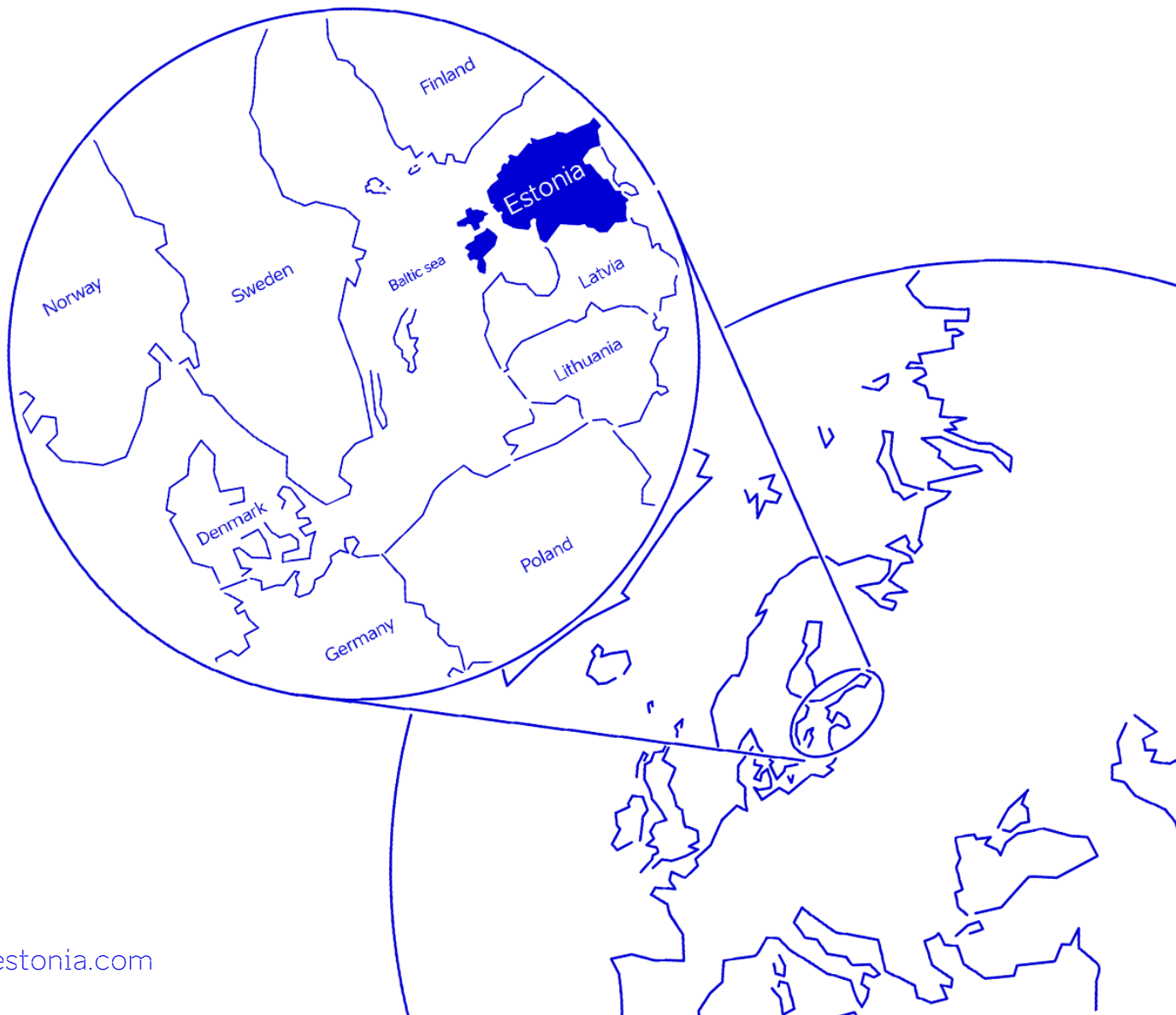


value proposition

December 21, 2018



The Estonian Investment Agency is pleased to present you the following value proposition and to welcome you to expand your business operations in Estonia.

With world-class human capital, unique digital capabilities and a competitive business environment, Estonia has an strong track record of delivering benefits to investors and is a smart, agile location for businesses with global ambitions.

Our mission is to help foreign investors find business opportunities and improve their competitiveness. We hope this value proposal will give you initial insights into the advantages that Estonia has to offer.

We would be happy to host you here in Estonia for a site visit and give you in-depth information about your investment opportunities.

Should you have any further questions about this proposal, please do not hesitate to ask.

Kind regards,

Jaan Heinsoo
Director of Business Development in CEE
Enterprise Estonia / Estonian Investment Agency
Lasnamäe 2, 11412 Tallinn, Estonia
jaan.heinsoo@eas.ee
+372 501 2424
www.investinestonia.com

executive summary

Estonia is a perfect testbed for future ideas and technologies. Our business environment is characterized by innovation-minded people and government, digitally interoperable infrastructure and a stable economy. This value proposition will give you a glimpse into the opportunities in Estonia - an innovation ecosystem where you can expand your industrial horizons.

why europe?

- + Proximity to European markets
- + Risk diversification
- + Avoiding currency risk when exporting to eurozone

why estonia?

Estonia is a center of innovation and electronics, having proven its functionality and success with a great track record: ABB, Ericsson, Skeleton Technologies, etc.

- + Favorable location on the Baltic Sea: a region of intense economic activities and growth potential with good access to Nordics and CEE countries.
- + Innovative ecosystem with world-class skills in mechatronics, embedded software, metalwork and plastics.
- + Research competence and capacity in niche areas of automotive industry, e.g. car electronics, material science and power generation
- + Political and economic stability
- + Nordic business culture and knowhow, but
 - + lower taxes (#1 tax system in OECD countries)
 - + better quality and cost relationship of human capital
 - + low red tape thanks to digital society

innovations in progress

- + Autonomous buses - a self-driving bus suited for operation on the streets of Tallinn is expected to be completed in 2019.
- + e-Pavement – the first smart pavement in the Nordics that generates electricity out of solar radiation and can change every road into a power plant.
- + AI law - special legal status for AI is expected to take effect in 2019.

why estonia?

Estonia is a perfect test ground for new and bold ideas, and a place to experiment with relatively small capital cost. Compact size of the country with 1.3 million people makes it fast to secure decisions and bring products to market. Strategic location enables to serve clients in the Nordics, Russia and Baltics withing 24h.

We are known for our "firsts": We were the 1st country to declare Internet access as a human right, the 1st country to implement smart parking, the 1st country in Europe to both legalize ride sharing and delivery bots, the 1st country to offer e-Residency and right now, we are working on becoming the 1st country to develop a comprehensive legal framework for Artificial Intelligence.

full industrial ecosystem

- + Academic institutions with experience in EV & AV research
- + Competence Centers: R&D, design, testing
- + Industrial parks: modern facilities for clustering
- + Efficient supply chain and logistics for regional and global markets
- + Digital logistics solutions

industrial digitalisation

- + Big data usage
- + Implementing Industry 4.0, advanced automation
- + Extensive usage of CleanTech

business environment

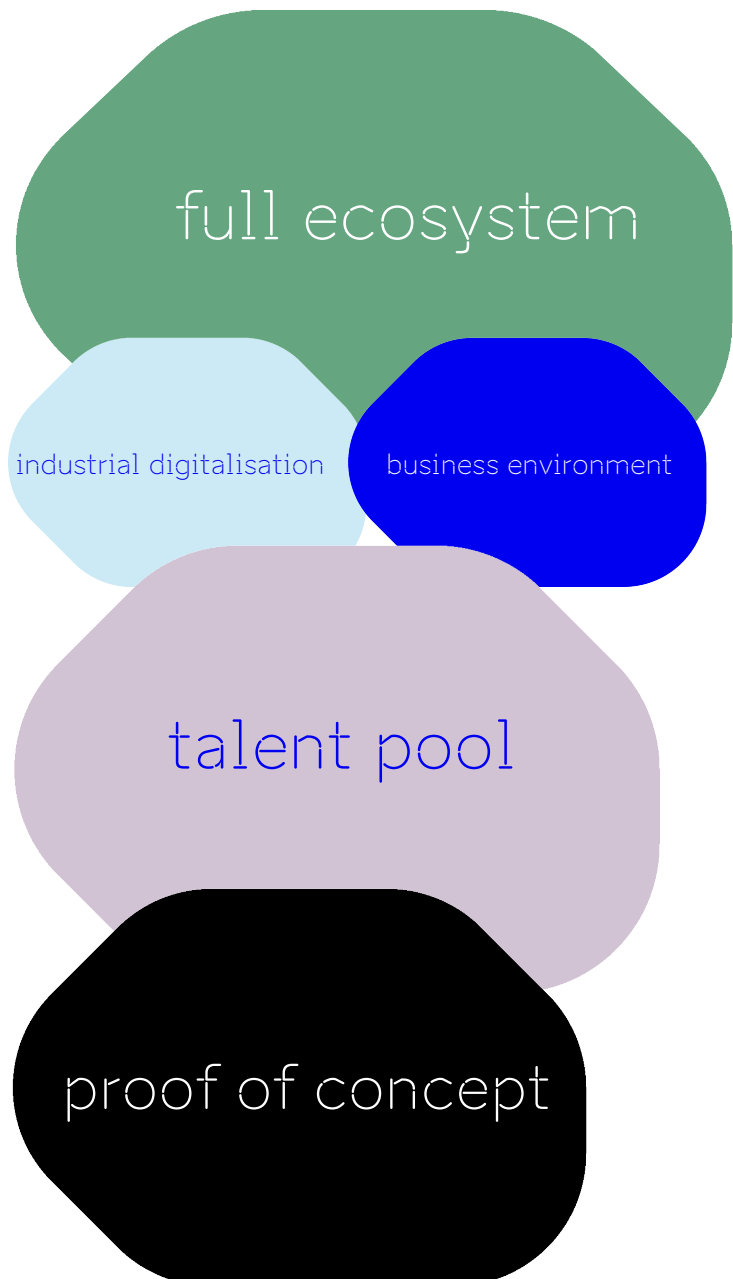
- + Consistently one of the most open and competitive economies in the world with low red tape and operation flexibility.
- + High-speed digital infrastructure
- + Most competitive tax system in OECD.

talent pool

- + Innovation-minded and multilingual people with world-class skills in mechatronics, embedded software, metalwork, plastics, etc.
- + 88% of adults speaking at least one foreign language

proof of concept

- + ABB, Ericsson, Skeleton Technologies, etc.



* explanations



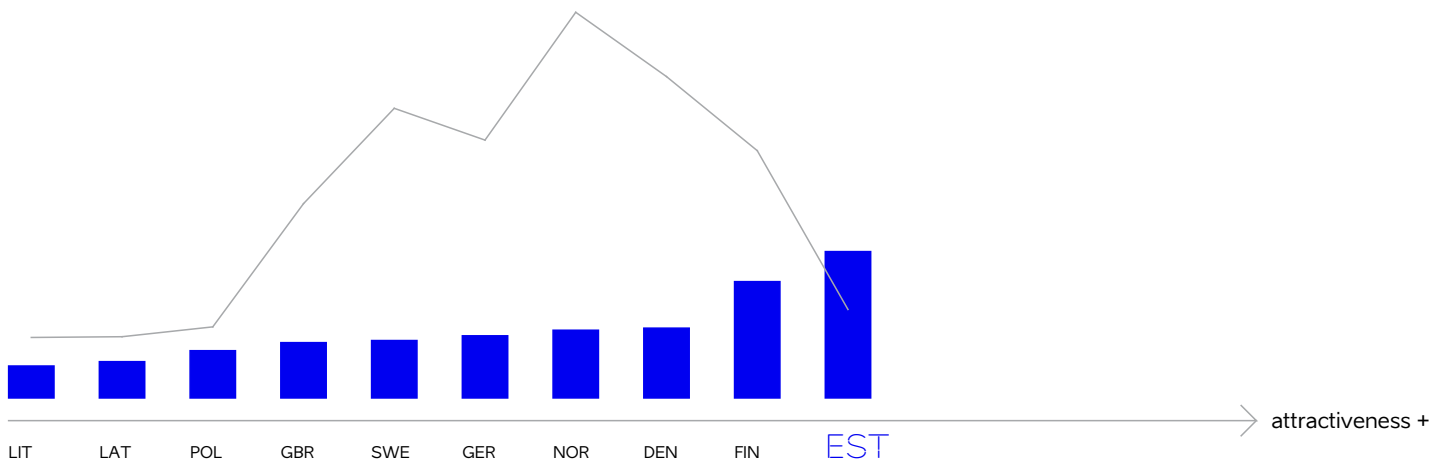
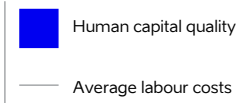
terms of use

human capital in estonia

Estonia's key assets in human resources are strong IT skills, good knowledge of foreign languages, high quality vocational and higher education, liberal labour legislation and an entrepreneurial mindset.

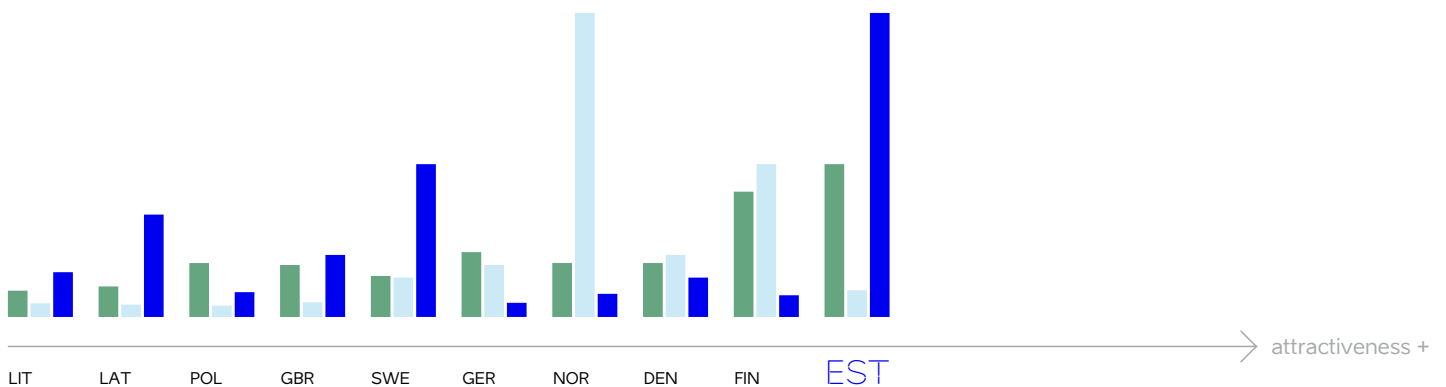
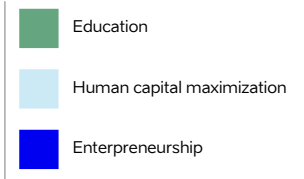
quality vs cost of human capital

according to the model of investment location attraction* & Eurostat (2017)



assets in human resources

according to the model of investment location attraction*



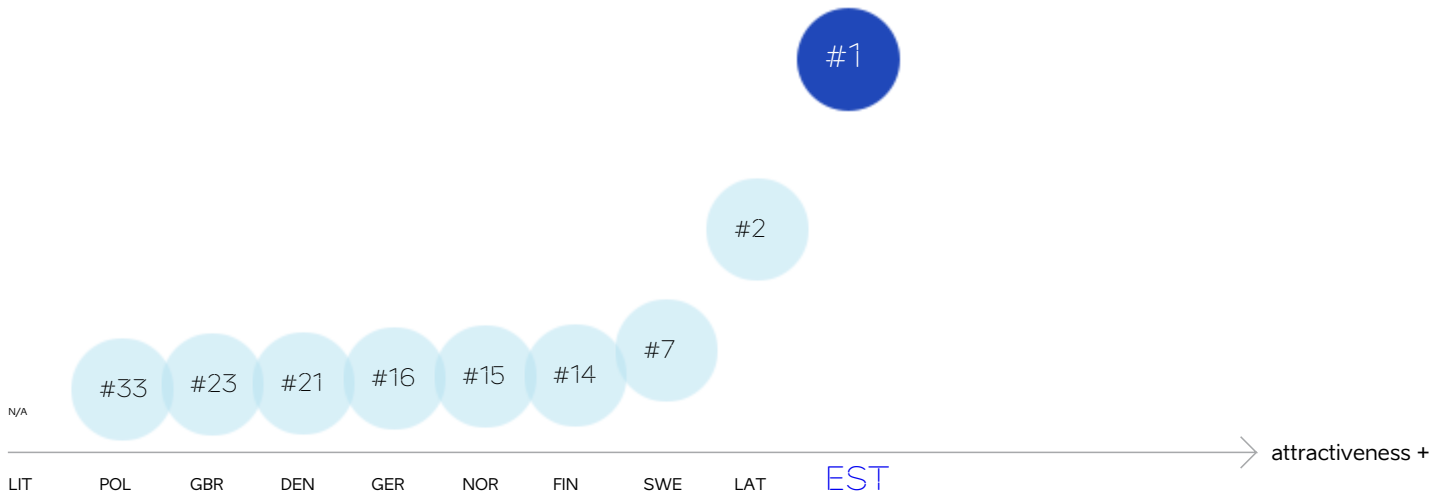


taxation in estonia

Estonia has the OECD's most competitive tax system with its 0% corporate income tax on retained and reinvested profits, 14-20% income tax on distributed profits and hassle-free online tax reporting.

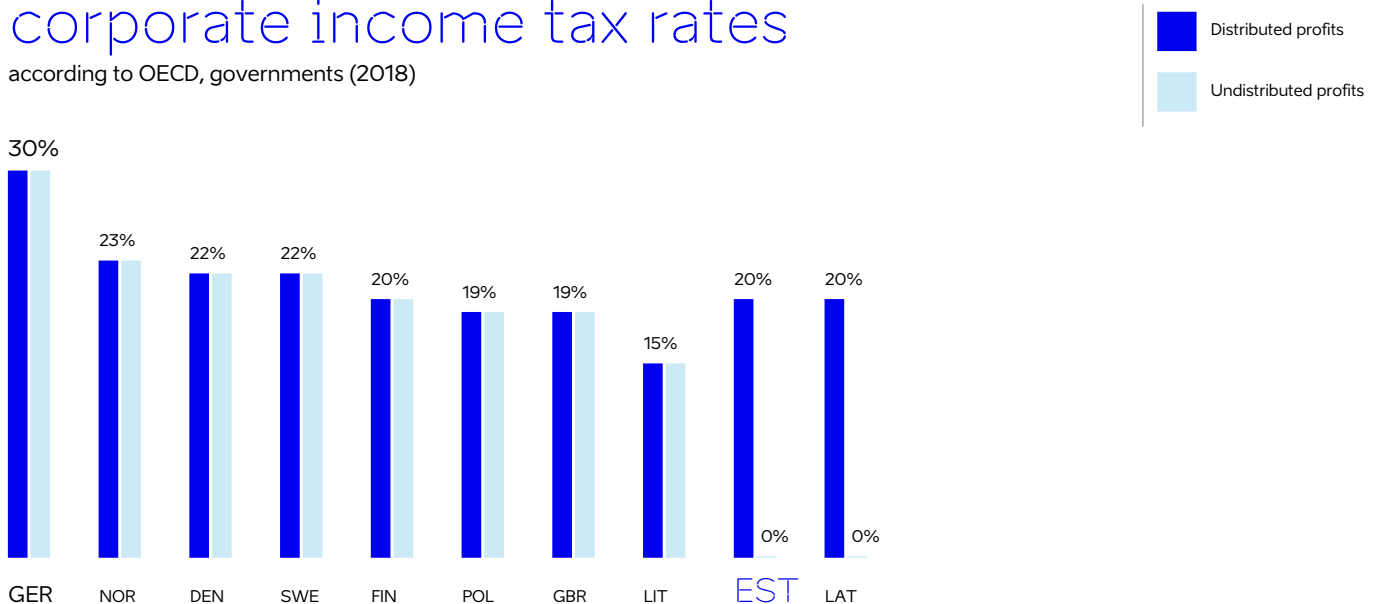
tax competitiveness

according to Tax Competitiveness Index (Tax Foundation, 2018)



corporate income tax rates

according to OECD, governments (2018)



industry in estonia

Estonia is one of the most industrialised economies in Europe and home to significant manufacturing operations of ABB, Ericsson, Metsa, Enics, St Gobain and more.

infrastructure

- + Network of academia, competence centres and industrial parks
- + Modern machinery and quality accreditation
- + Efficient regional and global supply chains

talent pool

- + World leader in the teaching of math, science and IT
- + Workforce is multilingual and highly trained
- + World-class expertise in sectors such as mechatronics, chemicals and the bioeconomy

business environment

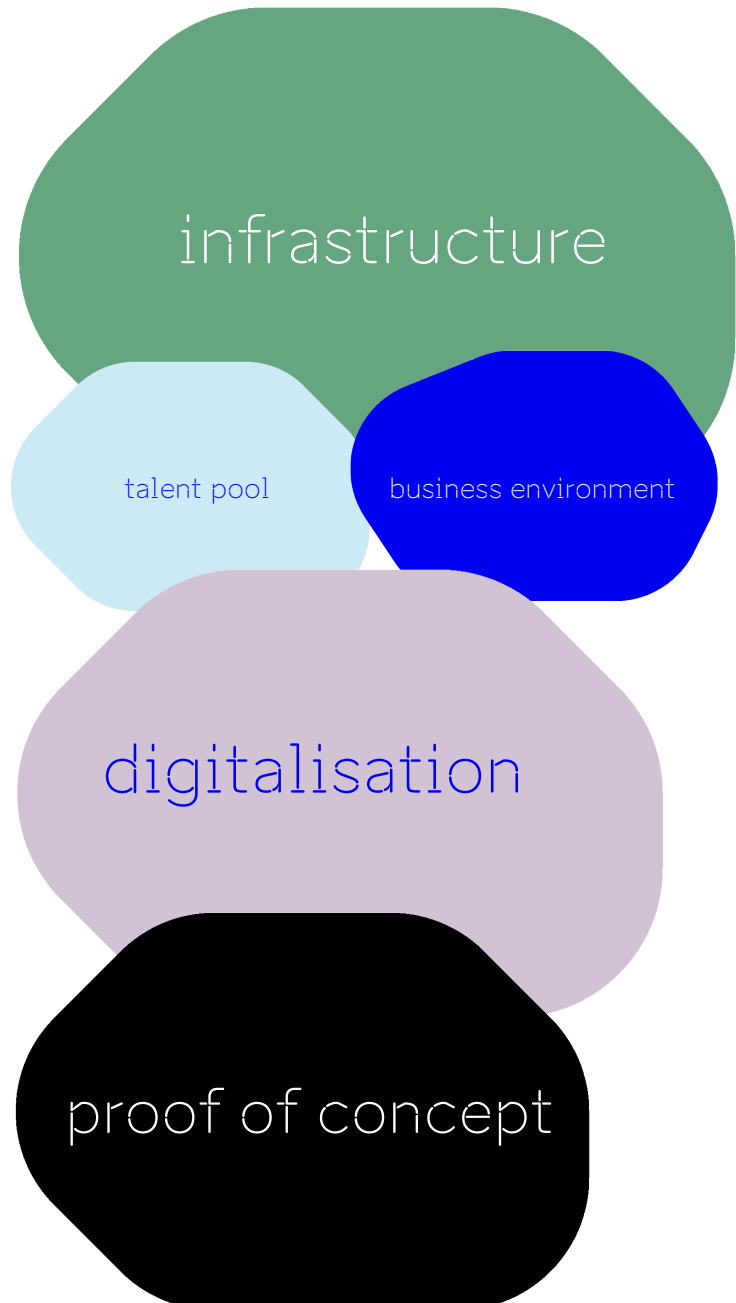
- + One of the most open and competitive economies
- + Low red tape to secure decisions, grow and flex
- + Trustworthy Nordic business culture

digitalisation

- + Expertise in mechatronic solutions with embedded software, cyber security and Blockchain
- + World leader in digital skills, infrastructure and legislation
- + Innovation ecosystem supports accelerated R&D, prototyping, testing and launches

proof of concept

- + Significant in-house operations of world class companies across all key sectors
- + Trusted supplier to global automotive, transportation, space and energy OEMs



industrial automation in estonia

Estonia has a sizeable Advanced Industrial sector and world-class IT expertise in areas including high tech systems, control technologies and cyber security. Supported by a collaborative ecosystem well suited to research and development, Estonia is emerging as a centre of excellence in industrial automation.

technology to solve industrial challenges

Estonia has been applying technology to solve Industrial challenges for over 20yrs. Early adoption of robotics for productivity and quality gains led to the development of sensors and control systems by global companies including ABB, Columbus and Nortal.

Over time the industry has become more sophisticated. Enterprise management systems such as those of Proekspert and Tieto are developed in Estonia for global use. Expertise in mechatronics with embedded software supports a hardware capability ranging from smart devices to autonomous delivery robots.

digitally enabled infrastructure

Estonia's digitally enabled infrastructure, soon to be 5G, and IT expertise create world leadership in physical-digital combinations. Smart Grid, a network of connected smart energy meters, provides real-time and predictive data on consumption to stakeholders.

industrial r&d in estonia

Estonia has a collaborative ecosystem for Industrial R&D including academia, accelerators and competence centres. Supported by world-class expertise and a highly competitive, digital environment, Estonia is the ideal location for Industrial product and technology R&D.

Estonia's Industrial R&D ecosystem supports startups and corporate R&D and has produced numerous innovations in sectors including mechatronics, energy, chemicals and food.

Estonia's advantages start early, ranking top 10 globally in the teaching of science, maths and IT. Nine universities and vocational education centres ensure the workforce possess professional knowledge and practical experience of modern technologies. Tallinn Technical University has a world-class capability in mechatronics and collaborates with universities and companies including MIT and Mitsubishi.

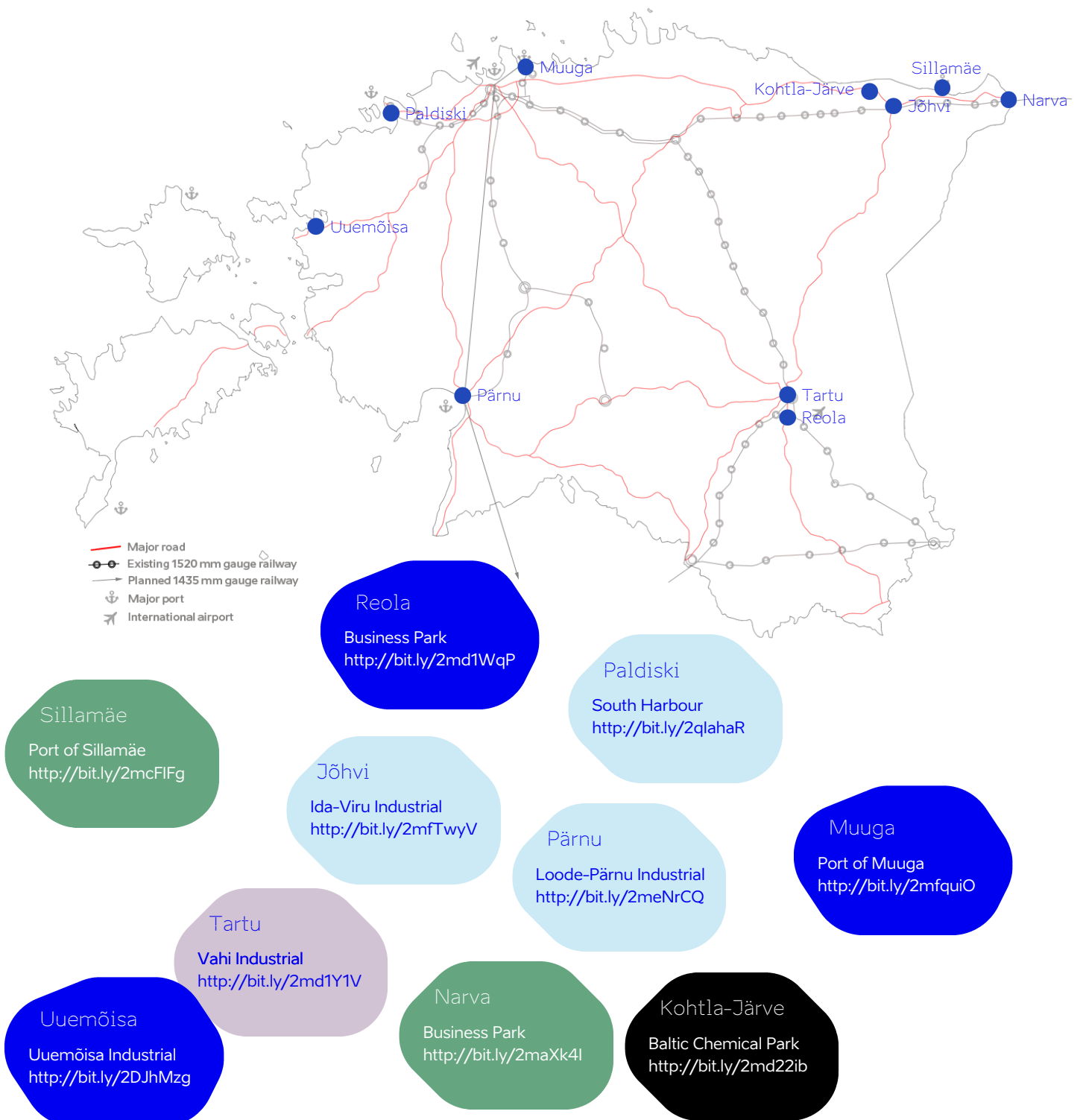
from smart factories to big data analytics

As befits one of the world's most successful startup nations, Estonia's accelerator ecosystem supports global commercialisation of software and hardware innovations. Five accelerators, backed by global firms including Telia, provide validation, mentoring, risk capital and market access for sectors including IOT, mechatronics and CleanTech.

Four competence centres provide infrastructure and expertise to conduct applied R&D in collaboration with corporate and academic partners. STACC focus on Big Data analytics and security for software and systems; ELIKO develop algorithm and communication models for IOT solutions; IMESS specialise in materials technology, AI and smart factories; EII has conducted 40 global R&D projects in mechatronics and embedded software. A further three centres specialise in chemicals and bioeconomy activity.

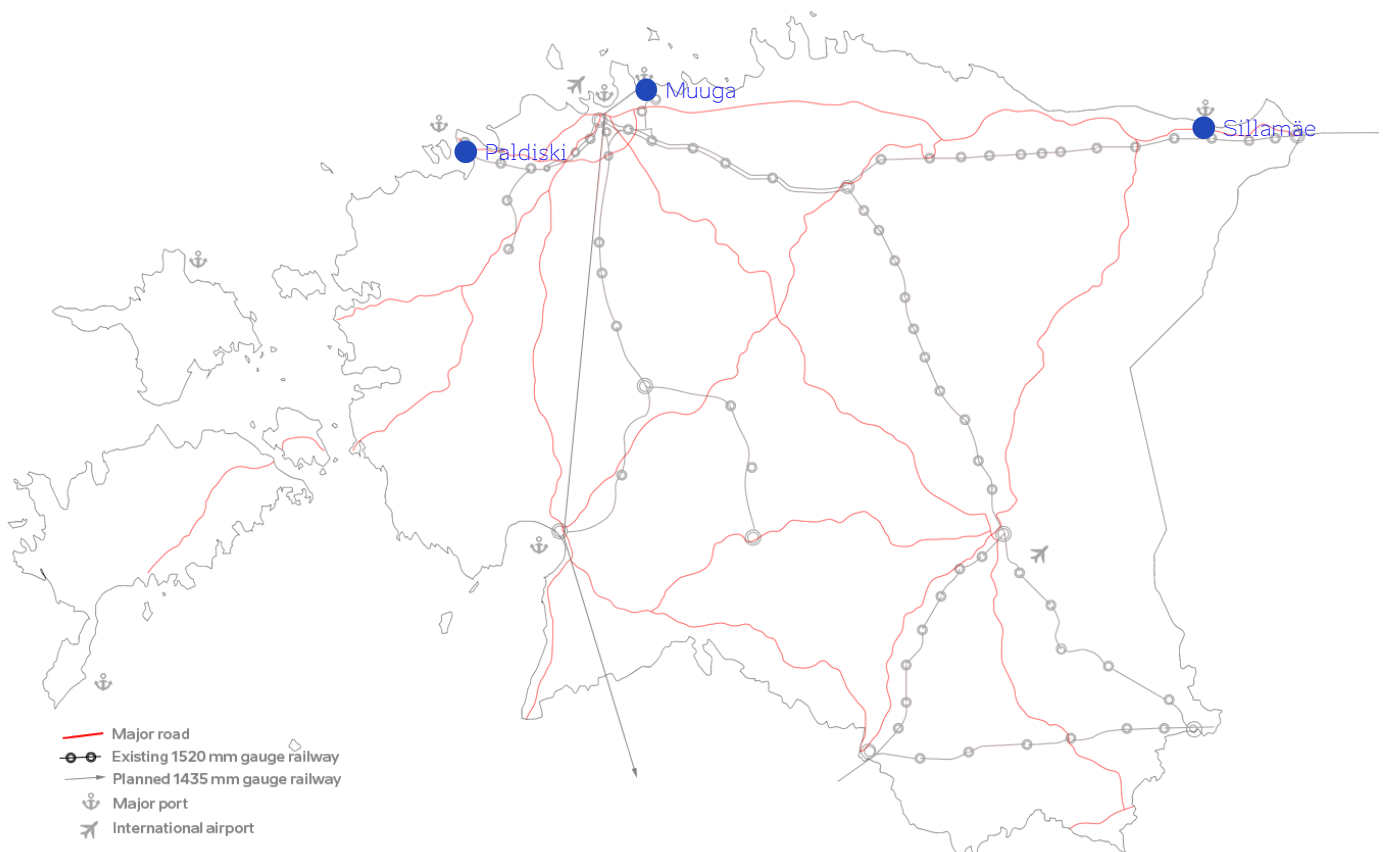
industrial parks

Estonia has numerous industrial parks which provide modern infrastructure for industrial and logistics companies. Tenants receive a wide choice of premises and services and in many cases the possibility to customise to their specific need.



free zones

Estonia has three free trade zones located on major road, rail and sea routes. Free trade zones are open to foreign direct investors and possess modern facilities well suited to assembly, labelling, storage, etc. Subject to approval by the Tax and Customs board, free trade zones can offer VAT, excise or customs duty benefits for goods transiting to non-EU countries and deferred payment on those destined for EU markets. 0% tax on retained or reinvested profits may also be applicable.



Paldiski

- +ferry connections
- +security measures
- +thermal storage
- +PDI center for cars

<http://bit.ly/2meNX3K>

Muuga

- +deepest port in Baltics
- +variety of terminals
- +storage areas
- +rail & road access

<http://bit.ly/2mcFjTz>

Sillamäe

- +25 km to Russia
- +variety of port terminals
- +rail & road access

<http://bit.ly/2mdc96x>

estonia – a testbed for innovation

Estonia has a niche capability in the design and engineering of hardware and software solutions for intelligent transportation, urban planning and smart cities. The country has been included in the list as one of the most valuable success stories in the field of Internet of Things by the World Bank Group report of 2017.

Estonia is a playground for innovation and presents a great opportunity to test new technologies and solutions. Our government is agile and innovation-driven by nature; we adapt fast in today's rapidly changing world and deliver results quickly by using modern technologies.

Our innovation-minded people, permissive legal environment, digitally interoperable infrastructure and a stable economy provide the ideal R&D testbed. Estonia is an innovation ecosystem where we can grow together.

smart parking

Estonia was the [1st country in the world to implement smart parking](#) and sharing economy model in mobility. Today, our smart apps and ticketing systems are widely used across the Nordic region as well as in France, Moscow, USA, Macedonia, Netherlands and Ukraine.

Digitally-enabled infrastructure, including smart ports and customs, has allowed Estonia to implement Intelligent Transportation Systems which ensure smooth flows of people and traffic around cities and logistics hubs.

nation-wide electric vehicle infrastructure

In 2013, Estonia became [the 1st country in the world to open a nationwide electric vehicle fast-charging network](#).

The cooperation between our government and Mitsubishi Corporation along the electrical mobility program resulted in a network of quick chargers, which covers all our country, allowing sufficient freedom of movement for all users of electric cars.

[Nobe](#)

A new Estonian startup, called Nobe ("quick" in English), is producing vintage-inspired three-wheel electric vehicles.

The company's mission is to "change people's perceptions and driving habits by making the electric car look stylish, timeless and sustainable. The vehicles are upgradeable and recyclable.

road-testing of autonomous vehicles

In March 2017, Estonia became [the 1st country in the EU to legalize road-testing](#) of SAE 2 & 3 autonomous vehicles, SAE 4 & 5 will follow. The first self-driving buses were used last year.

We are in the process of creating a 3D model of incident management for self-driving cars, mitigating possible image risk for the car manufacturers.

Now, Tallinn University of Technology (TalTech) and Estonian car dealer Silberauto have entered into a cooperation arrangement to build a self-driving bus suited for operation on the streets of Tallinn, which is expected to be completed next year.

estonia's first 5G network

Telia, Ericsson and Tallinn University of Technology (TalTech) have joined forces to launch Estonia's first 5G pilot network by the end of 2018.

The network will cover the TalTech campus with an ultra-fast mobile data link, creating an environment where scientific research is connected with entrepreneurial vision. TalTech welcomes public institutions, companies and startups to build and test 5G technologies and new business models together with students and researchers.

The goal of the project is to demonstrate how smart houses affect our daily lives, and showcase traffic with self-driving cars, smart traffic signs and infrastructure equipped with various sensors.

Please have a look at a [video introducing the 5G network](#) to be implemented in TalTech campus in December 2018 — this will be a small scale version of a future smart city.

AI and *kratt*-law

Countries around the world now face the challenge of understanding the rise of Artificial Intelligence, which is increasingly affecting the daily lives of their populations. Estonia wants to be the 1st in developing a comprehensive legal framework that ensures that technology can be developed in an ethical and sustainable way.

We are working to give [special legal status for AI](#), which is expected to take effect in 2019. An expert team on robotic vehicles, created by the Ministry of Economics and Communication and the Government Office, has conducted a research, which recommended making a special robotics law and radically changing the Civil Code.

The legalisation of AI will have a deep and far-reaching impact on the everyday lives of our citizens. For the local economy, this means pulling down barriers for the further digitalisation of our industries.

mechatronics and innovation

With a highly-qualified workforce and strengths in engineering, electronics and IT, Estonia is at the cutting edge of R&D, production and service for mechatronic solutions with embedded software.

global client base

Estonia has a sizeable electronics industry undertaking R&D, prototyping, precision production and assembly of PCBs, supercapacitors, transformers and semiconductors. European leaders Enics and Stoneridge trust Estonia to provide high quality, cost-effective, on-time solutions for their global client base.

Through lengthy collaboration with the mechanical engineering and IT sectors, Estonia has developed strong expertise in creating mechatronic solutions with embedded software. From safety systems for the automotive sector to complex industrial control systems, Estonia has unique capabilities supported by quality certification.

robotically transformative nation

Just as Skype revolutionized the way we communicate, and TransferWise found a way to break worn patterns in the financial world, Estonia is about to make a transforming difference in the dynamic field of robotics too.

[starship technologies](#)

The company that is also a strategic partner to Daimler AG, is building some revolutionary delivery robots which have already started cruising the sidewalks in Estonia, Britain and will soon the U.S.

Starship robots are advanced devices that can carry items within a 2-mile (3km) radius. Parcels and groceries are directly delivered from stores or specialised hubs, at the time that the customer requests via a mobile app. It takes 5 to 30 minutes for the shipment to arrive and the robots' entire journey can be monitored on a smartphone. Starship's robots move at pedestrian speed. They're inherently safe and can navigate around objects and people.

The entire delivery platform is both energy- and cost efficient and can be used for a large variety of tasks. In comparison to more traditional delivery services, things such as groceries and packages can be delivered for fraction of the cost.

Because of minimal emissions and energy efficiency, the system is incredibly clean and green.

[cleveron](#)

The innovation leader in creating robotics-based parcel terminals and developing last mile click and collect pickup solutions for retail and logistics sectors. Their product range goes from automated smart lockers to world's first fully functional parcel robot and world's biggest robotics-based parcel terminal.

Their solutions:

- + reduce last-mile delivery costs
- + enhance parcel delivery and return operations
- + improve the omnichannel customer experience

According to Forbes, Cleveron's PackRobots are one reason behind Walmart's e-commerce success. By the end of 2018, the giant "pickup towers" will be in 700 Walmart's stores across the USA.

On Robotex International Conference in Tallinn Cleveron displayed [Lotte](#) - the world's first self-driving parcel delivery car similar to self-driving cars, carrying hundreds of kilograms of packages. When reaching its destination, the autonomous robot will deliver the packages to the client's personal parcel locker — or the client can pick it up from the autonomous robot manually.

[milrem](#)

Milrem is testing a new robot in cooperation with Estonia's rescue services. The robot can be used to save lives in places where it is difficult for human rescuers to go or where large fire trucks cannot reach, such as difficult terrain that is burning.

The remote controlled and in the future — fully autonomous — vehicle can enter burning buildings even if there is a danger of them collapsing. The autonomous vehicle design is unique and has already had a lot of attention from large international corporations.

Milrem Robotics has also started to develop an unmanned system that combines the THeMIS with aerial drones. Working with the Estonian UAV manufacturer, Eli, a drone nest is being developed and with Threed Systems a tethered multirotor UAV integration project has begun.

education & innovation

The educational digital revolution in Estonia aims to implement modern digital technology more efficiently and effectively in learning and teaching, and to improve the digital skills of the entire nation. For example, it includes ensuring that every student receives the necessary knowledge and skills to access modern digital infrastructure for future use.

According to PISA tests, the Estonian 15-year-olds are the best in Europe and among the strongest in the entire world. Estonia's success in the digital revolution can be seen in the educational landscape since twice as many students pursue IT careers in Estonia than the average in other OECD countries. Everyday skills of the 21st century, such as robotics, 3D printing are taught from an early age in schools and kindergartens.

cooperation with universities

Industry talent pool is facilitated by Academia like [TalTech](#) or [University of Tartu](#) with first and advanced degree programs for e.g. Communicative Electronics or Cyber Security Engineering.

- + [University of Tartu](#) is the largest university in Estonia and one of the oldest universities in Northern Europe. Ranks #1 in Times Higher Education New Europe ranking.
- + [TalTech](#) (Tallinn University of Technology) is the flagship of Estonian engineering and technology education, known for its R&D cooperation projects. Its modern campus is home to more than 200 high-tech companies (e.g. Skype).

[iseauto](#)

TalTech together with Silberauto and ABB has built an [autonomously driving car](#) (Iseauto), which will be one of the first collaborative projects that will be developed together by 5G Test Network.

[formula student](#)

Within this project, the students of TalTech and Tallinn University of Applied Sciences are building [the first self-driving formula of the Baltic States](#).

FS Team Tallinn is a student organization where a team of 60 people built one car last season. In the 2018/2019 season, an 80-member team is involved with the formula. The team is divided into two groups - an electric and a self-driving formula team. There are 15 people operating in the team of self-driving car.

[estcube-1](#)

On May 7, 2013, [the first Estonian satellite](#) ESTCube-1 was launched aboard the European Space Agency's Vega launcher to a 670 km sun-synchronous low Earth orbit. It was an educational project developed as part of the Estonian Student Satellite Program; university and high school students participated in the project.

[sille](#)

Estonian IT company Datel offers scholarships to IT students of TalTech (Tallinn University of Technology) for participating in developing space technologies in the company, among others their [space based infrastructure deformation monitoring system](#) Sille.

automotive industry suppliers in estonia

NAME	COMPANY OVERVIEW	CLASSIFICATION	ISO/TS 16949 EXISTENCE	WEBSITE
ALVO INDUSTRIES AS	Alvo Industries is able to complete in house a wide range of processes, such as turning works, CNC mill works, coordinate and Jig boring, Flat, Round and CREEP grinding, Sinker EDM and WIRE EDM electro erosion, thermal/heat treatment, cold punching and metal forming, injection molding of plastics , including transparent PMMA, Plastic welding by Hot Plate and by ULTRASOUND, Vacuum deposition and MRI SHIELDING.	Injection molding / Tier 3	No	http://www.alvo.ee/eng/
AQ LASERTOOL OÜ	Production of components and assemblies for Commercial Vehicles as well as for track-bound traffic and manufacturing Parts for Special Aluminium and Steel Products. Metal parts organic surface coating.	Tier 1	ISO/TS 16949	http://aqg.se/en/lasertool/aq-lasertool-ou
B-PLAST AS	Plastic injection moulding	Injection Molding	No	http://www.bplast.ee/?page_id=14&lang=en
DAGÖPLAST AS	Leading polyethylene film manufacturer based in Estonia	Bio plastics	No	http://www.dagoplast.ee/
DALE LD. AS	Main field of activity is production of plastic components using injection moulding and extrusion	Injection Molding	No	http://www.dale.ee/en/about-company
DRAKA KEILA CABLES AS	Draka Keila Cables is focused on the three main product groups: low-voltage and special purpose cables, power cables and telecommunication cables.	Tier 1	No	http://www.draka.ee/index.php?page=3&
ECOFLEET EESTI OÜ	Ecofleet is the leading GPS based fleet and team management solutions provider in Scandinavia and the Baltic countries. Whether you have 10 or 100 vehicles we can offer a solution to match your needs.	Autonomous vehicle software	No	https://ecofleet.com/
EFEKT AS	Boat manufacturing	Fiberglass	No	http://efekt.ee/en/

ENKO AS	Our primary activities are design, product development, production and marketing of metal, plastic and rubber (outsourced / subcontracted and own catalog) products in different spheres of activities like construction, sanitary engineering, ventilation, electrical engineering, instrument-making, domestic appliances etc.	Injection molding	No	http://enko.ee/
ENSTO ENSEK AS	Designs and provides smart electrical solutions to improve the safety, functionality, reliability and efficiency of smart grids, buildings and transportation.	Injection molding	No	http://www.ensto.com/
ERISMET OÜ	Carbon fiber composites producer	Carbon fiber	No	http://www.erismet.ee/eng/
ETAL GROUP AS	Supplier of machines, material, support and training for the manufacture of electronic products.		No	http://www.etalgroup.com/
FROG PLASTIC OÜ	Plastic fuel tanks		No	http://frogplastic.com/
HANZA MECHANICS TARTU AS	Manufacturing services in the field of fine mechanics, electronics and apparatus building.		ISO/TS 16949	http://www.hanza.com/
HEVEA AS	Different kind of rubber products for wide range of industries - car, paper, wood, pump, ventilation, military, electronics.	Tier 1	No	http://www.hevea.ee/eng.html
HIGH-MOBILITY OÜ	Founded in 2013, HIGH MOBILITY is a multiple-award winning platform focusing on creating easy to use digital developer tools and a thriving community around connected cars. Its products and services are designed to simplify collaboration between carmakers and software developers. With a presence in Berlin, Turin, and Tallinn, HIGH MOBILITY is dedicated to digitally transform the car industry by creating new revenue streams for auto OEMs through data monetization and expanded service opportunities with 3rd party developers.	Autonomous vehicle software	No	https://www.high-mobility.com/
INTERCONNECT PRODUCT ASSEMBLY AS	Manufacturing of cable harnesses and specialized electrical assemblies, including HVAC units.		No	http://www.ipa.ee/company/
INTERNATIONAL ALUMINIUM CASTING TARTU AS	Aluminium casting and related heat treatment, machining and assembly	Tier 1	ISO/TS 16949:2009	http://iac-ab.se/en/about-iac/iac-tartu-as/
IONIX SYSTEMS OÜ	Manufacturing of electrical cable assemblies	Tier 1	No	http://www.ionix-systems.com/

KONESKO AUTOTARVIK OÜ	Car products: Bumpers, Crankcase guards, Hitches, Special projects, SUV plows, Truck accessories		No	http://www.koneskoauto.ee/en/about-the-company
KORIKS-FIBER OÜ	Has been manufacturing fibreglass products since 1976	Fiberglass	No	https://koriks.eu/
LILLEPLAST OÜ	Plastic bases for vehicle's registration plates		No	http://www.lilleplast.ee/index.php?id=32
M J A P NURST AS	Our basic activity is manufacturing electric assembly materials, assembling electronic PCBs, making plastic products in injection moulding method.	Injection molding	No	http://www.mpnurste.ee/
MERINVEST OÜ	Manufacture of rubber components for automotive industry and mechanical engineering.	Tier 1	No	http://merinvest.ee/
METEC CNC OÜ	Car hood accessories (bumpers, hooks, etc)		No	https://www.metec.ee/EN/
MISTRA-AUTEX AS	Production of synthetic carpets and polymer parts. Manufacturing of polymer carpets and moulded parts.	Tier 1	ISO/TS 16949:2005	http://www.mistra.ee/our-company/company/
NORMA AS	Norma is gradually becoming a major manufacturer of safety equipment components for the international automotive industry. Manufacturing of seatbelts and assemblies, progressive stamping, fine blanking, injection moulding, etc. Norma is part of the Autoliv Group.	Tier 1	ISO/TS 16949:2009	http://www.norma.ee/index.php?lang=eng
OSHINO ELECTRONICS ESTONIA OÜ	Manufacturing of automotive interior illumination modules. PCB and device assembly.	Tier 1	ISO/TS 16949:2005	http://www.oshino.ee/
PAADIPOOD OÜ	Boat manufacturer	Fiberglass	No	http://www.nordlineboats.com/en/
PKC EESTI AS	Manufacture of electrical and electronic equipment for motor vehicles	Tier 1	No	http://www.pkcgroup.com/
PLASTONE OÜ	Plaston has decades of experience in different thermoplastics and their application to production, and almost all types of thermoplastics are currently in production.	Injection molding	No	http://www.plastone.com/
PROFILE VEHICLES BALTIC OÜ	Designs and manufactures special vehicles from various automobile brands. The primary product is the ambulance vehicle, used in tens of countries, in Europe, Asia, and the Middle East.		No	http://www.profilevehicles.com/en/
PROMENS AS	Manufacturing of injection moulded plastic parts.	Tier 1	ISO/TS 16949:2009	https://www.rpc-promens.com/

SAINT-GOBAIN GLASS ESTONIA SE	Production of laminated windshields and tempered sidelights for most common automobile brands. Laminated and tempered automotive glass products meet the safety standards stated in European regulation R43 and in the American Federal safety standard ANSI.	Tier 1	No	http://www.sekuritee/index.php?lang=en&page_id=5
SERTEC ENGINEERING ESTONIA OÜ	Opened in 2006. The purpose-built facility was established to support and realise the opportunity to manufacture pressed components and assemblies for the automotive industry in the Baltic region. Plant capacity includes up to 400 tonne presses, automated mig welding and assembly facilities and progression presses. The company was recently awarded Q1 status by FMC.	Tier 1	ISO/TS 16949	http://www.sertec.co.uk/index.php/about_sertec
SILWI AUTOEHITUSE AS	Silwi Autoehituse has 9 years of experience and it uses Mercedes-Benz utility vehicles for producing small busses, school busses, city busses and specialty vehicles for ambulances, police and rescue services.		No	http://www.silwi.com/?
SKELETON TECHNOLOGIES OÜ	Skeleton Technologies is the global leader in graphene-based ultracapacitors and energy-storage systems.	Energy storage	No	http://www.skeletontech.com
STARSHIP TECHNOLOGIES OÜ	Develops self-driving delivery robots.	Autonomous vehicle software	No	https://www.starship.xyz/company/
STERA SAUE AS	System supplier of mechanical and electromechanical components and assemblies	Tier 1	ISO/TS16949	http://stera.com/
STONERIDGE ELECTRONICS AS	Design and manufacturing of electronic control and information systems	Tier 1	ISO/TS16949	http://www.stoneridgeelectronics.com/
TALENT PLASTICS TALLINN AS	Injection mold plastic parts and assembly	Injection molding	ISO/TS16949	http://www.talentplastics.se/en/default
TALENT PLASTICS TARTU AS	Injection mold plastic parts and assembly	Injection molding	No	http://www.talentplastics.se/en/kontor-tartu
TARMETEC OÜ	Specialising in production of medium and large batches of parts and nodes for industrial vehicles (lorries, trailers, agricultural, construction and environmental vehicles).	Tier 1	No	http://www.metec.ee/index.phtml?l=1&pg=1&t=1&t2=0&t3=0
TRELLEBORG INDUSTRIAL PRODUCTS ESTONIA OÜ	Manufacture and post-processing of industrial rubber components.	Tier 1	ISO/TS 16949:2009	http://www.trelleborg.com

UNIVERSAL INDUSTRIES OÜ	Universal Industries designs and produces exhaust systems and exhaust system components for the OE and aftersales market.	Tier 1	No	http://www.universaal.ee/index.php?p=1&l=2
VASAR INSTRUMENT AS	We design and produce special toolings as moulds for rubber and plastic, dies for sheet metal. Mechanical processing outsourcing.	Injection molding	No	http://www.vasarinstr.ee/eng.html
VIRO TOOLS AS	The company is specialized in manufacturing of high precision and volume moulds for technical plastic parts connected to telecommunications, automotive industry, electronics, medical industry and others.	Injection molding	No	http://www.virotools.ee/index.php?id=275
ZIRCON GROUP OÜ	Zircon Group OÜ is one of the leading manufacturers of tools and precision engineering products in the Baltic countries. The main products of Zircon are moulds for injection moulding and aluminium die casting and all type of dies: progressive dies, cutting dies, bending dies and tungsten carbide precision dies. In addition, Zircon provides design services, conducts repairs, and maintains an extensive customer support infrastructure; Zircon also has the capability to stamp details and produce plastic components through pressure moulding.	Injection molding	No	http://www.zircon.ee/eng/1789/about-the-company
ZEV MOTORS (E-CARS)	The electric car concept model start-up	Early stage start-up		http://zevmotors.com/
STUDENT FORMULA (E-CAR)	Product development competition of 1-seated formula car for students of applied sciences of Tallinn University of Technology and TTK University of Applied Sciences	Product development		http://formulastudent.ee https://www.ttu.ee/en/ http://www.ttk.ee/en/

large investor support scheme

Target group: Companies registered in the Estonian commercial register operating in the manufacturing sector.

The aim of the support scheme is active involvement of large investors in the economy of Estonia through technology investments, which contribute to the growth of productivity and export potential of a company, the increase of the added value of products, the opening of new market opportunities, and create conditions for the establishment of higher value adding jobs.

Maximum grant: 1 000 000 EUR

The maximum grant percentage from the entire cost is 10%

Own contribution is at least 90%

Please find detailed information about the terms and conditions [here](#).

investment aid to shared service and R&D centres

short description and target group

The purpose of aid is to support international shared service and R&D centers to increase their international competitiveness. Sub-target is to develop and introduce (execute) services, products and technologies of higher value.

Applicants must be registered in Estonia, have a Group turnover of 25+ MEUR/year, be present in at least 2 foreign countries and offer either support or R&D services to company's core activity.

By the end of the project, full-time employment must have increased by at least 5 and average gross salary per employee must be at least equal to or higher than 1.25 times the county average published by [Statistics Estonia](#).

financial options

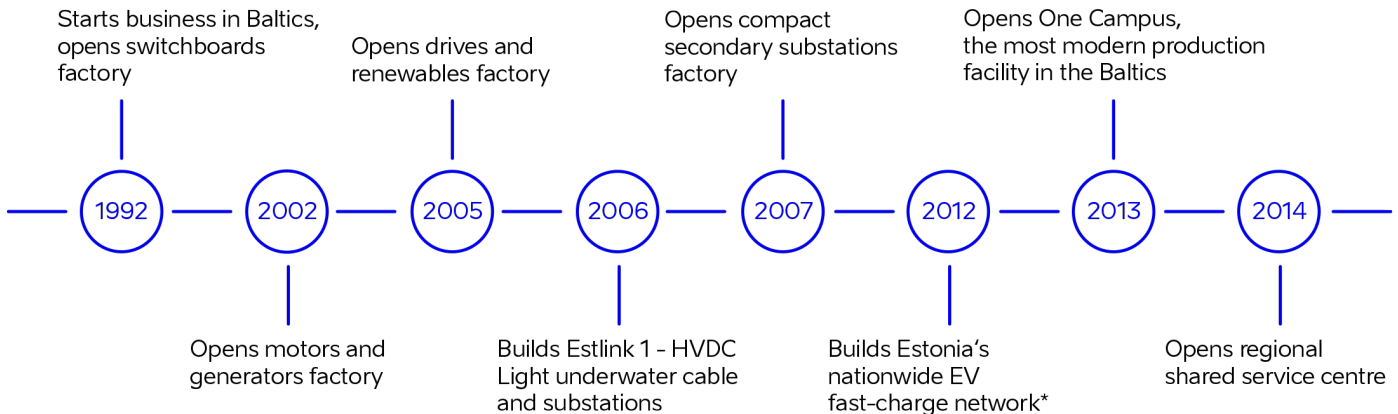
- + Maximum € 200,000 per enterprise
- + Project can last for maximum of 18 months
- + Grant for enterprises in Tallinn area - 35% of the project costs
- + Grant for enterprises outside of Tallinn - 65% of project costs

supported activities

- + Purchasing fixed assets;
- + Office renovation cost;
- + HR sourcing cost;
- + Salary costs during project period;
- + And more.

Please find detailed information about the terms and conditions [here](#).

Case study: ABB



* - The Estonian state as buyer

The Company

- Global leader in the production of high-value solutions and IT for the industrial, utility, infrastructure and transport sectors
- Active in 100 countries with 132,000 employees, revenues of € 27.5 bn

The Estonian Story

- One of the first and largest investors in Estonia, EUR 100 M invested since 1992, today a regional hub
- Initial activity focused on manufacture of switchboards
- Added production of motors & generators, drives & renewables, low-voltage systems and compact secondary substations
- The shared service centre in Tallinn manages Northern European region finance, supply chain and HR processes
- Implemented Estonian government Estlink and electric vehicle charging network projects
- JV with Tallinn University of Technology including R&D

Critical Success Factors

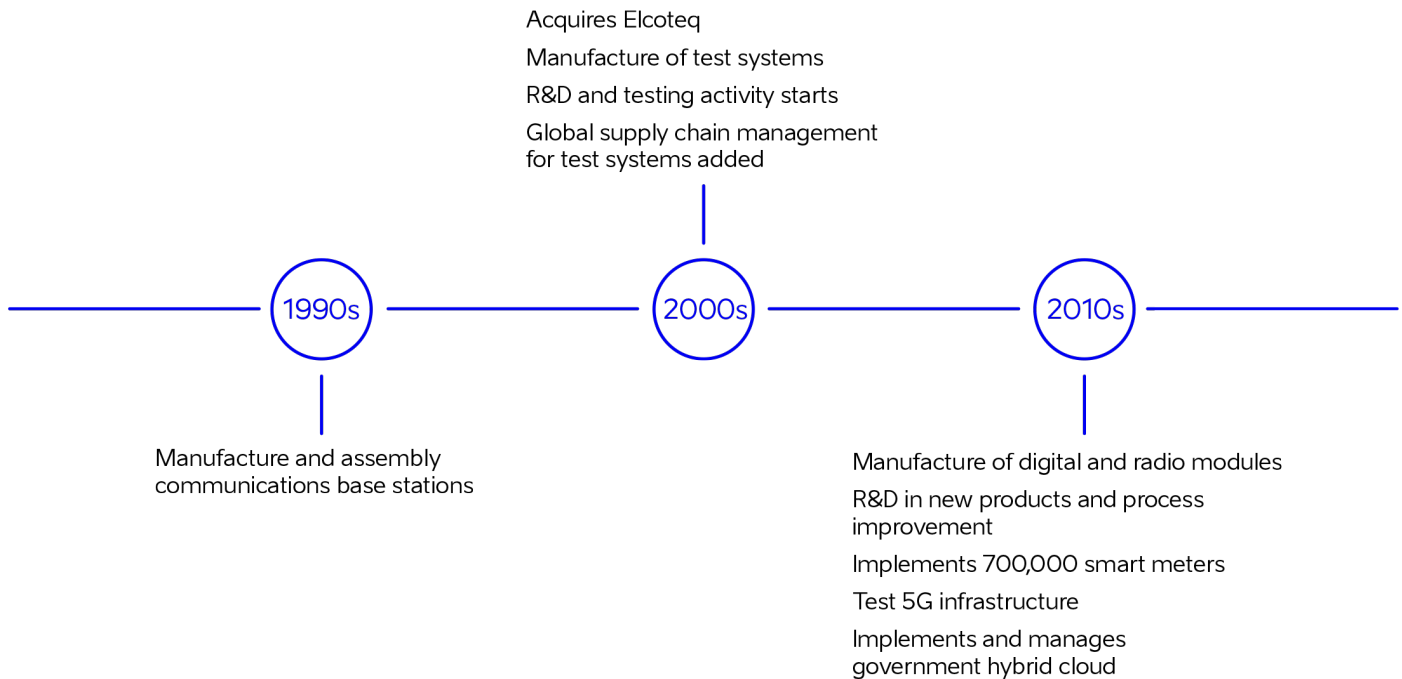
Ability to access a skilled workforce across a range of activity production activities

Track record of delivering complex solutions to a global client base from Estonia

Ability to generate significant value in production and shared service activity

Good business culture alignment to Nordic and Swiss colleagues

Case study: ERICSSON



The Company

- Manufactures telecommunications equipment and provides related services
- Active in 180+ countries with 100,000+ employees, revenues of 19+ bn €

The Estonian Story

- Largest foreign investor in Estonia: 2,100+ employees from 40+ countries
- Initial activity focused on manufacture and assembly of communications base stations
- Added production of test equipment and digital and radio modules
- Subsequently launched R&D capability for test systems: new product development and process improvement
- Dedicated shared services and logistics centres manage global supply chain for test equipment production
- JV with Telia to test and implement 5G infrastructure in Tallinn

Critical Success Factors

Ability to access a skilled workforce across a range of activity from R&D to production and testing

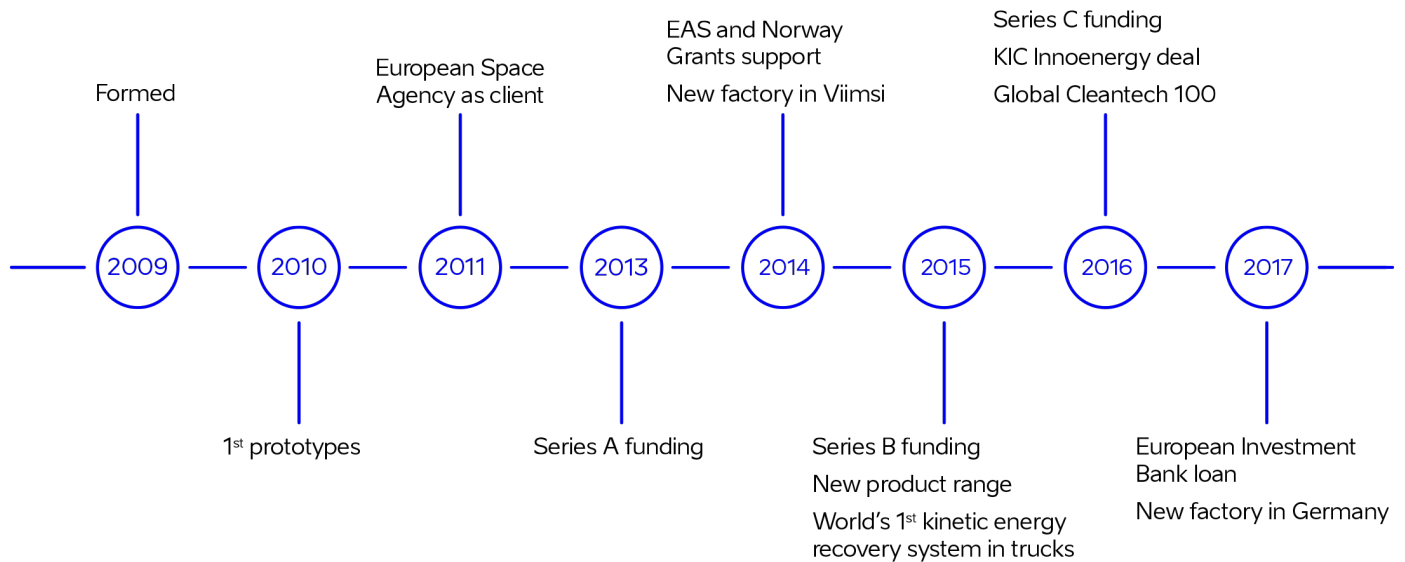
Long track record of delivering complex, time-critical solutions

Ability to manage global clients and supply chains in multiple languages from Estonia

Close business culture and logistics links to Sweden

Case study: Skeleton Technologies

SKELE+ON
TECHNOLOGIES



The Company

- European leader in Ultracapacitor-based energy storage systems
- Patented 'curved graphene' captures and delivers energy faster and is smaller, lighter and more efficient than traditional batteries
- Regenerative braking system captures kinetic energy during braking and converts it to electricity to aid acceleration, reducing fuel usage and CO₂ emissions by 25%
- Global awards, investors and client base including European Space Agency, German automotive and global Industrial companies
- Goal is to become full end-to-end hybrid energy solution provider
- 68 employees in Estonian HQ, R&D and production, additional 29 employees in Germany

estonian investment agency

Estonian Investment Agency offers comprehensive, one-stop investment consultancy services, free of charge. The services are always tailored to meet potential and existing investors' precise needs.

Our mission is to help foreign investors grow their businesses and improve their competitiveness. We also help create conditions needed for sustainable development in the Estonian economy.

We are a reliable, long-term and preferred partner for foreign investors in the Baltic Sea region.

Our services include:

- + information services and investment preparation
- + investment proposals and tours
- + consulting and project management
- + facilitating contacts, negotiation with authorities
- + organising recruitment and identifying suitable properties
- + post-investment / aftercare services

Read more:

www.investinestonia.com/investment-agency