

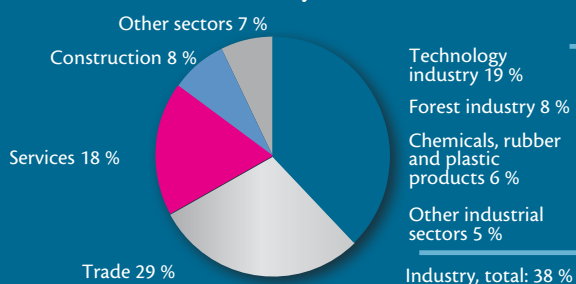
# FINANCIAL REVIEW OF THE TAMPERE REGION IN 2013

Tampere region is a vibrant European region where urban living and the beauty of nature meet. The region has strong faith in its future prospects and a good attitude. The competitiveness of the region is based on its world-class expertise that is used in business, science and technology. Tampere is the biggest Nordic inland hub and among the three fastest growing areas in Finland. Tampere region consists of 22 municipalities.

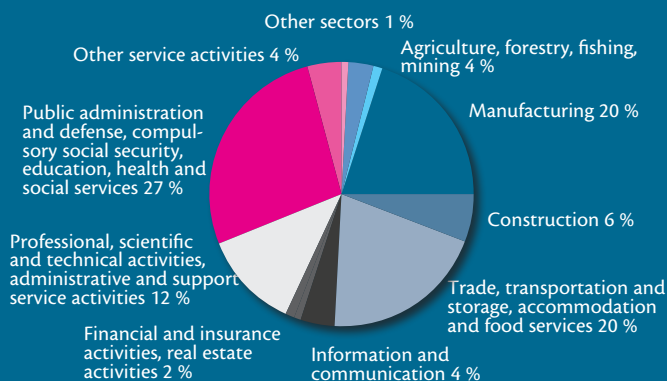
## Tampere region in brief

Revenue, all sectors, estimate 2012	EUR 30,006 million
Proportion from industry	38 %
Population	497,762
City of Tampere	217,421

## Revenue by sector 2012

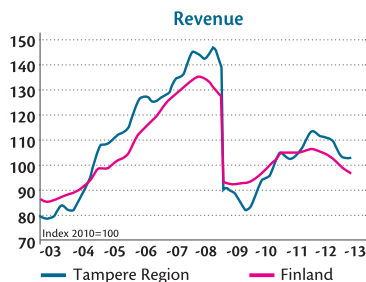


## Tampere region employment by sector (TOL 2008), 2010



## TECHNOLOGY INDUSTRY

REVENUE 2012, estimate	EUR 5,703 million
CHANGE IN REVENUE	1.7 %
VALUE OF EXPORT 2012	EUR 3,876 million
CHANGE IN EXPORT 2012	2.2 %
EMPLOYEES Q2/2013	20,000
BUSINESS LOCATIONS Q1/2013	1,027



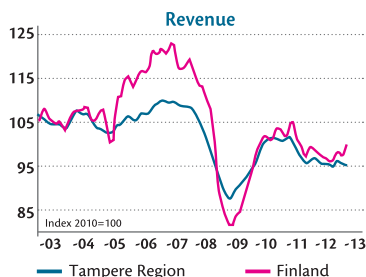
*Projects of the globally operating company are resourced to be global*

Metso Mining and Construction does research and product development work internally and in cooperation with the leading research groups of the field. Projects of the globally operating company are designed to be global, also in terms of resourcing. At the moment we put considerable effort into our service business. Service products and their efficient delivery to the customer interface are an important part of our development projects. We are a small, export-dependent national economy whose markets are located far away. Instead of traditional western markets, we seek growth in the emergent national economies of the East.

**Pekka Pohjoismäki,**  
Metso Mining and Construction

## FOREST INDUSTRY

REVENUE 2012, estimate	EUR 2,343 million
CHANGE IN REVENUE	-3.2 %
VALUE OF EXPORT 2012	EUR 1,114 million
CHANGE IN EXPORT 2012	1 %
EMPLOYEES Q2/2013	7,000
BUSINESS LOCATIONS Q1/2013	440



I would recommend every company to invest in what they are best at. Our strategy is to focus comprehensively on our own core business, i.e. providing an overall packaging service. Customers need more than just a package to support their packaging process. Comprehensive solutions that bring genuine added value and cost savings to the customer are needed in order to succeed. In general, the Tampere region is very appealing, which is exactly why business life here is vibrant and there is enough competent workforce available.

**Tiia Tuominen,**  
Adara Pakkaus Oy

*Comprehensive solutions are needed in order to succeed*

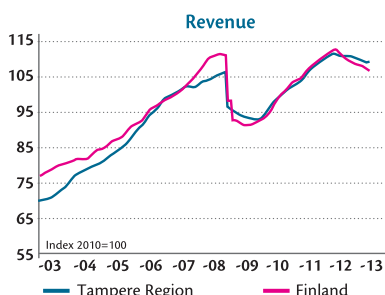
## TRADE

*"Having faith in one's own doing is the single most important factor for success"*

As they say, circumstances make up 10% of the success, competitors 10% and your own efforts 80%. We constantly aspire to develop our own product selection and we have just started to invest in exports and its development as well. There are competent employees in the Tampere region, living costs are lower than in the metropolitan area, and that is why the wage level is more economical than in the south.

**Zachary Mäenpää, Tammer-Tukku**

REVENUE 2012, estimate	EUR 8,648 million
CHANGE IN REVENUE	2.7 %
EMPLOYEES Q2/2013	25,700
BUSINESS LOCATIONS Q1/2013	5,445
WHOLESALE REVENUE 2012, estimate	EUR 5,403 million
RETAIL REVENUE 2012, estimate	EUR 3,421 million



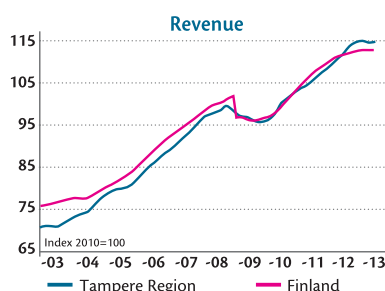
## ACCOMMODATION AND RESTAURANT INDUSTRY

*"Differentiated business ideas serve the customers' needs"*

In the Tampere region there are a lot of innovative and interesting restaurants that keep this business interesting. Innovativeness is also a cornerstone of our activity, which can be seen in our often-changing menus. We keep the setting beautiful and varied. Diverse and distinct business ideas serve the customers' various restaurant needs. In the future, everyday performances and quality control, original business ideas and holding on to them will be of utmost importance.

**Pekka Salmela, Ravinteli Bertha**

REVENUE 2012, estimate	EUR 578 million
CHANGE IN REVENUE	6.4 %
EMPLOYEES Q2/2013	10,600
BUSINESS LOCATIONS Q1/2013	1,310



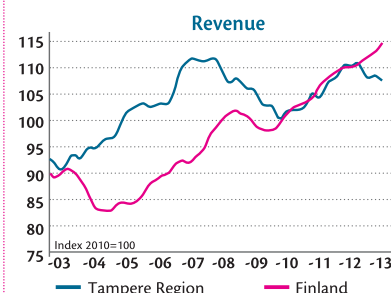
## FOOD INDUSTRY

*"New innovations can only be created by breaking traditional boundaries"*

We are a traditional domestic operator, but Linkosuo products are also exported abroad, for instance to Sweden, German and the ever-growing Russian markets. Tampere region is an area of great growth where the entrepreneur's voice is heard and entrepreneurs are very active. All the necessary research and education fields for cooperation can be found here. In the future, ability and readiness to be near the customer will be increasingly important in terms of success and competitiveness.

**Timo Jänne, Linkosuo Leipomo Oy**

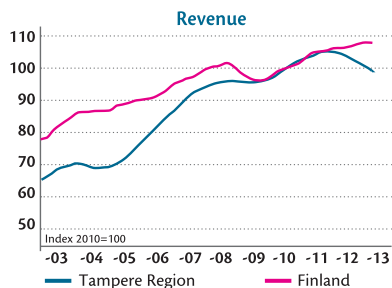
REVENUE 2012, estimate	EUR 515 million
CHANGE IN REVENUE	0.5 %
EMPLOYEES Q2/2013	4,000
BUSINESS LOCATIONS Q1/2013	142





## INFORMATION AND COMMUNICATION

REVENUE 2012, estimate	EUR 1,186 million
CHANGE IN REVENUE	-2.7 %
EMPLOYEES Q2/2013	9,400
BUSINESS LOCATIONS Q1/2013	1,102



Vincit is a passionate software development company whose vivid growth clearly indicates that we have managed to achieve great outcomes and happy customers. The structure and policies of the software industry are in a turning point, as nimble operators are now challenging the traditional giants. Operations and leadership models are changing rapidly, which is exactly why our innovation activity concentrates mainly on their development. I believe that by doing the right things in a meaningful way, it is possible to keep both customers and employees happy. Educational institutions produce competent workforce, which provides a major advantage for the Tampere region.

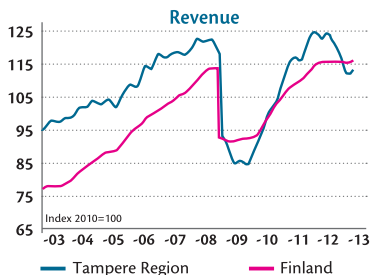
*Mikko Kuitunen, Vincit*

**Educational institutions  
in the region produce  
competent workforce**



## PRODUCTION OF CHEMICALS, RUBBER AND PLASTIC PRODUCTS

REVENUE 2012, estimate	EUR 1,734 million
CHANGE IN REVENUE	1.8 %
VALUE OF EXPORT 2012	EUR 829 million
CHANGE IN EXPORT 2012	13.9 %
EMPLOYEES Q2/2013	4,400
BUSINESS LOCATIONS Q1/2013	146



We are the only tyre manufacturer in the world concentrating specifically on the customer needs and products of northern conditions. We believe in the power of specialization: focusing on doing things we can do better than others. The superiority of our winter tyres lies in constant innovating. All our new products must categorically include new innovations which bring added value to customers. Tampere region has a lot of technological excellence, which is utilized in the business development.

*Kim Gran, Nokian Tyres*

**Tampere region has  
technological excellence**



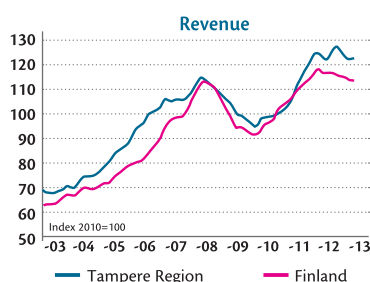
## CONSTRUCTION

***"There is a demand for apartments and business premises in the Tampere region"***

In the construction industry work safety, environmental and energy matters are critical factors for success. Sufficiency of competent workforce, quick decision-making skills and ability to organize the resources to match the goals are also crucial factors. Tampere region is an excellent place for entrepreneurship. I am calling for knowledge management. Analyzed knowledge enhances projects that increase employment, such as the development project of Pirkkala airport.

*Juha Metsälä, Rakennustoimisto Pohjola*

REVENUE 2012, estimate	EUR 2,560 million
CHANGE IN REVENUE	7.1 %
EMPLOYEES Q2/2013	15,200
BUSINESS LOCATIONS Q1/2013	3,715



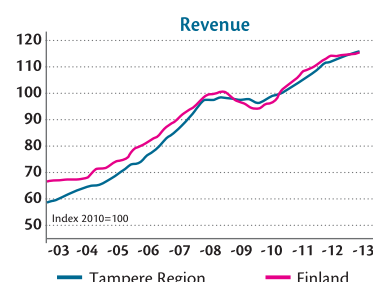
## BUSINESS SERVICES

***"The future key to success is to be genuinely local and global"***

Tampere region has a lot of potential and solid knowhow, versatile companies and interesting start-ups. The future key to success in our industry is to be genuinely and tangibly "local and global". We must be able to serve customers with the "one-stop shop" principle, in larger entities. Internationality is also important, especially in mergers and acquisitions and funding projects, and it must materialize in practice as networking and coalitions – and cooperation that is rooted even deeper.

*Markku Honkanen, Tutor Partners Oy*

REVENUE 2012, estimate	EUR 2,363 million
CHANGE IN REVENUE	6.1 %
EMPLOYEES Q2/2013	27,900
BUSINESS LOCATIONS Q1/2013	6,746

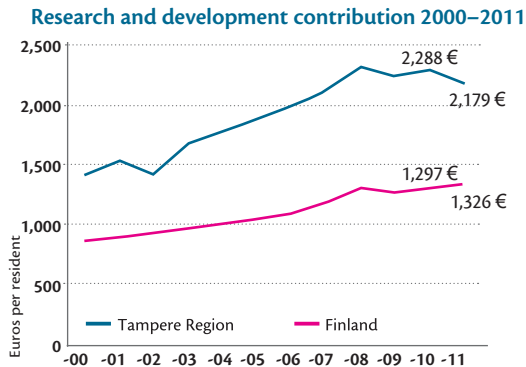


Source: Statistics Finland



## Tampere region is the innovation center of Finland

Tampere region puts exceptionally much effort into research and development, approximately 7% of the regional GDB. In Tampere, the way of doing things is characterized by a practical attitude towards challenges. In innovation work it is reflected as straightforward cooperation that crosses boundaries of science, industries and organizations. In our innovations in-depth scientific knowledge and knowhow of different fields are combined to make new products, methods and services.



The role of entrepreneurship is on the rise in the region's innovation activity. We have increasing numbers of growing companies as well as companies just starting up and seeking growth. Particularly encouraging is the fact that universities and innovation platforms have strengthened in the creation of entrepreneurship.

Tampere is a forerunner in systematic development of creative industries, and the coordinator of nation-wide development work in Finland. We value creative industries and culture highly, both as their own growing industry and as a builder of an innovative and inspiring innovation environment. Creative industries have become a significant part of our competitiveness and innovation activity.

Growing competition and challenging times in the global market mean that companies and public operators must be able to invest in the innovation activity also in the future. International contributions, increasing public funding - especially the EU funding in the Horizon 2020 programme - as well as foreign investments are also in a crucial role.

## Innovation platforms yield results

As in the rest of the country, the number of growth companies in the Tampere region has increased by approximately 20 percent, and the growth rate is close to that of Helsinki-Uusimaa region. The number of growth companies says a lot about the region's dynamism, regeneration rate and entrepreneurial success.

Bringing various operators together, communal innovation platforms are a unique characteristic of the Tampere region's innovation activity. Protomo and Demola have managed to kick off operators' own projects and create new businesses and jobs. The productivity of the platforms has increased strongly, which clearly indicates that the activity has become more efficient and that the demand has remained high.

Institutes of higher education are also ever more important in creating new companies. Career paths of people with higher education are considerably more likely to lead to entrepreneurship. This in turn increases the future growth potential of the region.

