

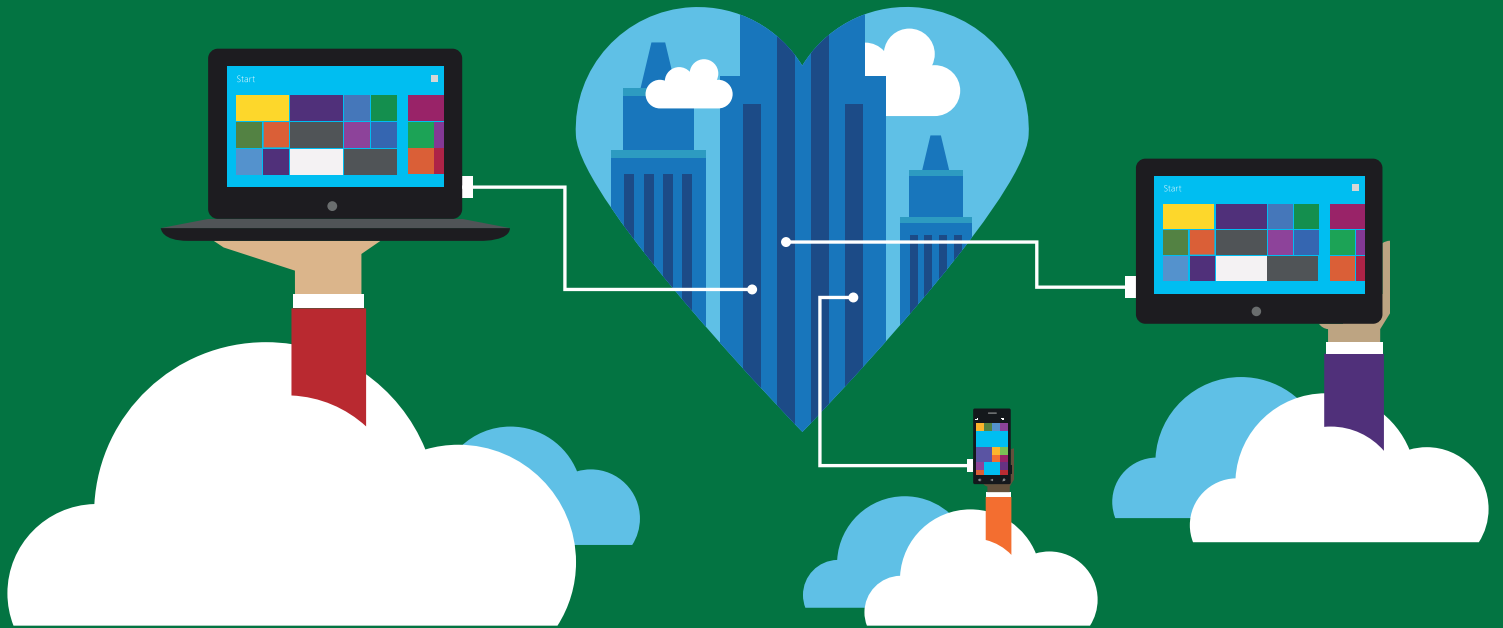
VISION

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2015



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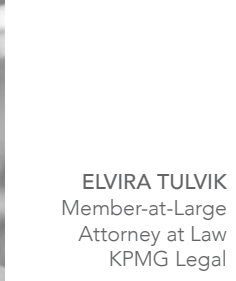
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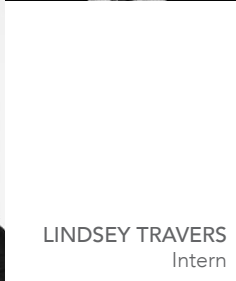
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Message from the AmCham President



Dear AmCham Members and Friends,

2014 marked a significant point in Estonian-US relations. It was very important that in the heights of geopolitical tensions, President Obama decided to visit Estonia and deliver a strong message on our transatlantic partnership. Equally important in Estonian-US relations was the Prime Minister's decision to arrange the first ever US trip with a business delegation where several AmCham members participated during December.

Although on a somewhat different scale, both of those events show the continued importance of smoothing out economic relations between Europe and the USA. AmCham is thrilled that we were able to draw attention to the importance of progress in TTIP negotiations. We devoted our Spring Gala Dinner, our meeting with US Senior Trade Representative Elena Bryan, and this year's Foreign Investors Summit to the discussion of TTIP. At one meeting, it was also significant in PM Rõivas's speech that he emphasized the need to move fast in these trade negotiations. Furthermore, during the new European Commission President's speech, an important focus area or the new EU Commission was the topic of TTIP.

In 2014 AmCham also cooperated closely with the US embassy to help our messages reach outside of Tallinn. We arranged a trip to Northeast Estonia and facilitated business mentoring in Rapla County. Next year, we want to plan more valuable visits to other regions of Estonia.

As in previous years, we are trying to create new opportunities for our members to learn, network and drive their

business. In 2014, we launched the AccessUSA Academy, which held 3 events with speakers from Silicon Valley, Boston, and Washington DC. We also launched a new Travel and Tourism Committee, chaired by Bart Westerhout GM of the Swissôtel Tallinn, This is our 7th committee and a unique opportunity to bring tourism companies, hotels, airlines and other interested parties around the same table in Estonia.

Regional cooperation and outreach has continued to be in our focus this year as well. In 2013 and 2014, we launched a successful collaboration with AmCham Finland. Our members have now started asking about plans regarding our southern neighbors. I would like to inform you that discussions have already begun with the AmChams in Latvia and Lithuania to tighten our relations and to work together in the near future. I hope to share productive news on these recent relationships with you in early 2015.

As always, any organization is only as ambitious and successful, as its members and managers. I would like to thank the AmCham Estonia Board Members, both the newly elected in spring as well as those on the previous Board. Thank you to Daria and Marina, our daily activity would not be possible without your excellent work. I would also like to recognize our Committee Chairs, our members, Ambassador Levine and the US Embassy staff for their tremendous support towards AmCham during this past year.

A handwritten signature in blue ink, appearing to read 'Andrus Alber', with a long, sweeping underline.

Andrus Alber
President of AmCham

TTIP: A Closer Look at Small and Medium-sized Enterprises (SMEs)

6

The value of the goods and services that cross the Atlantic between the EU and the US amounts to €2 billion every day. European and American firms hold nearly €2 trillion in investment stock in each other's jurisdictions. The transatlantic economy is the biggest commercial relationship in the world. But if trade already flows so abundantly, why negotiate a new EU-US trade agreement? What impact would it have on the companies in EU and Estonia? Would companies in Estonia benefit from it? How? These are the questions that AmCham Estonia has asked speakers and panelists from various industries and business sectors to tackle at TTIP-focused events this year.

More specifically, the gears have shifted to focus on small and medium-sized enterprises (SMEs). SMEs, however, have major restrictions on transatlantic opportunities because of the trade barriers that impact them. Some of these barriers include: fixed costs, geographical challenges, customs requirements, unequal tariffs, technical regulations, and more. Reducing or removing trade barriers will help stimulate growth in both economies, create new jobs, and open a new form of global communication between the U.S. and the EU.

A press release from the Office of the United States Trade Representation earlier this year focused on the importance of SMEs and why they shouldn't be overlooked in negotiations.

"The EU is an important export destination for U.S. SMEs. SME merchandise exports to the EU totaled \$67 billion in 2010 and \$76 billion in 2011 (latest available data). However, many SMEs reported that EU technical regulations and other trade barriers limit their ability to export, and they

*expressed concern that standards-related measures may pose a greater burden on SMEs seeking to export to the EU than on larger companies."**

Ambassador Michael Forman also stated from the U.S. side that, *"Nearly 95,000 U.S. small businesses export to the EU, sustaining good jobs at home. Tackling trade barriers in the EU that may disproportionately affect small businesses, and expanding market access for U.S. firms of all sizes through T-TIP, will help U.S. companies, farmers, and workers unlock opportunity by finding new European customers and boost job growth."**

Though there are many TTIP negotiations occurring throughout both sides, one key aspect that should not be underestimated is SMEs and the positive affects they would have on both economies if trade barriers were eliminated.

Facts & Figures

- There are more than **20 million SMEs in the EU** representing 99% of businesses, and are a key driver for economic growth, innovation, employment and social integration.
- **SMEs' contribution to EU GDP was €3.39 trillion in 2012.**
- In the EU, SMEs provide **two thirds of all private sector jobs and 85% of net new jobs between 2002 and 2010** were created by SMEs.



- SMEs are expected to **gain significantly from TTIP** because SMEs tend to dominate high tariffs sectors (food, machinery, automobile) where increased trade is expected to result from an agreement.

"SMEs compose about 99 percent of the trade and business between the United States and Europe, and 50 percent of the people employed in the US work in an SME. More specifically, in the Estonian context, 93 percent of Estonian companies have less than 10 employees, which is literally the definition of Estonia. Estonia is like a nation-wide SME. So, what barriers are there to small and medium size companies when it comes to doing business with the US? Since most of them in Estonia want to trade with America, and the small ones are IT related, they are directly linked. Non-tariff barriers directly impact small and medium-sized companies. They really have a hard time accessing public procurement systems, a hard time accessing the entrepreneurial and innovation cluster support systems in the US, and those are things that TTIP aims to address. It aims to address non-tariff barriers and their elimination. I think that when it comes to the perspective of non-tariff barrier elimination, specifically, access to public procurement systems and

eliminating the biased toward a nation's domestic providers will be a serious growth factor for small and medium sized companies, including my own, and I look forward to seeing the TTIP actually complete." – commented Carl Pucci, Head of American Operations, DATEL AS at the Investor's Summit 2014 on SMEs and TTIP.

"The TTIP remains a priority for the Obama Administration and the US Embassy in Estonia. We very much appreciate the efforts of the AmCham here in Estonia in helping to explain the benefits of this agreement. We think that especially for a country like Estonia, a country of small and medium enterprises, that this agreement will make it easier to do business across the Atlantic, make it easier to enter the US market, and increase opportunities for both sides." – stated Ambassador Jeff Levine at the Investor's Summit 2014 during his keynote address of the audience.

*U.S. International Trade Commission Releases Report on How T-TIP Will Benefit Small Businesses, March 2014 (<http://www.ustr.gov/about-us/press-office/press-releases/2014/March/USITC-Releases-Report-How-TTIP-Will-Benefit-Small-Business>)

Intellectual Property – Policy Focus for Almost a Decade

The Intellectual Property Rights Committee, functioning since 2006 under the AmCham umbrella, joins different companies and institutions interested in intellectual property issues in Estonia.

The committee has focused on two main topics consistently for the past ten years. The first is on engaging and educating the public – the most significant target group being businessmen, teachers and students – on the importance of intellectual property in the economy. Seminars for high school teachers have taken place over 6 years, including the provision of accompanying training materials such as books, digital materials, leaflets, videos, and more. The public web information source at www.autor.ee has been a focal point for IPR-related information sharing where many AmCham member companies contribute.

The second most important topic is that the Committee closely follows the debates and developments of IPR protection related legal environments in Estonia, the EU and internationally. April 26 is the international Intellectual Property Day that has been celebrated annually since 2011 with a high-level roundtable of decision-makers. The International IP Day roundtable, held in Tallinn, has become a flagship event for the Committee to organize and raise the topical IP related issues. These include the following:

In 2012, the IP roundtable focused on incentivizing innovation. It treated intellectual property as the cornerstone of competitiveness in the Estonian and EU economy, and also as a key pillar of the knowledge-based society. Given that innovation is a key contributor to growth, it is more important than ever that the value of intellectual property is well

understood and protected by society.

In 2013, during the preparation of the AmCham Estonia Advocacy and Policy Priorities Package 2013/2014, the IPR Committee expert group contributed to prepare a White Paper on IPR protection listing a number of problematic areas in Estonia and the EU, as well as any recommendations to improve the IP situation and support the country's competitiveness. This resulted in a very fruitful discussion of these topics at the April roundtable with policy-makers and entrepreneurs.

In 2014, the IP roundtable continued on topics related to Estonia's competitiveness in the region, but speakers also recognized the need to protect trademarks against the counterfeiting of goods. They also recognized a more straightforward approach and cooperation is needed within the public sector to prioritize that. These topics were reflected in the follow-up letter by the IPR Committee to reiterate the White Paper recommendations and highlight recent developments in trademark protection at the EU level.

Over the years, AmCham Estonia has grown in membership to include a number of people who do business in many countries in this region. The vision for the Committee in 2015 includes a regional comparative survey about the





legal environment for IP protection that will be provided by Estonian and its neighboring countries' law and its practical enforcement. It has become clear that there are important country-by-country differences highlighted through available data and there are also potentially important learning points. The IPR Committee will continue its work to help Estonia become an innovative and knowledge-based economy, where intellectual property will continue to be well-protected. The Committee will also continue providing companies with the environment to innovate, take risks, and grow.



by **Maris Leemets**,
AmCham IPR Committee Chair
Corporate Affairs Manager
Philip Morris Eesti OÜ

Amendments to the Offences Against Intellectual Property Rights



On 1st January 2015, amendments to the Estonian Penal Code, which restructure the offences against intellectual property rights, shall enter into force. Provisions regarding offences against intellectual property rights, set out in Chapter 14 of the Penal Code, shall be changed significantly with the amendments described in this article.

On the one hand, the scope of some offences has been expanded. For example, as of the enforcement of the amendments, violation of authorship includes the liability for legal persons as well as natural persons. As a rule, a legal person can only be held responsible for a criminal act when provided by law.

On the other hand, the scope of many offences has been narrowed, decriminalizing offences committed for personal use and for financial purposes, making some acts punishable as misdemeanors, while the necessary elements of other criminal offences now include significant damage to the victim or significant profit to the perpetrator. For instance, compared to the previous version of Chapter 14 of the Penal Code, which contained only one misdemeanor, the Chapter now contains four misdemeanors and several offences have been incorporated under a single provision.

Criminal procedure is highly grievous and often infringes upon the fundamental rights of the suspected persons. Therefore the state only criminalizes the most grievous misconducts of the law and imposes measures that are not as strenuous for other violations. Intellectual property rights are governed by civil law and therefore, compensation for the violation of intellectual property rights is a civil liability. Criminal procedure should ensue only in the most severe cases of intellectual property violation.

As a member to the TRIPS Agreement¹, Estonia has to impose criminal liability only in cases set out in Article 61 of the Agreement, which states that members to the Agreement shall provide criminal procedures and penalties to be applied at least in cases of willful trademark counterfeiting or copyright

piracy on a commercial scale. In the Estonian translation of the Agreement, however, the term "on a commercial scale" is mistranslated as "for financial purposes". In the judicial practice, the courts have interpreted financial purposes quite widely, including actions that are not in the scope of commercial scale.

After the enforcement of the new legislation three criminal offences – (i) trade in pirated commodities; (ii) unlawful direction of works or objects of related rights to the public and (iii) violation of copyright within computer systems – entail the necessary elements of professional or economic activity and significant damage or gain. Also, two of the aforementioned offences contain the necessary element of having been committed willfully. Therefore, the amendments to the Penal Code bring the Estonian criminal law into conformity with the TRIPS Agreement.

With regard to the explanatory memorandum for the amendments in the Penal Code, which suggests that crimi-



nalizing the preparing of a pirated copy of an item protected under intellectual property law on a non-commercial scale, would be overreaction, the Author agrees that civil remedies should be able to compensate for any damages arising from such offences. Consequently, civil law should be amended accordingly to facilitate the arising need to hear matters of intellectual property right violations. However, the civil remedies in place today do not fulfil the need for additional protection of intellectual property rights arising from the amendments of the Penal Code.

In conclusion, the amendments to the Penal Code bring the Estonian law into conformity with international legislation and help focus the state resources on offences that severely violate intellectual property rights. Nevertheless, in order to fully impose intellectual property rights, the civil remedies should be made more effective to accommodate the amendments of the Penal Code.

¹Agreement on Trade-Related Aspects of Intellectual Property Rights



by **Gretta Oltjer**,
Attorney, Law Firm LEXTAL

e-Estonia and Taxation



2014 has been a turbulent year for all of Europe, and for Estonia as well. Many policies and priorities are being reassessed in light of the current political situation. And as is common in the time of turbulence, challenges bring about opportunities – now is the time to deal particularly actively with all of those issues that will propel Estonia forward economically. A healthy, dynamic economy is the way to earn resources. Resources give weight to a country economically, politically and socially.

It is remarkable that Estonia continues to strive for being the champion in incorporating electronic solutions into all aspects of social life, business and governance. This year's grand achievement is undoubtedly the e-residency bill that was passed unanimously through the Parliament. Once the regulation is in place, it will allow non-residents to sign documents digitally, establish companies, file annual accounts and taxes online, use online banking, etc. – do all those things that Estonians are already so used to, but that still inspire awe in many foreigners. We hope that this is an important step for making Estonia a better place to do business.

Encouraged by this awesome development, we are also hoping for other crucial, positive changes that are indispensable for Estonia to become a leader in IT and technology, as we already see it in our mind's eye. There is a number of issues related to the development of the local IT and hi-tech sector that need to be solved immediately, because that is the only way to make new and old businesses comfortable and welcome here.

The most burning issue is, perhaps, the high social tax cost that hits IT and technology sector employers the hardest.

It usually takes several years of R&D work for a technology firm to start generating income, and during this time payroll taxes are a serious cost, difficult to cover. Our neighbor Latvia has already understood this and put a cap on social tax. Estonia should do the same, and the sooner the better! And in addition to simply being in place, the social tax cap should be reasonable – capping off an amount roughly equal to three times the average salary would ensure that the intended effect is achieved, and at the same time the state budget does not suffer irreparable harm.

In addition to the cap, we find it prudent to make social security more flexible for high-skill, high-value workers, especially expatriates, in other ways as well. For example, expatriates could be exempted from social tax for a limited period of stay (two years or less) – too short a period in which to burden the state with social needs, but enough to create much added value to the businesses. Also, a better system of non-working spouse insurance, which is currently lacking entirely.

Another burning issue is that R&D is not, in fact, encouraged in any meaningful way by the state. Tax incentives for R&D activities, such as exemptions for the first years of operation when there is no revenue, only development costs,



combined with a capital gain tax exemption (that would allow investors to enter and operate in the market more freely) and some crucial immigration and employment law changes (allowing for the qualified foreign workforce to come in and bring families with lesser limitations) would take us a long way.

AmCham continues to stand for, on the one hand, the business interests of its members, but on the other hand, for transparency, ethics, and a stable legal environment in Estonia, where those members operate. Thus we always weigh our initiatives, including tax related initiatives, against both business logic and benefit for the country at large. Our vision is to make Estonia's economy stronger by giving businesses better conditions to grow, and through that, to see the country thrive.



by **Elvira Tulvik**,
Attorney-at-Law KPMG Advokaadibüroo
Member of AmCham Board of Director
AmCham Taxation Committee Chair

Recent Amendments to the Estonian Tax Laws

1. "EUR 1000 invoices"

On 1 November 2014, a much-criticised obligation came into force requiring legal entities to submit data about their purchase and sales invoices to the tax authority in addition to regular VAT returns. According to the new regime, Estonian VAT liable companies shall submit monthly VAT return annex KMD INF to the tax authority (in addition to the regular VAT returns) reporting data on any transactions exceeding EUR 1000. The annex shall include information about transaction partners such as name, registration number, number and date of the invoice, invoice amount, VAT rate and amount. Transactions with natural persons do not need to be reported, unless the transaction is with a natural person who is registered as an entrepreneur (FIE). While the main purpose of this amendment is to combat VAT fraud, it does create remarkable additional administration burden for legal entities. The invoices for services that are confidential under the law (for example legal assistance by a law firm (advokaadibüroo) which is protected by attorney-client privilege) does not need to be reported. In other words, if a law firm issues an invoice to its client for legal assistance, the law firm shall not report this invoice in the annex of its VAT return. And also the client has no obligation to report such invoice in the annex of its VAT return.

2. Credit Invoices

Another amendment to the VAT Act came into force effective from 1 March 2014, legislating the new legal practice which forbids the seller to lower/reduce his respective VAT obligation based upon issuing a credit invoice due to the fact that the buyer has not paid for the goods or services,

unless the transaction has been cancelled or the price of the goods or services has been reduced at the request of the buyer.

3. Company's Passenger Cars

On 1 December 2014 amendments to VAT Act shall enter into force that regulate the taxation of passenger cars used by companies. The European Commission needs to approve these changes, but it is widely believed that the European Commission will do that. The set of amendments is quite detailed, but generally speaking the amendments restrict the deduction of VAT on purchasing passenger cars and goods and services for cars (like fuel, repairs etc). Until these amendments, the relevant input VAT was deductible 100% but when the amendments shall enter into force, only 50% of the input VAT can be deducted. In case the passenger car is used solely for business purposes and not for private use by company's employees or directors (and the company proves that) 100% of related input VAT is deductible.

4. Employee Registration

From 1 July 2014, new employee registration rules came into effect, requiring the employers to file all employees for registration with the tax authority prior to starting of work in Estonia. Besides those working under a labour contract, the





obligation to register also applies to short term contracts and other contractual relationships and to pro bono work (consultancy agreements with natural persons etc.). Both residents and non-residents working in Estonia (including EU residents) are subject to registration. For this purpose, non-residents have to have an Estonian identification number. The registration can be done in tax authorities' online website and failure to register can lead to a punishment as a misdemeanour with the fine up to EUR 3200.

5. Black-list of Tax Debtors

As of 1 June 2014, the Estonian tax authority publishes a monthly "black list" of tax debtors who owe at least EUR 1000 of taxes. According to the tax authority, the aim of publishing this list is to motivate the taxpayers to comply with tax obligations in a timely manner and promote equal competition. A new list will be published on the tax authorities' webpage on a monthly basis.

Further information:

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by Ants Karu,
Head of Tax Law Practice,
Law Firm LENTAL

Acknowledge and Own Your Passion

For a third consecutive year, AmCham Estonia continued with its' popular Women in Leadership Program. The goals of this program have aimed to increase knowledge and participation of female professionals in Estonia.

This year the program featured two events: Women & Entrepreneurship Conference in March powered by Amway and a Celebration Speaker Dinner in October.

The first event convened preminent professional women for wide-ranging and inspiring discussions on the role of entrepreneurial spirit and innovative thinking in Estonia. The main focus of this year's forum was the opportunities and challenges for women in Estonia when it comes to entrepreneurial sphere. A greater emphasis was given to the entrepreneurial and innovative mindset. Both speakers and participants sought answers for: How to encourage more women in Estonia to embrace entrepreneurial and innovative spirit? What is the current environment for women in Estonia to develop their entrepreneurial side?

The second event of the year focused on Celebrating Estonian Success Stories, where women from diverse professional backgrounds- business, government, philanthropy, education, and the arts- gathered for a night of exceptional food, inspiring speakers, and valuable networking in Estonia.

From both of these successful events, we have only just begun to open the doors for women in the professional world. Prioritizing women in the professional world is a key component in ensuring a successful and bright future. We would like to see more women step up and take on challenges in the business world. Women in leadership roles

will also transform the way we do business, paving a pathway for future generations of young women. These Women in Leadership programs are dedicated to not only celebrating one another in the professional community, but also encouraging women individually to find motivation, become optimistic, and embrace their professional spirit. Women, start taking the bold and brave steps to acknowledging and owning your passion!



6 Tips on pursuing your passion from Kaie Kass-Ojaverre, Head of Premium Collections, Baltika Group:

- Do what you love and find your inner passion, this will make you much happier
- Do not be afraid to fail, it's the best way to learn and gain strength for future challenges
- Come out from your comfort-zone and accept new challenges, this keeps you fresh and motivated



- Care about what your customers are saying – meet them in person, talk and discuss your ideas with them
- Be focused – stay where your strengths and your expertise are. Never lose your brand identity (your special handwriting, your DNA)
- Adapt to new environments quickly, as the world is changing around you, so will the demand of what customers want

a support system in your life who you can talk to and consult with

- Live somewhere else or work in a different country. It will help you open new sides of your personality and unfold your strengths
- Say “yes” to opportunities and grab them when they are available to you
- Don’t over think every situation or doubt your abilities, be confident in yourself
- “Dear ladies, don’t be modest. Whatever you do, enjoy that. Stand up for your beliefs and your capabilities. Take every international opportunity you can. It could pay off for you and you could gain so much, and you all have so much to contribute to the international environment and the different teams you work for. Look for mentors, men and women, who can help you up, and don’t ignore your family. They provide long-term emotional support and stability to you, always. Last but not least, trust your dreams.”



5 Tips for a successful international career from Piret Mürk-Dubout, Senior VP of TeliaSonera:

- Surround yourself with motivating people and always have



10 Tips to increase the entrepreneurial spirit from Darja Saar, ENTRUM CEO:

- Fear of failure is the biggest obstacle for women; the first step is being brave enough to try
- Gain independence from employer and be your own boss
- Put your own ideas into your business and be self-fulfilling
- Educate yourself by reviewing entrepreneurial studies and business skills
- Maintain strong family relationships and active social networks, they are crucial for support and encouragement of a startup
- Create, don't just consume; the spirit starts with a passion for life and desire to make other's lives better
- Step outside of your comfort zone
- Build a network around you of other strong entrepreneurial personalities and attend events related to your business interests
- Collaborate with other professional women
- I fully agree with Richard Branson, who said that "We are born into this world in order to create something. If you accept and understand your mission, you will also find your inner passion, which helps to be enterprising and to reach innovative solutions."



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Amway Global Entrepreneurship Report – women’s perspective

Amway as one of the biggest direct selling company in the world and leading provider of a low-risk business model for entrepreneurs, wants to find out more about attitudes towards self-employment. One of possible perspective to show this topic is female entrepreneurship. Since 2010 Amway initiates European Entrepreneurship Report. In last year report was conducted in 24 around the World (in survey participated 26000 respondents across the World).

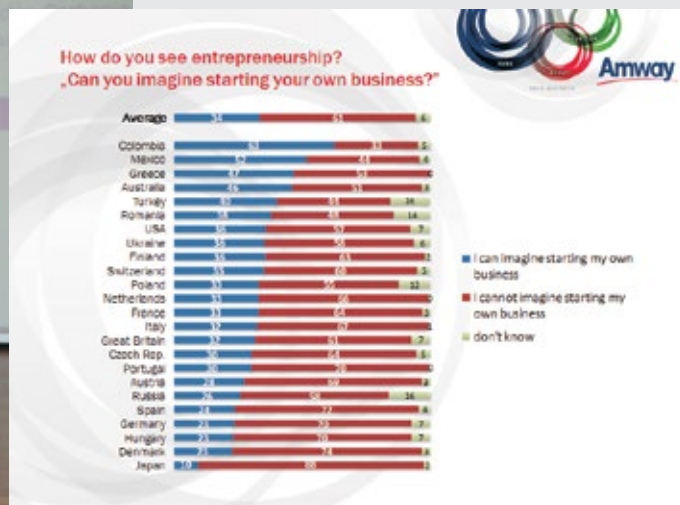
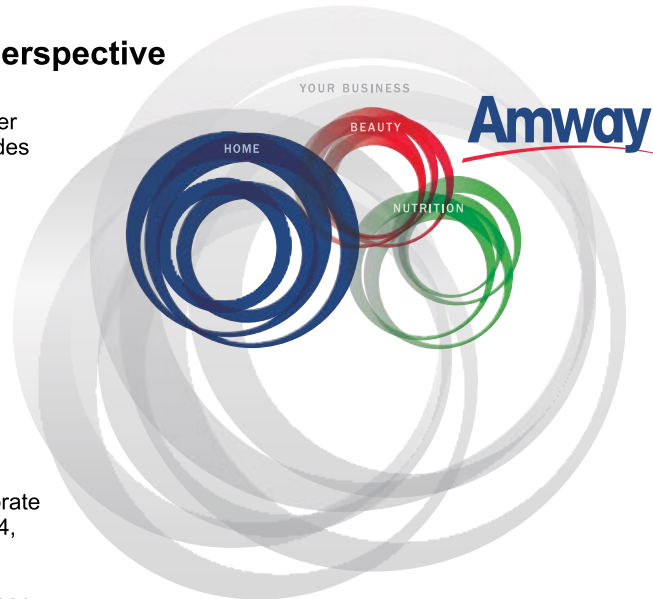
Aims of this report are to provide consistent and high quality data, to enhance discussion, to empower potential entrepreneurs because we all share the strong believe that entrepreneurship.

To realize the survey, Amway cooperates with three strong partners: Amway provides the practical know-how on people’s needs and society’s interest and heads the initiative; "School of Management" of the Technical University, Munich (Germany) adds scientific perspective; Polling institute GfK ("Gesellschaft fuer Konsumforschung") conducts the representative survey throughout Europe. The survey’s results were presented by Candan Corbacioglu, Amway Europe Corporate Affairs Area Manager during Women in Entrepreneurship & Innovation FORUM 2014, organized by AmCham Estonia and Amway.

Self-employment enjoys a positive reputation around the World. On average more than two thirds (68%) of people show a positive attitude towards self-employment. As in last year, women from Denmark have the most positive attitude towards self-employment (89%). However, newly participating countries overtake last year’s leaders in their positive attitude towards entrepreneurship: Finland follows with 86% straight behind Denmark and Australia follows with 84%. Nevertheless, in some countries the female attitude towards self-employment is low (Austria, Turkey and Hungary). And the most surprised of all: USA is among the countries with the least positive attitude towards self-employment!

Positive approach to entrepreneurship is not this same with imagination to start up their own business. Amway report shows that 34% of women in Europe can imagine becoming self-employed. Of course there are differences between countries: women in Colombia (63%), Mexico (52), Greece (47%) and Australia (46%) are more ready for starting their own business. At the bottom of the ranking we have Japan (10%) with almost no readiness to be entrepreneurs.

71% of women around the world are of the opinion that the main obstacle to being an entrepreneur is the fear of failure, and this trend is prevailing in Estonia. In order for more and more women to realize their dreams, it is necessary to find various ways to encourage women. Our study concludes that the fear of failure can be reduced by particular measures, such as offering entrepreneurship education and lifelong learning, national business support, and low-risk business models. Family support and mentoring business networks are also important. Introduction of these measures is crucial in order to improve the competitiveness of enterprise and government efficiency.



Sustainability and Corporate Success

There is growing recognition in Estonia of the fundamental link between sustainable and responsible business practice and business success. AmCham has been at the forefront of recognising this link and encouraging members to maximise their responsible and sustainable credentials.

In April 2014, these issues were the subject of a workshop attended by a broad cross-section of AmCham members. Facilitated by Marko Siller, Executive Manager of the Responsible Business Forum (www.csr.ee) the workshop was organised by AmCham's Committee for CSR (Corporate Sustainability and Responsibility). Marko, supported by KPMG Consultant Kristi Timberg, led the workshop through the four focus areas for establishing a responsible business – employees, stakeholders, environment and community. Those attending were treated to some real insights into successful CSR reporting and the benefits of developing a company's CSR credentials.

Paavo Pöld from Northern Star presented a case study focused on the financial strength to be gained from comprehending a company's CSR activity. While Rain Laane used Microsoft's global Youthspark initiative to highlight how a company can engage with and empower the next generation.

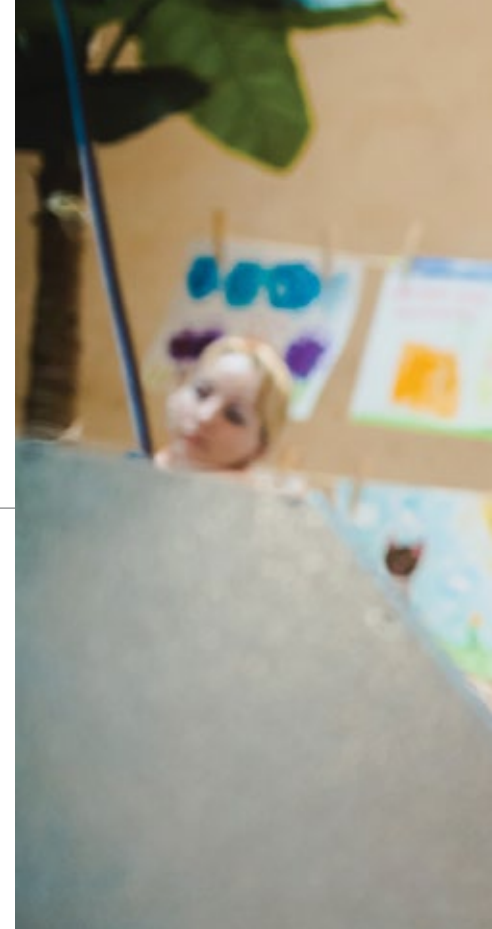
The annual announcement of the Melissa F Wells Award places CSR at the centre of the AmCham stage. This year saw a record number of applications detailing a fascinating range of CSR activities being undertaken by AmCham members, all designed to boost CSR awareness in Estonia, to benefit Estonian society and to showcase those CSR credentials. For the second year running, Microsoft

Estonia won the award, this year in recognition of the company's role in a PC refurbishment programme. As Piret Rätsep, Community Affairs Lead at Microsoft Estonia states:

'This project has helped bring access to computer technology to hundreds of people in need, providing a compelling example of how business can easily use surplus assets to improve the lives of people around us, at no cost to the business, additionally benefiting the environment by helping to prevent the premature disposal of computers that could be reused.'

Lextal received a special mention for their on-going work with the local community and providing legal support where it is needed most; as did Philip Morris International for their project focused on the prevention of domestic violence and human trafficking, activating the Estonian media and highlighting the plight of victims.

AmCham members are incredibly generous with their time and their resources – this, too is part of good business practice and can clearly demonstrate the true nature of a company or organisation. Board Member and local business-owner Niels Hollander has organised two outdoor training days to encourage the young people of the local SOS Children's Village how to fish. At the first, US Amba-





sador to Estonia, Jeff Levine joined in lending support and encouragement.

Twice a year we seek financial support for local organisations relying on voluntary donations. Firstly at the Thanksgiving Dinner which takes place in November to recognise the US tradition; and secondly at the Spring Gala. This year, the funds were used to continue to support youth development work by encouraging young people in Estonia to find their place in society. Specifically, we supported the on-going work of the My Dream Day Foundation (Minu Unistuste Päev) making dreams come true for seriously or chronically ill children and teenagers undergoing treatment in Estonian hospitals. AmCham Estonia is proud to be a Gold Sponsor of the foundation for 2014. Funds have also been used to support two of the many sustainable projects being managed by The Good Deed Foundation (Heategu) – a pilot project to combat bullying in schools, Kiusamisvaba Kool based on the valuable experience of running a similar project in Finland; and SPIN Estonia, another pilot

project that kicked off in September 2014 using the power and inspiration of football in creating safer communities for young people most at risk.

Workshops, projects, best practice examples, professional leadership, helping finance some fantastic local organisations – just some of the CSR awareness-raising activities undertaken by AmCham and members in 2014. What they all have in common is strengthening the link between business responsibility and business success. Join us and help develop this link for your business.



by Gordon Fyfe
AmCham CR Committee Chair
nG Training, Consulting &
English Language Services

New Developments in the Estonian Migration Policy

Previous years have brought several changes in the field of Estonian migration policy. This article introduces the main amendments in the regulation and also a new Welcoming program.

Smart immigration and law amendments

The Estonian Government Action Plan for the years 2014-2015 provides that there is a need for smart immigration, which also means simplifications in the residence permit process for highly skilled specialists, students, lecturers and scientists. However, all simplifications in the procedures might be accompanied with the risk of a misuse and therefore all potential amendments need to be analysed carefully and discussed with different partners and stakeholders.

In 2012 the Estonian Ministry of the Interior initiated the process of amending the Estonian Aliens Act involving other ministries and social partners. According to the analysis carried out by the Ministry of Economic Affairs and Communication¹, Estonian companies find the contribution of the highly skilled employees to be valuable to the development of the company. It was also concluded in the analysis that it has become difficult to find technicians and experts/specialists in Estonia. In cooperation with other ministries and social partners, the Estonian Ministry of the Interior developed a number of amendments to the Aliens Act that aimed to make the processes of applying for temporary residence permit for working and studying in Estonia less complex and time consuming. The first amendments entered into force on the 1st of September 2013. In 2013, the Estonian Ministry of the Interior continued the process

of amending the Aliens Act. These amendments are currently being processed and will enter into force on the 1st of January 2016.

Q: Which were the main amendments in the Aliens Act that entered into force in September 2013?

A: **Fast-proceedings of applying temporary residence permit to students, researchers, teachers, and lecturers and top specialists (extends to spouses and minor children).**

The general rule is that foreigners have to apply for a temporary residence permit in the Estonian Embassy. With the amendments, an exception was made to students, researchers, teachers, lecturers and top specialists. If a person is accepted to a University (Bachelor's, Master's or graduate studies), he/ she can apply for a visa (decision takes about 2 weeks) and if a visa is granted he/ she can come to Estonia and apply for a temporary residence permit. Students can bring along their spouse and minor children.

Researchers, teachers, lecturers and top specialists² can come to Estonia with a visa and register their employment with the Police and Border Guard Board. In this case, a foreigner can start working from the same date





the foreigner's short-term employment is registered in Estonia. Then, the foreigner has the right to apply for a temporary residence permit. Researchers, teachers, lecturers and top specialists can also bring along their spouse and minor children.

- Students with a temporary residence permit don't need a working permit anymore.

This means a person can study and work in Estonia at the same time as long as the work doesn't interfere with the studies.

- The employer is not required to conduct a three week call in order to hire a foreigner.

Previously the employer had to carry out a three week open call for a position to hire a foreigner. Now the employer only has to receive permission from the Estonian Unemployment Insurance Fund.

- There is a six month transition period after the expiry of the residence permit during which students can apply for a new residence permit.

The aim of this amendment was that if a student finishes his studies in Estonia, he/she can stay in Estonia for another 6 months to find a job or another legal basis to stay in Estonia.

- All foreigners with a legal basis for temporary stay in Estonia, whose employment has been registered with the Police and Border Guard Board, can apply for a temporary residence permit in the Police and Border Guard Board. Persons who have come to Estonia with a visa or visa free, and whose employment has been registered in the Police and Border Guard Board, and want to lengthen their stay can apply for a temporary residence permit.

Q: Which are the main amendments to the Aliens Act that are being processed in 2014?

A: A three month transition period after the expiry of the residence permit, during which a person can apply for a new residence permit.

The aim for the amendment was to give foreigners the right to stay in Estonia for additional 3 months in order to find another legal basis to stay in Estonia. The 3 month period is similar to the European Union Blue Card regulation where the period of validity is determined for three months longer than the period of employment guaranteed by an employer. For students, lecturers and researchers the transitional period remains 6 months.

- The government will be able to impose fields where Estonian employers are not obliged to pay a salary of 1,24 times the Estonian average wage and do not have to receive a permission from the Estonian Unemployment Insurance Fund to mitigate structural labour shortages.

The aim of the amendment is that if there is a high labour shortage in some fields in Estonian labour market and employers cannot find employees from Estonia, some exceptions can be made concerning the Estonian Unemployment Fund permission and the wage requirement that is 1,24 times Estonia's yearly average gross-monthly salary. This doesn't mean that Estonian employers can hire so-called low-cost labour. The employer is still obligated to pay the foreigner Estonia's yearly average gross-monthly salary.

- Facilitating persons to use their knowledge and skills to the maximum in Estonia by allowing them to work simultaneously with several employers.

The foreigner doesn't need to receive a permission from the Estonian Unemployment Fund to do so and also other employers don't have the requirement to pay the foreigner the wage requirement (1,24 times Estonia's yearly average gross-monthly salary). Working with several employers enhances the foreigner's opportunity to benefit the Estonian society and maximize his/ her full potential.

Welcoming Program for newly-arrived immigrants

The latest research³ and discussions with stakeholders and social partners indicate that in addition to amendments in regulation, a creation of an attractive social and economic environment is needed. This includes also an adaptation program and support network but also fostering the image of a proactive and friendly environment.

In 2015, the Estonian Ministry of the Interior will launch a comprehensive welcoming program to facilitate the adaptation of newly-arrived immigrants. The program is aimed at people residing in Estonia for less than five years and consists of adaptation courses and basic language tuition. The adaptation course is comprised of different modules – a basic module that provides information on Estonian society, culture, state, rights and obligations, functioning of the European Union, daily life, public services etc. and comple-

mentary thematic modules providing information on studying, research, working and entrepreneurship, and family. There are modules also aimed at children and young people, and beneficiaries of international protection.

The aim of the Welcoming Program is to support the migration and adaptation process of newly arrived immigrants. Experiences of other states have clearly shown that the sooner new arrivals feel adapted and have acquired the skills and knowledge necessary for coping in the new environment, the more efficiently and actively they will become members of the new society.

The program will be supported by web-based information on different topics related to migration. Measures to support adaptation are funded both via the European Union (European Social Fund and Asylum, Migration and Integration Fund) and the Estonian state budgetary means.

Q: Who is the target group of the program?

A: All legally immigrated foreign nationals, including EU citizens, their family members and beneficiaries of international protection, who have resided in Estonia for less than five years constitute the target group.

Q: How are new arrivals entered in the adaptation program?

A: From the 1th of August 2015, when issuing a residence permit or ID card for an EU citizen, the Police and Border Guard will direct the person to participate in the Welcoming program and provide the person with the

necessary information on what the program is and how to register to participate.

Q: What is the volume of the Welcoming Program?

A: The duration of the different modules is 5 to 8 hours. The language tuition is planned to last for an approximate of 80 academic hours.

Q: What happens if a person does not participate in the Welcoming Program?

A: No sanctions will follow if a person chooses not to participate in the program.

¹ Praxis (2012) „Eesti väikese ja keskmise suurusega ettevõtete arengusuundumused“ (Development directions of Estonian small and medium sized enterprises) <http://www.riigikogu.ee/rito/index.php?id=16133>

² A top specialist is a foreigner who has acquired appropriate professional training in any field to whom an employer pays a salary of 2 times the Estonian average wages (Aliens Act).

³ https://www.siseministeerium.ee/public/TOF_-_executive_summary.pdf

**Interview by Lindsey Travers with Birgit Lüüs,
Deputy Head of Department
Citizenship and Migration Department
Estonian Ministry of the Interior**



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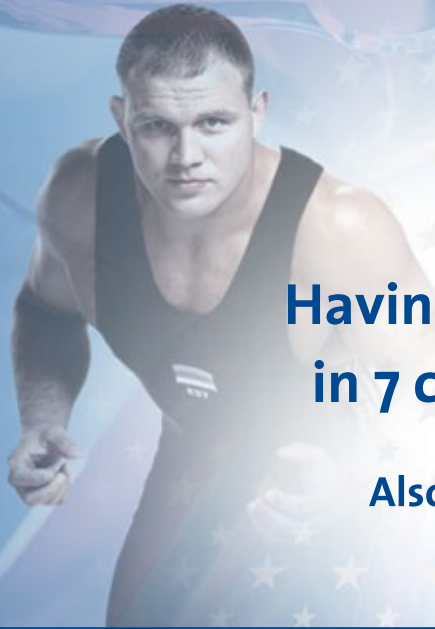






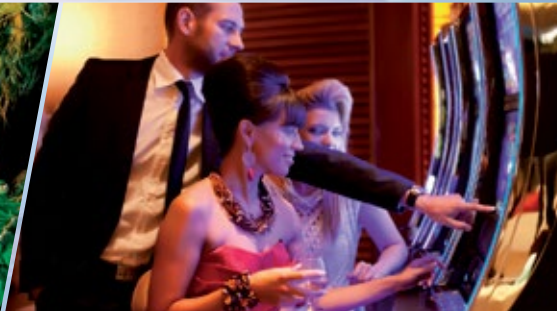






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Hanno Septer – General Manager

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At Coca-Cola Company we strive to refresh the world, inspire the moments of optimism and happiness, create value and make a difference. Dr. John Pemberton created Coca-Cola on May 8th, 1886 in Atlanta, Georgia, USA. This „delicious and refreshing beverage“, as it was called from the very first days, has now grown into the world's largest beverage company bringing countless moments of happiness to millions of consumers in over 200 markets with a range of more than 3,500 beverages.

Our journey in Estonia started in 1992 and we have since succeeded in winning the hearts of Estonian consumers. Coca-Cola is by far the most popular soft drink in Estonian market with our other brands – from Sprite to Fanta and from Nestea to Cappy juices – also not lacking fans. Everywhere we operate, we are part of the local community and take responsibility for its sustainable development. Live Positively is our commitment to make a positive difference in the world by redesigning the way we work and live, so sustainability is part of everything we do.

Introducing consumer-friendly nutritional information on our products (GDA – Guideline Daily Amounts) and pioneering in educating consumers about it, promoting active healthy lifestyle through different sports events, protecting water resources and reducing packaging waste are few examples of Live Positively brought to life in Estonia. And when it comes to Christmas, our traditional Coca-Cola Christmas campaign is again on its way to help children in need. This year we support Dr. Cloun and aim to double cheerful and curing visits of Dr. Cloun to children who have to stay at the hospitals.





Coca-Cola HBC Eesti AS

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Nele Normak – Public Affairs Manager

Coca-Cola HBC is the world's second largest bottler of products of The Coca-Cola Company across 28 countries, with sales of approximately 2.1 billion unit cases across three continents, we serve a population of approximately 585 million people.

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that Coca-Cola HBC has been included in the indices and the 1st year it has led both World and European indices. Coca-Cola HBC's sustainability programmes are long-term investments, building value over time for the business and communities where we operate, therefore we are proud of receiving a Silver level recognitions in our corporate sustainability performance in Estonia and Latvia.

Coca-Cola HBC has a premium listing on the London Stock Exchange (LSE: CCH) and its shares are listed on the Athens Exchange (ATHEX: EEE). Coca-Cola HBC's American depositary shares (ADSs) are listed on the New York Stock Exchange (NYSE: CCH). The Company is also included in the FTSE100 an All-Share Indices.





WHEN IT INSPIRES

AS Datel

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Datel began multinational operations early with projects throughout Europe and cooperative initiatives in the Persian Gulf. With entry to the United States the firm created the Ovela subsidiary to bring such capable and agile systems to the American market.

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Toomas Teder – Member of the Board

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Dmitri Don

Fotki is an internet company established in 1998 in New York. Fotki has moved from US and has its headquarters in Tallinn. Fotki is the largest privately held photo and video sharing internet service on the Internet with more than 3 million members, over 3 million monthly visitors and more than 1 billion photos.

At the moment Fotki is one of the leading social networks dedicated to making communication and photo sharing on the Internet easy, safe and effective. Fotki is also a destination that attracts photographers and videographers. Finally, basing on the long-term successful experience, Fotki offers innovative business-to-business solutions to other companies.

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Mart Engelbrecht – Entity and Sales Lead

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Kiira Kure – Director, HireRight Estonia

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Law Firm LEXTAL is a full-service corporate law firm that was launched in 2003. In 2011 LEXTAL expanded its services to Latvia and Lithuania and has offices also in Riga and Vilnius. LEXTAL pan-Baltic team consists of over 40 experienced lawyers who work in 12 different languages and provide high quality legal services to their clients. The complete coverage of the Baltic region means that LEXTAL can offer customized solutions, which perfectly fit any given industry, jurisdiction and client.

LEXTAL Tallinn's lawyers have been instrumental in the re-nationalization of Estonian Railways, as well as in the sales of several public assets. They successfully handled one of the biggest tax disputes with Estonian Tax authorities. On international scale, they undertook several infrastructure development projects in the Balkan States. LEXTAL lawyers served as arbitrators or counsels in international disputes in Washington, London, Stockholm, Helsinki, Tallinn, Riga and Vilnius.

LEXTAL partners in Riga are recognized for their deep expertise in financial, construction and trade law. The team in Vilnius has impeccable reputation as business lawyers with a particular focus on corporate law, M&A, real estate and construction law, energy law, environmental law and litigation.

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Microsoft

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Over the last three decades, Microsoft has consistently transformed the way that people live, work, play and connect through great technology.

Microsoft is the productivity and platform company for the mobile-first and cloud-first world. Having reinvented productivity, Microsoft aims at empowering every person and every organization on the planet to do more and achieve more.

Increasingly, people use technology for their work or school and also deeply use it in their personal life. Microsoft will push into all corners of the globe to empower every individual as a dual user – starting with the soon to be 3 billion people with Internet-connected devices. And will do so with a platform mindset. Developers and partners will thrive by creatively extending Microsoft experiences for every individual and business on the planet.

Apps are designed as dual use with the intelligence to partition data between work and life and with the respect for each person's privacy choices. They will be built for other ecosystems so as people move from device to device, so will their content and the richness of their services – it is

one way Microsoft keeps people, not devices, at the center.

Worldwide, Microsoft works with more than 400,000 partners. From its beginning, Microsoft held the view that technology would only become universal if software was easy to use, inexpensive and capable of doing many different things, so we adopted a partner-oriented business model based on open standards and interoperability. Microsoft opened its interfaces to the world so that any developer – including competitors – could build products that ran on the Microsoft platform. This partner model has enabled millions of people around the world to build skills, get jobs and create new businesses.

In Estonia Microsoft is one of the leading IT companies, providing through its business partners Microsoft products and services to thousands of companies and hundreds of thousands of people in Estonia. Our main goal is to grow the knowledge of IT in Estonia and to help people, businesses and the public sector to use information technology to achieve success in both work and personal lives. Together with Skype Division Microsoft Estonia employees about 400 brilliant and talented professionals in the field.



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Tel: (+372) 6 671 250
Fax: (+372) 6 671 270
info@oc.eu
www.oc.eu

Olympic Entertainment Group that operates under the Olympic Casino and OlyBet brand name is the largest provider of casino entertainment in the region, employing more than 2000 people.

The Group operates in Estonia, Latvia, Lithuania, Poland, Belarus, Slovakia and Italy and is the full member of the European Casino Association (ECA).

An advertisement for Olympic Casino and OlyBet. At the top, the "CASINO OLYMPIC" logo is on the left and the "OlyBet" logo is on the right. Below the logos, the text "With passion and dedication. In 7 countries." is written in a large, white, sans-serif font. The bottom half of the advertisement is split into two images: on the left, a group of people are gathered around a casino table, and on the right, a basketball player in a white jersey with the number 14 and "EESTI" on it is shown in action. At the bottom, the website addresses "WWW.OLYMPIC-CASINO.COM" and "WWW.OLYBET.COM" are displayed in white text on a dark blue background.

With passion and dedication.
In 7 countries.

WWW.OLYMPIC-CASINO.COM • WWW.OLYBET.COM



PHILIP MORRIS EESTI

Philip Morris Eesti OÜ

Tartu mnt. 43

10147 Tallinn, Estonia

Tel: (+372) 6 050 400

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www.pmi.com

Maris Leemets – Corporate Affairs Manager

Philip Morris International Inc. (PMI) is the leading international tobacco company, with products sold in more than 180 countries.

We produce many of the world's best-selling cigarette brands, including the most popular cigarette brand worldwide. We operate or own more than 50 factories around the world. But our day-to-day operations involve more than just making cigarettes; they are also about the way we do business and interact with the world outside our offices.

One of our principal goals is to be a socially responsible company, at both a local and global level. We are passionate about our social performance.

Founded in the 19th century (1847), Philip Morris has grown into a worldwide organization; today Philip Morris International employs over 91,000 people. PMI is based in Lausanne, Switzerland, and since 2008 listed on the New York Stock Exchange.

Philip Morris Estonia was established in 1997 and is an affiliate of Philip Morris International. Affiliate-dedicated webpage can be found at:

www.pmi.com/marketpages/pages/market_en_ee.aspx

Radisson

HOTEL, TALLINN

Radisson Blu Sky Hotel

Rävala pst 3

10143 Tallinn, Estonia

Tel: (+372) 6 823 000

www.radissonblu.com/skyhotel-tallinn

Flemming Poulsen – General Manager

Newly renovated Radisson Blu Sky Hotel offers guests a central location within the shopping, business and entertainment districts with easy access by foot to the Old Town, making it a perfect venue for an exciting Estonian holiday or event. It boasts 280 modern well-appointed rooms and suites with stunning views over the Old Town and the Baltic sea, as well as flexible conference facilities of more than 900 m² including 10 well-equipped meeting rooms of various sizes of which the largest Hansa Hall is suitable for 350 people. Lounge24 – the roof top bar with an open air terrace – offers splendid spectacular unobstructed views of the Old Town and the Baltic sea along with a nice selection of food and beverages. Harry's New-York Bar is a stylish setting for meeting with colleagues or mingling with fellow guests. Patrons can sip a signature cocktail while basking in the intimate ambience. Madissoni Grill & Bar is a town favourite non-pretentious dining address for local and traditional cuisine cooked on an open flame grill. Its popular daily specials are famous options in the community for quick and tasty business lunches. Situated on the hotel's 24th floor, Babor Beauty Spa is a luxe urban oasis. Escape from daily life with a massage, facial or other treatment in the hands of our skilful beauticians.

lounge ²⁴
goupandchillout



10% discount from food in our "Madissoni Grill & Bar".

Follow us for special offers.



Radisson **BLU**

HOTEL OLÜMPIA, TALLINN

Radisson Blu Hotel Olümpia

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10118 Tallinn, Estonia
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Fax: (+372) 6 315 325
info.olumpia.tallinn@radissonblu.com
www.radissonblu.com/olumpiahotel-tallinn

Radisson Blu Hotel Olümpia is located in Tallinn city centre and was built in 1980 for the Olympic games in Moscow.

The hotel offers 390 guestrooms including standard, superior, business class rooms and suites. There are 2 disabled rooms, 7 suites including a Presidential suite with 190m². The hotel provides a special reception and a play area for children. The hotel provides many additional services beside accommodation. There is a fitness centre on the 26th floor including a gym, a pool, a Finnish and an infra sauna. The restaurant Senso and Cafe Boulevard are famous for their pastry products and different menu options. The conference centre is the biggest in Tallinn, providing 14 modern style high-class conference halls with fast wireless internet connection and 1 special banquet hall. The lobby bar is welcoming for business meetings and regular entertainment activities.





Smartcap

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www.smartcap.ee

Smartcap is an investment arm of Estonian Development Fund (EDF) managing two early stage venture capital funds: the Early Fund I and II. Estonian Development Fund was initiated in 2006 to kick start the development of early stage risk capital market in Estonia. To date it remains the sole VC fund in Estonia that invests public money hand in hand with business angels.

Smartcap offers capital to Estonian companies with quick international growth perspective from different industries, whose growth potential is based on a unique but market-realistic idea. Their business model, invention, technology or market opportunity has to give them a long-term competitive advantage to support their pursuit for growth.

Smartcap has performed 20 investments into early stage startups and 2 successful exits (Modesat and GrabCAD) thus far, the latter one being the largest exit for a startup with Estonian roots. Some examples of investments include Defendec (sensor network for guarding the main land boarder), Cleveron (design and production of package terminals) and the latest investment Lingvist (software promising to teach a foreign language in 200 hours).

Since the inception of EDF and Smartcap the Estonian VC

market has come a long way and therefore EDF is refocusing its investment activities into even earlier stages of startup development. EDF is on the move from direct investments towards investments into seed funds under the Startup Estonia initiative. New micro funds to be launched will be investing into 100 new companies over a 6-year period. Money is however only one factor, moreover startups will be benefitting from the expertise and connections of the management teams of the micro funds. EDF will provide part of the investment capital as well as cover expenses concerning the set up of these investment bodies. Supported funds will have strong international experience in VC investing as well as in business development. This will bring along better connectivity of Estonian startups with global networks as well as raise the expertise of local ecosystem services.

On the other hand EDF is also contributing to the regeneration of startup companies. Under Startup Estonia initiative various programs will be launched to help ideas form into business concepts and into startup companies down the line. One of these initiatives is the Founder Institute, which will give the right tools to 25 handpicked professional the opportunity to build their dream business.

swissôtel TALLINN

ESTONIA

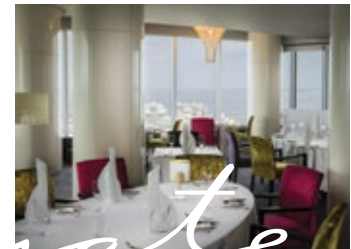
CHARTER GOLD MEMBERS 53

Swissôtel Tallinn
Tornimäe 3
10145 Tallinn, Estonia
Tel: (+372) 6 240 000
www.swissotel.com



Swissôtel Tallinn is a luxury hotel set in a prime city location. As Tallinn's tallest building the hotel boasts unrivalled postcard views across the UNESCO listed Old Town and the

Gulf of Finland. The Tallinn Old Town with its world-class entertainment, shopping, art galleries and museums is a short stroll away whilst the airport can be reached in 10 minutes.



MORE THAN *JUST* A HOTEL

The Executive Lounge, the only one of its kind in Tallinn, offers sweeping views of the city. Pürovel Spa & Sport offers gym memberships, massages and treatments to non-hotel residents. Even for the most discerning of palates, Horisont Restaurant & Bar offers a fine dining experience like no other, and boasts a private room, a cigar lounge and the best cocktails in town. Our international all-day-dining restaurant Café Swiss is the place for business lunches and dinners, and home to the legendary Sunday Brunch.

swissôtel TALLINN
ESTONIA

www.swissotel.com/tallinn

Swissôtel Tallinn, Estonia | Tornimäe 3 | 10145 Tallinn | +372 624 0000 | tallinn@swissotel.com



Transiidikeskuse AS

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www.tk.ee

TK (Transiidikeskuse AS) is a successful company, established in 1996 offering a full range of stevedoring services. The main activities of Transiidikeskuse AS are concentrated at the container and general/refrigerated cargo terminals, operating in the free zone of the Muuga Harbour of the Port of Tallinn. We use our extensive knowledge and advanced technologies to handle intercontinental flows of transit goods. We offer to our customers a full range of services related to the handling of transit goods through the port by implementing a "single window" principle.

Our main services:

- Handling of container vessels and RO-RO type vessels, loading / unloading goods from vessels with max. tonnage 50 000 GT;
- Loading/unloading of goods (containers, general goods, refrigerated goods, cargoes in bulk and project cargoes, heavy and large-scale goods, scrap metal);
- Handling of road and railway transport, including loading / unloading of goods on / from rail cars and platforms;
- Storage of goods in open storage areas and closed warehouses in free zone;
- Connecting of refrigerated containers with electric circuit and temperature monitoring;

- Picking of goods trailers and containers;
- Forwarding services;
- Preparing custom and other transport documents, changing ownership in free zone;
- Value-added services;
- Renting, maintenance and repair of loading equipment.

Development projects

Scheduled for the Year 2014 expansion of the container terminal by 10 ha is completed. Further development area for container terminal is 17 ha. Also we have a new conceptual project to build a new and big complex of storage facilities (30 000 m² of covered storage area of A class). Possibility to store the most different goods until there is a suitable time gap for forwarding it to the next point is an obligatory service modern terminal operators must offer.

Container terminal

- Terminal area 38 ha;
- Closed warehouse 8 000 m²;
- Storage area for refrigerated containers with the possibility to simultaneously connect up to 404 containers with electric circuit.

Corporate Members

55



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www.3m.com



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EY Building a better
working world

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1893
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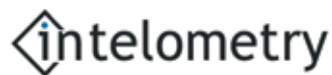
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Premier Restaurants Eesti AS /
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Handelsbanken

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Associate Members



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BSA | The Software Alliance
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Estonian Golf and Country Club MTÜ

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Associate Members

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M E T A

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Associate Members



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Associate Members

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Steelcase



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