

Scandinavian companies in the Polish landscape

Scandinavian investment in Poland



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– Scandinavian investment in Poland

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Foreword

The decision to establish the Scandinavian-Polish Chamber of Commerce was made ten years ago. At that time, companies from Norway, Sweden, Finland and Denmark operating in Poland felt a need to create an organization which would allow them to act more effectively, enabling a broader dialogue between Scandinavian companies, local and national authorities and business organizations in Poland. Later companies from Iceland, Estonia and Latvia have also become members of the Chamber.

Over the years, in particular following Poland's accession to NATO, the Schengen Zone and the European Union, members of SPCC have actively participated in the economic development of the country. They have gained valuable experiences operating on the Polish market while promoting the Scandinavian business model and social values. Through creating jobs for thousands of Poles they have contributed to Poland's economic growth, opening of the country to other cultures and to new social changes. They have incorporated the Nordic model of responsibility and a socially involved business.

At present, SPCC brings together more than 350 members representing the interests of Scandinavian entrepreneurs operating in virtually all sectors of the economy. SPCC promotes the good practices of these companies, encourages the development of Scandinavian-Polish relations and strives to promote the Nordic countries and their culture among Poles.

Ten years is a milestone in the Chamber's life. SPCC is proud of the direction in which the organization has developed. The Chamber's success would not have been possible without the support and many years of close cooperation with its members, to which the Board wish to extend their thanks. Hopefully our cooperation in the years to come will prove to be equally fruitful.

SPCC is also the result of decisions and work carried out by the present and past Members of the Board who have given their time, commitment and dedication to develop the Chamber during the past ten years. The Chamber's Anniversary provides an opportunity to thank them for their time, work and commitment.

SPCC would also like to extend its thanks to the Embassies of Denmark, Finland, Norway, Sweden, Iceland, Estonia and Latvia for their cooperation and support in the development of the Chamber.

The Board hopes that the Readers will find this publication interesting and that the presented examples of investments reveal the extent to which Scandinavian companies have become a permanent feature of the Polish economic landscape.

On behalf of the Board

Carsten Nilsen
Chairman

Agnieszka Kowalcze
Director

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Ladies and Gentlemen,

Scandinavian countries represent an huge economic potential and are an important partner for Poland. In 2013, the value of our trade exchange with Scandinavian countries exceeded EUR 20 billion.

Scandinavian entrepreneurs are aware of opportunities that stem from investing in Poland. At present, approximately 2,160 companies with Scandinavian capital are registered in Poland; around 350 invested over USD 1 million.

The Ministry of Economy recognizes the potential of these businesses and takes action to promote cooperation between Polish and Scandinavian companies. With this in mind, we have amended legal provisions in order to create a friendly business environment and reduce administrative burden. We provide public aid to budding entrepreneurs who operate in Special Economic Zones. The mission of the Ministry of Economy is to promote innovative economy and to create excellent conditions in which to develop business activities in Poland.

On its 10th anniversary, I thereby wish continued success to the Scandinavian-Polish Chamber of Commerce in Poland and to Members of the Management Board.

Janusz Piechociński

Deputy Prime Minister
Minister of Economy



We can safely assume that there is at least one Scandinavian object in every Polish home. For exactly two decades, Poles have been buying Swedish furniture and household products from IKEA. Many of them are manufactured in our country. Poland is the second - after China - manufacturer of products for this furniture giant, and the world's third largest partner of IKEA in terms of sales growth, following China and Russia. In Poland, IKEA has become a symbol of both Scandinavia and Scandinavian investment. In terms of capital expenditure, it has carried out, with the support of PAIIZ, one of the largest Swedish investments in Poland.

Poles have fallen in love with flat-pack furniture with a blue and yellow tag and IKEA has established itself in Poland for good. Once again, the Swedish giant has chosen our country to carry out a spectacular investment project. This fall, the consortium opened the world's largest sawmill, located in Stalowa Wola, where it plans to set up a complete processing chain: from raw pinewood to furniture.

According to PAIIZ's data, companies from Sweden have been the most active Scandinavian entities on the Polish market. Over the last decade, Swedish companies have invested EUR 517 million and created more than 6,285 jobs. Among the largest, there is IKEA's 2010 investment with a total value of EUR 160 million. Another one is the Finnish investment of Cargotec Corporation, worth EUR 64 million: a modern assembly plant for handling equipment was established in Stargard Szczeciński, creating 400 jobs.

In the last decade, investors from Scandinavia, with the support of PAIiIZ, carried out investments worth a total of EUR 1,048 million and created over 11,000 jobs. Currently, the portfolio of PAIiIZ encompasses nine Scandinavian investment projects with a total value of EUR 57 million. Should all projects prove successful, we expect 17,000 new jobs to be created.

In terms of sectors, Scandinavian investments in Poland are varied. The most prominent are the timber sector, the packaging sector and business service centres. Given their direct access to the Baltic Sea, the majority of Nordic investments are located in the Northern provinces of Poland. From the perspective of Scandinavian companies, the proximity of the Baltic Sea remains one of the major strengths of Poland, which they consider one of the most attractive investment locations.

Highly qualified staff, political and economic stability and a favourable investment climate all contribute to Poland's image as a good place for business. According to the heads of global corporations surveyed by UNCTAD, Poland will remain one of the top five investment locations in Europe in 2014-2016. In the EY's „European Attractiveness Survey”, Poland outdid all the countries of Central and Eastern Europe.

Poland has consistently striven to develop an economy based on knowledge, innovation and skilled labour. Foreign investors appreciate in particular the potential of Polish youth and the country's economic growth. Polish students often win international competitions in the field of management and computer science. They are highly educated and boast excellent foreign language skills - not only English or German, but also languages particularly sought by foreign investors – Scandinavian, Eastern European and even Asian tongues.

Today, Poland is a model of sustainability, entrepreneurship and reasonable economic policy. Due to a large domestic market and strong demand, it is also becoming an increasingly attractive market. These trends are being followed with great interest by IKEA. The company has recently announced an ambitious business plan for the next twenty years of its operation in Poland. Within these two decades, the company plans to increase eight-fold the value of its sales in our country: from the current PLN 2 billion to PLN 16 billion.

Poles have grown to appreciate Scandinavian lifestyle and design while Scandinavians feel at home in Poland. All the conditions are met for the next chapter of our common saga to be written.

Sławomir Majman

President, Polish Information and Foreign Investment Agency



It takes knowing history to fully appreciate Poland we see and experience today. Looking 10 years or even 25 years back, the current state of Poland was not a given thing.

Poland's performance since the first free elections in 1989 and EU-membership in 2004 has, by any standard, been impressive. Achievements go far beyond mere economic growth. Poland has developed its society, institutions, laws, infrastructure and much more.

From a commercial perspective, Poland has developed from an industrial country into a modern market. Today, business opportunities are a combination of skilled labour force, growing domestic demand, location in the centre of Europe and – last but not least –the country's stability. Danish companies invest in Poland and have a long-term vision of their operation here.

Today, Poland ranks as Denmark's 10th largest export market. It is an improvement as compared to the 12th position in 2006; this positive trend is likely to continue in the future. By 2020, Poland is forecast to be the 7th most important export market for Denmark.

However, no country is allowed to rest on its laurels – no matter how well-deserved they may be. Even though Poland has outperformed the most positive expectations, there still are challenges that must be addressed.

In order to become even more attractive to businesses, Poland should continue its efforts in the area of innovation, improve tendering to include life cycle cost and quality, stimulate cooperation between the public and private sector, ensure more predictability of the legal framework and reduce administrative burdens.

Poland, even though you have just run your marathon, there is a new one ahead of you - and I am sure you will run even faster this time! Trust in Poland being successful is a safe bet.

Steen Hommel

Ambassador of Denmark to Poland



The economy of Poland has grown at a steady pace despite the European economic slowdown. Also the operational environment of Poland has stabilized substantially resulting from the EU membership and a stable domestic policy. A large internal market, central location and strong labor force are only a few of the many factors that make Poland such an attractive trade partner and investment destination.

Over the past ten years, Finnish companies' interest in Poland has steadily increased and the growth of Finnish investments in Poland was fastest among all Scandinavian countries. In 2013, Finland was the third biggest investor in Poland in FDI terms. At present, around 200 Finnish companies have their subsidiaries in Poland. More than half of them conduct operations that go beyond simply establishing a sales office. Both parties have benefited from Finnish presence in Poland as nearly 30 000 Poles are making their living in Finnish companies.

Finland can offer its extensive knowledge in the strategic sectors of Poland, as the country is heading towards a knowledge based economy. Poland is the key manufacturing and sourcing market for the Finnish mechanical engineering industry. Cooperation has also developed in chemical, pulp & paper, cleantech and ICT sectors. Recently, a completely new sector - business process outsourcing (BPO/ SCC) has emerged in Poland. In this sector, Poland has already become the world's third biggest market after China and India. We are proud that Finnish companies have become major players in the BPO/SCC sector, providing jobs for as many as 5,000 people. Given the increasingly numerous highly educated workforce and the low level of costs, the trend is likely to continue.

Since SPCC was established ten years ago, Finland has truly begun to understand the political and economic possibilities of Poland. Prime Minister cooperation agreement signed in 2011 has further intensified our bilateral relations. SPCC and its national section, Finnish Trade Guild, have been a remarkable part of this cooperation process. Congratulations on your 10th anniversary, and we are looking forward to the future.

Hanna Lehtinen

Ambassador of Finland to Poland



Norway is powered by nature. We get nearly all our electricity from hydropower in the mountains, we sail our ships across all oceans, we drill for oil and gas in the most demanding maritime environment, and we catch and farm fish out of clean water.

As a nation challenged by and obliged to play along with nature, Norwegian people and businesses must adapt. In the global market, our industry has to compensate for high living cost with cutting-edge knowledge and technology.

In order to succeed, Norway must cooperate and, in this connection, Poland is an attractive partner for Norwegian companies. Many of our companies are manufacturing their products in Poland for the international market.

A great number of Norwegian companies operate in Poland in the sector of industrial production and deliver ICT and engineering services for marine and offshore sector. We have observed a number of major investments in the processing industry, hotel and property.

Poland as the only country with positive growth throughout the financial crisis represents a growing market of more than 38 million people. The middle class is growing and its purchasing power has been increasing, these customers are able and willing to pay for quality.

Poland is becoming an increasingly important trading partner for Norway. The value of bilateral trade has reached PLN 17 billion and is growing year by year.

Norway is one of the largest exporters of seafood in the world and Poland is now our most important importer of seafood, including salmon. The latest data shows that around 12% of all Norwegian salmon is exported to Poland; her markets, thereby contributing significantly to creating workplaces in both countries, boosting Norwegian exports to Poland and Polish exports to other countries.

Norwegian shipping companies are building some of their most modern offshore vessels, ferries etc., many powered by gas (LNG) in Polish shipyards.

Last but not least, the country is attractive for Norwegian businesses which provide solutions for enhancing the efficiency of the energy sector, road projects and environmental technologies - such as water purification and waste management. Many Norwegian companies are suppliers to maritime projects, defense industry and agriculture.

In addition, 200 000 Poles work in Norway every year. 90 000 of them, including 15 000 children, live permanently in Norway. As the largest immigrant group in Norway, they make a substantial and positive contribution to Norwegian economy and society. We can only imagine the future impact of the 15 000 Polish children who attend Norwegian schools, learn the language and absorb the Norwegian culture.

We have also noted a very positive impact of the EUR 1.1 billion that has been allocated to Poland from the Norway Grants and EEA Grants over the last 10 years, stimulating good relations between Poland and Norway.

Karsten Klepsvik

Ambassador of Norway to Poland



Poland is constantly growing in importance – not only on the broad European scene but also for Sweden and Swedish investors.

During the last ten years Poland has become a very attractive market for Swedish companies due to its membership in the EU, size, dynamic character and geographical location. We are neighbors rapidly rediscovering each other.

During the State Visit by the King and Queen the Polish and Swedish Foreign Ministers signed a declaration on political cooperation in areas of strategic importance. This was a significant step, which has moved our relations forward in many areas, from the Eastern Partnership to sustainable energy solutions. And we are very likeminded in most issues, not least the crucial importance of energizing the EU growth agenda i.a. through improving the internal market, develop the digital market, enhance the trade in services and rapidly get a TTIP-deal with the US settled.

The economic cooperation has showed a similar momentum for a long time. Although we have a fairly limited population, Sweden is one of the top-10 countries among foreign investors in Poland. That tells you something about the attractiveness and importance of Poland for economic decision makers in my country.

Around 500 Swedish companies are one way or the other active on the Polish market. You can of course spot some major global Swedish companies when you move around Poland. IKEA is probably the most well-known (and has a history in Poland that goes back to the early 60's), but many others are very visible as well.

But I want to underline that Poland clearly is a very attractive market for small and medium sized companies as well, and I am happy to see the Swedish trade and investment council Business Sweden being very active with providing services and support, not least to new actors from this part of the economy now entering Poland.

The message to new Swedish entrepreneurs about the business culture, as it comes out from our surveys and dialogue with the companies already present, is loud and clear – the business climate is very good and constantly improving.

Sweden has a lot to offer in a broad number of areas. We are happy to be part of the Scandinavian family in Poland, not least through SPCC. And we are proud to share innovative green solutions that we believe could be of great use also in this country. Congratulations SPCC, looking forward to the upcoming ten years which promise to be as exciting as the ones that we now have behind us.

Staffan Herrström

Ambassador of Sweden to Poland



Trade relations between Iceland and Poland go back a long way but after Poland joined the EU the scope for further development increased. Under the EEA Agreement Iceland is a part of the Internal Market of the EU. A number of Poles have taken advantage of the provisions for free movement of people, with the result that Poles are now the biggest foreign community in Iceland, making a strong contribution not only to the economy of Iceland but also to cultural life and politics. Poles in Iceland have introduced delicacies from home to the local market and agricultural products are now being added to the traditional industrial goods.

As you would expect, Iceland fisheries is strongly represented in Poland, but also the leading supplier of equipment to the seafood and meat processing market reports about good business in Poland. Icelandic shipping companies have established offices and the Icelandic airlines have representatives here. Engineering firms like Efla and Verkís have their offices in Poland and have been involved i.a. on developing geothermal capacities and transmission line projects. Iceland is also happy to contribute along with Norway and Liechtenstein to efforts to support cohesion and reduce social and economic disparities within the EEA.

When Iceland was hit by the financial crisis in 2008 Poland along with the Nordic countries generously extended a helping hand. This has now been paid back but this spontaneous show of solidarity of the Polish authorities is still gratefully remembered in Iceland.

There is still room for development and greater economic and cultural ties. It is interesting to note that Poles are now looking at investment opportunities in Iceland, and the first projects are well on the way. The considerable geothermal potential of Poland is still underutilised but over the years geothermal expertise has been built up in Poland, not least through Polish students' attendance at the UN University Geothermal Programme in Iceland. This should provide an excellent basis for further co-operation.

Gunnar Snorri Gunnarsson

Ambassador of Iceland to Germany



Polish-Estonian economic relations have evolved a lot over time, from practically nothing, EUR 25 mln in trade turnover in 1995, to a healthy EUR 1291 mln relationship in 2013. Only in 2009-2010 there was a minor decrease in trade in an otherwise positive trend. Estonia's economy then fell in size by 20% in the years 2008-2009, before bouncing back. Poland retained its growth and its purchasing power increased throughout the crisis years, thereby gaining a fresh look from Estonia's perspective as a potential market for our services and goods.

It should be mentioned that Poland has historically exported more to Estonia than the other way around. Last year it had EUR 207 mln worth of imports from Estonia and EUR 1084 mln exports to Estonia, so in here we have ground to cover to find out how to decrease our deficit, and what are the perceived obstacles for Estonian companies. Initial discussions with Estonian businessmen indicate that bureaucracy is one of the frustrating factors for business activity in Poland, at least in the eyes of Estonians.

By Estonian standards Poland is a huge market, it is a highly competitive market where producers from many countries are competing with Polish ones. But there are possibilities – targeting smaller customer groups with specific needs, both in case of products and services.

In many respects, I believe we can complement each other in the economic sphere. We are similar because we had a similar starting point. We are part of the same European family, we are politically close and our increasing relationship in trade could support our relations in other fields.

In light of a Polish politician having been nominated an Internal Market Commissioner at the EU, we can work together on the internal market, to remove barriers to free movement of goods, services, capital and people. This is the most useful field, where government can aid enterprise – giving it more freedom to operate.

In the investment part of our bilateral economic relationship, one can look at the useful examples of PZU having started its operations in Estonia this year. And Olympic Entertainment Group, as the largest Estonian firm operating here, has for years operated in Poland, with casinos in several Polish cities.

Right now, Poland is our seventh largest trading partner, after Finland, Sweden, Latvia, Germany, Russia and Lithuania. Thus it is still an undiscovered close market for Estonian firms.

Harri Tiido

Ambassador of Estonia to Poland



As Ambassador of Latvia to Poland, I am very glad that superb political relations between Latvia and Poland also have been positively reflected in business activities.

Poland has traditionally been among Latvia's most important economic partners. In 2013, it was Latvia's 5th most important trade partner.

Trade volume between our countries is constantly growing. In 2013, it reached a total value of EUR 1,64 billion: EUR 603,8 million in terms of exports to Poland and as much as EUR 1,03 billion of imports from Poland.

Practically all Latvian businesses that can produce enough to meet the needs of the large Polish market are already operating in Poland. They represent a variety of sectors – from construction materials to excellent food products.

It is my pleasure to admit that one of the major Latvian investments abroad is situated in Sosnowiec, near Katowice. It is an investment of a steel manufacturer, *Severstal*. In 2008, the company acquired a steel tube plant whose economic condition was very poor. In the space of a few years, the newly founded *Severstal Silesia* turned into a well-functioning enterprise, creating new jobs in the region. Not only does this enterprise contribute to the Polish and Latvian economy, but it also creates a positive image of Latvian business in Poland.

It is my firm belief that given the current international situation, the importance of economic ties between Latvian and Polish companies will continue to grow. A crisis always brings also certain positive outcomes, as it makes every entrepreneur look for innovative business solutions, stimulates the search for better ways to cut expenses and increase profits. One of the most important aspects is search for new markets. Effective transport infrastructure and transit routes are of crucial importance in this respect.

Given the above, I would like to draw your attention to a major regional project of the European Union that concerns Latvia and Poland – the construction of *Rail Baltica*. This new and modern railroad will provide high-speed train connections linking Finland, Baltic States, Poland and Germany. It will contribute greatly to new cargo and passenger flows and provide additional logistic solutions. According to the schedule, the construction shall begin in 2017 and be completed by 2023. Welcome to the future!

Ilgvars Kļava

Ambassador of Latvia to Poland



Experiences of Nordic companies investing in Poland

During the past ten years Scandinavian companies have invested in Poland around EUR 11 billion. In 2012, there was more than 2000 companies with Scandinavian capital registered in Poland and the value of mutual trade between Scandinavian countries and Poland is growing.

The results of the survey carried out among Scandinavian companies by SPCC together with PwC show that Scandinavian companies are satisfied with operating in Poland. Scandinavians see a great potential in the Polish market and are planning further developments in Poland.

Companies with Scandinavian capital in Poland

There are more than 2100 companies with Scandinavian capital registered in Poland. The number of companies with Danish capital is the largest (878), then Swedish (694), Norwegian (369) and Finnish companies (196). Until 2007 companies with Swedish origin were represented utmost and since then Danish capital has taken the lead. (Chart 1)

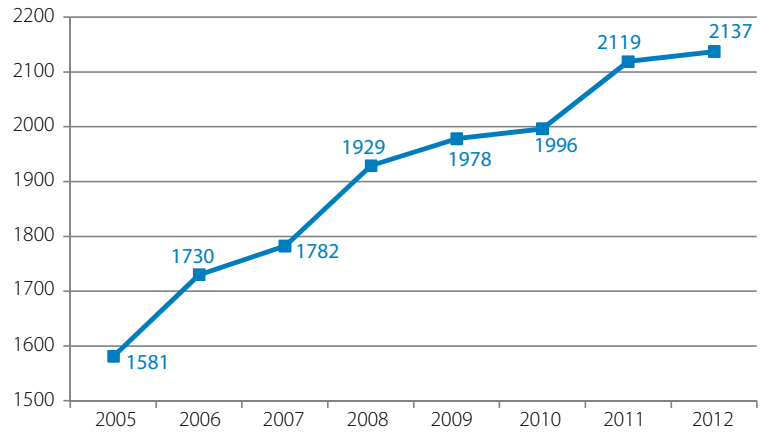


Chart 1. Number of companies with Scandinavian capital in 2005-2012
Source: Central Statistical Office (GUS)

The number of companies with Scandinavian capital is systematically growing and in 2012 they were the fifth biggest group of companies with foreign capital in Poland, representing 7% of foreign capital. (Chart 2)

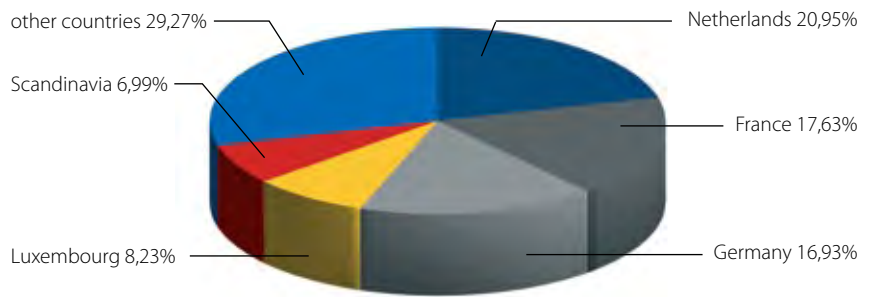


Chart 2. Foreign capital of companies in Poland, 2012
Source: Central Statistical Office (GUS)

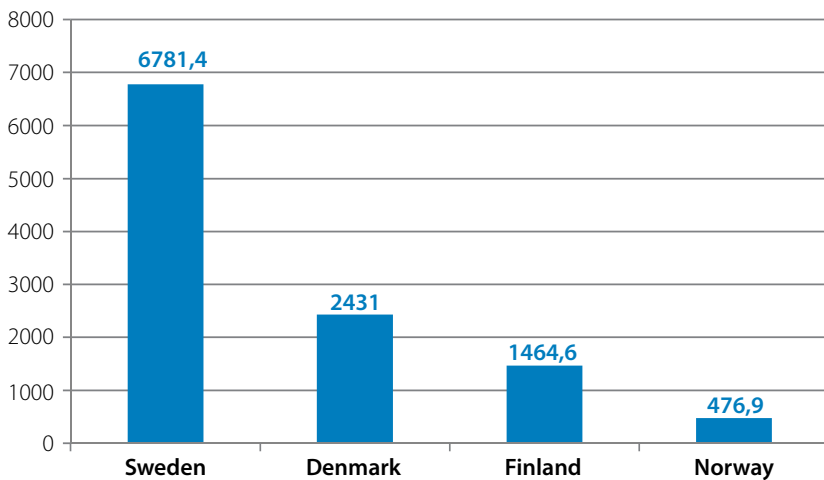


Chart 3. Scandinavian investment in Poland, total FDI flows (2003-2012), EUR million
Source: The National Bank of Poland

Scandinavian investment in Poland

During the past 10 years Scandinavian companies have invested in Poland around EUR 11 billion. Sweden being the biggest investor invested close to EUR 7 billion, which constitutes more than 50% of all Scandinavian investment in Poland. (Chart 3)

Scandinavian countries, counted together, are the fourth biggest investor in Poland. The first three places are taken by Germany, France and Luxembourg. Sweden itself is the sixth largest investor in Poland, just after Spain. (Chart 4)

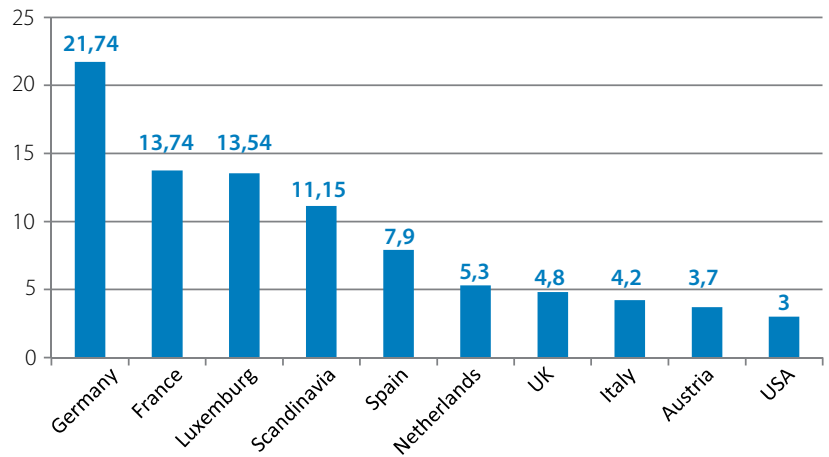


Chart 4. Origin of the largest investors in Poland including Scandinavian countries (Total FDI flows, 2003-2012, EUR billion)

Source: The National Bank of Poland

Scandinavian investment realized during the past 10 years had a diverse dynamic with a record value in 2011, which is partly connected to the Swedish investments record value of EUR 2,6 billion in 2011. Due to the withdrawal of Swedish capital from Poland in 2012, the negative net investment inflow was noted for the first time. (Chart 5)

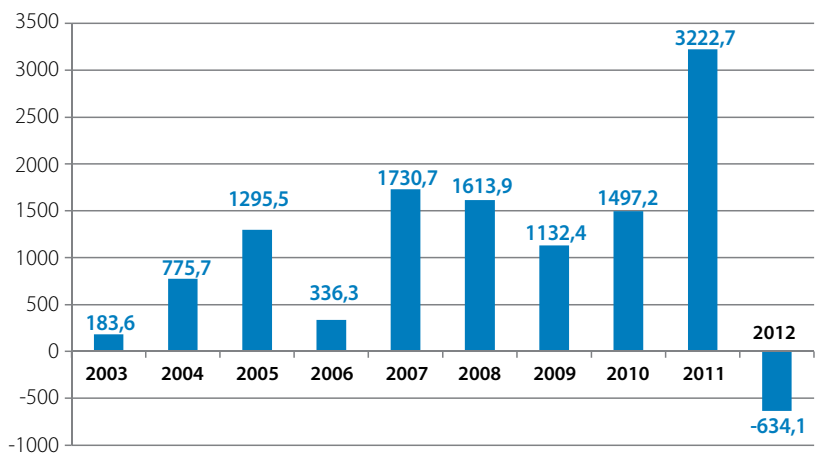


Chart 5. Inflow of Scandinavian FDI to Poland in 2003-2012 (EUR million)

Source: The National Bank of Poland

Looking at the investments from each Scandinavian country perspective, Danish investments have been the most stable, with a record value reached in 2007, when Danish companies invested a total of EUR 471 million (the second record value was noted in 2005 when the in-

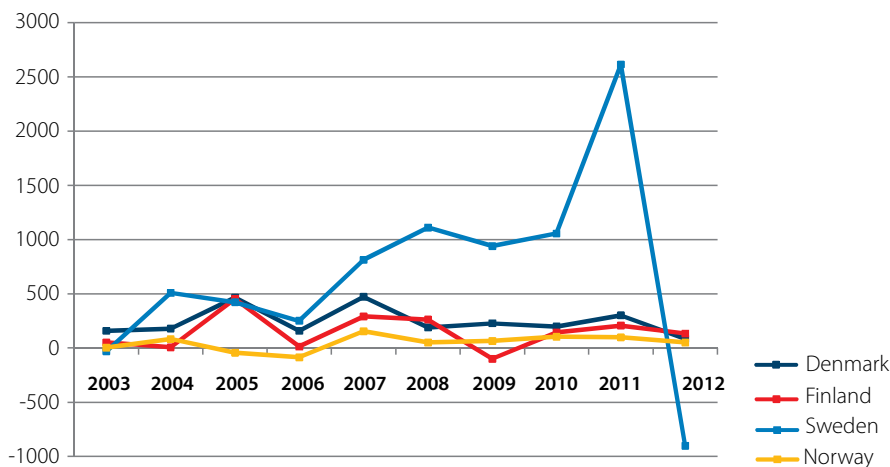


Chart 6. Scandinavian investment in Poland (2003-2012), EUR million

Source: The National Bank of Poland

vestment amounted to EUR 465 million). Sweden invested the most in 2008 and 2011, and noted a significant decrease in 2012, which was connected to the Swedish energy company Vattenfall closing its operations in Poland. The Polish Information and Foreign Investment Agency have noted 72 large investors from Sweden in the end of 2013. In relation to 2011 the number of companies have decreased by 12¹. Investments from Finland reached its peak value in 2005 with EUR 453,8 million invested by the Finnish companies. The value of Norwegian investment was the biggest in 2007, when Norwegian companies invested a total of EUR 154,4 million. (Chart 6)

¹ Ministry of Economy „Sweden – information about the economic situation and economic relations with Poland“, August 2014.

Trade turnover between Poland and Scandinavia

Scandinavian countries are one of the most important trade partners for Poland. The value of mutual trade between Poland and Scandinavia in 2012 is around EUR 8.2 billion in terms of imports and EUR 10 billion in terms of exports. In 2012 import from Scandinavia accounted for 5.4 % of Polish import in total and export between our countries is 6.8% of Polish export. Germany is the biggest trade

partner for Poland (21.3% - import, 25.1% - export). In terms of import Scandinavian countries are the fourth biggest trade partner (after Germany, Russia and China), but in terms of export Scandinavia is the second biggest market (after Germany, and equal to United Kingdom). In 2013 the total value of trade turnover was more or less the same as in 2012, with a small decrease in imports on behalf of a small increase in exports. In the structure of Polish export to Denmark the most important are the products of electromechanical industry (27%) and in terms of

import – agricultural products and food (36%). The Polish trade with Norway is dominated by the shipbuilding industry (floating offshore units constitute 28% of export and 20% of import). From Finland we import mostly wood and paper products (33%) while export is dominated by electromechanical industry (30%). The trade turnover between Poland and Sweden has rapidly increased (since 1998 the trade turnover has doubled). Products of electromechanical industry are mainly exported and imported (41% of exports and 36% of import).

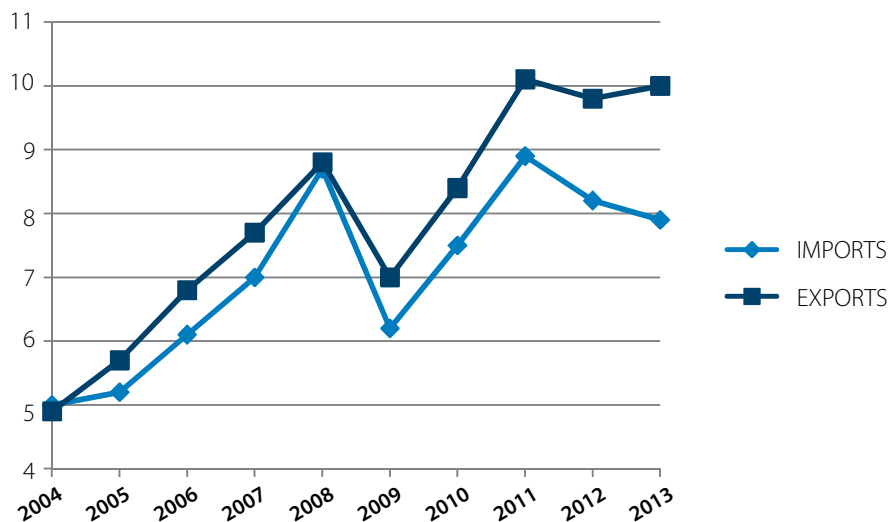


Chart 7. The total value of Polish imports and exports with Scandinavia (2004-2013), EUR billion
Source: Ministry of Economy and the Central Statistical Office

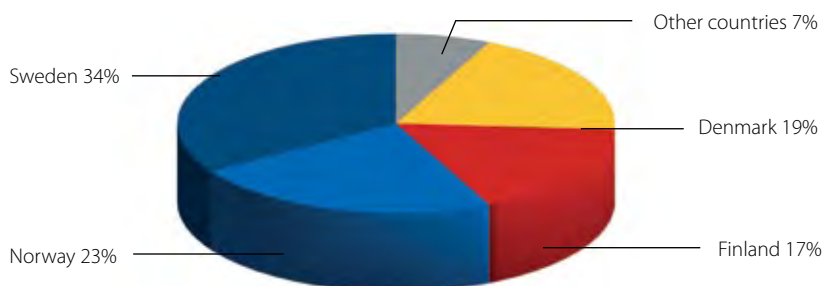


Chart 8. Countries of origin of investors

Since Poland became a member of the European Union, the export to Scandinavia has doubled and the import has increased from around EUR 5 billion to EUR 8 billion. The collapse in the value of trade had occurred in 2009 due to the financial crisis, but in 2010 the trade increased again and for the past three years the value of export has amounted to EUR 10 billion per year. According to the preliminary data for the first and second quarter of 2014, the value of import from Scandinavia is EUR 4.3 billion and the value of export – around EUR 6 billion. (Chart 7)

Results of the SPCC and PwC Survey

Between March and July 2014, the Scandinavian-Polish Chamber of Commerce together with PwC conducted a survey among Scandinavian companies in order to collect their opinions and experiences regarding investments in Poland. The majority of the 70 companies that took part in the survey were Members of SPCC. Their answers provided valuable information about the sectors in which they operate, types of investments, reasons for choosing Poland as investment location and their plans of further development on the Polish market.

Profile of companies

The sample of companies taking part in the survey was quite balanced from the geographical point of view. The Swedish capital is represented the most, followed by Norwegian, Danish and Finnish. The rest of the companies represented mixed Scandinavian origin. (Chart 8)

Poland is not the only foreign market in which the vast majority of the surveyed companies operate. Many of them oper-

ate on a global scale. Only 37% of them have focused their operation on the other Scandinavian markets. (Chart 9)

The surveyed companies represented a variety of sectors – ranging from retail traders, manufacturing companies to representatives of the financial sector and R&D. The majority of companies taking part in the survey (30%) are involved in manufacturing. (Chart 10)

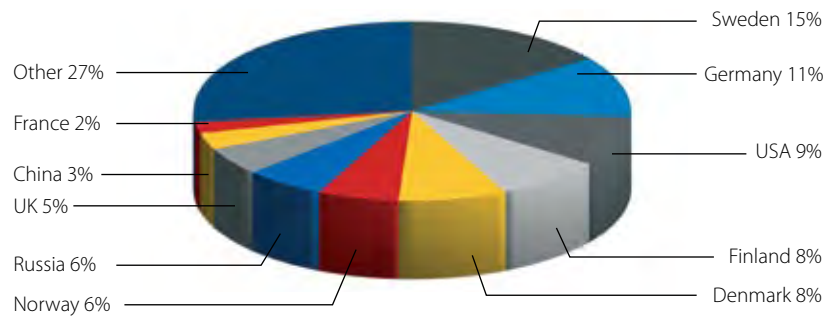


Chart 9. Other biggest markets of companies operations

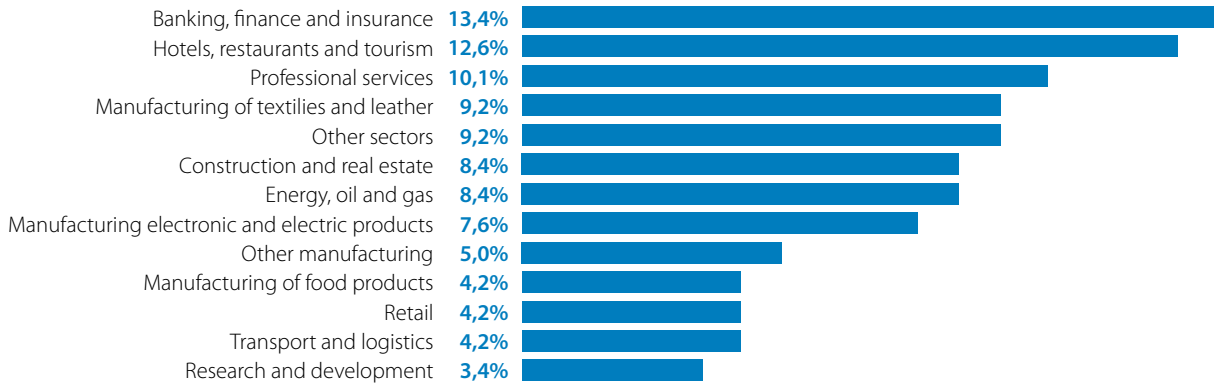


Chart 10. Sectors companies operate in

Masovian Voivodeship is the most popular with Scandinavian companies taking part in the survey, with as many 32 entities located in this region. Pomeranian and West Pomeranian Voivodeships rank second and third respectively (15 and 14 organisations). Those numbers show

that Scandinavian companies tend to locate their operations in the economic centre of the country or relatively close to their countries of origin. The number of entities is not proportional to the number of employees. More than 3 000 jobs were created by the surveyed com-

panies in West Pomeranian and Lower Silesian Voivodeships, compared to 100 jobs in Mazovian and Pomeranian. In total, nearly 13 700 jobs were created in Poland by the Scandinavian companies taking part in the survey. (Chart 11)

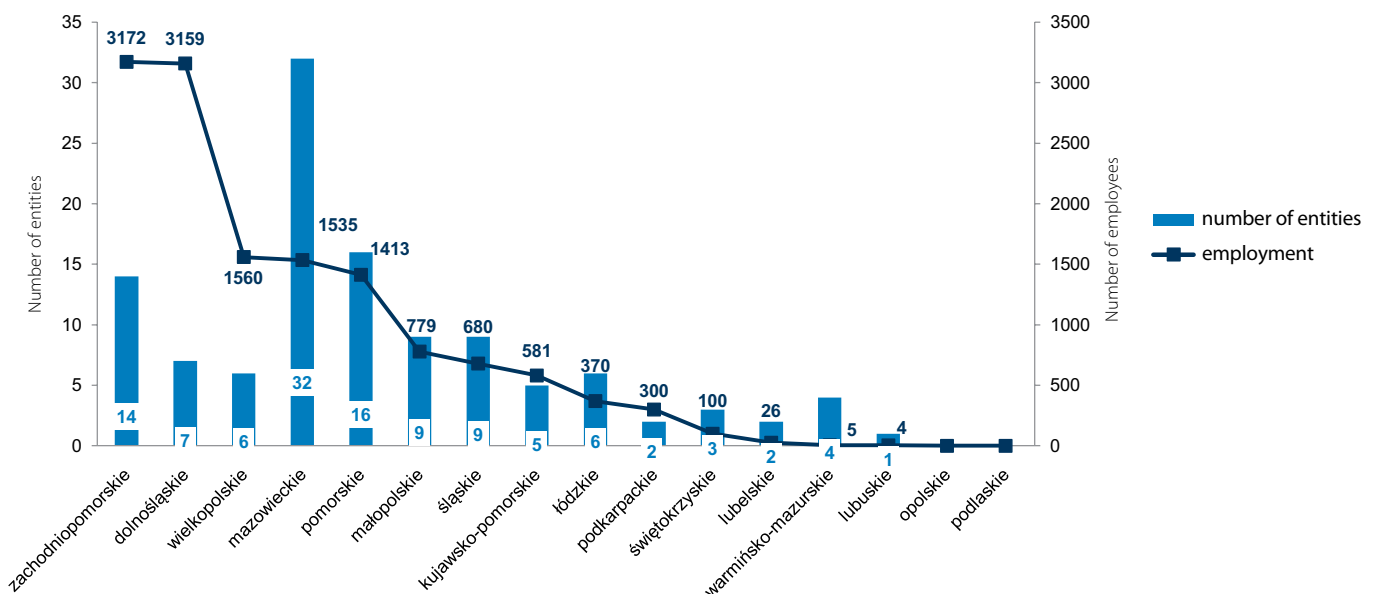


Chart 11. Number of entities and employment in regions

Only 7 out of 70 companies interviewed operate in the Special Economic Zones and all are either satisfied or very satisfied with it.

Investments on the Polish market

More than half of the surveyed companies started their operations in Poland over 10 years ago. One of them is very strongly established here, as it has been operating on the Polish market since 1904. The largest number of companies decided to invest in Poland in the period between 2000 and 2005. Only 12% of the surveyed companies started operating in Poland after 2010. (Chart 12)

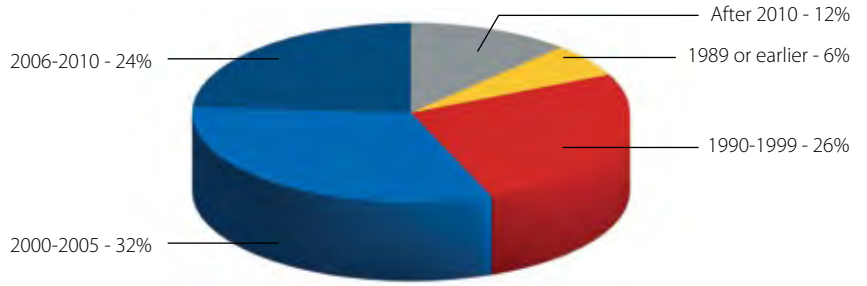


Chart 12. Year the company started operations in Poland

The majority (62%) declare not having invested in Poland more than EUR 10 million, and it can therefore be concluded that small foreign investors form a numerous group of Scandinavian investors on the Polish market. 14% of respondents state that they have invested in Poland over EUR 50 million. (Chart 13)

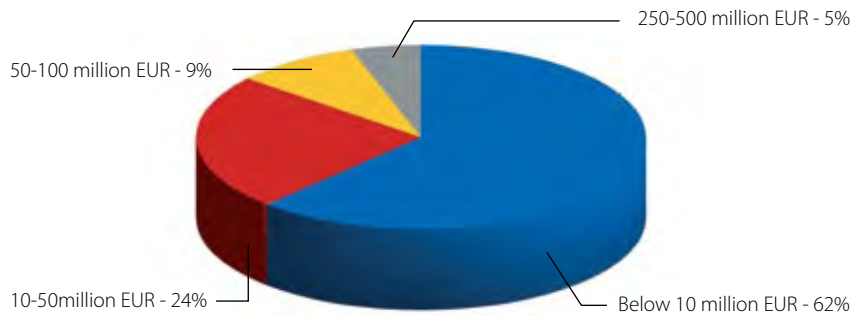


Chart 13. Total amount invested in Poland

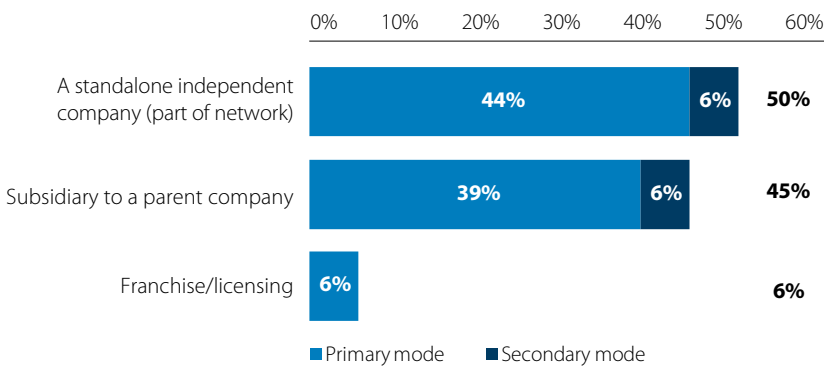


Chart 14. Investment mode

50% of entities located in Poland are stand-alone companies being part of a network of investors. 45% are subsidiaries of parent companies. A minority of companies operate on the basis of franchising and licensing agreements. (Chart 14)

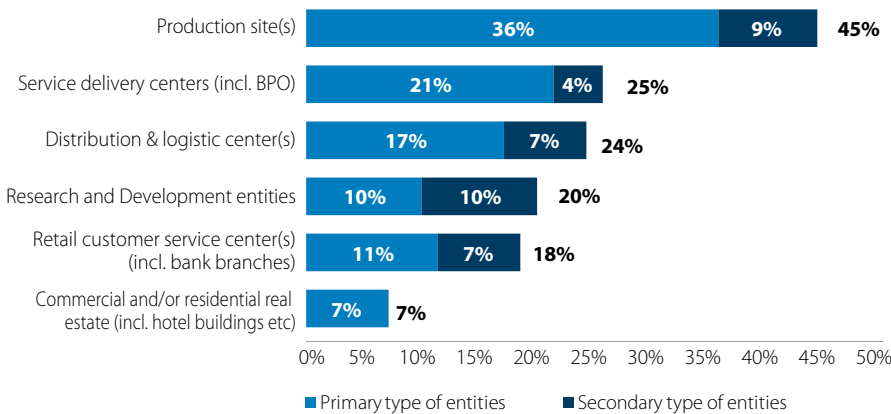


Chart 15. Types of entities companies invested in

The largest group - 45% of the surveyed companies have production sites in Poland. 25% have invested in service delivery centres and 24% in distribution and logistics centres. Such large number of production sites located in Poland indicates that Polish market is a strategic investment location for Scandinavian companies. The fact that 20% of companies set up their R&D centres here means that Poland has become a major link in their value chain. (Chart 15)

63% of companies have established new entities in Poland and embarked on greenfield investments, which reflects their confidence in the stability of the Polish market. The remaining 35% based their operations in Poland on the acquisition of existing companies. Only 13% of Scandinavian companies participating in the survey established joint venture companies with Polish entities. (Chart 16)

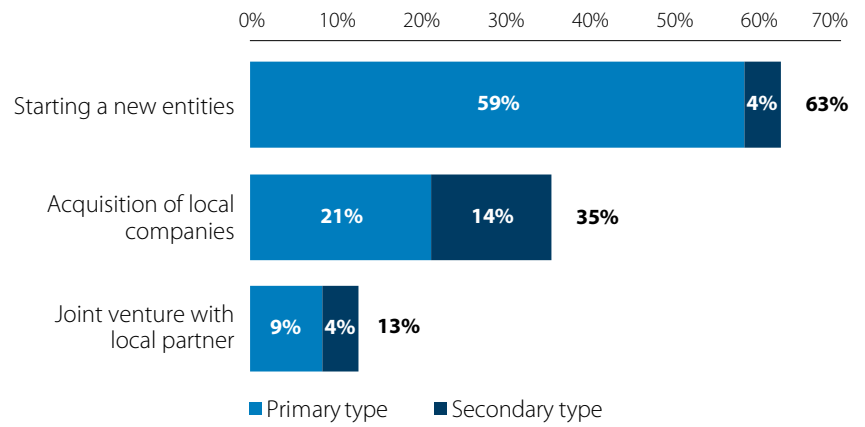


Chart 16. Type of investment

Investing in Poland - opinions and experiences

Respondents declared that high quality white-collar labour was the main reason for entering the Polish market (more than 60% of companies consider this factor as important). Poland's large and dynamic local market ranked second

in this respect. The results of the survey also indicate that the combination of high quality labour and its relatively low cost makes Poland an attractive place in which to invest. Access to EU and other markets was not listed as an important reason for entering the Polish market. The majority of the surveyed companies

stated that, with respect to important factors, their expectations have been fulfilled. Between 60% and 80% of companies claim that Poland has proven to be a large and dynamic market, with quality and inexpensive labour. (Chart 17)

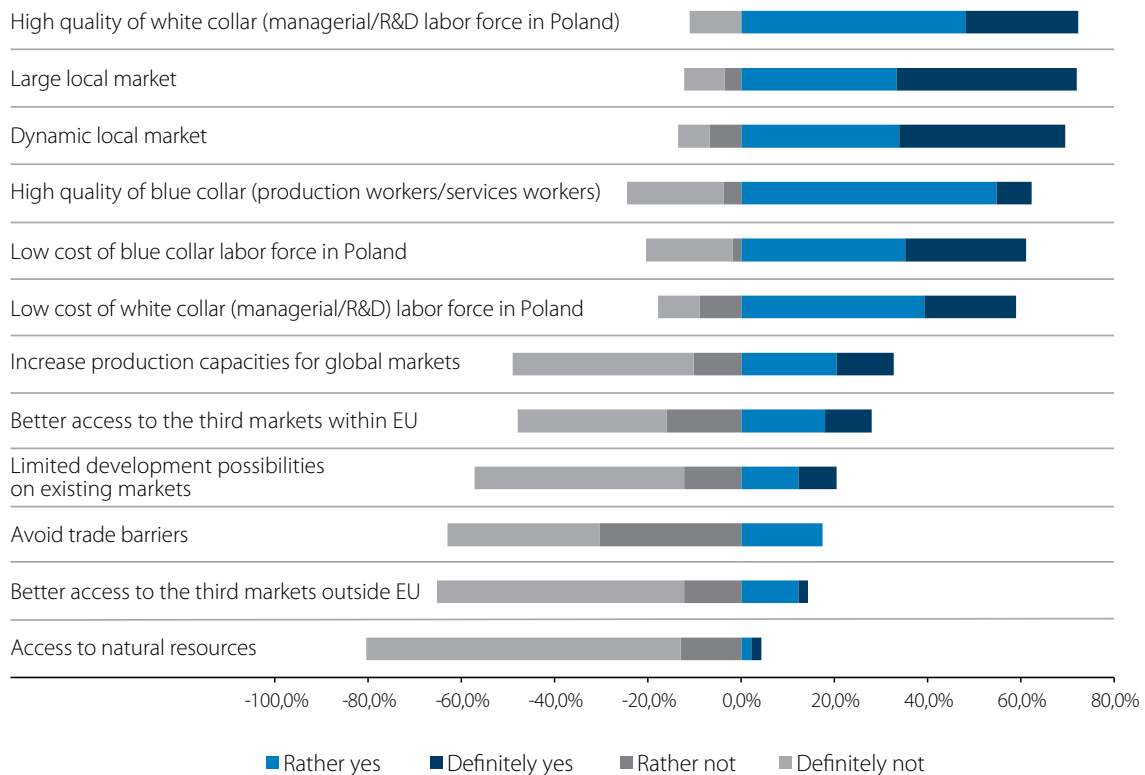


Chart 17. Reasons for entering Poland

According to the respondents, the most positive aspects of the Polish economy and business environment are the country's macroeconomic stability (75% of satisfied companies) and political stability (67%). On the other hand, red tape and the judiciary are greatest shortcomings of the Polish market - more than 50% of companies declare themselves dissatisfied with both.

Stability of tax and other regulations remains a source of concerns – positive and negative opinions regarding this aspect of Polish business environment are spread evenly among the respondents. (Chart 18)

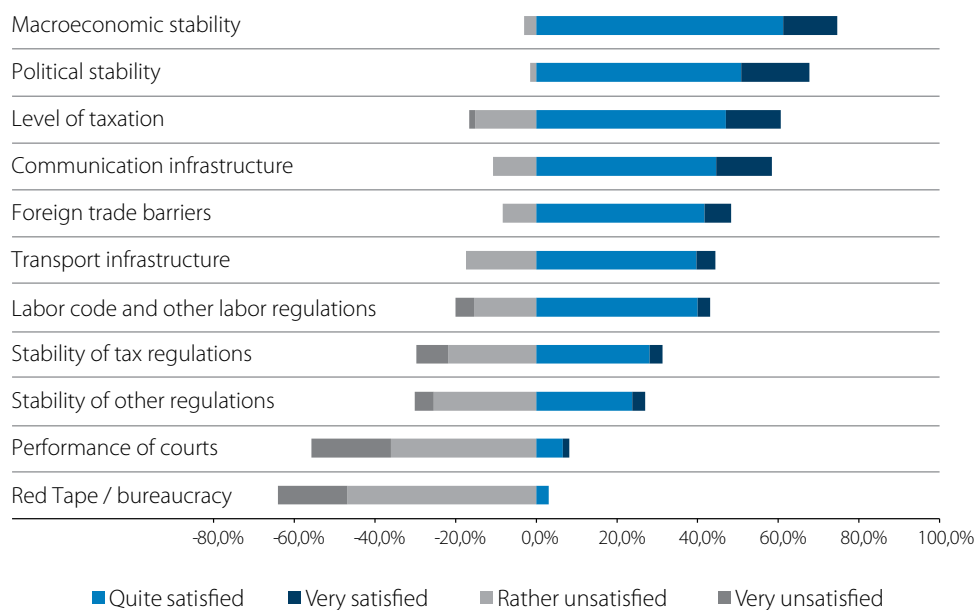


Chart 18. Level of satisfaction and dissatisfaction with the business environment

More than 50% of companies have never turned to Polish public institutions for assistance. Municipal authorities were addressed most often (41% of companies), while Investor Assistance Centres proved least popular (they have been contacted by 26% of companies). The majority of respondents who have addressed Polish public institutions were provided with the requested assistance. (Chart 19)

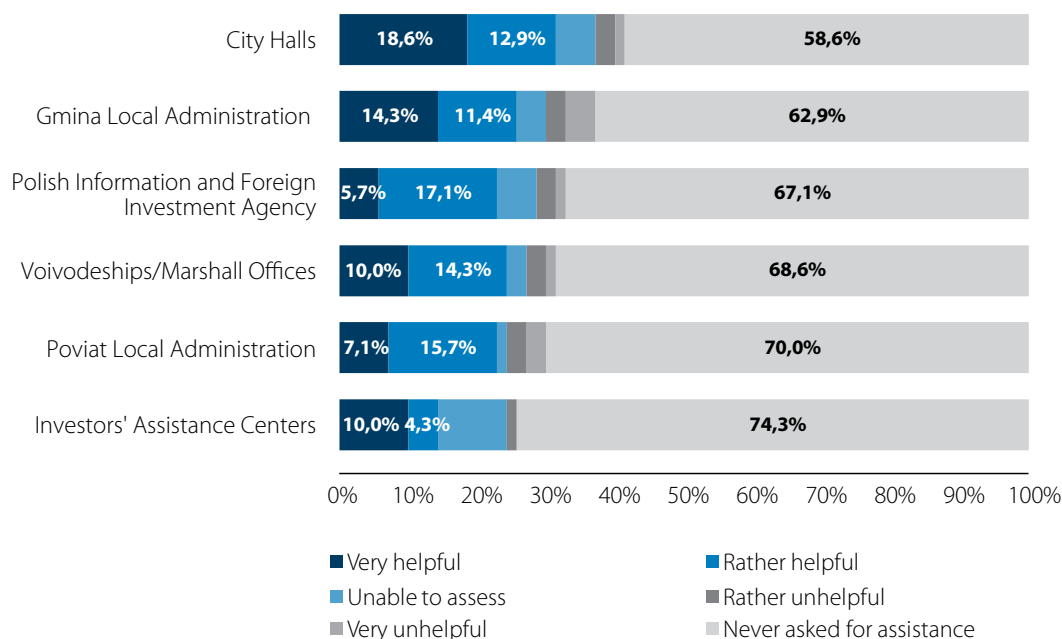


Chart 19. Share of companies asking for assistance from public bodies and their assessment of assistance obtained

Further development in Poland

Nordic investors are positive about their future development on the Polish market. 64% of surveyed companies stated that they are expecting further organic growth in Poland and 62% consider their retreat from the Polish market as highly unlikely. New investments and acquisitions by Nordic companies are highly probable for 25% and quite probable for 46% of companies. (Table 1)

	Highly probable	Quite probable	Neither probable nor improbable	Quite improbable	Highly improbable
Further organic growth	64,2%	31,3%	3,0%	0,0%	1,5%
New investments or acquisitions	25,0%	46,7%	18,3%	8,3%	1,7%
Retreat from Poland	1,8%	1,8%	7,3%	27,3%	61,8%

Table 1. Further plans regarding the Polish market

Summary

The surveyed companies represented all Nordic countries and a wide range of sectors. The majority have been operating on the Polish market for a long time. A large number of Nordic companies have located important parts of their value chain - mainly production sites or R&D centres - in Poland. Consequently, they have a serious impact on the Polish economy and regions in which they operate. Their influence is not limited to production, value added, job creation and tax contribution to the Polish Treasury. They carry out operations based on high technological and managerial standards, and therefore generate valua-

ble and positive indirect outcomes, such as technical expertise, good governance practices or human and social capital.

It is noteworthy that managers from Nordic countries appreciate most of all not the availability of low-cost blue-collar labour, but the high quality of local white-collar workforce. This is consistent with the results of numerous analyses indicating that the success of the Polish economy in the near future shall depend not only on cost competitiveness, but rather on the combination of high-quality human capital, moderate labour costs and political and macroeconomic stability.

The survey conveys also an important message for Polish policymakers. Red tape, the performance of the judiciary and the stability of tax and other regulations are the most dissatisfactory aspects of the Polish institutional system. Taking into account the results of the survey, this finding should be treated seriously – not as yet another annoying complaint, but as a warning signal from a friend. Creating a stable and reliable business environment will enable the Polish economy to develop further and Nordic companies shall contribute to our common success.

LP	Company name	Gross revenue (thousand PLN)	Operating income	Net income	Employment	www
1	Skanska Group	4205541	170040	149240	7060	www.skanska.pl
2	Swedwood Poland	4044155	351036	236866	9030	www.swedwood.com
3	Electrolux Poland	3245215	70383	54057	4094	www.electrolux.pl
4	Sokolów Group (Danish Crown)	3150065	-	-	6571	www.sokolow.pl
5	Arctic Paper Kostrzyn	3104901	-151641	-152153	1839	www.arcticpaper.com
6	Volvo Polska	2666420	55569	32448	2943	www.volvogroup.pl
7	Netto	2660755	87659	56918	3929	www.netto.pl
8	Ikea Retail	2380000	-	-	-	www.ikea.pl
9	Carlsberg Polska	2353206	114825	101931	-	www.carlsbergpolska.pl
10	Velux Group	1356671	-	-	3145	www.velux.pl
11	Jysk	1308171	-	-	1370	www.jysk.pl
12	H&M Hennes & Mauritz	1267159	75861	61853	5176	www.hm.com/pl
13	Stora Enso Poland	1246026	138015	127663	1558	www.storaenso.com
14	Autoliv Poland	944895	70005	49324	2305	www.autoliv.com
15	Cargotec Poland	859000	22184	56424	529	www.cargotec.com
16	Fortum GK	849326	-	-	654	www.fortum.pl
17	Rockwool Polska	778944	38536	33318	1000	www.rockwool.pl
18	Onninen	728609	1964	376	703	www.onninen.pl
19	Ruukki Polska	700117	7383	5774	-	www.ruukki.pl
20	Tetra Pak	608906	14206	14009	108	www.tetrapak.com.pl
21	Ericsson	595814	-	-9412	640	www.ericsson.pl
22	Danfoss Poland	536914	24344	16027	972	www.danfoss.pl
23	SKF Polska	524104	15662	11013	705	www.skf.com
24	Husqvarna Poland	486357	27124	18959	214	www.husqvarna.com
25	Stena Recycling	449487	-46500	-49298	-	www.stenarecycling.pl
26	Kongsberg Automotive	437763	43872	29396	700	www.kongsbergautomotive.com
27	Novo Nordisk Pharmaceutical Services	437297	-	-	-	www.novonordisk.com
28	Hempel Paints Poland	403559	23128	17215	203	www.hempel.pl
29	Dendro Poland	402093	72414	54970	450	www.dendro.pl
30	Espersen Polska	391432	3982	2601	979	www.espersen.pl
31	Thule	362919	12741	7893	630	www.thule.com
32	Hilding Anders Polska	359252	19982	14082	-	www.hilding.pl
33	DSV Road	356843	18069	14550	350	www.dsv.com
34	Tikkurila Polska	333098	39903	32062	-	www.tikkurila.pl
35	Royal Greenland Seafood	317761	-4.2	-2.84	430	www.royalgreenland.com
36	Danfoss Power Solutions	310309	39678	32143	-	www.powersolutions.danfoss.pl
37	Sapa Aluminium	274472	-11807	-8383	-	www.sapagroup.com
38	Oriflame Poland	269813	8839	5297	-	www.oriflame.pl
39	H&M Hennes & Mauritz Logistics	250386	15017	8067	3000	www.hm.com/pl
40	Poldanor SA	249707	29704	23950	576	www.poldanor.com.pl
41	Delaval Operations	232,785	6,941	2,538	465	www.delaval.pl
42	Nordkalk	228694	18171	13843	270	www.nordkalk.com
43	Rosti Polska	223864	18917	14895	730	www.rosti.com
44	Sandvik Polska	220070	18099	13032	220	www.sandvik.pl
45	Securitas Polska	219733	7150	-2391	4014	www.securitas.pl
46	KONE	202357	27266	21245	267	www.kone.com
47	LEGO	202083	6125	4547	-	www.lego.com
48	IKEA Industry Poland	201475	-77399	-115414	260	www.swedspan.pl
49	King Oscar	182274	21004	15504	450	www.pl.kingoscar.com
50	AstraZeneca Pharma Poland	179921	18602	15910	-	www.astrazeneca.pl

Table 2. The 50 largest Scandinavian companies in Poland

Source: Rzeczpospolita „List of 2000 biggest companies in Poland”, 28.10.2014

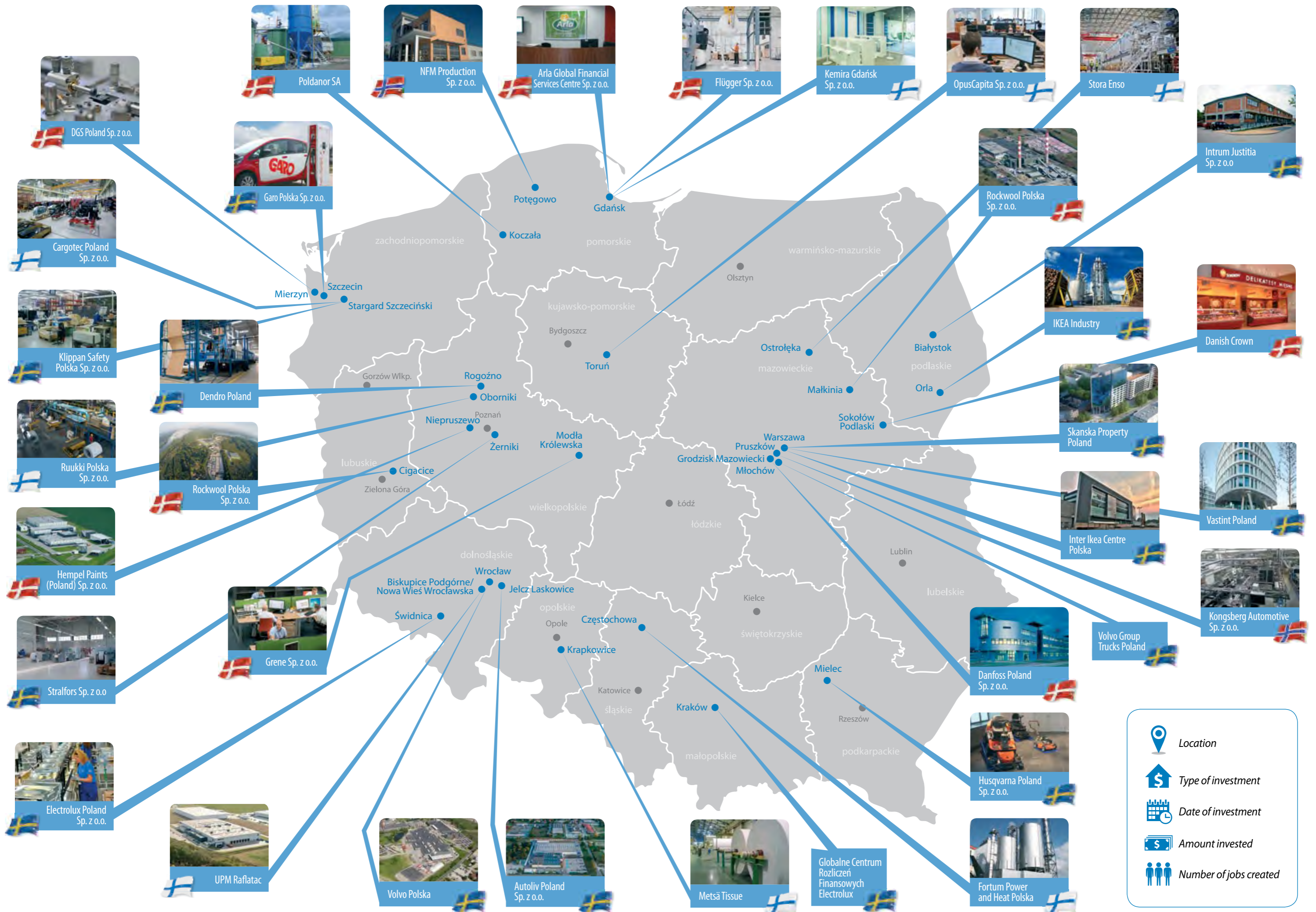
Country	Year	Company name	Sector	Location of investment	Investment value (mln EUR)	Number of jobs created
Denmark	2005	Jysk	Logistics	Radomsko	20	100
Denmark	2005	Royal Greenland	Food industry	Koszalin	20	700
Denmark	2008	Carlsberg	BPO	Poznań	1.9	280
Denmark	2009	LM Glasfiber	Plastics	Goleniów	40	300
Denmark	2010	LM Glasfiber Services	Services	Szczecin	1	250
Denmark	2011	X-Yachts	Shipbuilding	Gołdap	1.6	50
Denmark	2011	Weiss	Machinery	Ostrowiec Świętokrzyski	3.5	100
Denmark	2013	Q-Partners	ICT	Poznań	0.5	100
Denmark	2014	DFDS	BPO	Poznań	0.1	110
Finland	2005	Sanitec Koło	Ceramic	Koło	35	300
Finland	2007	Sanitec Group	Building materials	Włocławek	20	180
Finland	2007	UPM Raflatac	Packaging	Kobierzyce	82	149
Finland	2009	Cargotec	Machinery	Stargard Szczeciński	64	400
Finland	2009	HT Laser Oy	Metal	Stargard Szczeciński	1	14
Finland, Germany	2010	Nokia-Siemens	R&D	Wrocław	2.84	400
Finland, Sweden	2010	TietoEnator	R&D	Szczecin, Wrocław	1.17	500
Finland	2010	SKS Group	Plastics	Grudziądz	1	40
Finland	2011	Mesera	Metal	Wysogotowo	5	8
Finland	2011	Poyry	R & D	Łódź	0.83	40
Finland	2012	Itella Information	BPO	Poznań	0.5	100
Finland	2012	Metsa Group	BPO	Gdańsk	0.1	100
Finland	2013	Itella Information	BPO	Toruń	0.7	280
Finland	2013	Alteams Group	Electronics	Łębork	15	250
Finland	2013	Kemira	BPO	Gdańsk	1	200
Finland	2014	WIPAK Polska	Packaging	Skarbimierz	6.5	50
Sweden	2004	Quicex AB	Sports equipment	Szczecin	3	40
Sweden	2005	Electrolux	Household goods	Żarów	20	350
Sweden	2005	Electrolux	Household goods	Oława	40	450
Sweden	2005	Autoliv Spring Dynamics	Automotive	Mirków	3	130
Sweden	2005	Volvo SSC	BPO	Wrocław	6.2	500
Sweden	2005	Volvo Bus	Automotive	Wrocław	6.2	800
Sweden	2007	Amanat Nawaz Rice	Food industry	Goleniów	20	180
Sweden	2007	Proton Finishing	Metal	Żarów	8	52
Sweden	2008	Gavekal Analytics	BPO	Szczecin	0.8	30
Sweden	2008	PV Enterprise	Energy	Tarnów	50	500
Sweden	2008	Swedwood	Wood	Wielbark	60	600
Sweden	2009	Hyab Alucrom	Metal	Dębska Wola	1.5	10
Sweden	2009	Intrum Justitia	BPO	Białystok	2	120
Sweden	2010	Husqvarna	Machinery	Mielec	20	100
Sweden	2010	Autoliv	Automotive	Jelcz-Laskowice	12.5	250
Sweden, Finland	2010	TietoEnator	R&D	Szczecin, Wrocław	1.17	500
Sweden	2010	Ikea	Wood	Orla	160	230
Sweden	2010	HL Display AB	Logistics	Gliwice	8	70
Sweden	2010	Ikea	BPO	Poznań	1	100
Sweden	2011	Nordea Bank	BPO	Łódź	1.8	250
Sweden	2011	Theofinance	Energy	Ryki	6.5	320
Sweden	2012	Autoliv	Automotive	Jelcz-Laskowice	4	180
Sweden	2013	Robur Safe AB	Machinery	Suwałki	1	23
Sweden	2014	Nordsjernan Group – Rosti Polska	Household goods	Białystok	16	100
Norway	2006	Polimoon Group	Plastics	Otwock	10	200
Norway	2009	Aluko AS	Building materials	Sochaczew	1.5	12
Norway	2010	Nevion	ICT	Gdańsk	0.25	30
Norway	2014	Marine Harvest VAP Europe	Food industry	Ustka	250	0

Table 3. Scandinavian investments supported by PAIiZ since 2004 till the first half of 2014




Examples of Scandinavian investments in Poland

In this chapter 32 examples of Scandinavian investments realized during the past ten years are presented. Nine of them are Danish investments, eight – Finnish, two from Norway and thirteen examples of investments realized by companies with Swedish origin. Among presented examples, there are two investments which were declared by the Polish Information and Foreign Investment Agency as the biggest investments in Poland in the year 2009 and 2010 – these are the Finnish Cargotec investment in Stargard Szczeciński and IKEA Industry investment in the Orla Municipality.



- Location
- Type of investment
- Date of investment
- Amount invested
- Number of jobs created

 Gdańsk, Pomeranian Voivodeship

 Service Delivery Center (BPO)

 2008

 259¹



”

Out of the total number of 62 locations, including Romania, Latvia and Bulgaria, only a few were taken into final account and Gdańsk was selected as the most representative city. This location provides all necessary facilities and the most unique atmosphere.

Marcin Tchórzewski, Managing Director,
Arla Foods Global Financial Services Centre


ARLA GLOBAL FINANCIAL SERVICES CENTRE Sp. z o.o.

Arla Foods is a global dairy company with SSC based in Gdańsk, responsible for all financial operations of the company. As a part of Arla Foods the Centre delivers all financial operations for the company. Handling all global processes in the area of accounting, internal banking, human resources and Masterdata management, GBSFI delivers high-quality financial services on a daily basis. One of the main assets of the region is its favourable geographical location providing excellent transport opportunities. Private and public universities facilitate access to well-educated graduates, as well as specialized and experienced staff. The Centre works in 12 different languages and 98% of its employees have a university degree. The company provides its employees with jobs, but also with professional development opportunities




through the organization of internal and external trainings. The Centre shall soon be moving to the new and large office space – Neptun Office Centre - and the company is planning to grow further.

¹ As of end of August 2014.

 Grodzisk Mazowiecki, Mazovian Voivodeship
Tuchom, Pomeranian Voivodeship

 Production site

 1991, 2003, 2011

 PLN 250 mln

 1000



”

Danfoss's presence in Poland has been highly appreciated. Over the last 23 years, our operations have developed in the right direction. The investment climate is most favourable, and the local authorities have

DANFOSS POLAND Sp. z o.o.

Danfoss is a world-leading supplier of technologies for food supply, energy efficiency, climate-friendly solutions and modern infrastructure. Poland is among Danfoss's 15 largest markets. Following the political transformation in Poland, energy efficiency started to play an important role due to increasing of energy prices and their adjustment to the European market level. Danfoss has been an expert in this field for many years. Poland's energy efficiency potential made it an attractive place for investment. Through educating customers, designers and contractors, Danfoss Poland has managed to achieve impressive results and improve the lifestyle and comfort of many Poles thanks to the implemented solutions. Considering the market po-



tential, in 1992, decision was made to start the production of radiator thermostats in Warsaw. Dynamic growth of sales required an increase in production capacity and Grodzisk Mazowiecki was chosen as the location for a new green-field investment. The main reasons for

been supportive throughout the process. We plan to continue our investments in Poland and to grow further.

Adam Jędrzejczak, General Manager,
Legal President, Danfoss Poland Sp. z o.o.

choosing Grodzisk Mazowiecki were manifold: a reasonable price of 8 ha of land for the construction of a modern factory and stock facilities, the vicinity of a future motorway and support from local authorities. Last but not least, the company is provided with access to skilled and specialized labour. In 1996, Danfoss purchases a factory in Wrocław, manufacturing mobile hydraulics, which

also turned out to be a very good investment. In 2003, Danfoss took over a Finnish company LPM and became the owner of a plant manufacturing heat exchangers and district heating substations in Tuchom near Gdańsk. Highly skilled staff has guaranteed the Polish factories the position of leaders in terms of quality and production efficiency.



Sokołów Podlaski,
Mazovian Voivodeship



**Acquisition of local
company - Sokołów**



2004-2014



1+ billion PLN



Investing in Poland has been beneficial to DC. It has helped us to remain competitive in the global market and provided access to the attractive Polish market, while providing us with satisfying returns on investment throughout the entire period of our operation in Poland. Today, Sokołów is a modern and efficient company with a great potential of growth in the years to come.

Flemming Enevoldsen,
Chairman of the Board, Danish Crown

DANISH CROWN

By May 2004, barriers to Poland's meat trade within the EU had disappeared, which partly explains the timing of Danish Crown's (DC's) acquisition. The process started with purchasing the majority stake in Sokołów while the company was still listed on the Warsaw Stock Exchange. It took some time before the remaining shares were bought and the company could be de-listed. That period is remembered as tough because of formal requirements which - at times - seemed somewhat absurd. Having production sites in various countries enables DC to serve customers around the world out of those locations which are best suited in view of among other the overall cost level. For certain kinds of products Poland ranges well in that respect. Hence, the manufacturing of certain products has been transferred to Sokołów, in particular from Denmark, thus helping DC to stay competitive globally on the global market. Furthermore, the acquisition of the Sokołów Group provided DC with a stronghold in the Polish market - a well-known brand and a significant market share. When Poland became a net importer of pig meat due



to the shrinking domestic production, the symbiosis between DC and Sokołów became even stronger, as DC is the world's largest exporter of pork, which Sokołów needs for further processing. DC's highly developed export know-how and market access throughout the world are useful for its subsidiaries. It has certainly been so in the case of Sokołów, as the company has been able to develop beef exports. In the coming years Danish Crown expects a similar development with respect to cooked meat products, which is the main area of business of the Sokołów Group.



Mierzyn,
West Pomeranian Voivodeship



Production site/
distribution/SSC/R&D



2007



1600



It is worth investing in West Pomeranian Voivodeship. DGS Poland is still planning consistent business development, through which it will create new jobs and a brand-new quality on the local market. All further investment shall be based on production and shared service centre development and we plan to hire 200 new employees over the next two years.

Krzysztof Kowalski,
General Manager, DGS Poland

DGS POLAND Sp. z o.o.

DGS Poland Sp. z o. o. (former Oticon Polska Production Sp. z o. o.), which forms part of the William Demant Holding, was established in 2007, employing 150 people. DGS Poland was initially established as a production company delivering hearing aids and specialist diagnostic instruments. Currently, the company employs around 1 500 staff and the plant in Mierzyn is the largest site of William Demant Holding. Due to its operational and process excellence, DGS Poland continues its growth and the development of new business areas - Shared Service Centre and Global Distribution Centre. Both investments shall create new jobs in Szczecin. The success of DGS Poland is the proof that Szczecin offers great opportunities for development. Its convenient geographical location enables regular contact with business partners from Denmark. DGS Poland employs high-



ly-skilled professionals and graduates from Szczecin universities. DGS Poland has been consistently implementing its strategy of business development.



Gdańsk, Pomeranian
Voivodeship



Production site/
distribution/R&D



2009-2011



PLN 75 mln



90-100¹



The Danish owned Flügger Group's investment in Poland is an important element in a long-term strategy, which among other things concerns Poland as the Group's centre of activity in Central and Eastern Europe. With this investment Flügger will service existing markets in the North, Poland and China including new markets in Central and Eastern Europe as well as Asia.

Małgorzata Undziłło,
Country Sales Manager, Flügger Sp. z o.o.

FLÜGGER Sp. z o.o.

Flügger is one of the leading producers and distributors of decorative painting, wood protection, spackling paste, wall-paper and tools of a high quality. Flügger had its stores in Poland before 2009, when the company was registered in Sopot. Today, the Group has 70 stores in Poland, and this number does not cease to increase.

Gdańsk was chosen as the location for a plant manufacturing wall coverings, as well as logistics and R&D centre due to transport connections with Scandinavia - access to the seaport and the airport, as well as road transport routes. In December 2008 the Group was promised a subsidy from the EU in the framework of the "Innovation Economic Programme", amounting to PLN 23 million. The plant uses a new technology, which makes the production of wall coverings both fast and flexible. All new collections will be produced on the two production lines in Gdansk. The production of wall coverings in Gdansk started in spring of



2010. The central warehouse with a capacity of 3 200 pallets shall become the logistics centre for Central and Eastern Europe and the administrative facilities will encompass a new education centre. Flügger cooperated with Polish contractors, entrepreneurs and consulting companies. As a result, Flügger Group's factory of wall coverings in Kokoszki (Gdańsk) launched its operations within less than one year. Thus, Flügger Group shall employ a total of 300 staff in Poland.

¹ In production, stock, R&D and administration



Modła Królewska,
Greater Poland Voivodeship



Distribution center



2003, 2006, 2012



PLN 50 mln



500



We have picked the best from Danish and Polish culture and, in that way, have been able to create a successful company. Today, we have reached a point where Grene is a household name in the agricultural sector and our goal is to double our turnover within the next five years. In order to carry out this plan, we need more facilities and we are currently preparing a new extension to our warehouse of 13.000 m².

Ove Krogh, CFO, Grene Sp. z o.o.

GRENE Sp. z o.o.

Being well established in Scandinavia as a leading supplier of spare parts to agricultural machines and other technical items used in farming, Grene decided to enter the Polish market in 1995. It is eight times bigger than the Danish market and therefore represents a huge potential. The development of Grene's operations in Poland started with the acquisition of Agroma in Konin, followed taking over Agroma in Bydgoszcz and Agroma in Leszno.

Greater Poland was chosen as a location for several reasons – at that time, agriculture was most developed in the North-West of Poland, which meant the vicinity of a large potential market, easy access to eastern and southern provinces and the presence of reliable and trustworthy business partners.

For 7 years the company was based in obsolete facilities in the centre of Konin, where Agroma had its seat, but after having gained a good foothold on the market, it was decided to move outside the city. Back in 2000, Grene bought 8 hectares of land in Modła Królewska outside Konin – at the end of the A2 motorway. In 2003, the first part of a new central warehouse was constructed. The first in-



vestment consisted of 2 000 m² of offices and 6 000 m² of storage space, which the company believed would cover their needs for many years to come. However, business was growing very fast and already in 2006 the warehouse was extended with additional 4 000 m² plus 5 000 m² of open storage space. Sales continued to grow even during the financial crisis. Again in 2012, Grene started building an extension of 1 000 m² of office space and 1 000 m² of shipping area, which were completed in 2013. The warehouse is filled up with modern equipment allowing to store 50 000 items at a time and delivering them immediately to the customers. Administration work is carried out in an open space office providing optimum working conditions.



Niepruszewo,
Greater Poland Voivodeship



Production site /
distribution center



2010



more than 100 jobs



Hempel has received excellent local support, which enabled to complete construction in a very short period of nine months.

HEMPEL PAINTS (POLAND) Sp. z o.o.

Hempel is a world-leading supplier of marine, protective and decorative coatings. The company was established in 1915 in Denmark and is represented in more than 80 countries with more than 5,000 employees worldwide. In a new factory, the company manufactures the full range of Hempel coatings with a total annual capacity of 40 million litres. The region of Poznań was the ideal location for the plant, from which products are delivered to key markets in Central and Northern Europe. The site in Niepruszewo boasts good infrastructure, it



is located near a motorway with direct access to Germany and the Eastern European countries, which allows the factory

The vicinity of Poznan means access to university graduates and staff with skills that meet Hempel's expectations.

Arkadiusz Rączka,
Plant Manager, Hempel Paints
(Poland) Sp. z o.o.

to deliver coatings quickly to customers throughout Europe. The investment resulted in creating over 100 jobs in the region. Factory staff have participated in training courses in Denmark, Spain and Portugal, where they became familiar with the latest production methods.

The factory fully complies with EU legislation regarding health, safety and environmental protection. There are a number of systems in place to keep the working

environment healthy for the employees, including a ventilation system that supplies the building with fresh air and an automatic handling system that eliminates much of the strenuous work normally performed manually in coatings factories. The site also has minimal impact on the environment. It produces no industrial waste water and releases very little emissions thanks to a cleaning unit in the ventilation system.



Koczała,
Pomeranian Voivodeship



Production site



2009



PLN 21 mln



**10 – biogas production
plant staff**



The priority of the company is to maintain the zero level of greenhouse gas emissions and to increase the percentage of the production capacity of a biogas production plant in the Polish market at the same time. In 2014-2015, we plan to build three new biogas production plants and modernize the plant in Koczała, i.a. through the use of Ammon Gas and Steam Explosion installation. These systems will allow the use of straw as a substrate for the production of biomass and thus of agricultural biogas.

Grzegorz Brodziak,
President of the Board, Poldanor SA

POLDANOR SA

Activity of Poldanor, founded in 1994, is concentrated on the production of pigs, production of feed, cultivation of crop on area of 13 000 hectares, and the production of renewable energy. The latter is performed by 8 agricultural biogas production with total capacity of 7.4 MW, which makes Poldanor a national leader in the development and production of agricultural biogas. The company employs nearly 600 employees.

Poldanor places great emphasis on the need to protect the natural environment and aims to pursue efficient and sustainable agricultural production without a negative impact on the environment. To achieve it, in 1999 the company started developing the concept of a biogas production plant. In 2009 Poldanor established its fourth biogas production plant, located next to a pig farm in Koczała. With a capacity of 2,126 MWe, it is Poland's largest facility of this kind. It generates around 17 thousand MWh of electricity per year (in cogeneration with heat).

The main objective of an agricultural biogas production plant, which has been achieved *inter alia* in Koczała, is an efficient use of manure, reduction of greenhouse gases emission, improving the process of soil fertilization, reduction of unpleasant odours, reduced use of chemical pesticides, protecting groundwater and surface water from contamination, development of local



infrastructure and creation of new jobs. The biggest obstacle in the realization of this investment, was the lack of specific regulations relating to agricultural biogas production plants in Poland at that time. Currently there is no uniform system of financial support ensuring the constancy of the project in terms of generating a positive financial result.

The construction of a biogas production plant in Koczała was co-financed by the National Fund for Environmental Protection and Water Management, which granted a subsidy covering over 15% of the total investment. The installation runs smoothly and efficiently, reducing emissions by over 64 000 tons of CO₂ per year (verified and validated by an accredited organization in 2012). Among other things, thanks to the activity in Koczała, Poldanor was certified as a "Zero Carbon Footprint" company, which means that it is neutral in terms of greenhouse gases emission.



Cigacice, Lubuskie Voivodeship
Małkinia, Masovian Voivodeship



Manufacturing



1993, 2008, 2013



For over 20 years, ROCKWOOL has been actively investing in its activities in Poland. Today, the value of completed investments made in this period exceeds PLN 1 billion. Our investments have allowed us to become a leader in the segment of insulation products and solutions for improving energy efficiency, fire safety and acoustic comfort in buildings.

Tomasz Weber,

PR Manager, ROCKWOOL Polska Sp. z o.o.


ROCKWOOL Polska Sp. z o.o.

ROCKWOOL was the first western investor to launch the production and sale of insulation materials based on stone wool in Poland. Investments of ROCKWOOL Polska include both the development and modernization of existing plants and their capabilities, building of new production lines, e.g. for technical insulation, horticultural substrates or suspended ceilings, as well as the modernization and construction of new environmental protection systems used in factories in Cigacice (Lubuskie Voivodeship) and Małkinia (Mazowieckie Voivodeship). Today, both factories have a total of seven mineral wool production lines, three acoustic ceiling production lines, a line of manufacturing horticultural substrates and an additional line for technical insulation products. The last investment completed in Cigacice was the construction of a new production line for ROCKFON acoustic ceilings. This investment is worth PLN 100 million and was completed in 2013 it is the third production line of suspended ceilings located in Cigacice factory. The company's largest investment thus far, completed in 2008, was the construction of a new stone wool production line in Małkinia plant, the so-called MAL7. The MAL7 line, worth PLN 280 million, is one of the most modern stone wool production lines in the world. The last, currently implemented investment is the modernization of production lines, worth nearly 300 million. The completion of this project is planned for 2015-2016.



These are not the only investments of ROCKWOOL Polska. Numerous other smaller investments are implemented in order to improve the quality of products and their competitiveness, and to reduce their impact on the environment. ROCKWOOL Polska has also taken over Przedsiębiorstwo Wielobranżowe FAST Sp. z o.o., manufacturer of construction chemicals. Following this investment, ROCKWOOL Polska currently provides complete insulation systems based on stone wool.

Due to the completed projects, factories in Cigacice and Małkinia rank now among the most efficient plants of the Rockwool Group. At the same time, investments in environmental systems have allowed the company to minimize the negative environmental impact of factories (the company was twice awarded the title of Leader of Polish Ecology).

 Stargard Szczeciński,
West Pomeranian Voivodeship

 Production site

 2009-2014

 EUR 50 mln

 450



”

Poland was chosen as new factory location because of skilled labour force, stable political and economic situation, vicinity of the market and a good supplier base. Potential incentives of the Special Economic Zone were had an impact on the decision.

Adam Ryniak,
Country Managing Director,
Cargotec Poland Sp. z o.o


CARGOTEC POLAND Sp. z o.o.

Cargotec Corporation is a worldwide company operating in more than 160 countries. Cargotec improves the efficiency of cargo flows through its handling systems and related services for the loading and unloading of goods. Cargotec's brands – Hiab, Kalmar and MacGregor – are global market leaders in their fields. Their solutions are used on land and at sea – wherever cargo is on the move.



The intention was to build a factory, which was to become the main assembly plant in the EMEA region and a model for future assembly facilities. It has been implemented as a greenfield investment and encompassed the construction of a complex of buildings, including assembly facilities, storehouses, paint shops, finished product test run areas, offices and staff facilities. The project also involved the construction of internal roads, vehicle manoeuvring areas, storage yards, car parks as well as necessary underground infrastructure, such as supply pipes and underground external system of water supply, fire protection, sanitary systems, rainwater drainage etc.

Thanks to successful cooperation with the local authorities and dedication of the local management the investment was carried out according to the plan, although due to the global economic crisis, certain phases were postponed. The company did not face any major obstacles in implementing the investment and it is likely that in the future Cargotec shall continue its investments in Poland by extending the existing factory in Stargard Szczeciński. Polish Information and Foreign Investment Agency declared Cargotec's project as the largest investment in Poland in 2009.

 Częstochowa, Silesian
Voivodeship

 Production site

 2008-2010

 PLN 530 mln

 40



”

For an investor in the energy sector, good cooperation with local authorities is of utmost importance. Local authorities have always provided Fortum with valuable assistance in the investment process and understood the needs of an international investor. Apart from the planned Wrocław

FORTUM POWER AND HEAT POLSKA

Fortum has been present in Poland for over 10 years and plans its further expansion in the country. The company's strategy is based on the development of high-efficiency cogeneration, which is the most efficient method of producing heat and electricity. At the moment, Fortum produces heat and electricity in CHP plants in Bytom, Częstochowa and Zabrze. The company also owns district heating networks in Wrocław, Częstochowa and Płock.



Fortum has been present in Częstochowa since 2004, when the company decided to acquire a local heat producer, Przedsiębiorstwo Energetyki Ciepłej. The aim of the new CHP plant construction was to ensure the security of heat supply for the inhabitants by integrating a highly efficient production facility with

the district heating network. Combined heat and power plant in Częstochowa is one of the Europe's most modern facilities of that kind. The CHP stands on the site of an old heat-only plant that used to be one of several plants providing heating to local residents. The CHP production is based on hard coal and biomass combustion in a CFB (circulat-

and Zabrze CHPs, Fortum also considers the construction of a multi-fuel CHP plant in Płock and is looking at other business opportunities in Poland.

Mikael Lemström,
President of Fortum Power and Heat Polska

ing fluidized bed) boiler and a back-pressure steam turbine. The production capacity is 129 MW of heat and 68 MW of electricity and the plant uses up to 35% of biomass. Electricity is supplied to the national grid and heat goes to Częstochowa district heating network owned by Fortum. CHP Częstochowa produces more than 80% district heat demand with better efficiency and lower emissions than heat-only boilers. This is a big step towards cleaner energy in the region. For the inhabitants it means cleaner air with less emission and a more reliable supply of heat. Not only does the use of biomass reduce emissions, but also provides new opportunities for the region in terms of the production of bio-

fuel. The construction of the CHP plant in Częstochowa was financed by Fortum's own funds and loans. In 2009, the European Investment Bank granted the company a loan of EUR 250 million for its European projects, including Częstochowa CHP plant. In the future Fortum plans to build CHP plants in Wrocław and Zabrze, but final decision will be taken only after the new Energy Law is passed. In the energy sector, stable and predictable legal environment is crucial for new investments, as the return on investments spans several decades. An important element of a stable regulatory framework is a coherent and long-term support system for high-efficiency cogeneration, as well as renewable energy sources.



Gdańsk, Pomeranian
Voivodeship



Business Service Center



2013



EUR 5,5 mln



200



A new multifunctional service centre supports Kemira's target of cost effectiveness and forms a scalable base for profitable growth in the future. A purpose-built service centre means higher quality and better consistency of functional services for businesses. The location in Gdańsk was selected because of the existing business service infrastructure, costs, the availability of skilled workforce and the attractiveness of the region.

Arkadiusz Rochowczyk,
Managing Director & Head Business Service
Center, Kemira Gdańsk Sp. z o.o.

KEMIRA GDAŃSK Sp. z o.o.

Kemira provides expertise, application know-how and tailored combinations of chemicals for water-intensive industries. The company focus is on pulp & paper, oil & gas, mining and water treatment to best improve the customers' water, energy and raw material efficiency.

The aim of Kemira was to centralize EMEA business services – customer service, public procurement, finance and IT – in one location in Gdańsk. This project has been designed to transfer all functions from six locations at the same time. It has been risky, especially in terms of customer service functions having direct and very close contacts with Kemira commercial partners/customers, conducting sale processes for nearly half of the Kemira's global revenue line. Some 250 FTEs have been impacted by the program throughout the EMEA region. The project was formally announced in April 2013 and it is to be completed in December 2014.

The project has been carried out in a short time, and therefore the ease of setting up in Gdańsk was one of the city's advantages. The availability of high quality office space, good cooperation with local authorities and experienced staff allowed Kemira to successfully kick off the Gdańsk



enterprise. As the project unfolded, we found that the availability of experienced specialists who joined our Team was very important. Furthermore, Gdańsk attracts talented people from Pomerania, other Polish regions and abroad (close to 50% of our staff is not of local origin, including approximately 25% foreigners).

As to Kemira's future plans – the company is expanding the IT function in the area of SAP competence Center actually insourcing those capabilities back from its ITO partner, as well as developing supply chain capabilities and services. Kemira Gdańsk also plays an important role in the post-merger integration of businesses that Kemira acquires, offering fast "plug & play" solutions for the company's backbone processes.



Krapkowice, Opolskie Voivodeship



Production site/
distribution centre



2009-2014



EUR 55 mln



250¹



The modernization of the Krapkowice mill is the most extensive investment program – worth over EUR 55 million – in Metsä Tissue’s history. The investment strengthens the company’s position as the tissue paper leader and supplier in Central and Eastern European markets and demonstrates Metsä Tissue’s commitment to being a long-term employer in Poland.

Mariusz Jędrzejewski,
SVP, Tissue, CEE, Metsä Tissue

METSÄ TISSUE

Metsä Tissue, which forms a part of the Finnish Metsä Group, is one of the leading tissue manufacturers in Europe. The company has successfully operated in Poland since 1997. Metsä Tissue is seeking growth in the fast-developing Polish tissue market that is expected to evolve in line with the economic growth.

Metsä Tissue provides millions of the European consumers with high quality toilet paper, household paper and other paper products on a daily basis. In 2009, the company decided to expand its operations in Poland and invest in renewing the Krapkowice paper mill in southern Poland. In addition to providing the local markets with Mola products, the Krapkowice mill produces and delivers products to German and other markets in the region.

Today, Krapkowice is the most modern tissue mill in Europe. The modernization investment consists of installing two new tissue paper machines in new facilities and with new infrastructure, new tissue converting lines as well as processing facilities, a warehouse and a logistics department. The best available technology has been implemented and therefore the mill’s gas and water emissions have been significantly reduced: CO₂ emissions have decreased by over 60%, NO_x emission by over 50% and SO_x emissions virtually by 100%. Due to an improved water purification system and sustainable use of water the amount of wastewater has been reduced by over 40%. All of the mill’s



products are authorized to use both the Nordic eco-label and the EU Flower, promoting a reasonable manner of operating and managing environmental issues. These developments are consistent with Metsä Group’s sustainability targets of reducing CO₂ emission by 30% and improving energy efficiency by 10% between 2009 and 2020.

The Polish government has supported the investments in Special Economic Zone by granting tax concessions over a period extended until 2025. Within the Krapkowice investment, the cooperation with the local and national municipalities has been smooth and successful, which has enabled the company to pursue the investment program according to plans. In addition to Krapkowice mill, Metsä Group has also a Shared Service Center in Gdańsk.

¹ In production, sales and marketing, controlling, product management, supply chain and HR.



Toruń, Kujawsko-Pomorskie Voivodeship



Service Delivery Center (BPO)



2011



EUR 6,5 mln¹



460



OpusCapita Sp. z o.o.

OpusCapita (previously Itella Information) provides financial process automation – either outsourced or as a service – for more than 10 000 customers in over 50 countries. The company operates in nine European countries, employing 2 100 professionals. OpusCapita is a Finn-

¹ The total investment in Toruń is planned to be over 6,5 million EUR in 5 years



”

OpusCapita decided to locate its nearshoring services in the Finance and Accounting field in Poland based on access to highly educated graduates from Toruń University, good infrastructure and the cost level.

Jarosław Tkaczyk,

Managing Director, OpusCapita Sp. z o.o.

ish state owned company and the company headquarter is in Espoo.

In Poland OpusCapita employs over 600 specialists in two locations – Warsaw and Toruń, providing services to customers in numerous European countries. When OpusCapita decided to expand its operations, three more locations were taken into account except Toruń: Warsaw, Bratislava and Bucharest.

In Toruń OpusCapita already had a small branch serving several local customers and employing 25 people. After the establishment of Financial Shared Service Center & IT Competence Center, the scope of services embraced nearshoring within F&A and IT support for Itella Group companies, as well as Nordic and German customers. Operations were carried out by the employees in the ex-

isting OpusCapita (at that time still Itella Information Sp. z o.o.), no external advisors and headhunters were contracted and no grants were used. An interesting fact about the Toruń site is that it is a 4-in-1 project:

- (1) A shared service for Itella Corporation connected with
- (2) nearshoring center for Nordic and German customers,
- (3) outsourcing service center for Polish customers, and
- (4) IT Competence Center.

The success of the investment was ensured by the work carried out in different OpusCapita Group companies, through setting tangible project goals as well as implementing common tools, insuring quality, trusted processes and tools for communication and cost control.



Oborniki, Greater Poland Voivodeship



Production site/acquisition of other company



1995-2005



EUR 47 mln



338



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This acquisition of Metalplast Oborniki Holding strengthened Ruukki's position in Poland and Central Eastern Europe. The factory in Oborniki became part of an international corporation and one of the few Ruukki plants in Europe specializing in sandwich panel production. As a result of the investment, the area of the site was almost tripled and the production process was significantly modernized.

Anna Campbell, Area Marketing Manager CEE, Baltics and WE, Ruukki Polska Sp. z o.o.

RUUKKI POLSKA Sp. z o.o.

In October 1995, Rautaruukki, the Finnish producer of steel and steel products (known also under its marketing name “Ruukki”) purchased shares in Metalplast Oborniki, manufacturer of sandwich panels. The investment was part of Ruukki's strategy aiming at extending the portfolio of construction components and creating a complete range of metal products for lightweight cladding. Ruukki had already been present in Poland since 1994, when the company started production and sale of roof tile sheets, establishing to this end Rautaruukki Polska in Żyrardów. Share changes in the Oborniki plant resulted in the purchase of a continuous production line for Metalplast ISOTHERM sandwich panels. Sandwich panels are among the most popular materials used in construction industry and this year company is celebrating the 40th anniversary of sandwich panel production.

CFC-free production of new, sustainable panels started in 1997. In 2005 Ruukki acquired the majority stake in Metalplast Oborniki Holding. A new hall was built to accommodate a steel structure plant for the purposes of manufacturing steel frames, enabling rapid construction of industrial, commercial or logistic buildings. Sandwich panel production was



modernized and significant investment was made in research and development works. As a result of the changes, among other things, new modern Ruukki® energy panels were introduced on the market, ensuring high air tightness and in consequence providing energy savings. Sandwich panels from Oborniki are sold in many European countries. On average, about 870 trucks filled up with panels leave the factory every month.

Merger of SSAB and Rautaruukki in 2014 is a great step forward in reaching the company's goals. As a result of the merger, a new division - Ruukki Construction – has been formed. Advantages of the combined construction businesses include a broader product portfolio and greater resources, which enables the company to focus on research and development work.



Ostrołęka, Masovian Voivodeship



Production site



2010-2013



EUR 400 mln



184



Poland was chosen due to its strong and established business environment, good location of Ostrołęka and availability of RCP (recovered paper) from the Polish market. The Ostrołęka Project reflects Stora Enso's strategy of maintaining profitable, sustainable growth in rapidly growing Central and Eastern European markets, especially in the corrugated packaging business in Poland, Baltic countries and Russia. It also provides highest quality paper for packaging production units in Sweden and Finland.

Petri Paakkanen,

Mill Director, President of the Management Board, Stora Enso Narew Sp. z o.o.

STORA ENSO

Stora Enso has four companies in Poland and is the market leader in Poland's pulp, paper and packaging sector. Its main products include pulp, industrial papers, corrugated board and boxes and paper sacks. Stora Enso Poland's headquarter in Poland is located in Ostrołęka, 120 km to the north-east of Warsaw. The company is divided into two business units: the first manufactures pulp, paper and paper sacks and the second produces corrugated board and boxes. All paper machines are located in Ostrołęka, as well as the paper sack plant. Corrugated paper products are manufactured in the company's units in Ostrołęka, Tychy, Łódź and Mosina (close to Poznań).

Stora Enso investment, called the Narew Project, included the construction of a power plant, a new paper machine PM5, a new RCF-plant, extension of the existing RCP storage, new paper storage and a wastewater treatment plant. The available technology also enables the company to provide new innovative packaging solutions and services to customers, widening its product portfolio and competitiveness on the market. The investment project proceeded in two steps.

Step one began when the investment decision regarding the construction of a power plant was taken in March 2008. The new power plant guarantees long-term development of SE in Ostrołęka via an efficient energy production in CFB, multi-fuel boiler and 36 MW steam



turbine, including incineration of all burnable production by-products and sludge, generation of green electricity and thereby – reduction of carbon dioxide emissions. In January, 2011 Stora Enso announced an expansion plan for the paper mill, worth EUR 285 million, as a second step of the Narew Project. The expansion enabled the company to produce lightweight containerboard papers from recycled fiber (RCP). The second step of the Narew Project included the construction of a paper machine, a fiber recovery plant, automatic storage facilities for finished products and wastewater treatment plant, and it was supported by EU (EUR 21.7 million). The main difficulties of the investment project are related with environmental authorities and the necessity to obtain two permits from two separate authorities. In order to facilitate the process one Environmental Decision/Integrated Permit should be granted prior to the start of an investment.



Biskupice Podgórne, Nowa Wieś Wrocławska, Lower Silesian Voivodeship



Production site/ R&D



2008, 2012¹



over EUR 100 mln²



430³



UPM RAFLATAC Sp. z o.o.

UPM Raflatac is one of the world's leading manufacturers of self-adhesive labelling materials. The company supplies high-quality paper and film labelstock for consumer products and industrial labelling through a global network of factories, distribution terminals and sales offices.

¹ 2008 – Biskupice Podgórne, 2012 – Nowa Wieś Wrocławska

² In both units

³ In both units



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Investing in Poland has been relatively straightforward once the right location was found. Every investment faces its own challenges, but the general investment climate in Poland is favorable for projects of our type. The country provides good infrastructure and it is centrally located, enabling easy access to all European markets and the expanding Polish domestic market. Our operations in Poland are growing, with plans to extend manufacturing capacity in 2015. Over a short period of time our Polish operations have taken the lead in our European supply network.

Jani Konkarikoski,
General Manager, UPM Raflatac Poland

UPM Raflatac has been present in Poland since 1996 – initially as a trade office, and later as a slitting and distribution terminal. Its development continued in 2007, when UPM announced plans to build a new labelstock factory located in Central Europe and producing self-adhesive laminates for packaging industry. Label stock production started at UPM Raflatac’s new factory in the Special Economic Zone in Biskupice Podgórne near the city of Wrocław, Poland in 2008. Since then 250 new jobs have been created. Decision was taken to build a greenfield factory in Biskupice Podgórne near Wrocław, where materials produced for the entire European market would also meet the rising demand in the fast-growing Eastern markets. Poland was particularly attractive due to its sizeable domestic market, its central location in Europe and a labelling industry, which has been growing well as the result of investments made in the domestic printing industry,

the sector of fast-moving consumer goods and the retail sector.

The company has extensive experience as an employer in Poland and has been extremely pleased with the performance of the Polish staff. Particular attention is paid to the recruitment process. Establishing successful operations in Poland resulted in the decision to build the second production facility with R&D Center in Nowa Wieś Wrocławska. 180 people found jobs in the new unit located 10 km away from the first one.

In both factories we have implemented best practices from our plants located worldwide. We believe that cutting-edge technology can only guarantee success to a company that employs committed staff. UPM Raflatac’s Scandinavian roots have been reflected in the company’s values: trusting and deserving trust, achieving goals together, renewing with courage.



Pruszków, Masovian Voivodeship



Production site/R&D



2000



1000



”

A clear management philosophy and high organizational culture combined with the skills of Polish employees bring excellent results, as reflected in the growing interest of the Polish division of Kongsberg Automotive in the revenue achieved by the organization.

Ewa Skrzyńska, HR Manager,
Kongsberg Automotive Sp. z o.o.

Kongsberg Automotive provides world class products to the global vehicle industry. Pruszków factory was established in Poland in June 2000. First 18 workers were hired in the autumn of 2000. Currently company has over 1 000 employees, including 136 of white collar and over 950 of blue collar workers. Pruszków is the only European manufacturing site within Kongsberg Automotive Group producing automotive parts enhancing seating comfort in two categories – Seat Heaters (products: wire harness, heaters) and Seat Supports (products: comfort systems, massage systems, solenoids, aircells, headrests and aircouplings). The structure of the facility in Pruszków has also enlarged by the R&D department.

Kongsberg Automotive is known for the high quality of its products, diligence and timeliness of deliveries. It is worth noting that the company is characterized with the highest level of business



acumen, which is expressed in ecological solutions, implemented in all areas of the company’s activity and a serious approach to CSR. These raw, Norwegian standards worked out in Pruszków as well. The company has been granted a title “The most desired employer – choice of professionals” in 2012 and the Fair Play award (2013), the Solid Company title and the Mazovian company of the year in 2012.



Potęgowo, Pomeranian
Voivodeship



Production site



2001



PLN 5 mln¹



170



Poland has been a natural choice for many reasons as an investment location, but the main trigger was a good experience and positive opinion among partnering companies which already have established co-operation with Polish companies.

Małgorzata Dombrowska,
CEO, NFM Production sp. z o.o.

NFM PRODUCTION Sp. z o.o.

Established in Norway in 1996, the NFM started out as a small, entrepreneurial company, designing tactical vests for the home guard and military units. Since then, NFM has developed significantly and today the company is an international stable and well-managed organization. Now NFM is a leader in the military protection market, serving armed forces around the world.

Polish subsidiary of NFM Group was established in 2001 as the pattern sewing studio. Currently, NFM owns a manufacturing plant in Potęgowo (Słupsk District) and leases two other locations in nearby for production and storage purposes. The company employs about 170 employees, including 50 specialists with technical and economic education, and is responsible for product design, selection and purchase of raw materials, production and after-sales service. Among the reasons for choosing Poland as an investment location was an economical benefit of the work cost and access to highly skilled personnel. One of the other factors was stability of political situation and planned access to EU. Therefore since 2004 when Poland finally became EU member all trade with suppliers and customers was simplified. The other advantage of the company relocated is the geographical situation of Poland, which lies by the Baltic Sea in the Central Eu-



rope. It facilitates the product distribution. Thus, the delivery to the customers all over the world can be carried out easily by various means of transport such as waterborne, air and land.

Current space is still too small for company's needs. Thus, the Management decided to build a new building located in Lębork, where the production part will be relocated to. The investment is planned to be finished in the first quarter of 2015 year. The main obstacles is slow, complicated and bureaucratic process with documents and their approvals. The local authorities are much more supportive then it was 13 years ago, however the level of documentation required did not change much.

¹ Currently new site under construction budget 11 mln PLN



Jelcz-Laskowice, Oława
Lower Silesian Voivodeship



Production site/R&D



2009-2014



EUR 145 mln



697



AUTOLIV POLAND Sp. z o.o.

Autoliv is the world's largest automotive safety supplier with sales to all the leading car manufacturers in the world. The company develops, manufactures and markets airbags, seatbelts, steering wheels, passive safety electronics and active safety systems such as radar, night vision and camera vision systems. Additionally, Autoliv produces anti-whiplash systems, pedestrian protection systems and integrated child seats.



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Autoliv is planning further development of the facilities within two years to be able to grow production as well as to extend the engineering capability and capacity. The investment could possible amount to EUR 10 mln.

Dariusz Pięta,

Plant Manager, Autoliv Poland Sp. z o.o.

In Poland the company owns two production sites in Jelcz-Laskowice and Oława. The plant in Jelcz-Laskowice is a manufacturing site, responsible for the airbag modules together with dedicated R&D center. It was driven by high quality performance record demonstrated over several years by previously established Polish entities (cushions and seatbelts). The factors which influenced the investment decision were – relatively close location to major automotive markets in Europe, highly educated university

resources in Wroclaw area and state aid obtained based on Special Economic Zone conditions (tax credits, WSSE). Other alternative locations for this investment considered by Autoliv Group at that time were Hungary and Romania. In general, the conditions for investments are relatively good. What is of question mark is the time that is needed to go through certain formalities. Overall investments of Autoliv in Poland since 1999 has amounted to PLN 333 mln with a headcount reaching 2500 employees.



Rogoźno, Greater Poland Voivodeship



Production site



2008-2009



EUR 30 mln



470



”

The results of the investment are very encouraging. The company benefited from the good location, found and developed reliable suppliers, recruited and trained dynamic and talented employees. Inspired by the success of the original investment, Dendro Poland is cooperating with IKEA on a number of new, potential projects.

Sebastian Łuczyński,

CEO, Dendro Poland Ltd Sp. z o.o.

DENDRO POLAND LTD Sp. z o.o.

Dendro Poland is a dynamically developing company whose main client is IKEA. Dendro is a chemical and furniture manufacturing company and one of the largest and the most modern factories producing foam mattresses in Europe. The company has been engaged in furniture production using the EPS technology since the early 90ties. Due to an increasing demand for foam mattresses, it has been decided to set up a brand new mattress factory. This new production has eventually fully replaced previous furniture production.

Poland with its proximity to main EU customers and suppliers, well-educated, flexible but competitive labour and improving infrastructure seemed to be a natural choice. The improving legal and regulatory system helped to prevent corruption, due to which Poland was steadily moving up in the Transparency International's Index. The company had already some experience in Rogoźno, which is located 50 km north from Poznań and appreciated access to railway, A2 motorway linking Berlin and Warsaw and also improving access to Scandinavia. Poznań universities with their 130 000 students provided the local labour market with well-educated,



enthusiastic graduates. A number of them were employed by Dendro Poland. During 2008 Dendro Poland started a pilot project of producing mattresses using purchased foam. Own foam production in the new factory started in Q2 2009. The production has been steadily increasing over the following years to reach the current level of 2,1m mattresses per year, which require 20m kilograms of foam. Original investment in this production facility was close to EUR 30 mln. It was followed by further investments in sewing, repoliol and polyester wadding plants. The investing process was more challenging due to still excessive (though improving) bureaucratic procedures and some unclear tax and legal regulations.



Siewierz, Silesian Voivodeship
 Oława, Żarów, Świdnica, Lower
 Silesian Voivodeship
 Kraków, Lesser Poland Voivodeship



Production site/BPO



2005-2006



> EUR 400 mln



3600



The economic stability makes Poland a credible and significant business partner for foreign investors. The Polish economy has a solid foundation of stable growth. The evaluation of the climate for investment on the part of foreign entrepreneurs has been getting better every year. Those all make Poland an attractive place for investments.

Adam Cich,

General Manager Eastern Europe (CEE/Russia/CIS), Electrolux Poland Sp. z o.o.

ELECTROLUX POLAND Sp. z o.o.

Electrolux is a global leader in household appliances and appliances for professional use, selling more than 50 million products to customers in more than 150 markets every year. In 2005 - 2006 Electrolux became more strongly involved with the Polish economy, opening three modern factories in the Walbrzych Economic Zone: a dishwasher factory in Żarów, a washer factory in Oława, and a cooker and oven factory in Świdnica. The company also made the decision to extend the plant manufacturing tumble and ventilation dryers in Siewierz and to open a Global Services Centre in Kraków. Ever since, Poland has been one of the most important markets on the Electrolux Group's investment map. The Polish factories make innovative, state-of-the-art, environment-friendly appliances inspired by consumer expectations and needs, among them the uniquely energy-efficient Heat Pump dryers, Iron Aid dryers, or steam ovens with a microwave functionality.

The factors that Electrolux took into consideration when making the decision to invest in Poland were: the geographical location in the centre of Europe, access to qualified workforce, a strong background of specialised human resources, both engineers and, in the case of Kraków, specialists with experience in



finance. Poland is also a large and strong internal market, which makes it even more attractive.

Electrolux has located its factories in Lower and Upper Silesia and in Kraków. The fact that there are special economic zones there makes these regions particularly attractive for investment. Additionally, these regions are very well communicated with the rest of the country and with Europe, as they have good road infrastructure. Another important factors included the good qualifications of employees, the strong engineering background of the human resources, and the commitment of the local authorities. The investment barriers in Poland can be seen in the long administrative procedures and the quality of tax regulations. The biggest challenge for Poland in the nearest years will be to meet the criteria for adopting the common currency (Euro).



Szczecin, West Pomeranian
 Voivodeship



Production site/sales



2012



PLN 6,2 mln



45



GARO POLSKA Sp. z o.o.

Garo was established 75 years ago in a small town, Gnosjö, in the South of Sweden. The product offer is very wide, beginning with the simplest sockets, plugs and junction boxes through portable distribution boards, marina pedestals and very popular parking heaters and ending with advanced electric vehicle charging systems. Garo Polska Sp. z o.o., being a part of GARO Group, operates in



”

Being the first investor in the EURO-PARK Mielec Economic Zone in Szczecin, we can safely say we have blazed the trail. Strong support from the City Office, the Marshal's Office and the Industrial Development Agency enabled us to obtain a grant and to go through the process of obtaining the permits necessary to start the construction.

Marek Samborski,
CEO, Garo Polska Sp. z o.o.

the area of the EURO-PARK Mielec Special Economic Zone on the right side of the Odra River in Szczecin. The activity of the company is focused on production for the needs of the Group with recent intensification of actions towards the development of sales on the Polish market. The company currently employs 40 people and is still developing. The new production facility in Szczecin ideally fits into the future plans, which include the development of production and the construction of a beachhead for expansion of sales in Poland and Eastern Europe. Another aspect was the creation of a complex supply chain for the group by searching for and gradually increasing the share of regional suppliers.

Szczecin is an ideal location for many reasons - easy access to the main transport

routes and ferries enables us to deliver goods to Scandinavia on the next day, while the dynamically developing region provides us with wide access to the supplier market. The priority was to start and finish the investment as quickly as possible. Such an approach is opposed to common bureaucracy in our country. However, this time it was different as strong support of the authorities enabled us to finish the investment process quickly and, already after 8 months, we were able to move into a new production and warehousing hall. A large plot of land has provided us with wide possibilities of development through extension and accomplishment of the most important objective, i.e. creation of the largest production unit in the group.



Mielec, Podkarpackie Voivodeship



Production site



2010



PLN 130 mln



150



”

For Husqvarna Poland is one of the most important markets in Europe. Mielec, where the factory is situated, is a favourable location both because of its industrial climate and for distribution purposes. The investment is also our response to the growing global demand on equipment for lawn care. We believe in the potential of the Polish market and we do hope that it will soon acquire a strategic position in our European production and distribution system.

Krzysztof Wardęga,
Managing Director, Husqvarna Poland

HUSQVARNA POLAND Sp. z o.o.

Husqvarna is a world leader in outdoor power products for forestry, lawn and garden care. The Group has on average 15 000 employees and covers a wide range of production processes in 32 production facilities in 16 countries. In 2014 the company celebrates its 325 anniversary.

The Swedish greenfield investment was located in Mielec, in the Podkarpackie region within the Mielec Special Economic Zone. The idea was to build a modern facility using the latest technologies and methods of manufacturing. It took only 9 months to build the new factory in Mielec. The plant carries out the three main processes: welding, painting and assembly. Annual production is estimated at ca 40 000 rider lawn mowers and ca 70 000 walk behind lawn mowers. The investment process was carried out without bigger obstacles. The deadlines for formal affairs and construction projects as well as start of production were met. The company also received support from the local government



both before and during the investment. Currently efforts in Mielec factory are focused on the optimization of processes and organizational standards.



Koszki, Orla Municipality,
Podlaskie Voivodeship



Production site/R&D



2010



EUR 140 mln



>250



After two years from the completion of the investment we can look from the perspective and we can say that we are very satisfied with the decision we have made, the development of the investment and the support of the local and regional authorities.

Ulrika Garbe, Managing Director
IKEA Industry Orla

IKEA INDUSTRY POLAND Sp. z o.o.

IKEA Industry is the world's largest producer of wooden furniture and is an integrated part of IKEA Group. Poland was a natural choice for IKEA Industry. The company started business relations with Poland over 50 years ago and today Poland is IKEA Industry's largest production. In Poland IKEA Industry employs approximately 10 000 co-workers in 16 production units in 13 sites around the country: 4 Flatline Division facilities in Lubawa, Zbąszyn, Zbąszynek and Babimost; 8 Solid Wood Division facilities in Goleniów, Stepnica, Chociwel, Resko, Wielbark, Konstantynów, Skoczów and Stalowa Wola; and 1 Boards Division in Orla.

IKEA Industry factory in Orla is the production plant producing ultra-thin high density wood based boards. It's full capacity reaches 250 000 m³ per year. The board cutting unit has the annual production capacity up to 100 000 m³ of boards cut to different sizes. The site has its own sawmill as well, with annual plank production capacity of 60 000 m³. There is also a Product Development Centre where IKEA Industry specialists constantly look into new possibilities and improvements for products and processes. The site in Orla is one of the most innovative production facilities of its kind in Europe and in the world.

Podlaskie region was chosen based on several aspects. One of them was closeness to the suppliers, since wood is the



most important raw material for IKEA Industry. IKEA Industry is committed to responsible forest management and in this region the company can purchase wood from sources that are certified and responsibly managed. Another advantage for this region is the railway net. Transport by railway is more cost efficient than transport on roads and even more important for IKEA Industry from the sustainability point of view.

IKEA Industry cooperated closely with PAIILZ, the Orla Municipality Office, the Orla County Office and other local authorities. The support received has provided tangible results in terms of timely progress of construction of IKEAs production complex, which is already having a positive impact on the development of the whole region. The IKEA investment in Orla was announced as the biggest investment in Poland in 2010 by the Polish Information and Foreign Investment Agency.



Wola Park Shopping Centre,
Warszawa, Masovian Voivodeship



Commercial Real Estate



2013



EUR 200 mln



around 2000¹



Choosing this particular shopping centre was preceded by a complex building and Warsaw market analysis. Wola Park is a desirable location with large potential and a variety of tenants. What is more, as a result of road infrastructure works planned to be executed in this part of the city, the shopping centre will be much more accessible for Warsaw citizens.

Mikael Andersson, Managing Director,
Inter IKEA Centre Group Poland Sp. z o.o.

INTER IKEA CENTRE GROUP POLAND Sp. z o.o.

Inter IKEA Centre Group is a retail developer in Europe and China. Its business idea is to develop and manage retail destinations for the many people, anchored by the IKEA store. Inter IKEA Centre Group, operating under various company names, has been present on the Polish market since 1998. The company developed 7 shopping parks and centres in 6 Polish cities.

In the end of 2013, Inter IKEA Centre Group Poland purchased Wola Park Shopping Centre, situated in Wola district, Górczewska street, in the western part of Warsaw. The building occupies the space of 60 000 sqm (including 18 130 sqm occupied by Auchan hipermarket; a separate property) which is being rented to 197 tenants, mainly from the fashion industry. It was the first investment in the history of the company, based on purchasing an existing shopping centre. Implementation of this transaction was possible thanks to the change which occurred in the company's strategy. In July 2014, the company began extending Wola Park Shopping Centre by the extra 17 565 sqm. New clothing stores and food court are also planned to be introduced to the shopping centre. Food court will facilitate approx 11 cafes and restaurants. At the same time, the company is planning to extend the shopping centre's car park which is being located in the northern part of the building. To increase customers' convenience, the extended car park will be equipped with escalators and moving walkways meeting the needs of people with disabilities and the custom-



ers using shopping carts. The existing part of Wola Park will be renovated and refurbished in order to match esthetically and technically the modern design of the new section. Inter IKEA Centre Group plans to conclude construction works in 2015. In front of the main entrance, in the premises of the shopping centre, one can find Ulrich's Park – an English garden, currently accessible for everyone, established before 1885 by Gustaw Ulrich, with stylish benches constructed for the visitors and a fountain located in front of the park's entrance. Inter IKEA's goal is to make Ulrich's Park one of the favourite places of meetings of the local residents of Wola district.

Inter IKEA Centre Group is also working on developing a new shopping centre in Lublin and is extending the existing Bielany Shopping Park. Recently the company also purchased a land for investment purposes in Zabrze.

¹ Today about 2000 people work in Wola Park. Moreover, the extension of the Wola Park Shopping Centre should increase the number of jobs a lot.



Białystok, Podlaskie
Voivodeship



Call center



2011



around 250



The creation of new jobs was our modest contribution to the economic development, which is in accordance with one of our values: "We are a catalyst for a sound economy".

Jolanta Piasecka, Sales and Marketing
Director, Intrum Justitia Sp. z o.o.

INTRUM JUSTITIA Sp. z o.o.

Intrum Justitia is Europe's leading credit management services company founded in 1923 in Sweden. The company owns local offices in 20 countries in Europe, 140 representative offices and agencies worldwide. The main services of Intrum Justitia include: monitoring, international debt collection, legal services, debt surveillance, debt purchase and VAT refund services.

The company is present in Poland since 1998. The dynamic development of the company on the Polish market motivated Intrum to establish a branch in the industrial district of Białystok. The office was established in the industrial district of Białystok. Adaptation of the former



production hall was a really big challenge. The works were carried out from the scratch, in both the building and its surroundings. One of the reasons for choosing this location was the high unemployment in this region.



Stargard Szczeciński,
West Pomeranian Voivodeship



Production site



2006, 2014¹



PLN 9 mln



167



In general we have very good experiences regarding investing in Poland. Good and still being developed road infrastructure, high telecommunication standards, complicated but quite static tax regulations, still relatively low labor costs, competent and well educated manpower and a lot of young enthusiasm - all those strengthen our conviction that the strategic decision about the location of Klippan Safety in Poland was right.

Marek Pałac, Managing Director,
Board Member, Klippan Safety Polska Sp. z o.o.

KLIPPAN SAFETY POLSKA Sp. z o.o.

Basic idea for Polish activities, in 2001-2003, was to locate a production site in Poland, as it was relatively five times cheaper than in Sweden. Additionally, Klippan Group started its long term cooperation with Volvo Truck AB and production of lower banks for its new cab released in 2000. That was another important reason for establishing production activities in Poland. After first successful years of production run in old industrial building rented in Stargard Szczeciński, the company decided to build its own, new facility. It was necessary to be able to secure modern, fully controlled production flow, according to specific and high demanded automotive standards. After nine months of very intensive activity, the new plant was ready and started operations in January 2006, in a totally new, modern environment. 25% of the investment was refinanced by EU. Since that time, Klippan has cooperated with European Funds within five investment projects. Today, the Polish operations, even still focused on production, are more and more implemented with another competent activities, like purchasing, quality and R&D. Location in North-West corner of Poland



provides very good communication with Sweden and with the main customers located in Western Europe.

Additionally, in 2012 Klippan started its little branch, located nearby in Myślibórz. It is a small production site (20 employees), which produces tailor made seat covers for cars and trucks, distributed by PeBe AB – a company which belongs to Klippan Group. There is another company already registered in Poland – Andrenplast Polska, owned by Andrenplast AB, a member of Klippan Group. The future goal of Klippan Safety is to secure and develop relations with Andrenplast customers located in Poland like Volvo Polska, Scania and MAN.

¹ 2014 – expansion of the building



Warszawa, Masovian Voivodeship



Commercial Real Estate



2012¹



Poland, with more than 340 buildings with various environmental certificates, is one of the leaders in the Central and Eastern European region regarding green buildings. Atrium 1 enables Skanska Property Poland to distinguish itself on this market.

Katarzyna Zawodna, Managing Director at Skanska Property Poland

SKANSKA PROPERTY POLAND Sp. z o.o.

Skanska Property Poland is an innovative developer of green office buildings. The company has been operating in Poland since 1997 and belongs to the Skanska Group. Skanska projects offer top-quality office space and undergo LEED and EU GreenBuilding certification. The company is present on six markets in Poland: Warsaw, Wrocław, Poznań, Łódź, Kraków and Katowice. Skanska was awarded the title *Office Developer of the Year and Green Developer of the Year* in the prestigious Eurobuild Awards 2013.

For the office real estate branch, Poland is an attractive market with great potential. The demand for office space is generated mainly by companies from the business services sector. In recent years, the sector has leased nearly 70% of office space provided by Skanska Property Poland. In the last 5 years, there has been a large and continuous inflow of new BPO, SSC, ITO and R&D investments in Poland and further investments are underway. Poland's reputation regarding market transparency remains high. This has an enormous impact on planning and developing investments.

The rapidly developing capital city is still the most prestigious place for office buildings in Poland. It continues to attract the largest international corporations searching for a superb location for their offices. Atrium 1 office building, located in the heart of Warsaw's business center, represents Skanska Property Poland's most significant achievements regarding sustainable buildings. It is the most environmentally advanced project in Central and Eastern Europe and has been LEED Platinum certified. In the certification process, Atrium 1 received the highest number of points for an office building in Poland compared to the buildings assessed according to the same LEED version. This proves



that Atrium 1 complies with the highest standards, which regard its impact on the surrounding environment and the comfort for employees working in the building. In numbers, Atrium 1 is impressive. Modern, green solutions applied in the building translate into a potential reduction of 39,7% in energy costs compared to other office buildings. Water consumption can be reduced by 60%. Furthermore, Atrium 1 produces 40% less CO₂. The building is 100% powered by means of renewable energy and 95% of materials used during the construction process were recycled. Among other solutions worth mentioning in Atrium 1 is Skanska's Swedish patent regarding green innovations, namely the geothermal cooling and heating system, whose roots reach 200 meters below ground level. Due to its pumps being powered by solar energy, the system helps to significantly decrease electricity consumption in the building.

The technologically advanced Atrium 1 is an excellent example of the Workplaces by Skanska philosophy. Comfort, greenery, a healthy environment and efficiency are 4 characteristics perfectly describing this idea that has guided all of the company's projects developed in the last two years.

¹ Construction began in January 2012.



Żerniki, Greater Poland Voivodeship
Warszawa, Masovian Voivodeship



Production site/distribution center/
acquisition of other company



2013



PLN 13 mln



55



The strategic objective of Stralfors Sp. z o.o. is to become a strong partner in the field of business communication services, belonging to the forefront on the Polish market. All our activities are intended to achieve it. Further investments are a natural consequence of the implemented plan and certainly we will take further steps that will introduce us to it.

Łukasz Sztyber, Managing Director,
Stralfors Sp. z o.o.

STRALFORS Sp. z o.o.

Stralfors is a group belonging to the PostNord concern, which was established in 2009 from the merger of Post Danmark A/S and Posten AB. Stralfors Sp. z o.o. started its business in Poland in 2008 by acquisition of a working print house in Laskowice (kujawsko-pomorskie). The decision was made due to the fact, that Poland is a very promising market with a lot of business opportunities for expansion and development.

In 2013 PostNord has signed an agreement to acquire the assets of Itella's printing and enveloping business in Poland. Through the acquisition, PostNord's Stralfors business area is strengthening its position in the Polish market for communication solutions. One of Stralfors' focus areas consists of solutions for individualised physical and digital customer communications. The business that PostNord has contracted to acquire from Itella in Poland had 60 million mailings in 2012 and 50 people employed. Acquired business was located in Warsaw but Stralfors moved it to the new office in Warsaw and to Żerniki (near Poznań) to its new opened production site and distribution center.

New site is located by the route S11 and S2. Its task is to provide fulfillment and mass mailing services such as:

- color digital print (purchase of first in Poland modern reel digital printer - print in



- full color on the obverse and reverse;
- full color ink jet (OCE CS3500);
- mono digital print;
- machine and manual enveloping.

Production and storage area is 6000m² which include fulfilment (storage, packaging, distribution) and business communication – transactional print and enclosing. There is also a high storage warehouse with 2500-3000 pallet places.

Stralfors Sp. z o.o. has been operating on the Polish market for 6 years. Company's headquarters are located in Poland, and the management team consists of local employees. This arrangement greatly facilitates the implementation of new investments. Experienced associates detained in Polish reality, in cooperation with local consultants and lawyers could easily cope with all legal and formal complexities that arose during the project.



Warszawa, Masovian
Voivodeship



Commercial Real Estate



2010-2012



We considered Poland as one of the most attractive investment locations in Europe. Its strategic location in CEE, well-educated and trained labour force, relatively low

VASTINT POLAND

Vastint Poland is part of the Vastint Group, an international real estate organization with 25 years of experience. The company has been active on the Polish market since 1992 (formerly operating under the name SwedeCenter). The cornerstones of Vastint operations are the management of own portfolio properties and the development of commercial real estate, including office buildings, business parks and hotels, as well as residential developments in large Polish cities.



costs of land purchase, construction labour and economy which boded well for the future constituted a combination of factors backing up our decision to enter this market. Currently Poland is one of the largest markets within Vastint Group.

Roger Andersson, Managing Director,
Vastint Polska Sp. z o.o.

One of the most important schemes of Vastint Poland is the Business Garden concept carried out in Warsaw, Poznań and Wrocław. Ultimately, the complexes will offer approximately 300,000 m² of office space meeting the highest environmental protection standards.

Business Gardens are modern office complexes, combining effective architectural, ergonomic and technological solutions to create comfortable and inspiring working environment. It is also example of a well-balanced combination of office space, important amenities and leisure areas. The complexes are executed in accordance with the sustainable building principles, meeting the LEED certification requirements. Proven technologies help to create energy effective complex which do not pollute the environment with excessive waste and generate low operating costs.

Vastint's flagship project – Business Garden Warszawa - is located at one of the main arteries of the city. The project will

consist of 7 buildings with a total leasable area of 90,000 m². In addition to modern office space, the complex comprises a number of supporting facilities, such as hotel (209 rooms), conference centre (9 rooms), canteen and various service points. A well-designed internal garden with water ponds constitutes a perfect place for tenants to relax. A unique atmosphere of this place is emphasized by the diversified and distinctive building architecture.

Vastint Poland still plans to expand its operations and services in existing sectors of the Polish market. The organization successfully has been commencing new projects – current there is 66,000 m² under construction with an additional 450,000 m² in pipeline to be developed in the coming years. Even though real estate sector is more mature and competitive nowadays and often involves significant financial risk, Poland still remains to be one of the most attractive markets in Europe for Vastint Group.



Wrocław, Lower Silesian
Voivodeship



Production site/R&D



2010-2012



SEK 73 mln¹



200



Our experience related to investing in Poland has been very positive – in particular since Poland joined the European Union. Many obstacles have disappeared and we can observe significant improvements in the country infrastructure, especially in the transportation area.

Bengt Lundström, Vice President Industry
Europe, Volvo Bus Corporation

VOLVO POLSKA

Volvo Polska belongs to the Volvo Group, one of the world's leading suppliers of transport solutions for commercial use. The company in Poland consists of the buses and backhoe loaders factories, IT and finance service centres and of Volvo trucks, buses and construction equipment commercial organizations.

The Volvo Buses plant in Wrocław was a green field investment realized in 1996. Soon after the factory opening, further decision on expansion was taken. As a result, it became the Volvo biggest complete buses plant in Europe. At the beginning, the company run in parallel the production of the chassis and of the complete bus. The chassis were delivered to the European and Asian markets. Since 2004 the factory has concentrated on the complete buses production. Over the years the plant capacity has gradually increased: in the first year of production 26 vehicles left the plant, while in 2014 the factory produced



over 1000 buses. In the same year the 10 000th bus drove from the production line. The buses produced in the Wrocław plant are delivered mainly to the European markets, however, more than 100 units operate also in Mexico City.

In 2008 Volvo Buses took a strategic decision to launch in production the new family of city and intercity buses.

¹ Industry - 51.5 mln SEK; R&D- 21.5 mln SEK

The project got the name OBC, which stands for One Bus Concept. The main purpose was to develop such a concept of a bus in low and high entry versions that would cover the entire city and commuter range in Europe.

The decision to continue the development of Volvo Buses in Poland and Wrocław was influenced by such factors as e.g. long industrial presence of the company in the region, very good image of Volvo on the labour market, strong educational and academic base

of High Schools, e.g. The Wrocław University of Technology, as well as availability of educated staff both white and blue collars.

The OBC project included investment both in the Research & Development area and in the industrial area. Within the project scope two main production lines were rebuilt along with the working stations in the components manufacturing area. The activities covered also the new tooling and the facility upgrade.



Scandinavian companies in the Polish landscape

Nordic solutions in the Polish Economic Landscape

Denmark, Finland, Norway and Sweden are Poland's close neighbours and their presence is permanently inscribed in virtually every area of the Polish Economic Landscape. At present over 2 000 Scandinavian companies are operating in Poland. They represent the strongest sectors of Scandinavian economies. Their solutions and products have been applied and appreciated both in business and in many other areas of Polish life. Nordic brands are becoming increasingly recognizable even though we are not always aware of their Scandinavian origins.

Every day, on the way to work we go past office buildings constructed by Skanska or Vastint; our workstations are equipped

by Kinnarps (Sweden) or Martela (Finland) furniture; we travel with the Scandinavian Airline SAS, which regularly introduces new connections between Poland and Scandinavia or with Finnair. When travelling, we stay in hotels like the Scandinavian Radisson Blu or the Norwegian PURO chain.

Volvo and Scania vehicles are seen on Polish roads and goods are transported by a number of Scandinavian companies such as Greencarrier (Sweden), DSV Roads (Denmark) and Polar Logistics (Finland). We cross the Baltic Sea by Swedish Stena Line, TT-Line or Norwegian Fjord Line ferries; hundreds of containers are transported by the Danish company Maersk.

Scandinavian standards of business banking have been introduced in Poland

by the Norwegian DNB Bank, Swedish SEB and Handelsbanken as well as the Danish Danske Bank. Despite fierce competition they have managed to establish a strong position on the Polish market and provide services to their many Scandinavian and Polish clients.

We use Nordic solutions in environmental protection and generate power from alternative sources such as Danish wind turbines, Swedish recycling solutions provided by Stena Recycling or Ragn-Sells. Fortum, a Finnish energy company, develops a solution for the generation of cold from heat in a modern plant in Częstochowa. Modern telecommunication solutions for mobile phones are provided by Ericsson from Sweden which has operated on the Polish market for 110 years.

Do we realize how much of Scandinavia is around us?

We eat Norwegian salmon and Danish cheese, we wear H&M (Sweden) and Cubus (Norway) cloths. Health care services are provided by Falck from Denmark and Medicover from Sweden. Poles of all ages enjoy playing with LEGO (Denmark) and Angry Birds (Finland).

We build our houses using technology developed by Scandinavian companies. The roofs of many Polish houses are covered with Ruukki tile-effect steel, we install Velux windows in our apartments, insulate buildings with Rockwool (Danish mineral wool) and decorate walls with Flügger paints, also of Danish origin.



Fortum CHP plant in Częstochowa

Koop chair, design Karim Rashid, **Martela**



Radisson Blu Centrum Hotel in Warsaw



LEGO® DUPLO® set "My first train"



FjordLine Ferries MS Bergensford and MS Stavangerford by Fjord Line are operating the route to Bergen, Stavanger, Kristiansand i Langesund (Oslo)



Skanska Kapelanka 42 office building, Kraków



Flügger Flutex 5 – water based acrylic paint for interiors, deep, elegant matt on surfaces, available in wide choice of colors.



New CombiSteam SousVide oven by **Electrolux**



Medicover Hospital in Warsaw



Scania
Streamline R730



Greencarrier offers regular groupage and full loads shipments to Finland, Sweden, Norway and Estonia



With capital, knowledge and experience **SEB** generates value for its customers – a task in which research activities are highly beneficial

Kinnarps Task chair PLUS



Single-family house with **Ruukki** Classic standing seam steel roof



SAS connects largest cities in Poland with Scandinavia by offering nearly 80 direct flights per week



The Volvo FH16 – **Volvo Trucks'** flagship – combines its excellent performance with the highest level of comfort



H&M's T-shirt produced from certified organic cotton



Scandinavian style and design are becoming an increasingly popular source of inspiration. Not only have IKEA furniture become a staple of our homes, but we decorate our living spaces with other elements of Scandinavian interior design, such as candlesticks, dishes, textiles or lamps which provide our homes with Nordic sophistication. Swedish Electrolux is a popular brand of household appliances such as vacuum cleaners and cookers. Housework and diverse tasks in the garden are made easier by Fiskars tools (Finland).

We rarely wonder about the companies which have introduced so many useful solutions which facilitate our daily life. Paper packaging system, which are made by a Swedish company, Tetra Pak makes it possible for us to buy milk in cartons instead of glass bottles. The

Danish company Novo Nordisk, a global leader of products for diabetics, was the first to introduce pre-filled insulin syringes. Safety on the roads is ensured by reflective elements attached to clothing or bicycles invented in 1955 in Finland when Arvi Lehti launched the production of reflective components designed for horse-drawn carts to make them visible and safe in the dark.

It is impossible to list all Scandinavian companies and solutions which have permanently been etched into the Polish landscape. We hope that with the above examples of member companies from SPCC, whose activities are discussed in detail in the next section will provide the Readers with an outlook of the extent to which Scandinavia is present in Poland today.

IKEA inspires Poles



When IKEA was opening first stores in Poland, our catalogues were one of the main sources of knowledge on interior design for Poles. This is how they learned about Scandinavian style, which has – with time – gained popularity and has now many enthusiasts across the country.

Today, the IKEA catalogue is sent every year to over 5 million households in Poland and remains an important source of inspiration for those decorating their home. In any IKEA store, customers can not only see a wide range of furniture and accessories, but also test them. Ex-

amples of interior design are also a great source of inspiration. IKEA stores are a place where all members of a family can actively engage in creating a house of their dreams.

Over the years, we have observed a growing interest in interior design





among Poles. They express their personal style more and more boldly through the decoration of their houses and apartments, and are not afraid to experiment. We are glad that we have been a part, or even an initiator of these changes. When designing our products, we always take into consideration real needs of our customers. We would like our intelligent, functional solutions to make everyday home life easier. We organise visits to houses and apartments in order to better understand the needs and preferences of residents and problems with the arrangement of domestic space.

For example, many people in Poland live in small spaces; therefore, IKEA provides plenty of solutions for the most effective use of every inch of available space, not only on the floor, but most of all on unused walls. Great emphasis is also placed on everyday home life of families with children: IKEA has created a range of products for our youngest customers - from educational toys that develop creativity and stimulate the acquisition

of social skills, to furniture that „grows“ together with children and serves them for many years. IKEA solutions make life at home with children even more fun.

Modern world is changing rapidly and we are constantly rushing and engaging in plenty of activities. This raises new challenges for us and for our homes. This year, we have introduced a new IKEA PS collection, which was created in cooperation with Polish designers. It consists of over 50 light, functional and mobile pieces designed especially for small areas and for those who often move around. It is our answer to the needs of the urban dwellers of 21st century.

Another example are IKEA waste segregation systems. They allow our customers to quickly and easily organize space for waste segregation, and thus adapt to new regulations for the management of municipal waste, which entered into force in Poland on 1 July 2013. Recycling systems are among many IKEA products that make everyday life

at home easier and more sustainable. We provide our customers with energy-efficient LED lighting, induction cookers and appliances graded from A to A++, as well as aerators that make significant water savings possible. Thanks to such solutions, everyone can save on household expenses while reducing their negative impact on the environment.

We are pleased that Polish people have trusted IKEA and appreciate our quality and functional furniture at affordable prices. We strive to inspire them further and prove that anyone can decorate their living space the way they wish.



Interview with Evelyn Higler

CEO IKEA Retail Poland

The IKEA Group has been present in Poland for over 50 years. What are the main successes on the Polish market over the past decade?

In recent years, we have observed a dynamic development of the IKEA Group in Poland, but I believe that our biggest success lies in the fact that we have earned the trust of Poles. The number of visitors to our stores in Poland is growing every year: in 2014, they were as many as 23 million. Poles seem to be increasingly interested in interior design, and therefore we wish to reach out to an even wider group of customers, providing them with our intelligent and inspiring solutions that make the everyday life at home easier.

For this reason, we have been investing in the development of our stores and shopping centres. In early September, we started the construction of a new IKEA store in Bydgoszcz. This will be our ninth store in Poland. It is scheduled to open in the second half of 2015. In addition, we have modernized our centres and retail parks: some have been extended or are currently being developed.

We have also invested in the production side of our business. One of our key investments in recent years was the construction of IKEA Industry (formerly Swedspan) complex in the Orla municipality, including a HDF board production

factory, a sawmill and a board cutting unit. Our new facility in Stalowa Wola, which opened in September 2014, is also worth a special mention. It is IKEA Industry's largest sawmill worldwide.

Another area in which we invest is sustainable development. It is an integral part of the IKEA Group's development strategy. Generating energy from renewable sources is one of the key objectives set out in our People and Planet Positive strategy. In Poland, we have three wind farms - all in the province of Podkarpackie.

What makes Poland stand out among other markets where IKEA is present?

Poland is currently one of the strategic markets for IKEA, both in terms of production and sales. The company's founder, Ingvar Kamprad used to say that IKEA was born in Poland! It was the cooperation with Polish furniture manufacturers, which began over 50 years ago, that allowed IKEA to grow and develop successfully throughout the world. This cooperation continues to play a significant role in our business. For four years, Poland has been the fastest growing market for IKEA in the European Union and third in terms of sales growth globally. Sales in Poland are growing every year: in fiscal year 2014, they totalled PLN 2.38 billion, which meant a 14% increase compared to the previous year. Poland is also the

second largest supplier of IKEA products in the world.

What are the development plans of IKEA Group for Poland in the coming years?

Since Poland is now one of our strategic markets, we have ambitious plans for growth. Our goal is a nearly eightfold increase in turnover, up to 16 billion, over the next 20 years. We will invest in new stores, starting with the store Bydgoszcz that I have mentioned earlier; which we are going to open in 2015. We want IKEA to be available to an even greater number of Poles and our investments also mean an increase in employment. Within the next five years, we plan to employ approximately 1 300 new co-workers in IKEA Retail alone! There will be several hundred managerial posts to fill in.

Why do Poles choose IKEA? Do Scandinavian values embodied by the brand influence our lifestyle and boost the popularity of the brand in Poland?

IKEA's vision is to make everyday life better for many people and this is why we always design our furniture keeping in mind real needs of an average person. Moreover, according to our concept of Democratic Design, we combine aesthetics with quality materials, functionality, environmental sustainability and affordable prices in order to allow large numbers of customers to enjoy IKEA products. Given that the living space of the majority of Poles is limited, we provide them with plenty of clever solutions that can facilitate everyday life. Our product range also includes items that help you live in a more sustainable

manner, such as LED lighting, waste segregation systems or aerators that make significant water savings possible. We have observed that Poles are increasingly interested in both interior design and sustainable solutions - I am convinced that our product range is ideally suited to their needs.

IKEA is also appreciated as an employer: in 2010 and 2014, it ranked first in the Great Place to Work competition. Do employees in Poland identify with the brand and the vision of IKEA? Would you say that they are ambassadors of the brand disseminating Scandinavian values symbolized by IKEA?

Our successes in the Great Place to Work® competition are a proof that our co-workers appreciate working for IKEA, share our values and respect the organizational culture. IKEA wants to be a good employer wherever it operates. We believe that our co-workers are IKEA best ambassadors, as they foster the organizational culture, mutual respect and the spirit of cooperation. Our co-workers are also our most important asset, and therefore we pay particular attention to their needs and their professional development. Thanks to numerous training and career development programs, our co-workers can continuously improve their skills and develop their career. We place great emphasis on the balance between work and personal life, and thus we help our co-workers to arrange their working hours to make sure that they have enough quality time for their family and hobbies. We recognize individual needs of our co-workers, we ask them for opinion and take their views into account.

In 2014 20 years have passed since the start of the Volvo industrial activities on the Polish market. In 1994, Volvo launched assembly of trucks in Poland and in 1996, opened a factory of buses in Wrocław. Subsequent years have resulted in the company's development and extension of the scope of its activities. Currently, Volvo in Poland consists of two factories - of buses and backhoe loaders, service centres – IT and finance as well as trucks, buses and construction equipment sales organisations. The last 10 years is a period of intensive development of both Volvo products and services as well as of the company in Poland.

Creation in 2004 of the Volvo Trucks Central East Europe Region, based in Warsaw, was a breakthrough in the past decade. Then, in 2007, a modern Volvo Centre in Młochów was opened, which now includes sales organisations and after-sales service of Volvo Trucks, Renault Trucks brands as well as Volvo Buses and Volvo Construction Equipment. Another milestone in the company's history was the year 2013, when Volvo Polska Sp. z o.o and Renault Trucks Polska Sp. z o.o merged into one company Volvo Polska, representing both brands under the name of the Volvo Group Trucks Poland. Now, thanks to a complete offer of commercial vehicles and completely restored

range of trucks of both brands, the company is a pioneer in the market in terms of innovation and modern technology.

Volvo is synonymous with quality, and vehicles delivered to customers combine advanced technology with the highest safety standards. The company also attaches great importance to environmental care. In 2010, Wrocław factory began mass production of Volvo 7900 Hybrid bus that consumes 39% less fuel than similar diesel model. Until now, hybrid vehicles found their way from Wrocław to more than twenty countries, and since January 2014, Volvo hybrid bus drives on the regular line of public transport in Wrocław. Introduction to the production of hybrid city bus was the beginning of Volvo's strategy related to electromobility. In the following steps, the company has introduced an articulated hybrid and in September 2014, officially presented the Volvo electric hybrid.

In recent years, both Volvo factories in Wrocław have been completely modernised, by introducing modern methods of production management and work organisation, such as the Volvo Production System based on the principles of Lean Manufacturing. In 2011, the factory of backhoe loaders celebrated the handing over of the 15-thousandth machine to

the customer, and in 2014, the 10-thousandth vehicle drove from the production line in the bus factory in Wrocław.

The past decade was also marked with the rapid development of Volvo service organisations in Poland. In 2004 in Wrocław, the centre of financial and accounting services was created, which supports the companies of the Volvo Group throughout the world. On the market of IT solutions, on the other hand, Volvo IT has become an organisation of highly competent and recognisable brand, providing broad scope of services for the Volvo Group as well as high quality services and IT solutions to external entities such as Volvo Cars, Canal+, H&M as well as the cities of Stockholm and Gothenburg.

In recent years, Volvo Polska intensively strengthens its brand of a leading employer on the Polish market, where it employs more than 3000 employees. Since 2010, the company successfully passes annual, detailed examinations of personnel policy and working conditions, which places it in the elite group of organisations that acquire certification of Top Employers. Certification process, carried out in 2014, confirmed for the fifth time that the company meets the highest international standards in human resource management.



Volvo 7900 Electric Hybrid Bus



Interview with Artur Tomaszewski

CEO DNB Bank Polska

Though the tradition of business co-operation between Poland and Scandinavian countries dates back a long time, the actual breakthrough took place in late 1990s when Scandinavian funds started to flow to Poland.

Scandinavian companies in Poland and their influence on Polish economy is the topic of our discussion with Artur Tomaszewski, CEO of DNB Bank Polska, member of DNB Group, the largest financial group in Norway and one of the biggest in Scandinavia and North-Eastern Europe.

What industrial sectors are currently represented in Poland by Scandinavian companies and which companies are DNB Bank Polska's clients?

There are over two thousand Scandinavian companies operating in Poland. They represent key sectors of Nordic economies, such as energy, construction, transportation and logistics, TMT, foods, chemicals and, last but not least, also banking and finance. Our bank is the best example of Scandinavian footprint on Polish banking market. DNB Bank Polska is a specialized corporate bank – we are focused on providing products and services to the corporate clients from selected industries. We have been present in Poland since 2002 and currently we render services to more than one hundred clients from Scandinavian countries, including big market players from such sectors as automotive industry, packaging, food, TMT, trade or services sector in a broad sense.

Which sectors are most strongly represented in Poland by the Norwegians?

In case of direct investments, the total amount invested in Poland by Norwegian companies in 2012 reached 700 million Euros. Despite the fact that there are less investors from Norway than from Denmark or Sweden, there is a decent group of big Norwegian market players operating in Poland. Among industrial sectors which are strongly represented by the Norwegians are: processing (among others food processing) and production, shipping and offshore, as well as trade. The biggest Norwegian

investors are well-known companies such as Marine Harvest or Kongsberg Automotive. Our shareholder DNB Bank ASA is the largest Norwegian and one of the biggest Scandinavian non-industrial investors.

What is the Scandinavian footprint on the Polish market and Polish economy?

Scandinavian countries and companies have very positive image in Poland. Innovative approach, environmentally friendly solutions, business culture built on openness, transparency, sustainable development and respect for the employees make Scandinavian companies strongly valued business partners and employers. Scandinavian countries are Poland's important trading partner. Scandinavian imports make nearly 6% of Poland's total imports. On the other hand, Polish exports to Scandinavia reach around 7.5% of total Polish exports which means that the Scandinavian countries are the second destination of Polish exports after Germany. As an integral part of DNB Group, but also as a Polish bank, DNB Bank Polska S.A. provides a wide-ranged support for Polish companies dynamically developing their operations on Scandinavian markets. Therefore, there is no doubt that Scandinavian investments and cooperation with Nordic companies positively trigger the growth of Polish GDP and, broadly speaking, improve standards of operations of Polish companies who are more and more eager to operate on the Scandinavian markets and are increasingly successful in doing business in this particular region.



Interview with Adam Cich

General Manager Electrolux Central Eastern Europe

The Electrolux brand has an established position in Poland.

Electrolux as a brand has been present in Poland since 1923! Our first company store was opened in Warsaw's Krakowskie Przedmieście street back then. Ever since, Electrolux appliances have been a permanent fixture in Polish homes. To the older generation of Poles, Electrolux was the synonym for a vacuum cleaner. During the last decade, we have managed to successfully extend the perception of our brand and today Electrolux also stands for dishwashers, washing machines or ovens.

How would you describe Electrolux's development on the Polish market in the last decade?

Over the last ten years, Electrolux has come a long way in Poland, as has the country's economy and society. In 2004, we held less than a 10 percent share in the major appliances market. Over those years, we have strengthened our position, boosting the market share to over 15 percent. According to our estimates, over 2 million households use appliances with the Electrolux logo today. You can easily calculate that we make life easier on a daily basis for 6 million Poles.

Poland has also become one of the key places on the map of the Swedish group's growth.

In 2000 we launched our first factory in Siewierz, and six years later – in just one year – we built another three production plants from scratch. Today, annually Electrolux's Polish factories turn out over 3.5 million washing machines, clothes dryers, ovens and dishwashers that reach customers all over Europe and beyond. Owing to the investment projects of our company, among others, Poland has become the biggest appliance manufacturer in Europe, moving ahead of the previous leaders, Italy and Germany. Today, our sector employs over 20 000 people.

The image of products made in Poland has changed too..?

Washing machines, dryers, dishwashers and ovens labeled "Made in Poland" that leave our factories are a synonym of high quality and reliability throughout Europe. What has also changed over the span of these ten years is the image of the Polish employee. Increasingly, we are no longer perceived in Europe as cheap labor but as high-class specialists, motivated and committed, with an enthusi-

astic approach to new challenges. This is exemplified by the career paths followed by our Polish employees.

How have the Polish people's consumer choices changed over the past 10 years? What trends are we following today in terms of kitchen equipment?

It's not about kitchen equipment; it's about changing lifestyles. Like other Europeans, Poles have come to love celebrating meals, and cooking per se is no longer a chore but an opportunity for culinary fun shared with friends or family. Cooking TV shows are extremely popular these days. And this is also reflected in our customers' expectations. Today, our customers want to cook like top chefs and we try to meet these expectations. Electrolux is the leader in the manufacture of professional appliances for prestigious restaurants. Induction, steam ovens, SousVide – these are solutions from the professional world which Electrolux has successfully incorporated into household appliances. Today, owing to our products, anyone can become a star in their own kitchen.



Interview with Mikael Lemström

CEO Fortum Power and Heat Polska

Fortum is an energy company operating in Nordic and Baltic countries, Poland, Russia and India. The long-term goal of the company is to build solar economy based on renewable energy sources. In Fortum's opinion that process has to be evolutionary and adjusted to the specifics of each country. That is why in Poland, the company supports wider use of locally available renewable energy sources such as biomass. In addition, it promotes the development of high-efficiency cogeneration, which is the most efficient and environmentally friendly way of energy production.

What is the future of the global energy sector and what will be the direction of Fortum's further development?

One of the most important elements of any good energy policy is to take into account and mitigate climate change. Therefore our long-term strategy defines a path towards solar economy, which means endless energy with close to no CO₂ emissions, a low environmental burden as well as flexible and efficient energy distribution and use. We are aware that the transition towards solar economy will progress gradually and requires major technological advance, infrastructure investments, legal changes and increased awareness of market players. For that reason at the moment the energy sector should take advantage of the already available solutions, which can increase production efficiency and energy use.

What sort of solutions are used by Fortum that can contribute to the transformation of Polish energy sector?

Fortum's international experiences show that every country should create its own reduction methods to optimally use available energy sources. That is why in Poland we support the development of high-efficiency cogeneration – production of heat and electricity in one technological process, which significantly increases efficiency. We use this technology in our CHP plants in Częstochowa, Zabrze and Bytom and we are confident that at the moment it is one of the key solutions for Polish energy sector. In the next couple of years it will strongly contribute to the implementation of the environmental regulations imposed on European level.

How in your opinion we can accelerate the transformation of Polish energy sector?

There is a need to create clear and predictable regulations, which would encourage companies to invest in sustainable energy solutions contributing to lower emission. In the energy sector stable and predictable legal environment is a prerequisite for new investments because the return on investment period is long – several tens of years.

In the Nordic countries the share of renewable energy is among the highest in the world. How do you see the use of such energy sources in Poland and what is Fortum's contribution in this area?

Polish energy sector should pursue wider use of renewable energy sources, which are not only locally available, but also economically competitive. A good example is biomass used in Fortum's CHP plant in Częstochowa, where its share in overall production is about 35%. That is one of the reasons why the plant ensures energy safety, better air quality and good conditions for city development. Moreover, the facility meets European Union requirements regulating dust and nitrogen oxides emission, which will become effective in 2016.



Interview with Wanda Brociek

General Manager Poland, SAS Scandinavian Airlines System

SAS Scandinavian Airlines has been present in Poland since 1957. Wanda Brociek, SAS General Manager in Poland who has been working for the carrier for over 20 years, tells us about the experience on the Polish and international market.

SAS has been present on the Polish sky for many years, and has become a well-recognised player in airports in Warsaw, Gdańsk, Poznań and Wrocław. What stages of this process were the most important in your opinion?

Civil aviation is a very specific industry, and what is typical of it is quite significant dynamics. We deal with changes on an everyday basis, both while looking for new routes and selling tickets. When it comes to the „milestones“ of SAS development in Poland, it is definitely worth mentioning: the first flight on the Copenhagen – Warsaw route in 1957, the launch of Copenhagen – Gdańsk route, initially with a few flights a week, and then Copenhagen – Poznań and Copenhagen – Wrocław routes, as well as the dynamic development of the SAS network in all of the above-mentioned cities over the last years. The 10th anniversary of SPCC's existence celebrated by the Chamber this year provokes reflection. SAS has significantly changed over the last 10 years in Poland. Currently, we are able to offer our passengers nearly 80 flights a week! We cannot forget about the fact that numerous SAS passengers are representatives of SPCC member companies. We have achieved a lot together for the last years. What still connects us today is the willingness to cooperate and develop the “Scandinavian presence” in Poland further.

SAS Scandinavian Airlines also witnessed a lot of changes in our country. Today, Poles not only travel willingly all over the world, but also conduct dynamic business activity. Has the SAS offer changed also for this passenger group?

Yes, it is true that SAS in Poland provides services mainly to business travel-

lers. What is the most important for this group of clients is a convenient flight schedule which allows them to make their business day as full as possible; fast, effective and comfortable trip, not to mention, obviously, the punctuality. For the last few years we have been extending our flight network in order to enable passengers to leave in the early morning from and come back in the late evening to all Polish cities which we service. We have offered passengers a dedicated travel class PLUS, which covers: fast track security control, access to business lounges, changes of reservation or the possibility to return the ticket. These benefits are willingly used also by Polish companies, and many of them have started cooperation with us. Both a company which uses our services a few times a year, and one whose employees fly with SAS a few times a week can expect an attractive offer.

Can you see, working for over 20 years at SAS and constantly travelling in Scandinavia and Europe, differences between the Scandinavian and Polish business culture, in particular, as one of the few women in charge of an airline in Poland?

Working in Poland and abroad, I have never experienced different treatment because of being a woman. If someone likes their job, is consistent and not discouraged by difficulties, has liability to manage people, and first of all, qualifications, they stand a chance of getting a managerial job irrespectively of gender.

Personally, the business culture of the Scandinavian countries is closer to me, as it is based mainly on responsibility, trust and partnership.



Interview with Mikael Overgaard

Head of SEB Poland

Sentiment is high in Poland

SEB's home-market clients continue to turn to Poland for production and services. Poland was one of the few economies in the world that grew when the financial crisis swelled. It continues to attract a high level of corporate activity and investment despite current investor concern over Central and Eastern Europe. "Poland is westward looking country and sentiment is high," says Mikael Overgaard, Head of SEB Poland.

Why did SEB's home-market clients choose Poland as a location for investment?

Poland is an EU member, has a well-educated workforce, is just a short flight from Scandinavia, sits on Germany's border, and has one of the better economies in Europe. At the same time, it also has an average hourly labour cost of production at under 10 euros vs. over 40 in Sweden and nearly 30 in Germany. All this means Poland is a good place to look into, and 9,000 companies from our homemarkets, including around 6,000 from Germany, are present here.

In which sectors of the Polish economy are Swedish companies most frequently represented?

It's impossible to point out a few sectors, Swedish companies are represented in most areas of the Polish economy.

In your opinion, how have Scandinavian companies influenced Polish economy and everyday life?

In my opinion Scandinavian companies have brought to Poland the unique Scandinavian corporate culture and it

is here I see the biggest influence: an awareness of work and life balance and an atmosphere of transparency and mutual respect. It adds great value to every workplace. The influence on the Polish economy is quite obvious, Scandinavian companies have traditionally been investing in sectors like infrastructure, construction, telecommunication and retail.

How has SEB Poland developed during the past 10 years and what are the perspectives for the future development of SEB on the Polish market?

We're essentially a full-service corporate bank here with strong trade finance and receivables financing businesses. We are around 85 SEB employees here, and our trade finance department looks set to double volumes in the next year and a half. We also see strong growth potential in our receivables financing products as well as opportunities to leverage our local clearing membership to attract more cash management and trading business. We've really only tapped into a fraction of the amount of business we could do with home-market clients. We should see SEB's footprint in Poland expand significantly over the coming years.



Interview with Roger Andersson

Managing Director of Vastint Poland

Roger Andersson is the Chairman of the Swedish Business Club and Vice Chairman of the Scandinavian-Polish Chamber of Commerce. He is also the Managing Director and a Member of the Board of Vastint Poland, which is part of the Vastint Group, an international real estate organisation with 25 years of market experience. The company has been operating on the Polish market since 1992, formerly as SwedeCenter.

How - in your opinion – has the commercial real estate market in Poland changed over the past ten years?

The past decade has been a period of intensive development of the Polish office market, triggered mainly by economic and political changes resulting from Poland's accession to the EU. Consequently, Poland has become one of the largest - if not the largest - investment market in Central and Eastern Europe, attracting numerous foreign investors, international tenants and developers.

Presently, the total office stock in Poland has more than doubled as compared to the situation 10 years ago, partly due to the fact that Poland is now perceived as an attractive location for investments, partly as a result of the steady growth of regional markets with leading regional cities, such as Krakow or Wrocław.

At the same time, the quality of commercial projects and technical parameters of office buildings have noticeably improved. It is the result of growing expectations of tenants who, while choosing new offices, pay more attention to the standard of the premises and to the comfort of the working environment.

What are the milestones in the company's development in Poland? What further investments can we expect from Vastint on the Polish market?

I could point out to quite a few milestones in our 20-year history. We started as a small organization and have since transformed into an experienced property developer with 159,000 m² of leasing space currently under construction and additional 357,000 m² still on the drawing board, to be developed in the coming years. Our portfolio is a diversified collection of income properties, business parks, hotels and residential projects with a balanced mix of tenants, features and asset categories spread throughout Poland.

In fact, we are immensely proud of our concept of business parks – Business Garden. It stems from Vastint's long-term innovative approach towards developments. We have taken advantage of our knowledge and technology and this has let us create something more than people – friendly workplaces. The first business parks of this type are developed in Warsaw and Poznań, and we expect a similar project in Wrocław in the near future.

Poland still remains for us one of the most attractive markets in Europe. Even though real estate sector is more mature and competitive than a decade ago and significant financial risks are always involved, the organization plans to expand its operations and services in the existing sectors of the Polish market.

How are Scandinavian solutions and the way of doing business reflected in Vastint's operations in Poland?

We believe that the space in which people work should be planned with utmost care. A wellbalanced combination of office functions with infrastructure ensuring access to essential services and leisure facilities naturally strengthens social interactions and improves the quality of people's lives. We have adopted this long-term approach to design and construction. Already tested and novel solutions help us create energy-efficient buildings that are friendly to their users and the environment. We are open to innovations, but, given our Swedish pragmatism, a new solution is implemented only if it is justified and we believe it to be suitable. Our experience shows that the simplest solutions are most effective.

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