

/ Power Breakfast on State Aid

Lessons learnt - State Aid Schemes 2014 - 2020

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▶ **State Aid:** credible financing tool

▶ **State Aid vs EU Funds:** pros and cons (centralization, analysis period, bureaucracy, stable rules)

▶ **Investment decision:** internal approval of the project

▶ **Investment location:** Important decision for State Aid intensity & hiring plan

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▶ **Planning and predictability:** Enough time for preparation of the application

▶ **Timing:** Investment cannot start before Financing Approval
Start of investment = placing orders, concluding contracts, start of building etc.

▶ **Planning:** Actions allowed before Financing approval
(e.g. land acquisition, authorizations, building design and layouts)

▶ **Sound & safe business model**
Deviations from initial planning

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- ▶ **Planning:** Insufficient resources allocated for preparation of the application
Unrealistic expectations of the company & lack of flexibility towards presenting information

- ▶ **Turnover supporting documents:** contracts, nomination letters, letters of intention, orders, etc.

- ▶ **Lack of details with respect to CAPEX investment** (offers, second hand equipment & prices)
Efficient and effective procurement policy

- ▶ **Insufficient focus on preparing reimbursement documentation**

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