmCham to the Red Cross, the “go-to” organization in times of need. But he wants to make the chamber what he calls T3 or T cubed, a “turn-to-today” organization. Three keys will achieve that, he believes: “First for me is members,” he says. Next comes personal development. Get these two facets right, he says and influence, his third element, “is inevitable.”

Asked prior to election what activity or committee he would most like to partici-

pate in, he wrote: “My business endeavors are focused on healthcare and renewable energy – two fields influenced by lifestyle and behavior choices. These are the two areas I would like to be most involved in.... I believe if Hungary is to achieve success in the health and energy sectors we must embrace personal responsibility. Secondly, I believe that financing is key to migrate people between alternatives. There are individual behavioral components that don’t cost much. But, we have to align public and private goals. I feel I can contribute significantly in this area.”

THE BOARD LEADERS

AmCham’s board is led by its President, supported by the First Vice President, Second Vice President and Secretary Treasurer. The remaining seven untitled persons are known as Board Members at Large.



Eszter Szabó, in what turned out to be a common theme among all the candidates, made much of the support she received from her family, and not just the immediate members, but grandparents and aunts too. She was also, she said, “the first woman to make a professional career in a family of intellectuals going back generations”. She was recently one of the five finalists for AmCham Hungary’s inaugural Women of Excellence award, which honored those who successfully balance their work, home and personal interests (she does much charity work). Vote for her, she said, and you would get “a businesswoman with a heart.” Asked what qualified her to stand for the board, she said, “I have an extensive network



LÁSZLÓ DRAJKÓ

General Manager Microsoft Hungary

Work Address:

1031 Budapest, Graphisoft Park 3.

Phone: +36 1 437 2800

Fax: +36 1 437 2899

E-mail: laszlodr@microsoft.com

Microsoft Hungary: Drajkó has been general manager since September 2007.

Graphisoft: Prior to joining Microsoft, he was director of international sales for the Hungarian software company, overseeing all global commercial activities.

Axelero: In 2000, László returned to Budapest as the CEO of Axelero Internet (T-Online Hungary) and became member of the Hungarian Telecom Group management committee. Under his three years of leadership, Axelero rolled out broadband Internet services, ADSL and cable and the company reached the leading position in the market.

Compaq Computers: Joined in 1996, initially to run the Hungarian subsidiary before moving to Munich as general manager of the Compaq Market Development Group of CEE.

Novell: He started his career in 1992, at Novell Germany to manage partner sales within Central & Eastern Europe and a few years later set up Novell’s Hungarian subsidiary.

Education: Holds a MSc in Computer Science from the Budapest University of Technology, and had post-graduate studies in the European TEMPUS program at Delft, University of Technology, Design, Planning and Management dept.

László Drajkó couldn’t make the Annual General Assembly, his flight from Germany cancelled by snow. But as perhaps should be no surprise for the general manager of Microsoft, he was able to get a video presentation delivered to the meeting for screening via computer. He spoke of the need for AmCham to “represent the common interests of our businesses and policy makers.” There was also a need to overcome the too-widely held perception that “multis are seen as negative.” He pointed out that Microsoft had done much to invest in its Hungarian people and to develop communities with its own “ecosystem” of suppliers. To build further success, he said, AmCham had “to build

cooperation between international companies and local SMEs”.

In his earlier written submission he had said, “My guiding principle is ‘value creation’ through a value chain. This is how AmCham members become successful in Hungary while Hungarian companies can benefit in developing on the local and global markets.... Both the tough post-crisis global economic environment and the unfriendly sentiment around global companies are calling for me to stand up and highlight the value chain for competitiveness and interdependency to address the overly patriotic, anti-multinational public perception in the local political environment.”

throughout CEE, and the capability to engage key opinion leaders as well as the media to help shape and lead public opinion. It is my strong belief that collaboration among government, the NGO and the business sectors is the most effective way to achieve the best results.”

ESZTER SZABÓ

GE Corporate Communications & Public Affairs Leader, Central and Eastern Europe

Work Address: 1138 Budapest, Duna Tower, Népfürdő utca 22. B-C. ép. III. em.

Phone: +36 1 237-6811

Fax: +36 1 237-6801

E-mail: eszter.szabo@ge.com

GE: Leads strategic communications and public affairs in 21 countries, responsible for government and other stakeholder engagement, promoting GE's brand and supporting business growth. She also oversees the company's corporate citizenship investments in the emerging markets of the Central and Eastern European & Turkey region.

Previously she worked as GE's Corporate Communications Leader in Hungary, and External Affairs Manager for GE Lighting Europe, Middle East, Africa and India. She was the Chair of the Women's Network of GE Hungary for six years, a voluntary organization fostering the advancement of talented female leaders. Since 2007

Eszter has chaired the East-Central European Women's Network organization.

Hungarian Ministry of the Interior:

Szabó served as the Head of the Communications and PR Department for five years and was PR advisor to the Hungarian Prime Minister.

Other: Sits on the board of trustees of the Hungarian National Committee Association for UNIFEM.

Education: She was awarded a BA in hotel management and two MAs in PR and economics at the Economics University of Budapest.



MÁRK HETÉNYI

**Regional Senior Finance Director
Flextronics International**

Work Address: 1183 Budapest, Hangár utca 5-37

Phone: +36 30 677 5029

Fax: +36 1 297 0158

E-mail: mark.hetenyi@hu.flextronics.com

Flextronics International: Regional senior finance director responsible for Hungary, Romania, Ukraine, Czech Republic and also parts of the Netherlands. The role exposes him to many countries and their practices, laws and customs, and he is responsible for ensuring that the competitive landscape of the countries where Flextronics International operates translates into profitable and well risk-managed operations. His position also entails governmental relations and compliance work in the countries for which he is responsible.

PricewaterhouseCoopers: Hetényi worked for PwC both in Hungary and in Silicon Valley, taking leading positions on the audit, transaction services and other engagements for both offices' largest clients.

Education: Bachelor's degree in Business Administration from Georgetown University and a Masters of Computer Engineering from Santa Clara University. A registered Certified Public Accountant in California, he has just successfully completed his Certified Financial Analyst examinations.

Márk Hetényi began his address by outlining what he thought would make the ideal candidate for board member: a native born Hungarian, familiar with the language and culture and able to cook gulyás. That person should then be moved to the US, to become familiar with the American way, have a thorough educational grounding in both countries, returning to Hungary to work and get experience on AmCham committees. Coincidentally, that also happens to be Hetényi's life story. He also listed six reasons why he should be voted for. They were, as might have been expected, a blend of experience and youthful drive, but

the sixth reason was out of the ordinary. "I have the best looking fan club," he said, as a picture of his smiling baby daughter, Laura, appeared on the giant screen. "I'm sure she won me more votes than anything I might have said," he joked afterward.

"As an AmCham Board Member, I would like to continue my work done to date to make Hungary more competitive. I would like to continue to strengthen the committee work within AmCham, help expand the pool of companies who participate in building recommendations and continue to effectively deliver AmCham's messages to the decision makers."

Business NEWS round-up

It isn't necessarily all doom and gloom out there...

COMPILED BY GERGŐ RÁCZ FROM HUNGARY AM'S NEWS SERVICE

LAKICS GÉPGYÁRTÓ has completed a HUF 2 billion plant in Kaposvár that will make engines and generators as well as steel structures for wind farms, hydroelectric dams and nuclear power plants.

KELET-EURÓPAI BIOENERGETIKAI KFT inaugurated a HUF 200-million pellet plant in Tüzsér.

KOREAN ELECTRONICS maker Samsung has started construction of a plastic granulate plant in the Hungarian city of Tatabánya that will employ almost 100 people.

PANNERGY GEOTHERMAL POWER, a unit of Hungarian geothermal company PannErgy, purchased a 100% stake in the Berekfüdő Energy Production and Service, which generates electricity from methane gas extracted from thermal water.

US BAGGAGE MAKER SAMSONITE will expand production and hire new staff at its Hungarian plant in Szekszárd. Samsonite Hungária will spend HUF 500-550 million on a new 4,000 sqm manufacturing and assembly plant and another HUF 700 million on machinery.

DANISH PUMP MAKER GRUNDFOS is investing HUF 3 billion this year

to expand production at its Hungarian plants in Tatabánya and Székesfehérvár.

HUNGARY'S TISZA ELEKTROMETÁL laid the cornerstone of a HUF 6 billion wind turbine generator plant in Tiszaújváros.

THE SHARES OF BUDAPEST STOCK Exchange-listed HybridBox were floated in the open market section of the Frankfurt and Stuttgart stock exchanges.

GERMAN ENGINEERING COMPANY Robert Bosch will invest HUF 9 billion by 2012 at its Budapest development center.

THE EUROPEAN UNION HAS BOUGHT Hungarian property developer WING's office building in Budapest's Millenáris Park for €8.8 million.

ENERGY DRINK COMPANY HELL ENERGY is investing HUF 3.5 billion to build a new bottling plant in northeast Hungary and expand production.

BESTILLO PÁLINKAHÁZ, distillers of pálinka, Hungary's eau de vie, will open a HUF 90 million visitor center in Boldogkőváralja.



THE CONSTRUCTION WORK AT Mercedes-Benz's Hungarian plant in Kecskemét is going according to schedule, meaning it will be able to begin production in May 2011. The auto manufacturer will invest €800 million in the plant by 2012.

SYRIAN-OWNED BIOTECH inaugurated an almost 2,000 sqm medical implants plant in Diósd.

COSMETICS AND HOUSEHOLD products chain Drogerie Markt has completed a HUF 5 billion logistics base on the outskirts of Budapest.

HUNGARIAN-OWNED LIFE insurance company CIG Pannónia Életbiztosító acquired a 60% stake in Pannónia PI-ETA, its partner in the funeral insurance business.

GERMAN HOUSEHOLD PRODUCTS giant Henkel laid the cornerstone of a €14.7 million glue plant in Tatabánya. Eighty workplaces will be created at the plant from 2012.

RAIFFEISEN EVOLUTION has filed plans to build an 80,000 sqm office complex in Budapest's district 14 starting in 2011. Dubbed the Kerepesi Business Park, the complex will include five buildings, one of which will house a 160-room hotel.

UNICREDIT, ITALY'S TOP retail bank, plans to open 120 new branches in Hungary in the next five years as part of a large-scale push to bolster its role in Central and Eastern Europe, adding a total of 900 new branches in the region.

PROPERTY DEVELOPER TRIGRANIT is set to mount a €180 million investment in Poznan, Poland to build a commercial and trans-

portation complex in cooperation with the Polish public railways PKP.

FGSZ FÖLDGÁZSZÁLLÍTÓ, the gas delivery unit of Hungary's MOL, plans to spend HUF 250 billion on infrastructure developments over ten years.

CANADA'S TIPPIN CORPORATION has been awarded a permit for the €130 million renovation of the Budapest Stock Exchange Palace, the former home of state television broadcaster Magyar Televízió.

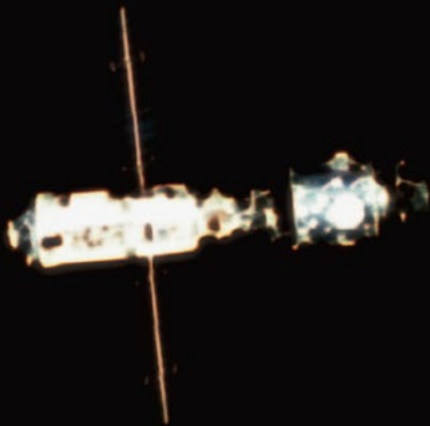
HUNGARIAN CORRUGATED BOX maker Rondo Hullámkartongyártó has completed a capacity expansion at its base in Budapest at a cost of almost HUF 2 billion. Rondo paid for the investment without taking out loans or applying for grant money.

PROPERTY DEVELOPER Eger Holding Típus System Grund Center Hevesi Építő Kft has begun preparations for a HUF 30 billion business park on the outskirts of the city of Nyíregyháza.

A UNIQUE HIGH-TECH INSTITUTION was handed over in Újpest on an 11,000 sqm area. El-Tech will develop, produce and test electronic devices such as satellite parts, airplane board instruments, robot planes and special instruments sensing the nano-range.

HUNGARIAN POULTRY COMPANY Gallus inaugurated a HUF 342 million hatchery at its base in Devecser. The hatchery can turn out 42 million chicks a year, making it the biggest in Hungary.

HUNGARIAN DOCUMENT STORAGE company Dokutár Iratmegőrző és Szolgáltató has completed a HUF 91 million storage facility near Pécs.



A HUF 2.36 BILLION STATE-OF-THE-ART CENTER FOR THE PLANNING, PRODUCTION AND TESTING OF ELECTRONICS HAS OPENED IN THE NORTH OF BUDAPEST. THE ELECTRONICS TECHNOLOGY TEST CENTER (EL-TECH CENTER) IS A JOINT PROJECT OF SATELLITE TECHNOLOGY COMPANY BHE BONN HUNGARY, SECURITY SYSTEMS MAKER CARINEX, TECHNOORG LINDA, WHICH MAKES ION BEAM TECHNOLOGY FOR ELECTRON MICROSCOPY, AND BUDAORSI ISC, WHICH HAS EXPERIENCE SETTING UP INCUBATORS.

2011: growth

*Trained economist
and freelance
journalist Gabriella
Lovas reads the
runes for the
macroeconomic
picture in 2011.*



h and risks

The Hungarian economy is likely to continue to recover from recession; however, risk premiums are increasing due to an uncertain business environment. While growth projections for 2011 vary between 2.5%-3.1%, it is not expected that the 3% inflation target of the National Bank of Hungary (MNB) will be hit in the coming year.

While Hungarian economic growth continues to be driven by strong external demand, domestic demand may also begin to pick up somewhat in 2011. Household consumption is expected to increase, due to the reduction in the personal income tax rate and improving employment rates. According to OTP analysts, lower tax rates will probably result in an average 5% growth in households' disposable income, which may induce an approximately 2% increase in domestic demand. OTP foresees a close to 3% GDP growth in 2011, while the MNB lifted its GDP projection to 3.1% in November.

On the downside, the recently introduced crisis taxes in the tele-

communication, energy, retail and bank sectors are expected to hamper investment activity due to the heightened uncertainty in the economic environment. The new tax measures do not support growth, research institute GKI pointed out. Reducing the corporate tax rate is attractive to foreign capital; however, it will be more than offset by the perceived weakening of legal security, GKI noted.

Inflation around 4% in 2011

The MNB significantly increased its 2011 inflation projection from 3.5% in August to 4.1% in November. GKI is slightly more optimistic with a 3.8% forecast.

Inflation is expected to rise in the short-term and remain above the 3% target for a sustained period, due to significant cost-push shocks hitting the economy, according to the MNB. As a result, its Monetary Council raised the central bank base rate, which had been unchanged from April 2010, by 25 basis points from 5.25% to 5.50% in November. The Council warned that it might be necessary to increase the base rate further in the coming months in order to meet the inflation target. As a comparison, the inflation target is

currently 2% in the Czech Republic, and 2.5% in Poland.

The cost-push shocks include an increase in raw food prices, which will affect processed food prices, as well as an increase in domestic demand. Sectors hit by the crisis taxes will inevitably pass on at least some of the extra burden to customers, which will result in an additional inflationary pressure. The GKI adds that energy and public utility prices, which were kept under control prior to the October local government elections, will also rise.

Increasing risks

In the view of MNB governor András Simor (a man, it must be noted, with whom the ruling party do not see eye-to-eye on many issues), the government introduces new measures every day, and as many of them are unprecedented either in Hungary or abroad, it is hard to tell what their potential impact on growth and inflation might be. The main risks lie in the uncertainty and unpredictability of the business environment, he stressed.

The main country specific risks in Hungary are those related to fiscal sustainability, the elimination

of the Fiscal Council and the private pension funds and the modification of the Central Bank Act, according to Simor, who was a guest speaker at AmCham's December business forum. Revenues from crisis taxes and the acquisition of the assets of private pension funds will ensure that the general government deficit will be below 3% of GDP, but because they are one-off revenues, fiscal sustainability is not ensured.

What some see as the government's confrontational style is also giving cause for concern. When the Constitutional Court annulled a law to introduce a 98% tax on severance payments of more than HUF 2 million, its powers were immediately restricted on budget-related laws. After the Fiscal Council expressed some criticism on the 2011 budget bill, funding allocated in the 2011 budget for its operations were cut to practically zero.

OTP analysts, however, have underlined more positive developments, citing the government's promise to initiate structural changes in the health care and education systems, as well as in bureaucracy and transportation at the beginning of this year.

That was the year: 2010 overview

In 2010, Hungary's GDP growth accelerated at an expected 1%, compared to a 6.3% drop in the previous year. Exports remained the engine of growth, especially those to Germany. Domestic demand was still contracting at the beginning of the year, while investments were boosted by a few big projects in the automotive industry. Inflation was at close to 5%, up from 4.2% a year before. Unemployment remained high, at around 11%.

As the year drew on, the business environment in Hungary became much more unpredictable, which in turn resulted in a lack of confidence in the markets. The government's main priority was to tackle the budget gap, however, the measures introduced to meet the targets raised several issues, as temporary budget revenues were used to cover permanent tax cuts preserving, for the time being at least, a bad budget structure.

THE HUNGARIAN ECONOMY IN 2010-2011	2010 FORECAST	2011 FORECAST
GDP growth (%)	101	102.5
Industrial output (%)	109	107
Investments (%)	97	104
Trade balance (EUR billion)	5.3	5
Budget deficit without municipalities (HUF billion)	890	620
CPI	104.8	103.8
Unemployment rate	11.3	11



CAPITAL MARKETS

Stock's given neutral outlook

Analysts maintain a neutral stance regarding the "big four" Hungarian blue chips and encourage investors to take a glance at foreign stocks instead.

OTP

There are serious risks regarding the operation of OTP Bank, Kuti said. "This does not mean that the stock price will hit HUF 1,200, however, I can very well imagine it at around HUF 3,500," he warned.

The OTP group's performance primarily depends on the positive or negative contribution of its foreign subsidiaries, Kuti pointed out. In Hungary, the main risks include the impact of the recently introduced bank levy, the deterioration of the bank's loan portfolio, exchange rate risks from foreign currency denominated loans and the ban on foreclosures.

MAGYAR TELEKOM

Magyar Telekom expects revenues to fall by 6%, while EBIDTA, excluding the impact of the new extraordinary telecom tax, will drop by 7% in 2010. The market is waiting for the management's statement about its plans to handle the new extraordinary telecom tax and how would it impact its dividend policy.

"As the new tax means an additional HUF 26/share burden and prospects for substantial further free cash flow improvement in 2011 still remain unclear, we think that it would be prudent for Magyar Telekom to cut its dividend, even if the news about such a cut may be perceived negatively," ING analyst Tamás Pletser said.

Despite the company's improving performance through 2010, it may be too early to say that this represents a beginning of a recovery of the underlying business trends, according to Pletser. The main question is whether the new tax will be used as a justification for more aggressive cost restructuring and CAPEX reduction than previously anticipated, he notes.

RICHTER

Richter CEO Erik Bogesch foresees a 5-7% sales growth in Hungary, and a 25-30% increase in Russia. Sales in western European markets are expected to remain flat, while there will be a 25% decrease in the US. The acquisition of the oral contraceptive portfolio of German peer Grünenthal will boost Richter's revenue and profit from 2011, Bogesch said earlier. Global sales of the Grünenthal portfolio, with the exception of Latin America, where it will retain sales and marketing rights for the products, amounted to €72 million in 2009.

Although a new crisis tax might be levied on the pharmaceutical sector due to a proposal to change the write-off rules of pharma firms' R&D costs, the main risks lie in the success or otherwise of the company's research projects, says Kuti. There could be problems even at the last development phase, and a potential failure could result in losses of several billion forints for Richter.

BOURSE REVIEW

The Budapest Stock Exchange did not perform outstandingly in 2010, but this was primarily due to the aftermath of the global crisis. The star performer in 2010 was Richter with the stock price climbing back to a four-year high in October. The company managed to expand its portfolio with two major acquisitions, Grünenthal and Swiss-based private drug company PregLem. In addition, there are several product development projects underway. Richter is expected to close the year with strong results.

MOL

The main issues facing MOL now are the new gas price regulations, the payment obligations on loans to repurchase treasury shares, plans to acquire Surgut's 21.2% MOL-stake as well as the situation of INA's loss-making gas business, Equilor analyst Ákos Kuti tells Voice.

According to the latest version of the gas price regulation, the government will now set the domestic natural gas price, which was linked to the Russian import price. This could have a negative effect of around HUF 5-7 billion per year, according to Kuti. This would be a minor figure for MOL, but together with the impact of the extension of Robin Hood and energy sector taxes, it could seriously hurt the stock's attractiveness.

The approximately HUF 84 billion transaction costs of a voluntary buyout offer for the remaining shares of INA, which was initiated in December, will not weigh on MOL's financial health, Kuti predicts. If all the shares were offered to MOL, its stake in INA would increase to 56.1% from the current 47.2%.



DONATE 1% OF YOUR PERSONAL INCOME TAX AND MAKE SOMEONE'S DAY A LITTLE BRIGHTER!



Did you know that six out of ten taxpayers do not take advantage of the opportunity to support civil organisations with 1% of their personal income tax?

Don't delay! The deadline for donating 1% of your Personal Income Tax is close!

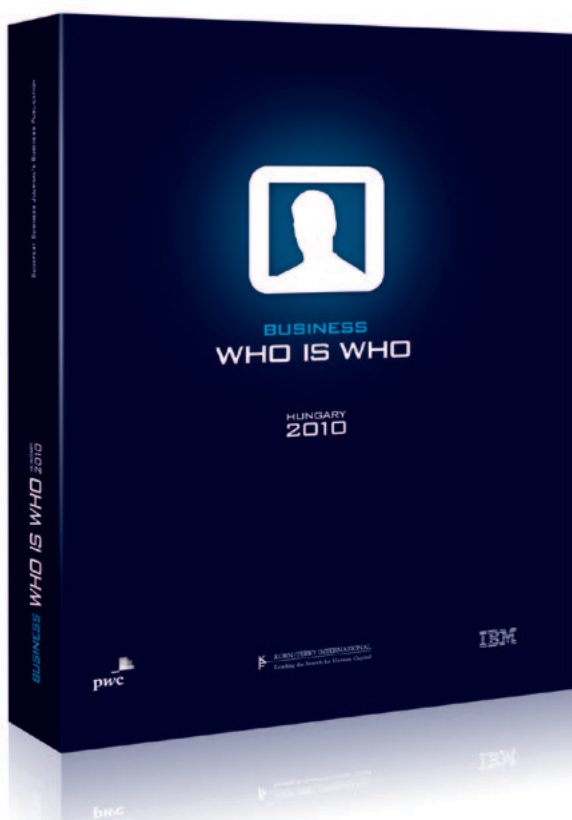
Name of the beneficiary:
Amerikai Kereskedelmi Kamara Alapítvány
TAX NUMBER: 18106400-1-41

In order to fulfil our mission please inform your colleagues and clients about the importance of this valuable opportunity!

How the AmCham Foundation will distribute your donation?

- The foundation supports healthcare, social and educational programs of organizations in Hungary helping children in need.
- Supported programs are selected through a national or county-level open tender.
- A detailed and full monitoring system is applied.

For more information about the AmCham Foundation, please visit www.amcham.hu/foundation



BUSINESS WHO IS WHO HUNGARY 2010

Business Who is Who is an **encyclopedia** which presents Hungary's **most influential business people** and entrepreneurs; the people who direct Hungary's largest firms, the most active entrepreneurs and the most influential analysts.

You can order it at www.bbj.hu

INTERVIEW

The mark of

The Hungarian government will have its own ideas about how it measures whether its Presidency of the Council of the European Union was a success. But of at least equal importance is how others judge it. Susan Danger, the Managing Director of the American Chamber of Commerce to the EU and an experienced lobbyist, told us what to look for.

by **ROBIN MARSHALL**

“It’s actually very hard to score a presidency,” says Danger. “As an organization we debated the issue very seriously a few years ago. I am not sure that scorecards are effective in the long-term; from a lobbying point of view, a negative report would be dangerous for any future relationship.”

So Hungary will not be getting a piece of paper that says anything between A+ and D-, but that doesn’t mean business doesn’t know what it wants.

“What we would think of as successful would be a presidency that doesn’t try to focus on too many things. Naming no names, a few years ago we were visited by the EU ambassador of a country that was to take on the presidency. He proudly presented us with a huge long list of priorities, and there was no realistic way most of those were going to get done.”

Not doing too much doesn’t exactly sound like a particularly lofty ambition, but Danger has some staggering statistics that



make it all too clear why it is important. “It is generally the case that a presidency will spend 85% of its time dealing with matters that weren’t finished under the previous presidency, 10% of its time on crisis management, and just 5% on new matters.”

It makes the relatively recent idea of three successive member states working to a previously agreed 18 month program all the more sensible. “A successful presidency will work with its trio predecessor and not try to reinvent the wheel,” says Danger. “It will do some good for the EU, raising its profile on the global stage, rather than using the

presidency for internal domestic issues.” A concentration on European-wide growth and job creation, coupled with realistic and credible priorities are the benchmark. Countries are given a degree of latitude when it comes to judging their efficacy. Everyone understands, for example, that member states are victims of the timing of history. France, for example, held the presidency in the second half of 2008, a period which also saw the referendum rejection of the Lisbon Treaty by the Irish, the Russo-Georgian conflict in the Caucasus, and the bankruptcy of investment company Lehman Brothers.

Success

It is recognized that holding the presidency for the first time, as Hungary now is and Poland will from July 1 2011, throws up unprecedented challenges, and also that countries holding the presidency in the second half of the year generally have a shorter time frame within which to work, as July and August are holiday months across much of the Continent.

But there are still specifics that AmCham EU wants to see the Hungarian presidency address. Not least is progress on the battle to introduce a one-stop EU-wide patent. The cost of filing and protecting patents in Europe is substantially higher than in the US or Japan, for example, and businesses complain about inconsistent decisions handed down by European courts. Although the idea has been around for a lot longer, concrete plans for a Community patent were first produced in 2003. Progress since then has been held back by repeated technical and legal difficulties among the 27 EU members, especially on whether a patent should be translated into all 23 official languages or just two or three.

“The EU patent has become quite political; Hungary has given us the impression that it will try to bring the process to an end –

to do so would be a huge tick in the box for it,” Danger explains. Other areas to watch, she says, are harmonization of consumer rights, which would help to complete the single market, a pharmaceutical package to help fight against counterfeit drugs and protect intellectual property rights, and agreement on a number of free trade agreements, especially important with the Doha round of the WTO talks stalled. None of these are new issues, and Hungary was expected to inherit something like 100 unclosed dossiers from Belgium, its immediate trio predecessor.

“We are confident that Hungary is determined that its presidency will be a success, and that it is committed to delivering a program to do that. AmCham EU can see no reason why it should not be successful. It certainly has some good leaders in place, people like State Secretary for EU Affairs Enikő Győri and Foreign Minister János Martonyi. To have leadership of that quality involved bodes well.”



Susan Danger

Susan Danger is managing director of AmCham EU, which speaks for American companies committed to Europe on trade, investment and competitiveness issues. It also currently hosts the secretariat of AmChams in Europe (European Council of American Chambers of Commerce), of which Danger is Vice Chair.

She joined what was then the EU Committee of AmCham Belgium in 1995 as communications manager. Based at the secretariat office in Brussels, she was responsible for enhancing the reputation and effectiveness of the organization through internal and external communications activities. She was also responsible for professional development and major events.

Danger was promoted to Managing Director in August 2002, since when she has been responsible for the strategic direction and smooth-running of all AmCham EU's activities and operations. In 2003 she oversaw the re-branding to AmCham EU and the separation from AmCham Belgium. A University of Bath (UK) graduate in European Studies and Modern Languages (French and German), her career developed in London in marketing and communications within the tour operation industry, where prior to coming to Brussels she worked for Thomson Tour Operations. Previously, she has worked in the UK, Germany, Austria, and Spain. A UK citizen, Danger resides in Brussels with her husband and three children.

Slovenia

presidency holders January-July 2008

Do you think Slovenia's Presidency was a success, and if so why?

In the first half of 2008, Slovenia became the first “new” member state to hold the presidency. We managed to promote our country in the international community and to implement some important national priorities in the framework of the EU. The reactions of the international community and the press were very positive. More than 8,000 events were held: 283 in Slovenia, 3,285 in Brussels and 4,242 elsewhere in the world. In total, Slovenia spent €62,374,158 on the Presidency. The Slovenian Presidency website www.eu2008.si was visited by 765,000 visitors, who over a period of six months visited 3,765,000 pages. Slovenia also contributed lasting commemorations of its presidency: at the EU Council headquarters in Brussels we installed a replica of Plečnik's long-case clock, and in front of the institution we erected a monolith, made of dark Pohorje Tonalite, bearing a quotation from the Slovenian national anthem “May all peoples thrive and prosper” in all 23 official languages of the European Union.

What advice would you give Hungary in order for its presidency to be successful?

We believe that the most important part of a successful presidency is a good preparation process. We would also like to stress the importance of teamwork and good coordination as well as lobbying and relations with NGOs.

Dubravka Šekoranja

Minister Plenipotentiary
Embassy of the Republic of Slovenia in Budapest

Czech Republic

presidency holders January-June 2009

Do you think the Czech Presidency was a success, and if so why?

Despite the not very favourable economic and political situation, the Czech Presidency in 2009 was successful and achieved many tangible outcomes in its three priority fields: economy, energy and external relations. Thanks to close cooperation with member states and EU institutions more than 60 legislative measures were successfully finalized; political (Gaza) and energy crisis from the beginning of the year were solved; protectionist economic measures within the EU were rejected; important supportive measures aiming at the recovery of European economy were introduced; steps aiming at stronger energy security through diversification of energy sources and routes were taken; agreement on an EU contribution towards combating climatic change was specified; partnership between the EU and its Eastern neighbors was launched and there was also progress on the path towards institutional reform of the EU.

What advice would you give Hungary in order for its presidency to be successful?

Before the Czech Presidency, Alexandr Vondra, Czech Deputy Prime Minister for European Affairs from 2007 to 2009, gave the following advice to his colleagues: “Be prepared for hard work, long hours and unexpected tasks. Remain humble and flexible and expect no big rewards for your efforts.”

Jan Blažek

III. Secretary
Embassy of the Czech Republic in Budapest



Branding should be as important for a country as it is for a product, though many overlook it. Now Hungary is finally taking its own brand seriously.

by **ROBIN MARSHALL**

The task facing Gergely Böszörményi Nagy and his colleagues is daunting; develop a single, unifying brand for Hungary, channel all government communications to reflect it, and as part of the process, help Hungarians rediscover their love for Europe.

Böszörményi Nagy rejoices in the very long title of Deputy Head of the Department for Strategic Communication at the State Secretariat for Government Communications. Fortunately, the idea around which all Hungarian branding communication will coalesce is somewhat shorter: Potential.

Having established an umbrella brand word, the next step was to break it down. “We decided on separate focus areas:

Creative Potential; Green Potential; Healing Potential; and Market Potential,” explains Böszörményi Nagy.

The concentration on focus areas is interesting. The deputy head’s background is as a marketing professional, not a politician. Targeted messaging, he says, is vital. “I don’t believe in general branding for a country like those CNN spots. They are all very colorful, very similar, not very credible, and they all look alike; you could be talking about Malaysia or Croatia. You have to look very seriously about where to buy media and advertising spots.”

Instead, the idea is to focus on niche areas, smart branding, if you like, rather than blanket generalizations. Thus marketing for the Healing Potential will target people interested in health tourism, for example. Communications around Market Potential will address the business world; intellectuals will, in part, be the focus for Creative Potential.

The drive has come too late for the EU Presidency – a fully thought through strategy is expected to be in place by this fall, to take effect from the beginning of 2012. But that doesn’t mean the principals can’t be applied; targeted communication, building on Hungary’s heritage and potential, and emphasizing what Böszörményi Nagy calls “European Hungarian values.”

There is one caveat, however. Hungary cannot be seen to be using the presidency for its own means. “The EU presidency is not for country branding. The most important thing is for Hungary to be useful for the EU. If everything works well at the operational and logistical level, then we will have been useful.”

One thing that will be emphasized, though, is culture, especially where it ties in with the political priorities of the presidency. Such synchronization will become a feature of the future country branding. *(See separate box for details of some of the planned events.)* It is also hoped that Hungarians themselves will come to view Europe differently. “We have this strange situation where the EU as an institution is popular in Hungary, but our membership of it is not. We should rebalance that. We will highlight that our membership of the Union represents an opportunity, not a boundary or a danger.”

Work on establishing the umbrella idea and the focus areas for the country branding were undertaken over the summer of 2010. That was the easy part. Drawing up the strategy to make it work is where the hard graft comes in. “Branding a country is much harder than the classical marketing model because there are so many stakeholders involved.”



Refreshingly, the government decided to build on, rather than ignore, the work of the previous administration, which had established a country branding council back in 2008. Equally refreshing, politicians were removed from it, and replaced with professionals, so that its membership of 20 includes major figures from the creative sector, as well as representatives of economic, artistic, educational and civil organizations. "It is probably one of the most representative boards in the country," reckons Böszörményi Nagy.

A working group that includes representatives from the foreign affairs, national economy, and national resources ministries, along with the Hungarian National Tourist Office, Agricultural Marketing Center, ITD Hungary, and the Balassi Institution supports the council.

The working group prepared the draft strategy. That was delivered in December to the council so it can review, question, test and challenge it. The final strategy should be ready by the fall of this year for implementation from 2012. And it could, potentially reach almost anywhere.

"There are 14 different stamps for Hungarian made products in the FMCG sector. How much easier will it be for everyone if there was just one?" But Böszörményi Nagy doesn't expect this to happen overnight, one reason why his department aren't pressing to get the strategy out sooner. "We are realistic, and we don't want to repeat the mistakes of the last 20 years. This is not a campaign for six months only. One real major boundary we are facing is how to socialize different institutions to think of branding as a common goal."

Key cultural events

The cultural context of the Hungarian presidency will take in some 100 events across Europe. Where possible, they will tie in with policy priorities. Take inclusion, for example: a Hungarian-organized exhibition in Madrid will compare the life of Roma in the two countries.

The Danube strategy is another example of a policy priority with cultural potential. "All the countries through which the Danube flows have very much in common in cultural heritage, from Germany to Serbia," says Böszörményi Nagy. Thus student from Budapest, Zagreb, Graz, Vienna and Ljubljana who make up the Central European Youth Symphony Orchestra

will play a series of concerts in Danube-side cities to complement the Danube Cultural Cluster and Cities on the River programs.

Next year is the European Year of Volunteering; so expect plenty of activity to tie in with that. It is also the 200th anniversary of the birth of Franz Liszt. Says Böszörményi Nagy, "Liszt is well known; it is less well known that he was a Hungarian. We should communicate that we have a world star in classical music who is still relevant today." Concerts in Madrid, before the Spanish Royal Family, in London's Royal Festival Hall, the Stephansdom in Vienna and in Brussels, Paris and

Rome will stand alongside a performance for Pope Benedict XVI in the Vatican on the anniversary of the day Saint Elizabeth of Hungary was canonized on May 27 1235.

Renewed and closer ties with long-time partner and ally Poland is another priority for the government and, with just a touch of serendipity, Poland follows Hungary in holding the presidency. That has given the chance for a series of Polish-Hungarian opera concerts, as well as a cultural closing ceremony in Poznan, featuring Hungarian PM Viktor Orbán and his Polish counterpart Donald Tusk, for the ceremonial handing over of "Europe's keys".



Presidency primer

Unless you have been living in one of Budapest's cellar-bars for some considerable time, you can't have failed to notice that Hungary assumed the rotating presidency of the Council of the European Union on January 1. But what exactly is the Council? by **ROBIN MARSHALL**



WHAT'S IN A NAME?

The role is often shortened in the media to the more convenient Presidency of the EU, but that lack of clarity can also be a hindrance, and the Council of the European Union is frequently confused with the European Council, the Council of Europe, the European Commission and even the European Parliament. So, who does what?

The **Council of the European Union** (also referred to as the Council of Ministers or simply the Council) is the EU's main decision-making body. Government ministers of the 27 member states attend its meetings. The Council's headquarters are in Brussels, but some of its meetings are held in Luxembourg. Sessions of the Council are convened by whichever member state holds the rotating six-month presidency, and it also sets the agenda.

The **European Commission** is the executive branch of the Union. The current President of the European Commission is José Manuel Barroso, who first took office in October 2004, and was re-elected for a further five years in 2009 by members of the European Council and European Parliament. Once elected, the president is responsible to Parliament. He or she allocates portfolios to members of the Commission and determines the policy agenda and legislative proposals (the Commission is the only body that can propose EU laws). The president



also represents the EU abroad, alongside the President of the European Council and the High Representative of the Union for Foreign Affairs and Security Policy (the High Representative).

According to the organization itself, the **European Council**, one of the seven formal EU institutions, "defines the general political direction and priorities of the Union." Since December 1, 2009, the President of the European Council has been Herman Van Rompuy. The European Council consists of the heads of state or government of the member states, together with its President, the President of the Commission and the High Representative. It meets twice every six months in summits, at which the final texts of EU treaties are drawn up and signed.



The **Council of Europe** is not at an EU institution at all, but an independent body based in Strasbourg (France) with 47 member countries, mainly concerned with the promotion and protection of human rights, democracy and the rule of law. According to its own website (www.coe.int) it "seeks to develop throughout Europe common and democratic principles based on the European Convention on Human Rights and other reference texts on the protection of individuals." Since October 1, 2009, the Secretary General of the Council of Europe has been Thorbjørn Jagland.

The **European Parliament** is the only directly elected body of the European Union. Based in Brussels and Strasbourg, the 736 Members of the European Parliament (MEPs) are elected every five years by voters right across the 27 member states of the EU. Since election to the office on July 14, 2009, the President of the European Parliament has been Jerzy Buzek. In many policy areas, decisions on new European laws are made jointly by the Parliament and the Council of Ministers. The Parliament plays an active role in drafting legislation (proposed by the Commission), and also has joint power with the Council over the annual budget of the European Union.

THREE INTO ONE

Hungary has known it would take over the six-month presidency at least since January 1, 2007, when the Council amended the



schedule to allow for the arrival of two new member states, Romania and Bulgaria. At around the same time, discussion began on the idea of creating an 18-month common presidency. Previously, each member state had largely followed its own agenda for its six-month period in charge. Now, a trio of states would be asked to create greater continuity by formulating common policy areas across the life-time of their shared presidency. In 2009, the idea was formalized with the signing of the Treaty of Lisbon, and Spain, Belgium and Hungary became the first triumvirate. The three countries also adopted a common logo to symbolize the connectivity of their time in power. The artwork was the winning entry from an international competition featuring design students from Spain, Belgium and Hungary, and is the work of a young Belgian student. According to the Belgium EU presidency website, "The dynamism of these three countries is symbolized by the fine cursive letters 'eu' of the logo. They appear to be handwritten in order to invite all citizens to take ownership of the European project. Each version of the logo assumes the colors of the country's flag, but the addition of the word "trio" as an exponent denotes the solidarity between the three countries." The next trio will start with Poland, which takes over from Hungary on July 2011, followed by Denmark and Cyprus.

COMMON PROGRAM

On November 27, 2009, the common program of the trio was presented to the Council of the European Council in Brussels. According to the Belgium presidency website, these are the main objectives that have run through all three presidencies:

- **Review the Lisbon Strategy** so that the EU is better prepared to overcome the economic crisis, restore sustainable growth, a higher rate of employment and better competitiveness.
- **Better monitoring of the financial markets.**
- Broaden the **social agenda** and focus it on young people, on **combating gender discrimination and fighting poverty.**
- Press forward on **energy and climate change.**
- Make the EU a space for ever greater **freedom, safety and justice** (Stockholm program).

- Set up a global European policy for **immigration and asylum.**
- Set up a **more consistent, effective external EU representation.**
- Place the emphasis on the **defense of human rights and fundamental freedoms.**

LOST IN CYBERSPACE? NO.

Even by mid-December, the Hungarian presidency website, www.eu2011.hu, contained nothing more than a welcome page which simply said, in Hungarian, English and French, "Coming soon. Hungary will fulfill the tasks of the rotating Presidency of the Council of the European Union from January 1, 2011."

That might look a little odd, particularly as the Poles ([HTTP://WWW.PREZYDENCJAUE.GOV.PL/EN/](http://www.prezydencjaue.gov.pl/en/)) have for some time had information up on their presidency, which follows that of Hungary.

But according to Gergely Böszörményi Nagy, Deputy Head of the Department for Strategic Communication at the State Secretariat for Government Communications (*see pages 18-19*), "There is an unwritten rule in the EU that you don't launch your presidency until after the last European Council meeting, which is December 16-17. After that there will be a lot of information on our site."

According to the Foreign Ministry, the official website of the Hungarian Presidency was due to go live from December 20, 2010.

LESS POWER?

In his regular blog ([HTTP://BLOGS.FCO.GOV.UK/ROLLER/DOREY/](http://blogs.fco.gov.uk/roller/dorey/)), British Ambassador Greg Dorey referred to "the reduced presidency role following the Lisbon Treaty" (although he added that it was still a "huge challenge"). This is because the President of the European Council now takes on many of the duties that would have fallen to Viktor Orbán, in Hungary's case. Similarly, the High Representative, Catherine Ashton, who was appointed at the same time as Herman Van Rompuy, now takes many of the functions that would have fallen

to Minister of Foreign Affairs János Martonyi.

YOU ARE NOT ALONE

Dorey also revealed that help has been offered to Hungary (as it is all "new" member states taking on the presidency) in the form of expert secondees. The UK will send up to six experts. By mid-November, three were already in place, covering international development issues at the Ministry of Foreign Affairs; justice and home affairs and counter-terrorism at the Interior Ministry; and financial services at the Ministry of National Economy. Other secondees are slated to cover climate change and low carbon in the Ministry of National Development, with the possibility of a sixth to help out at the Ministry of Foreign Affairs with English language content on the Presidency website.

BAPTISM OF FIRE

There can be no doubting that the Hungarian government understands the enormity of what it is embarking upon. This is taken from the Foreign Ministry website ([WWW.MFA.GOV.HU/KUM/EN/BAL/](http://www.mfa.gov.hu/kum/en/bal/)): "Between January 1 and June 30, 2011, Hungary will hold the rotating presidency of the Council of the European Union for the first time. The presidency is an extraordinary occasion for Hungary for several reasons. It is a generally accepted view among EU member countries that the first occasion of holding the presidency is a kind of a baptism of fire: we can understand this complex system of decisions only if we have managed it at least once. The presidency means political, diplomatic, professional and communication tasks at the same time, and the results achieved in these all form a part of the evaluation of the given member state. These six months shall make Hungary more visible inside and outside the EU, while also making the domestic public opinion more conscious of the European Union, its advantages and opportunities."

FINAL TOUCHES

Buzek, the President of the European Parliament, and the heads of the European parliamentary political groups paid a two day visit to Hungary in early December in order to discuss the program and priorities of the Hungarian Presidency. The main task of the so-called Conference of Presidents (CoP), led by the EP-President and one of the main political organs of the European Parliament, is to keep contact with the other EU institutions, including the incoming Hungarian Presidency.

Mark Your Calendar 6th Regional Tax Conference



AMERICAN CHAMBER OF COMMERCE
IN THE SLOVAK REPUBLIC

We are very pleased to inform you that on **8 March, 2011** AmCham Hungary, in cooperation with three other AmChams of CEE (Czech Republic, Poland and Slovak Republic) will organize the 6th Regional Tax Conference.

The conference will bring together tax experts from the governmental and business communities throughout the region to review best practices and to highlight problems and outline possible solutions. Through this, the conference aims to help create the best possible business climate for the region and enhance its competitiveness, particularly in light of challenges from lower-wage economies throughout the world and the current economic crisis.

We hope that you can join us for the conference; we will provide you with more information shortly.

For sponsorship opportunities please contact Zsófia Juhász, Marketing and Communication Manager at +36 1 266-9880/360 or zsafia.juhasz@amcham.hu



OUT NOW!

The Best Businesses in Hungary 2011

Contact Éva Bércesi
Phone: (+36 -1) 3 98 -0344
Fax: (+36 -1) 398 -0345
E-mail: circulation@bbj.hu

TimeOut Budapest

The information on these pages is produced by Time Out Budapest, available on newstands every where. For a subscription, write to subscriptions@timeoutbudapest.hu

A LA GALETTE

This place focuses on the cuisine of the Brittany region, which includes the titular galette, a savory buckwheat pancake that's served wrapped around interesting varieties of cheese, meat, fish and vegetables. Most cost under Ft2,000 and they make a hearty meal by themselves. They are also delicious.

For the truly hungry, 'La Celte' (Ft1,990) is a galette filled with ground beef, onions, tomatoes and cheese, while the meat-free 'La Poitevine' is served with chèvre cheese, crème fraîche, melted cheese and green salad. To be traditional about it, order your galette with Breton-style hard cider. They have a few varieties, available on tap (Ft1,400/0.5 ltr) or in bottles. There are usually a few French wines to choose from, all costing less than Ft3,000 a bottle. Other dishes from Brittany and France show up on the specials board, including lobster bisque or a variety of boudin noir, the French blood sausage. If you have room for dessert, the kitchen turns out sweet crêpes that are as large and as expertly prepared as the galettes. The public dining area is a small, cheery blue-and-white room with a seaside theme, where sea chanties from Brittany play on the stereo. The whole operation is run by a charming young Breton couple who give friendly service.

**VI. Szondi utca 11. (302 6925).
M3 Nyugati pu.
Tues-Sat noon-3pm, 6-10pm.
Cash only.**

TRATTORIA TOSCANA

With a list of more than 100 bottles from Hungary and Italy, this centrally located riverside eatery puts the focus on wine, though the food deserves major respect. Grab a terrace seat with a good Danube view, or find a spot in the classic looking dining room and anticipate superb dishes, whether pasta, pizza, fish or meat. Their ability with seafood means it's worth ordering the lobster (Ft19,500 per kilo), monkfish (Ft4,890), any of the ten seafood pastas or the expertly grilled calamari (Ft3,490), scorched on the outside to a perfect golden brown. The swift and efficient waiters are ready to guide you through the impressive wine choices, which start at Ft3,600 a bottle and range on up to the stratosphere – with several offered by the glass. There seems to be a small premium on the prices simply because this place is in the touristy section of Pest, but you won't feel cheated as meals here are a treat.

**V. Belgrád rakpart 13 (327 0045).
Tram 2/M3 Ferenciek tere.
Daily noon-midnight.
Credit AmEx, MC, V.
www.toscana.hu**

FUN PALACE/SMILE

Two adjacent English-style bars with the same owners are the latest addition to the eclectic mix of boozers lumped together in the building opposite the Vígsház. The new Fun Palace boasts a palatial split-level barroom on the ground floor. In the cellar below, its sister establishment, Smile, has a sizable bar, small stage hosting comedy and a separate entrance. The Fun Palace is a high-ceilinged room of close to 500 sqm. In the center, a swift crew pours drinks from within an imposing four-sided bar counter. In the rear is what the owners are calling the 'snug', a raised platform with a cozy grouping of banquettes, padded with red vinyl. Sturdy wooden furnishings, and wood-paneled walls decorated with a jumble of signs and advertisements, add an English pub atmosphere. Guests can find the comforts of England here: cider and Guinness on tap, and Premier League football on five wide screen TVs. English is the dominant language at the Fun Palace, which has a nucleus of expat regulars, but the drinks prices are local: a half liter of Borsodi beer from the tap is Ft480, while the fancy Czech stuff, Staropramen, goes for Ft580. Also from the tap, Guinness is Ft900 per pint and Gaymers Cider Ft800 a pint. Prices drop between 6-7.30pm every day for happy 'hour' – and all day long on Monday.

Down below, the stage of Smile has begun hosting English language comedy, and they are planning to host parties, concerts and other events.

**V. Szent István körút 13 (06 20 547 6111 mobile).
Tram 4, 6 Jászai Mari tér.
Mon-Tues noon-1am, Wed-Sat noon-3am, Sunday noon-midnight.
www.funpalace.hu**



BRAINSPILL

'Brainspill', a new English-language production scheduled to appear live monthly at the Merlin Theatre, will offer a humorous take on current events in a news-show setting. The show is set to run one Monday a month; check the Merlin for times. We interviewed an anonymous writer for the show.

Can you explain the format a little?

'The format is simple: our studio presenters, special correspondents and experts deliver news and analysis, never shying away from going a little deeper into "the events behind the events". The show also features our own documentaries, which go even deeper, into "the events behind the events behind the events", as we put it.

'While the BBC currently employs around 23,000 staff, a recent audit put the BS workforce at around 0.052% of that figure: We are matching them for quality if not quantity, however, as proved by our recent capture of expert analysts Sigmund Freud and Carl Jung. Who knows more about European club football than those guys? Our visionary art critic Hugo meanwhile combines Baudrillardian post-structuralist theory with Metzgerian analysis, often with the use of a baseball bat.'

Was there any particular event that sparked the idea to start making fun of the news?

'Yes. I was watching Fox News earlier this year and thought "I am funnier than all of these guys."

Anything else to add?

'If you consider yourself a intellectual and demand a more intelligent approach than is found in the mainstream media, "Brainspill" is for you. And if you don't, even better.'

Merlin Theatre

V. Gerlőczy utca 4

Phone: 318 9844, 317 9338

M1, M2, M3 Deák tér/tram 47, 49

Admission Ft500

www.merlinszinhaz.hu

TAIWAN CALLING

Budapest's two most important art venues, the Ludwig Museum and the Műcsarnok, are hosting a mega exhibition of contemporary Taiwanese art.

Entitled 'Taiwan Calling', the show sets out to uncover the multifaceted reality of historical, social, ethnic and political questions in Taiwan through the work of artists from both the younger and older generations. The strengths of the island's contemporary art scene lie in video and installation art; while issues of immigration, integration, mixed marriages and generational tensions are recurrent themes in the work of older artists, such as Cheng-Ta Yu, Chi-Chien Chang, Yu-Chin Tseng and Lan-Hsiao-Fan.

Artists of the younger generation grew up in an easier economic and social situation, and as a result deal less directly than their elders with social and political questions. The work of the likes of Yong-Nong Tzeng, Charwei Tsai and Mia Wen-Hsuan Liu consequently have a more meditative, inward looking and emotional character, and typically address the contemporary revaluation of the cultural and artistic traditions of the Far East.

Ludwig Museum, through March 6.

IX. Komor Marcell utca 1.

Phone: 375 9175

Tram 1, 2, 24.

Tue-Sun 10am-8pm

www.lumu.hu

Műcsarnok, through February 13.

XIV. Dózsa György út 37

Phone: 343 7401

M1 Hősök tere.

Museum Tue-Sun 10am-6pm;

library and archive Mon-Fri

10am-6pm

www.mucsarnok.hu

PARNO GRASZT

Are you ready for some vibrant, rousing no-frills, authentic Gypsy music? Parno Graszt will be hitting the big stage at the Palace of Arts on Saturday January 15, joined by legendary jazz guitarist Ferenc Snétberger for a benefit concert in aid of Roma music students in the town of Felsőörs. A big, fun and very danceable band, Parno Graszt have been making hips swing and hearts beat faster for the past 20 years. That's when they left their native village of Kispaszab to spread the positive energy of traditional Roma melodies gathered from their home region of Szabolcs and Szatmár. In an age where Roma music is often over-popularized and watered down in a misguided effort to make it accessible, Parno Graszt have retained the authenticity from which they emerged, performing with the same gusto and earthiness, whether it be at a village christening or in front of a 1,000-strong international audience.

PARNO GRASZT, SNÉTBERGER

AND THE OTHERS

January 15, 7.30pm

Palace of Arts

IX. Komor Marcell utca 1.

Phone: 555 3300.

Tram 2.

Admission Ft2,900-8,900

www.mupa.hu

TimeOut
Budapest

András Török's Buda

Budapest is no Paris, no New York City either. Unlike them, it is like a strong spring that was pressed down for a long time, and was unleashed "recently": in 1989/1990. Though the time is historically speaking quite long (think about the period between the two world wars – it is as long as that!), still the freshness somehow lingers in the air. This is especially so in the restaurant and café scene, but also in the enthusiasm with which students and middle class people pass on the info of the week. There is cutthroat competition, and innovation is much appreciated. Here follows the biased list of the author of this column.



A luxury bath where the parents of a present European monarch spent their honeymoon, in a spa city that is also a metropolis: Gellért Bath

Like many Budapest buildings, it looks older than actually is: it was completed in 1918 as part of a conscious effort to make Budapest into a city of baths. If you cannot spare the time for a swim, at least take a walk through the separate bathhouse entrance (on the side of the building) for the sake of seeing the mosaic floor and the glass ceiling. Walk all the way back to look at the roofed-over part of the swimming pool. Try to slip in – you are supposed to have a swimming pool ticket. Hotel guests have a separate lift to come down to the baths. The hotel's main entrance faces the Danube, and the lobby was rebuilt at the beginning of the 1960s in the so-called "old modern" style. Princess Juliana (future Queen of the Netherlands) and Prince Bernhard spent some time here in the hotel and the bath in January 1937. (XI. Kelenhegyi út 4, www.gellertbath.com)



The horse with the shiniest testicles anywhere

The nickname of this daredevil general of humble origin (1710–1790) was "the most hussar of hussars". He was the commander of the Buda Castle and a favorite of the Empress Maria Theresa. In October 1757, with a small force, he besieged Berlin and made it pay a ransom. He also demanded 50 pairs of gloves for the empress (which were allegedly found to all be left-handed on closer inspection). The statue (by György



A communist statue theme park built with love and care

There was a debate over what to do with the Lenins, Marxes, and their local counterparts who were sculpted in marble and bronze: let them stay where they were or destroy them. It ended in a wise compromise and the statues were relocated to the outskirts of Budapest, where a park was built to house them (Designed by the architect Eleőd Ákos, who had won the contest). Most are bad art, but not all. The place became famous when it was taken to court for violating the law banning the display of totalitarian symbols. The judge in charge of the case visited the park and dismissed the charges, declaring that, "the danger posed to society is negligible." By car from the center, it's about a 30-minute drive. (XXII. Balatoni út, corner of Szabadkai utca, www.szoborpark.hu)

pest

Six things to show a first time business traveller who is not easy to impress



in the world: General Hadik on his steed

Vastagh Jr.) was unveiled in 1937. Experts say that it is a perfect image of the ideal, effortless, and elegant cooperation between horse and rider. If you look very close, you'll see that the horse's testicles are shiny yellow. Generations of engineering students have touched the parts on the morning of difficult exams (a student hostel was once very near here). It may or may not bring luck. (I. Corner of Űri utca and Szentháromság utca).



The view with and without a wide river: the Panorama Deck of Budapest Basilica

The observation deck around the dome opened in the mid-1990s but is still largely unknown to Budapesters. There are 302 steps or a lift that takes the weaklings to the top. After some 200 steps the scene changes: you climb out of a specially built tube into the inside of the dome in a wrought iron construction. Then you'll see the space between the inside and the outside of the dome, which is quite a thrilling experience. The panorama outside will keep you enthralled for at least 15 minutes. Take your time and discover the hidden sights that are invisible to ordinary mortals. (V. Szt. István tér, mid-April to mid-October).

Photography: Rob Gallop, Nigel, HeatherOnHerTravels, Colros



A museum in a building that has been an HQ for both a fascist party and the communist secret police: the House of Terror Museum

Recognizable from far away, it attracts attention because of its black passé-partout, which works especially well when it's sunny and the word "Terror" appears to be written on the wall by the sun. Converted into a museum in 2002, the House of Terror Museum – the only one of its kind – is a monument to the memory of those held captive, tortured and killed here. 60 Andrassy út became a meaningful address with dark connotations from 1937 when the Hungarian fascists, the Arrow Cross Party, rented an increasing amount of space there. When the Soviets liberated Budapest from the Nazis (in what later proved to be a "liberation" in the Orwellian sense of the word only) the communist political police moved in to the place in February 1945. Joining the cellars of adjacent buildings created a prison labyrinth, and the State Security Police possessed the building until 1956. The museum concept design was partly done by Sándor Fábry, a talk show star and screenplay writer. A must-see for the serious traveler. (VI. Andrassy út 60, www.terrorhaza.hu)



(Probably) The oldest "ruin pub" in Europe: Szimpla kert

In the early 2000s, the so-called "ruin pubs", a typically Budapest genre of student catering facility, started to emerge, particularly in the seventh district. They are generally open-air beer gardens located in the inner courtyards of temporarily unused buildings, and are often open for a single season. The longest operating example, Szimpla Kert, is found in the old Jewish quarter. A real favorite of students and expats, it tends to be crowded every evening, and also features film screenings and incredibly worn-out furniture and equipment, meant originally to survive only one season. Some evenings there are more PhD students than not. (VII. Kertész utca 48, www.szimpla.hu)

CEO's note



A very good friend of mine, a Hungarian-born world-class athlete and famous swimming pedagogue with dual

Australian-American citizenship living in Phoenix, Arizona has been forwarding me articles from print and on-line media via e-mail. I am her 'reality check,' so to speak; judging by her questions and comments, she is quite anxious to read these reports about the latest developments in the land of her birth. We agreed a long time ago that I should always tell her what I think and avoid 'bullshitting' (her word), i.e. go straight to the point. Well, it is hell of a job. How can I explain to her in simple words phenomena that from the outside must look worrying and even scary sometimes? Could even somebody as intelligent as she get a grasp of the complex issues taking place a few thousand miles away from her sunny home?

Yet I have no option other than giving her the full picture in the hope that she will understand it and be reassured. Not that we should rejoice over everything that has happened in Hungary since the

Parliamentary elections in spring 2010... far from it. But a friend should stick to the truth fully told.

In this sense, we want *Voice* to be the friend of you, our readers, too. You deserve our honest views. You should receive our best analyses of the country's economic and societal well-being. *Voice* will always avoid smearing or obscuring the truth: it is our editorial policy to present reality to you as it is. With this firm intention, our magazine will maintain a high level of integrity and offer you information that will elevate it way above the usual newsletters and PR stunts.

There is one thing we would like you to do for us: get involved with *Voice*. Please send us your feedback, opinion, comments and questions; turn the magazine into a site for dialogue, an interesting discussion forum.

Péter Dávid

5th Corporate Governance Workshop

Some 60 participants, including professors, MBA students and corporate representatives, attended the 5th Corporate Governance Workshop on December 1-2, which this year focused on the theme of non-listed companies. It also saw the publication of the Hungarian language version of *Corporate Governance Principles and Guidelines for Unlisted Companies in Europe*, on which the conference was based.

"Unlisted companies, typically small- and medium-sized enterprises, are the engines of a strong and growing economy in Hungary, as they are in Europe," explained László Cziráj, chairman of AmCham's Corporate Governance and Business Integrity Committee, and founding partner of iEurope Capital. "Yet the corporate governance needs of these companies have not yet been addressed in a summary form in the Hungarian language, along with relevant best practice to share and build on.... What has been missing is the

recognition that best practices can benefit the company, owners and stakeholders even in private non-listed companies," he added.

Having broken the ice with a cocktail reception at the Budapest Marriott Hotel on December 1, the action moved to the Bank Center the following day. In addition to discussing the publication and its 14 principals, other sections covered Shareholder Representation on the Board of Directors, and Specific Management Responsibilities.

Dr. Roger Barker, Head of Corporate Governance at the Institute of Directors (IoD) and a leading contributor to the original English language version of ecoDa's *Corporate Governance Principles and Guidelines for Unlisted Companies in Europe*, attended the workshop on December 2, and welcomed AmCham's support for the publication in Hungary.

"Experience shows that companies that adopt corporate governance principles

and guidelines, thus placing emphasis on integrity and transparency in both governance and everyday operations, tend to become more efficient self-regulators, and to make more responsible business decisions, inspiring trust in other market players," he said. "Beyond the obvious benefits such as a greater market value, an improved capacity to attract capital or the increased competitiveness of these enterprises, it must be highlighted that, the more companies that adopt these practices, the greater the positive effect on the national economy."

Partners for the event included the US Embassy, CEU Business School, the Hungarian Venture Capital Association, and the Canadian Chamber of Commerce in Hungary. The Hungarian edition of the corporate governance principles and guidelines was released by AmCham with the support of 14 organizations (and growing) from the areas of education, business, finance, as well as chambers of commerce, company associations and international organizations.



THE AMCHAM FOUNDATION AND THE AMERICAN CHAMBER OF COMMERCE IN HUNGARY WOULD LIKE TO EXPRESS THEIR THANKS TO THE COMPANIES AND INDIVIDUALS, WHO CONTRIBUTED TO THE FLOOD AND RED SLUDGE CHARITY DRIVES IN 2010, SUPPORTING THE FOLLOWING ORGANIZATIONS:

• Fekete István Kindergarten, Alsózsolca • Gárdonyi Géza Elementary School, Devecser • Táncsics Mihály Elementary School and Library, Kolontár •

- | | | |
|--|---|--------------------------------------|
| ■ AES Hungary | ■ Dow Hungary Vegyipari Kft. | ■ Molnár Hajnalka |
| ■ Agócs, Angéla | ■ Flextronics Budapest Co., Ltd. | ■ Németh, Ádám |
| ■ Alvinci Partner Kft. | ■ Flextronics International Kft. (Zalaegerszeg) | ■ Pannon Lapok Társasága Kiadói Kft. |
| ■ American Express Hungary Ltd. | ■ GE Consumer and Industrial | ■ Pap, Tibor |
| ■ American House Foundation | ■ Gifford, Jonathan | ■ Pócs, János |
| ■ Bányai, Gyula Béla | ■ Hauck, Robert | ■ Provice Business and IT Service |
| ■ Blue Business Interior Kft. | ■ Hortobágyi, Adrienn | ■ Reader's Digest Kiadó Kft. |
| ■ Bors, Noemi | ■ INTERAG Zrt. | ■ RSM DTM Hungary |
| ■ Budapest Marriott Hotel | ■ Keller, Ágnes | ■ Rudolf, Éva |
| ■ Burger King | ■ Kukaj, Zsuzsanna | ■ Sápi, Lajos |
| ■ Celanese Hungary Kft. and employees | ■ Lesták, Livia | ■ TATA Consultancy Services |
| ■ Citibank Europe plc Magyarországi Fióktelepe | ■ Lizardi, Martin | ■ Valent, Szilvia |
| ■ Colicchio, Michael | ■ Magyar Pályázakészítő Iroda Zrt. | ■ Vass, Katalin |
| ■ Columbian Tiszai Carbon Ltd. | ■ Mécs and Partners | ■ Wrigley Hungária |
| ■ Cushman & Wakefield Kft | ■ Metzing, László | ■ Young, David |



The AmCham Foundation would also like to take this opportunity to recognize the winners of the AmCham Foundation Award of Generosity in 2010: American House Foundation • Dow Hungary Vegyipari Kft. • Flextronics Budapest Co., Ltd. • RSM DTM Hungary • TATA Consultancy Services



*AmCham would like to thank
all members and partners
for their support in 2010
and wish all of them
and our readers a
prosperous 2011!!*

Ambassadors of inspiration



Man's hubris at Babel, Bible scholars will tell you, led to babble, to a multiplication of languages and a division of understanding. AmCham is about to launch a program that it hopes will lead to an increase in language skills and understanding. by **ROBIN MARSHALL**

The AmCham Language Learning Movement, which already has the support of the Ministry of National Resources, is the brainchild of John Cantwell, a board member, and the chairman of the chamber's labor and education council. Simple and cheap, it seeks to encourage the learning of foreign language skills among Hungary's high school students, making them more employable and boosting the country's competitiveness.

"The idea really grew out of a conversation I was having about improving language skills in Hungary with Ferenc Bati, the then chairman. He asked me to do some work on it and put together a basic concept, and so when I took over from him I decided this really ought to be my pet project. The goal should be very

clear; more people coming out of schools with foreign languages. We want more people learning, at a higher level, and with a real ability to use those skills."

Businesses have long complained at the low level of language learning in Hungary. Shared service centers (SSCs), which rely on a workforce with good foreign language skills, have been a recent boom for Hungary, but are in danger of reaching a crossroads; most SSCs are based in Budapest, but the supply of suitable workers is drying up. While some companies would consider moving out to other towns or cities, there are even fewer candidates to draw on there.

Nor is the evidence only anecdotal. As recently as September 2010, Eurostat (the EU's statisti-

cal office) reported that 74.8% of Hungarian 25-64 year olds said they spoke nothing other than their own language, a figure that is only worse among Turks, with Romanians just slightly better. The EU average for those with no language skills was 38%.

Cantwell hopes to create a team of volunteer language ambassadors from AmCham member companies, people who use a second language in their work and who can go out into the high schools and talk to students about their jobs and the importance of having one or more foreign languages, the difference it has made to their lives. "We want young, dynamic people who are excited about their careers and sharing their experiences. Of course, it helps if their job has something of a 'Wow!' factor."

The ambassador project will start early this year, but Cantwell already has other steps in mind. "My idea was that this needs to be long-term, sustainable, and will need to have more than one initiative or type of project."

But that's for the future. Step one is securing the ambassadors. "We don't want to do this just in Budapest, but wherever we have member companies. It would be really nice if someone said to us 'I work in Budapest but I come from X, and I'll be going back there at such and such a time. I could talk to students at my old school then.'"

The appeal for volunteers went out in the second week of December 2010, and within a few days had received around a dozen applications. If you are interested in becoming an ambassador, or knowing more about the language learning movement, contact Cantwell on nyelvi.nagykovet@amcham.hu or by calling +36/1 365-1680.

PATRON PROFILE

PricewaterhouseCoopers Kft.

COMPANY NAME: PricewaterhouseCoopers Kft.**FIELD OF BUSINESS:** Professional services**WHEN ESTABLISHED (PARENT COMPANY AND HUNGARIAN COMPANY):** 1849, in Hungary 1989**WORKFORCE:** 620**BIOGRAPHICAL DETAILS OF PERSON ANSWERING QUESTIONS:**

George Johnstone (58), Country Managing Partner, with the firm since 1976

LENGTH OF TIME AN AMCHAM MEMBER: since 1989 (founding member)**LENGTH OF TIME AN AMCHAM PATRON:** since 2007**HOW WOULD YOU DESCRIBE THE CURRENT BUSINESS ENVIRONMENT IN HUNGARY?**

The current business environment is best described as “interesting” as exemplified by the old Chinese curse, ‘may you live in interesting times!’

HOW HAS DOING BUSINESS IN HUNGARY CHANGED SINCE THE COMPANY WAS SET UP HERE?

We have seen an enormous change in our business from the early days when we worked on projects centered around economic and social reform and the transition from a state controlled to a liberal market economy. Over that period we have recruited trained and developed many Hungarian staff, such that most of our employees are now locals, and we have become an exporter of talent to the rest of the region and the PwC world.

We now have more than 600 people employed by the firm here in Budapest, which is more than we have in neighboring Austria, where we have been established for very much longer.

Importantly we still see enormous opportunities for growth in our business both from our existing business streams and from new areas where we see potential, in particular:

- business consulting
- HR consulting
- serving private Hungarian companies
- non-attest assurance

- tax disputes and litigation
- services to government and local government

WHAT ARE THE GREATEST CHALLENGES IN DOING BUSINESS IN HUNGARY RIGHT NOW?

The greatest challenges are at the macro economic level: will recovery in Western Europe stall and with it cause the current increase in exports to falter? The other great challenges are around government, particularly local government, their finances and overall efficiency and a general lack of transparency in doing business in these sectors. I have recently returned to Hungary after having been absent for five years and some of the challenges in these areas are the same as when I left.

WHAT ONE THING WOULD YOU LIKE TO SEE CHANGED ABOVE ALL OTHERS TO IMPROVE THE BUSINESS ENVIRONMENT?

Businesses just can't make sensible long-term decisions if the underlying framework is constantly shifting. With too much uncertainty they will simply do nothing which is the last thing needed in an economy which needs growth in order to make the fiscal equation work. I would hope that by the time that this article appears we see a greater degree of stability and certainty from government in their decision making.

**WHY IS IT IMPORTANT TO BELONG TO AN ORGANIZATION SUCH AS AMCHAM?**

It is important for business and commerce to have a voice with government and other stakeholders. AmCham is an organization that allows like-minded businesses to come together and ensure that they are heard by policymakers. By combining together we can achieve more than on our own. The success of AmCham is that it does this from a model based on the confident pluralism and diversity of views of US society; based on tolerance, free speech and transparency.

WHAT ARE THE ADDITIONAL BENEFITS OF BEING A PATRON?

I particularly enjoy the opportunity to meet with our guests

and speakers and participate in the patrons' dinners, which are arranged periodically with representatives of government and the political world.

WOULD YOU RECOMMEND IT TO OTHER COMPANIES? IF SO, WHY?

Absolutely and I don't believe that this is just confined to companies associated with the US. At PwC we think of ourselves as international (though we have a formidable presence in the US), and I believe that AmCham provides an excellent forum for international and Hungarian businesses.



PATRON PROFILE

HP Magyarország



HOW WOULD YOU DESCRIBE THE CURRENT BUSINESS ENVIRONMENT IN HUNGARY?

It is full of challenges: the Hungarian economy has started recovering from the financial crisis and the media reports higher-than-expected GDP growth, which is a welcome development. Our experience is that competition is fierce both in product and service sales.

HOW HAS DOING BUSINESS IN HUNGARY CHANGED SINCE THE COMPANY WAS SET UP HERE?

In the last decade demand has shifted from hardware to services and cloud computing. Customers no longer want to purchase just a standalone printer, storage or server, they want to buy them as a service. As a result, HP and its business partners provide the complete

COMPANY NAME: HP Magyarország

FIELD OF BUSINESS: IT hardware, software, solutions

WHEN ESTABLISHED (PARENT COMPANY AND HUNGARIAN

COMPANY): Hewlett-Packard 1939; Hewlett-Packard Magyarország Kft. 1991

WORKFORCE: 1,184

BIOGRAPHICAL DETAILS OF PERSON ANSWERING QUESTIONS:

Dr. Péter Paál, 46, Managing Director, with HP Magyarország since September 2010

LENGTH OF TIME AN AMCHAM MEMBER: since 1991

LENGTH OF TIME AN AMCHAM PATRON: HP from January 2010, via EDS from 2004-2009.

business solution combining HP technology and services.

Today, everything is mobile, connected, interactive, immediate, and fluid. To gain competitive or service advantage in the face of these new customer and constituent patterns requires that technology not simply be linked but embedded in the enterprise through innovation and growth. HP unveiled its vision for the Instant-On Enterprise to close the expectation gap between what customers and citizens expect and what the enterprise can deliver. HP also announced a fundamental set of integrated solutions – based on the company's broad portfolio of hardware, software, services and intellectual property – that offers businesses and governments the tools they need to modernize, transform, secure, optimize and deliver the Instant-On Enterprise.

WHAT ONE THING WOULD YOU LIKE TO SEE CHANGED ABOVE ALL OTHERS TO IMPROVE THE BUSINESS ENVIRONMENT?

Improving the stability of the macro and micro environments is essential to run a successful business – independent of a company's size.

WHY IS IT IMPORTANT TO BELONG TO AN ORGANIZATION SUCH AS AMCHAM?

Organizations like AmCham provide great access to information and services, while its events create the possibility of exclusive networking and experience sharing with companies from different sectors. AmCham is widely acknowledged as an independent and influential platform and we are proud to have been a member since 1991.

WHAT ARE THE ADDITIONAL BENEFITS OF BEING A PATRON?

The Patron program highlights the value AmCham attaches to Hewlett-Packard as a contributing member of the organization. Patron membership is also an extra commitment toward the organization, to its members and also to the entire business community.

WOULD YOU RECOMMEND IT TO OTHER COMPANIES?

Yes, I warmly recommend it to other companies since it's a real privilege to participate in this program.



Positive answer to self-doubt

The AmCham Women of Excellence award was presented for the first time this fall at the chamber's annual diversity conference. The award is given to women who are successful in their career and private lives – this year's winner was, by the jury's unanimous decision, Csilla Vízvári. Who is she, and how does she feel about winning the award? by **ORSOLYA TOKAJI-NAGY**

Startled as her husband may be to live with a Woman of Excellence, award-winner Csilla Vízvári says she feels extremely honored to have been selected for the prize. "Winning the Women of Excellence Award is an important and very welcome piece of feedback for me, as it is an answer to the unavoidable self-doubt one may feel from time to time," she explains. "Obtaining an award for doing what I do and living my life the way I live it is not my main aim, but it is a recognition for which I am very grateful."

A woman successfully balancing work and life, Vízvári is the managing director of IRMÁK Ltd., a non-profit company that provides care for more than 700 elderly and disabled in residential homes. She runs the organization jointly with her husband. Besides physical and mental care, IRMÁK also represents the interests of its residents, and aims to ensure a dignified life for them both within the framework of the institution as well as after patients leave. And it is not just a residential home they have created: it is a state of mind. Patients are encouraged to go out, enjoy life, and take part in cultural events. In this way, the wider community also learns to accept people with disabilities.

It was two years ago when the non-profit company obtained a new profile: the care for psychiatric patients. When OPNI, the national psychiatry and neurology institute, was closed, a high number of patients were left without proper care – an issue Vízvári and her husband were ready to take on. Their plan is to establish a psychiatric home and to create workplaces for people suffering from psychological disorders.

The idea to establish a residential home for those in need derives from an idyllic childhood memory: Vízvári was 14 when she visited a friend in Switzerland. It was during a cycling tour in the outskirts of Bern that she actually found her calling when she saw a seniors' home. Seeing the picturesque premises and the blissful life of the residents, she instantly knew that this



Photo: András Péter Németh

was exactly what she would do when she grew up. Vízvári considers herself lucky to have been able to János Szabenszki, fulfill her dream with the help of her husband, who has been her partner in both her private and professional life.

As the director of an NGO fighting against discrimination, Vízvári also has to combat the bias against civil organizations providing social care. Authorities often refuse to look at organizations such as Vízvári's as partner institutions, which can hinder their operation. State institutions and churches providing social care receive almost twice the amount of subsidies NGOs are supplied with, though the costs and the problems they face are exactly the same. Moreover, one should not forget the value of volunteer work

either – an asset that NGOs mostly rely on.

A happy mother of three, the award winner has accomplished an exemplary family life as well. Of the many important roles in her life, Vízvári's absolute priority is her family. Her oldest son, Bence (18), is a law-student, while her second boy, Balázs (15), is attending highschool. The youngest member of the family is 16-month-old Soma Boján, who brings joy to the whole of the family. His mother is fascinated by the baby's intelligence, whereas the older brothers were overjoyed to find how much easier it is to get acquainted to ladies with a cute little toddler in their arms. And they could do a lot worse than follow their mother's creed: "The aim of one's life is not winning prizes, it is the quest for our family's happiness and our own."

Women of Excell

The Women of Excellence Award is about balancing the various roles of women. We invited the finalists to a roundtable discussion (one couldn't make the event and contributed separately) to reveal their secrets about what it takes to be an excellent woman. Apparently, it isn't easy. by **ORSOLYA TOKAJI-NAGY**

Photo: Andras Peter Nemeth



A SMILING SISTERHOOD – ROUNDTABLE PARTICIPANTS (FROM LEFT)
ÁRPÁDNÉ CSÍK, ESZTER HANDÓ, NIKOLETT BLASKÓ AND CSILLA VÍZVÁRI.

HOW HARD IS IT TO CREATE THE WORK-LIFE BALANCE?

“It definitely requires a lot of effort to create a balance between work and private life, so that it does not have to be a choice between work or family,” says Eszter Szabó, a recently elected AmCham board member (see page 8). “According to a recent ILO study, women in CEE countries earn 30% less than men, which shows that society still has a lot to do to provide equal opportunities to women. And it is not just the career and the family;

the women nominated for the award are also doing a lot of charity work, not to mention that they also have to do their best to appear attractive as a woman.”

Media expert Nikolett Blaskó, who works at the ACG Advertising Agency, points out that “any work-life balance is impossible to achieve without a stable background, a loving husband and the help of the family,” something backed up by eventual winner Csilla Vízvári, who adds that “having a career and a family at the same time is a

constant cycle – and the passion for one’s family and profession is the driving force”.

“No matter how talented and well qualified one is though, fate also has to give a hand sometimes,” says Blaskó; she believes that the true meaning of life is to have a loving husband and children and is thus very happy that these values were an integral part of the award.

WHAT IMPOSES OBSTACLES TO CREATING A WORK-LIFE BALANCE?

ence roundtable



FULL LINE UP – THE ROUNDTABLE PANELISTS PLUS FINAL NOMINEE ESZTER SZABÓ (AT FAR RIGHT)

“The main obstacle for me,” jokes Vízvári, “is that a day consists of only 24 hours!”

Eszter Handó, the associate director of human resources at Proctor & Gamble Central Europe South, agrees, and points out that having a career and a family at the same time necessitates plenty of compromise; one can feel that time spent with the family is time taken from work and vice versa. In order to please everyone, women have to compensate at their own cost by working at night, for instance. You need clear priorities and should also take time to relax, but it is particularly hard if you are a perfectionist. “It is important to know what success means to us personally,” she says, “because we first need to create harmony within ourselves in order to bring happiness to our family and colleagues.”

HOW DOES SOCIETY RELATE TO SUCCESSFUL WOMEN WITH FAMILIES?

“The old perception of the world is changing, men no longer rule the business world, nor does the business world hinder women in pursuing their careers. The main question

is whether a woman can establish her credibility, because if she does, she gets the same amount of respect as men,” insists Blaskó.

Special needs teacher Árpádné Csík adds that the field women are working in is also important. “Schools and social institutions are the places where women play their traditional roles: they provide care and support, which is a highly respected and valued activity. On the other hand, society is going through a crisis. Increasing poverty creates a lot of tension, families break up because of this – as a result, children do not see healthy family patterns and are de-motivated. Schools, teachers have to try and fill the gaps – a requirement that did not exist earlier. Society therefore needs us now more than ever.”

HOW DO YOU VIEW YOURSELVES AS ROLE MODELS?

Vízvári believes that all those nominated for the award have managed to create a healthy balance and are therefore contented. “This is what the whole thing eventually comes down to: to feel good about ourselves and the things we are engaged in.

We are the ones who set our own priorities – for me it’s my family.”

“Building a career, having a family and doing charity work are hard. One feels guilt and self-doubt very often, wondering whether this is the right way to do things. It is comforting to know that the people around us are aware of the efforts we are making,” says Handó.

Szabó thinks it is good to set “real people” as role models. Artists or celebrities may not be easy to identify with in every day life. As a role model, she feels responsible for helping new generations.

“The best thing for me about the nomination,” says Csík, “was not just the feeling of being honored. It created a community of family, friends, students and co-workers. It was wonderful to feel their support and appreciation, thanks to the contest.”

Due to work commitments, Eszter Szabó was unable to attend the roundtable discussion; her comments were added later.



New members on board

CORPORATE



Albemarle Magyarország Kft.



Managing Director: **Mr. J. Duncan Johnson**
Address: **1062 Budapest, Aradi u. 16. II./2.**
Phone: **+36 1 883-9600**
Website: **www.albemarle.hu**

Albemarle Magyarország Kft. is Albemarle Corporation's shared services center located in Budapest, Hungary. Known as "Albemarle's Center of Excellence" the facility manages the company's global business processes through one scalable platform thereby supporting Albemarle's long-term growth strategy.

Albemarle Corporation is a global leader in innovative specialty chemicals, clean energy solutions and outstanding sustainability practices. The company is organized in three business segments, Polymer Solutions, Catalysts and Fine Chemicals. Albemarle employs approximately 4,000 people and serves costumers in more than 100 countries.



P. Dussmann Kft.



Managing Director: **Mr. Torsten Csákó**
Address: **1088 Budapest, Rákóczi út 1-3.**
Phone: **+36 1 266-1066**
Fax: **+36 1 266-6360**
E-mail: **dussmann@dussmann.hu**
Website: **http://www.dussmann.hu/hu/**

As Germany's largest multi-service provider, Dussmann Service offers its clients the whole range of facility services from individual services through Integrated Facility Management. The range includes technical, infrastructural, commercial and space management. The Hungarian company, P. Dussmann was established in 1991. Since then, it has achieved a dynamic increase in both turnover and personnel; the company currently employs nearly 3,000 people with turnover of almost HUF 8.7 billion in 2009.



Glencore Grain Hungary Kft.



Managing director: **Mr. Csaba Juhász**
Address: **1138 Budapest, Népfürdő u. 22.**
Phone: **+36 1 451-4010** Fax: **+36 1 451-4090**
Website: **http://www.glencore.com**

Glencore Grain Hungary Ltd. was established in 1996 and since then has grown from a simple trade office to one of the biggest grain trading companies in Hungary. Glencore through its network is engaged in trading wheat, corn, barley, oilseeds, vegetable oils and meals. These commodities are purchased from regional merchants, silo companies, cooperatives and directly from farmers. The trading activity is not limited to Hungary as the company is active in neighboring countries too.



RFV Plc.



Managing Director: **Mr. Ákos Kassai**
Address: **1122 Budapest, Székács u. 29.**
Phone: **+36 1 279-3550**
Fax: **+36 1 279-3551**
E-mail: **info@rfv.hu**
Website: **www.rfv.hu**

Regionális Fejlesztési Vállalat Nyrt. (Regional Development Public Limited Company) is the only listed ESCO (Energy Saving Company) in the Budapest Stock Exchange, and offers energy efficiency improvement services. RFV's clients save costs by transforming an existing energy supply system to a new, renewable-based model through a uniquely tailored development project. RFV maintains and operates the newly established energy supply system, primarily during a 12-25 year contractual period and provides general energy efficiency related services (mainly thermal as well as public lighting).



Hartmann-Rico Hungária Kft.



Managing director: **Mr. László Hornyák**
Address: **2051 Biatorbágy, Paul Hartmann u. 8.**
Phone: **+36 23 530-900**
Fax: **+36 23 530-905**
E-mail: **info@hu.hartmann.info**
Website: **www.hartmann.hu**

HARTMANN-Rico Hungaria Ltd. helps healing. The company is a significant player in the medical device market. Its main objective is to integrate traditional and modern portfolios.

With a wide range of user-friendly products it provides nursing and health professionals with innovative integrated solutions. These help them to work efficiently for the benefit of patients in the areas of wound management, incontinence, diagnostics, disinfection, risk prevention.

BUSINESS



Ad Sidera Kft.



General Manager: **Mr. Andor Czinege**
Address: **1039 Budapest, Királyok útja 20.**
Phone: **+36 1 436-0800**
Fax: **+36 1 436-0810**
E-mail: **info@adsidera.hu**
Website: **www.adsidera.hu**

Ad Sidera is dedicated to providing comprehensive training and consulting services in the area of leadership, sales and essential business skills. Together with our global license partners we provide solutions that have been proven internationally.



ARGO Hungary Consulting Kft.



Managing Director & Partner:
Mr. Matthew Strauss
Address: **1133 Budapest, Capital Square, Váci út 76.**
Phone: **+36 1 883-0484**
Fax: **+36 1 883-0301**
E-mail: **office@argo.at**
Website: **www.argo.at**

ARGO Performance & Development: 14 years' experience, five subsidiaries, and four major competence areas – Cultural Change, Leadership Development, HRD Management and Sales Empowerment. One Mission: We help people and organizations succeed together.



LEG Magyarország Zrt.



President: **Mr. György Kovács**
Address: **1033 Budapest, Szentendrei út 89-93.**
Phone: **+36 1 439-0650**
Fax: **+36 1 439-0651**
E-mail: **info@leg.eu**
Website: **www.leg.eu**

The Language Experts Group was founded with the specific aim of offering multinational companies a simple solution to their ever-recurring problem: handling the mass of multi-language documentation. We envisaged a company which would offer excellent quality services in all areas of multi-language documentation, supported by the most up-to-date information technology.



Continental Hotel Zora



Managing Director: **Mr. Zoltán Geher**
Address: **H-1074 Budapest, Dohány utca 42-44.**
Phone: **+36 1 815-1000**
Fax: **+36 1 815-1001**
E-mail: **chzinfo@zarahotels.com**
Website: **www.continentalhotelzara.com**

The new four star superior design hotel is located in Budapest's downtown offering 272 rooms reflected by art deco features. The hotel provides business and tailor-made services with well-equipped conference rooms, wellness & fitness center, ARAZ Restaurant with terrace, Gallery café & corporate lounge, garage, courtyard, roof garden.



Nehéz-Posony Ügyvédi Iroda

Attorney at law: **Dr. Márton Nehéz-Posony**
Address: **1139 Budapest, Petneházy u. 50-52.**
Phone: **+36 1 788-3066**
Fax: **+36 1 700-2889**
E-mail: **office@nehez-posony.hu**
Website: **http://www.nehez-posony.hu**

Legal services, tax advisory.



International Herald Tribune



Managing Director:
Mr. Stephen Dunbar Johnson
Address: **92521 Neuilly Cedex, 6 bis, rue des Gravières**
Phone: **+33 1 4143-9257**
Fax: **+33 1 4143-9440**
E-mail: **cpierre@iht.com**
Website: **www.global.nytimes.com**

The International Herald Tribune is the premier international newspaper for opinion leaders and decision-makers around the globe. It combines the extensive resources of its own correspondents with those of The New York Times, printed at 40 sites throughout the world and is for sale in more than 180 countries.



Régens Zrt.



Managing director: **Mr. Ákos Moravcsik**
Address: **1117 Budapest, Prielle Kornélia u. 19/D**
Phone: **+36 1 205-3090**
Fax: **+36 1 205-3094**
E-mail: **regens@regens.hu**
Website: **www.regenseurope.com**

Régens is an innovative ICT company headquartered in Budapest with business locations in London (UK) and Cluj-Napoca (RO). Since 1993, Régens have been providing world-class software and consultancy services to a broad range of domestic and international clients. Régens extensive services help companies achieve their maximum business potential at optimal costs.



RUBEDI Consulting



Managing director: **Mr. László Rubóczki**
Address: **2040 Budaörs, Puskás Tivadar u. 37-41.**
Phone: **+36 23 788-622**
Fax: **+36 23 788-622**
E-mail: **laszlo.ruboczki@rubedi.hu**
Website: **www.rubedi.hu**

RUBEDI Consulting provides coaching, skills development and PR consultation for its customers. The company is focusing on the IT and engineering services, such as specialized IT coaching and consulting, organization and soft-skills development especially for engineers and managers.

AmCham events –



Business Forum with András Simor, Governor of the Central Bank

Thursday, December 9, 2010, Budapest Marriott Hotel,
1052 Budapest, Apáczai Csere János utca 4.



Seminar and Cocktail: Freight Forwarding

Wednesday, December 8, 2010

Hilton Budapest, 1014 Budapest, Hess András tér 1-3.



AmCham Career School with Mr. András Simonyi, former Ambassador of Hungary to the United States

Tuesday, December 7, 2010

AmCham Conference Room, 1051 Budapest, Szent István tér 11.



Annual General Assembly and Board Elections 2010

Wednesday, December 1, 2010, Budapest Marriott Hotel, 1052 Budapest, Apáczai Csere János utca 4.

photo coverage



***Fifth AmCham
Corporate Governance
Workshop Reception***

Wednesday, December 1, 2010
Budapest Marriott Hotel,
1052 Budapest, Apáczai Csere
János utca 4.



***Fifth AmCham
Corporate
Governance
Workshop***

Thursday,
December 2, 2010
Location: Bank
Center, 1051
Budapest,
Szabadság tér 7.



Business Forum with Sándor Lámfalussy, Economist and Central Banker

Tuesday, November 30, 2010, Budapest Marriott Hotel, 1052 Budapest, Apáczai Csere János u. 4.



AmCham Thanksgiving Dinner 2010

Tuesday, November 23, 2010, Budapest Marriott Hotel,
1052 Budapest, Apáczai Csere János utca 4.



***Business Dinner with
Sergei Karaganov,
Chairman of the
Council on Foreign
and Defense Policy of
Russia***

Monday, November 15, 2010
Location: KOGART House,
1062 Budapest, Andrássy
út 112.





AmCham Seminar and Cocktail: Changes to the Tax Law in 2011

Wednesday, November 10, 2010

Location: Hilton Budapest,
1014 Budapest, Hess András
tér 1-3.



Fourth Annual Conference on Diversity featuring the "AmCham Women of Excellence Award" Ceremony

Monday, November 15, 2010

Location: Hilton Budapest, 1014
Budapest, Hess András tér 1-3.



AmCham Marketing School with Károly Gerendai: Brand History of the "Sziget"

Wednesday, November 3, 2010

Location: AmCham Conference Room,
1051 Budapest, Szent István tér 11.

Looking to future funding and growth

AmCham's Small- and Medium-sized Enterprises (SME) Committee held its first seminar on Fundraising and Growth Opportunities on November 25 2010, with more than 40 attendees.

Zsolt Becsey, State Secretary of the Ministry for National Development and Economy told the seminar that Hungary has to maintain macroeconomic stability whilst growth is being encouraged in the economy and in employment levels. Becsey emphasized that SMEs need to be supported to gain access to foreign markets; exports by Hungarian SMEs fall below the European average.

The state secretary highlighted that the government strategy also includes strengthening the role of SMEs, and that cooperation between neighboring countries is considered a strategic issue. There is a need for a network of foreign economic diplomacy and the role of the state is indispensable, especially in those countries where there is a chance to offer a boost, Becsey said. Fixed aid loans need to be used in order to enable

domestic companies to find foreign market opportunities in new areas as well.

During the seminar József Vingelman, CEO of the Venture Finance Hungary Private Limited Company (MV Zrt.) said that through the Jeremie Program, HUF 200 billion is available for several types of guarantee, credit and venture capital programs. He emphasized that in 2011 a spurt in guarantee requests is expected, which will have an effect on borrowing.

Sándor Erdei, Chairman of AmCham's SME Committee has reviewed the results of a survey among the small- and medium-sized company members. Some 71% of them were optimistic about their companies' future, while 39% were thinking of a partial profile change to overcome the economic crisis. It was also revealed that only 32% has undertaken research or invested in expansion or innovation.



THE PRIORITIES OF THE SME COMMITTEE ARE:

- Raising awareness and highlighting the importance and role of innovative SMEs and the need of SME financial instruments in the Hungarian economy;
- Supporting members via transferring knowledge;
- Strengthening cooperation with professional organizations (e.g.: Hungarian Association for Innovation, Budapest Enterprise Agency);
- Lobbying support for SMEs to highlight the need to reduce current bureaucracy and barriers to business; and
- Creating a forum so that SMEs can help each other to become more competitive.

For more information on the work of the committee, contact chairman Sándor Erdei of DBH investment on sandor.erdei@dbh-group.com

AmCham Staff

CHIEF EXECUTIVE OFFICER



**Péter
DÁVID**

peter.david@amcham.hu
Phone: +36 1 266-9880

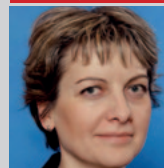
CHIEF OPERATING OFFICER, COMMITTEE COORDINATOR



**László
METZING**

laszlo.metzing@amcham.hu
Phone: +36 1 266-9880/316

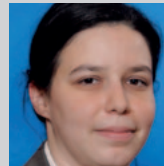
MEMBERSHIP MANAGER



**Csilla
PÁL**

csilla.pal@amcham.hu
Phone: +36 1 266-9880/319

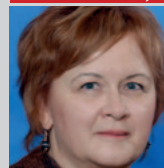
EVENTS MANAGER



**Anita
ÁRVAI**

anita.arvai@amcham.hu
Phone: +36 1 266-9880/325

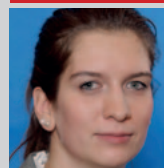
FINANCIAL ISSUES, CHARITY



**Erika
BOSNYÁK**

erika.bosnyak@amcham.hu
Phone: +36 1 266-9880/312

MARKETING AND COMMUNICATIONS MANAGER



**Zsófia
JUHÁSZ**

zsolia.juhasz@amcham.hu
Phone: +36 1 266-9880/360

PROJECT MANAGER



**Ildikó
BRYJÁK**

ildiko.bryjak@amcham.hu
Phone: +36 1 266-9880/310

EVENTS & PROJECT MANAGER



**Ildikó
TAKÁCS-
BERKA**

ildiko.takacs-berka@amcham.hu
Phone: +36 1 266-9880/329

AMCHAM OFFICE CONTACT INFO

H-1051 Budapest, Szent István tér 11.
Phone: +36 1 266 9880 Fax: +36 1 266 9888
Email: info@amcham.hu
website: www.amcham.hu



We are all different. We all speak different languages.
We all strive to understand each other.

WARNING! The sole purpose of the illustration in this ad is to get your attention. Violence, you see, doesn't really work when trying to communicate in a foreign language. The Language Experts Group, however, is a peaceful and friendly company opposed to all forms of violence, aggression and fear-mongering. Instead, we can offer you our LEG Simple System as a comprehensive and easy way to bridge language problems. To learn more about it, feel free to visit our website at www.leg.eu.



Language
Experts
Group

Well done

Worldwide B2B
multi-language services

Hungarian Rules of Law in Force

Geltende Ungarische Rechtsnormen

Hatályos magyar jogszabályok

Selection of Rules of Law in Three Languages
(in Hungarian, German and English languages)

Dreisprachige Auswahl von Rechtsnormen
(in ungarischer, deutscher und englischer Sprache)

Háromnyelvű jogszabály-válogatás
(magyar, német és angol nyelven)

