

Good morning!

We will start at 10:00

Expanding East: Current Market Opportunities in the Middle East, India & China



Helsinki-Uusimaa
Regional Council



Co-funded by
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SISU FACTORY

— GLOBAL GROWTH —



ESPOO
ESBO



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Regional Council



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SISU FACTORY

— SOFT-LANDING —

SISU FACTORY

— GLOBAL GROWTH —



Land & Launch

Set up your startup in Finland with ease - from permits to operations, we've got you covered.



Connect

Join Finland's innovation network - meet mentors, founders, and investors who open doors.



Grow

Scale your business globally with expert guidance, funding access, and local market insights.

Built in the capital region of Finland, ready for the world

**SISU
FACTORY**
— GLOBAL GROWTH —

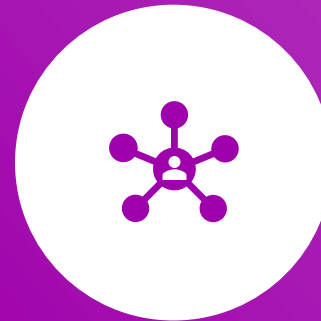
We help to launch startups and SMEs from the capital region into global markets. Sisu Factory Global Growth is your trusted partner for scaling abroad, connecting you with the right networks and collaborators.



- Events & workshops
- Trainings
- Market knowledge



- Business advisory
- Ecosystem knowledge



- Global network
- Trusted partners, investors
- Connecting companies with global talents



- New markets
- Export events
- Company delegations

With you from local to global



Lauri Määttänen

Project Lead



Petri Lautjärvi

Project Manager

Defence
Dual Tech
Gaming
Chemtech
Quantum



Sari Päivärinta

Project Manager

Logistics
Food
HighTech
EdTech



Marjukka Holopainen-Rainio

Lead Business Advisor

Safety & Security
Circular Economy
Health Tech

SISU FACTORY

— GLOBAL GROWTH —

TODAY'S AGENDA

Middle East by **Jorge Fernández Gates**,
Embassy of Finland in Abu Dhabi

India by **Swarnakshi Luhach** and **Ishita Jain**,
Dvaya Oy

China by **Lauri Tammi**, Mingle Advisors

Q&A

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**Feedback,
please 😊**



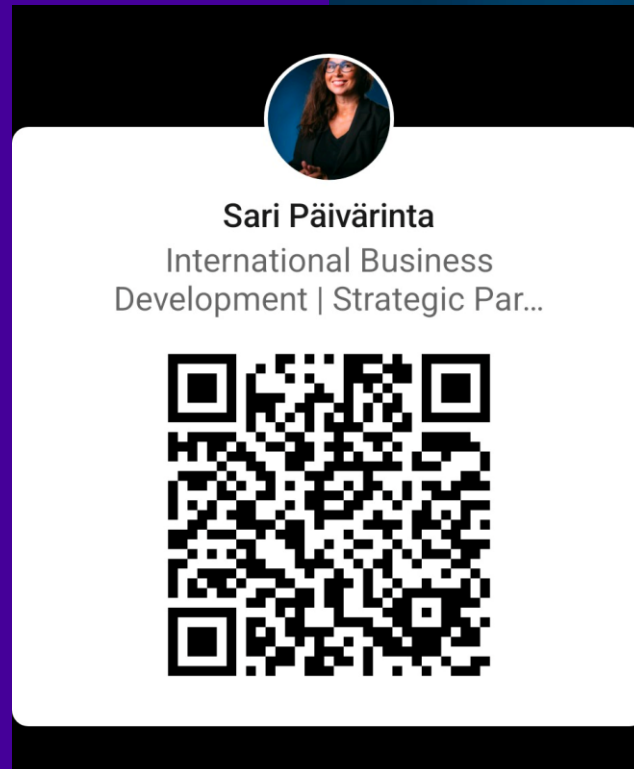
Do contact!



Sari Päivärinta
Outbound & Growth, Project Manager

Business Vantaa

sari.paivarinta@vantaa.fi
+358 408210868



A digital business card for Sari Päivärinta. It features a circular profile picture of her at the top. Below the photo, her name "Sari Päivärinta" is displayed, followed by her title "International Business Development | Strategic Par...". A large QR code is positioned at the bottom of the card.



INVEST
in Vantaa

The Middle East in Transformation:

Opportunities and Complexities
for Finnish SMEs



Jorge Fernández Gates

Senior Adviser
Finnish Embassy to the UAE



27 May 2026



jorge.fernandez@gov.fi



EMBASSY OF FINLAND
ABU DHABI



The Middle East at the Center of Global Trade

Strategic Routes. Global Connections. Limitless Opportunities.



TRADE & LOGISTICS



CONNECTIVITY & TRANSPORT



INFRASTRUCTURE DEVELOPMENT



INDUSTRY & INVESTMENT



ENERGY SECURITY



DIGITAL CONNECTIVITY



FOOD SECURITY



ECONOMIC GROWTH

The region is changing rapidly

- Diversification beyond oil
- AI and digital transformation
- Infrastructure mega projects
- Sustainability transition



Why the GCC Matters

The region's growth engine



SOVEREIGN WEALTH

Among the world's largest sovereign wealth funds driving long-term investments.

~\$4 TRILLION

SOVEREIGN WEALTH ASSETS IN THE GCC*



INFRASTRUCTURE MEGA-PROJECTS

Large-scale projects transforming cities, economies and industries.

\$1.3 TRILLION+

PLANNED PROJECTS BY 2030**



AI, ENERGY & TECH INVESTMENT

Strong and increasing investment in artificial intelligence, data centers, and clean energy.

\$100+ BILLION

AI & TECH INVESTMENTS ANNOUNCED***



GLOBAL CONNECTIVITY & BUSINESS HUB

Strategic location connecting Europe, Asia and Africa with world-class logistics, aviation and trade links.

TOP 10

IN GLOBAL TRADE CONNECTIVITY INDEX****



LONG-TERM VISION DRIVING DEMAND

National visions and economic strategies creating sustainable demand and new opportunities.

VISION 2030+

AMBITION TO DIVERSIFY AND LEAD


















The GCC is **investing today** to build the economies of tomorrow.

Key Opportunity Sectors



THE MIDDLE EAST IS NOT ONE MARKET

Business environments vary significantly across the region

 GCC (GULF COOPERATION COUNCIL)	 LEVANT (LEBANON, JORDAN, SYRIA, IRAQ, ISRAEL, PALESTINE)	 EGYPT
 Capital-rich Strong sovereign wealth and financial capacity	 Rebuilding markets Recovery and reconstruction create opportunities	 Massive population Large domestic market with growing demand
 Fast-moving Agile economies with strong reform momentum	 Political complexity Higher geopolitical and regulatory complexity	 Infrastructure demand Huge need for infrastructure and urban development
 Import-driven High reliance on imports and international trade	 Fragmented markets Diverse markets with varying rules and conditions	 Cost-sensitive Price competitiveness is essential
 Mega-project ecosystems Large-scale projects driving transformation	 Relationship-driven Trust and local relationships are mission critical	 Gateway to Africa Strategic location and access to African markets



Different markets require different strategies, partnerships and timelines.

Relationships Drive Business

Trust, presence and long-term commitment are essential

- Relationships before transactions
- Decision-making may take time
- Seniority and hierarchy matter
- Frequent visits build credibility
- Long term commitment is essential



Common Mistakes by Finnish SMEs

- Expecting fast commercial results
- Trying to manage remotely from Europe
- Underestimating local competition
- Lack of local partnerships
- Assuming the region is culturally identical



Market entry strategies

Long term engagement and partnerships are key

- **Product validation**
 - Consultants, advisory, local partners
- **Regional hub strategy**
 - UAE as a entry point for regional expansion.
- **Partnerships**
 - Distributors, agents, strategic partners.
- **Visibility**
- **Institutional Support**
 - Finnvera, Finnish Embassies, Business Finland, Economic Development Agencies



The Middle East as a Global Exhibition Hub



Final Takeaways

- The region is transforming rapidly
- Opportunities extend far beyond oil and gas
- The GCC is driving investment and innovation
- Finnish expertise aligns strongly with regional priorities
- Success requires patience, relationships and local understanding



Thank You

The Middle East in Transformation:
Opportunities and Complexities
for Finnish SMEs



Jorge Fernández Gates
Senior Adviser
Finnish Embassy to the UAE



Email
jorge.fernandez@gov.fi

Looking forward to connecting and
exploring opportunities together.

Kiitos.



India as a target market

Beyond the headline sectors



Why India and why now?

This is the first time in the modern Finland-India corridor that the policy, commercial, and institutional frames have all moved in the same direction simultaneously.

- India and Finland elevated ties in March 2026 to a **Strategic Partnership in Digitalisation and Sustainability**.
- The two sides agreed that the aim should be to **double bilateral trade by 2030**.
- The **EU is India's largest trading partner**. EU-India goods trade reached €120b in 2024, while services trade reached €59.7b in 2023.
- The recently concluded **EU-India FTA matters for SMEs** because it includes a dedicated SME chapter and is expected to eliminate or reduce tariffs on over 90% of EU goods exports.

India at scale- the numbers that matter

Scale alone doesn't define opportunities,
but scale plus accessibility can signal
commercial possibilities.

1: Forecasted GDP growth for FY 2026-2027, The World Bank
2, 3: Data Reportal, Digital 2025 India Report, January 2025
4: National Payments Corporation of India (NPCI), 2025
5: Till June 30, 2024, Press Information Bureau (PIB)

6.6%
GDP growth¹

One of the fastest-growing
major economies, domestic
demand is the engine

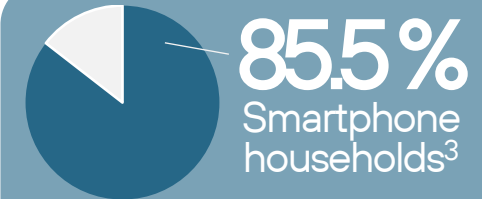


806 m
Internet users²

Digital-first go-to-market is
now viable at scale

10 b Digital
monthly
transactions⁴

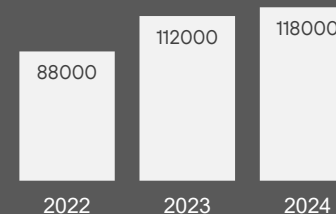
Payment's infrastructure solves an
EM entry problem



Mass-market digital distribution
is possible for products and is
not a premium proposition

115 000+
Registered startups⁵

A ready commercial ecosystem



21.2 GB
Median mobile data
usage per person/month

The highest in the world; the
cheapest data cost globally

Finland-India corridor through the years

1949-2007

Foundation phase

- Finland established diplomatic relations with India in 1949.
- India-Finland Trade Agreement signed in May 1949.

2008-2018

Structured co-op phase

- Science and technology cooperation framework in 2008.
- Information security cooperation MoU in January 2010.
- New economic cooperation agreement in March 2010.

2019-2023

Services & digital acceleration phase

- Digitalisation cooperation formalised in November 2019.
- High-level political and economic engagement increases.
- Education and vocational cooperation get renewed attention in 2023.

2024-2026

Strategic, EU-linked corridor phase


- EU-India FTA concluded in January 2026.
- Prime Minister Orpo visits India and links Finland's opportunity to the EU-India FTA.
- Finland and India elevate relations to a Strategic Partnership.
- Business Finland's Finland-India Joint Innovation Call supports Finnish companies in entering the Indian market.
- The 2026 India-Nordic Summit boosts Finland's role in India-Nordic green tech and innovation.

The corridor today

04

Small in absolute terms. Structurally improving. Re-priced by the FTA.

■ Priority themes of the DESI framework




Sustainability & Clean Energy

Industrial Partnerships

Education & Vocational Training

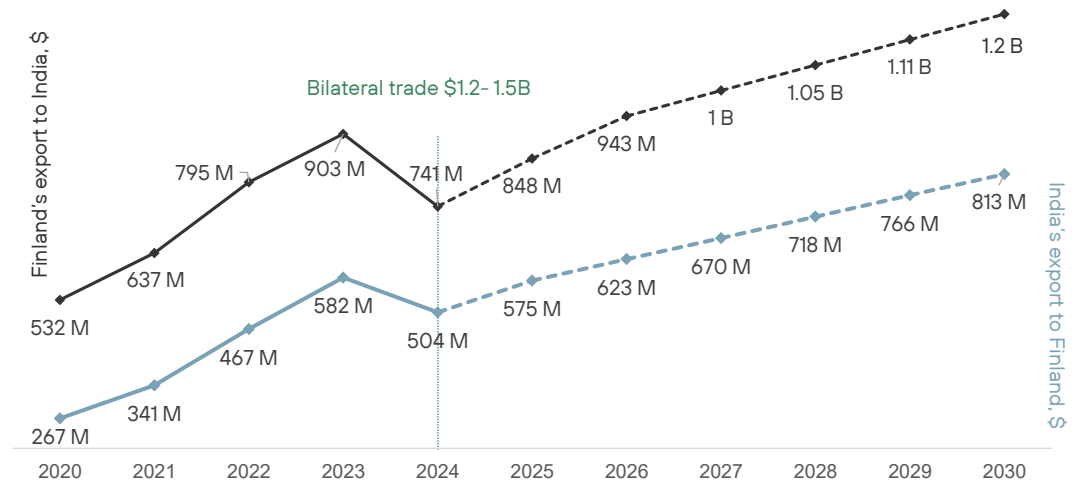
Digital Transformation & ICT

Healthcare & HealthTech



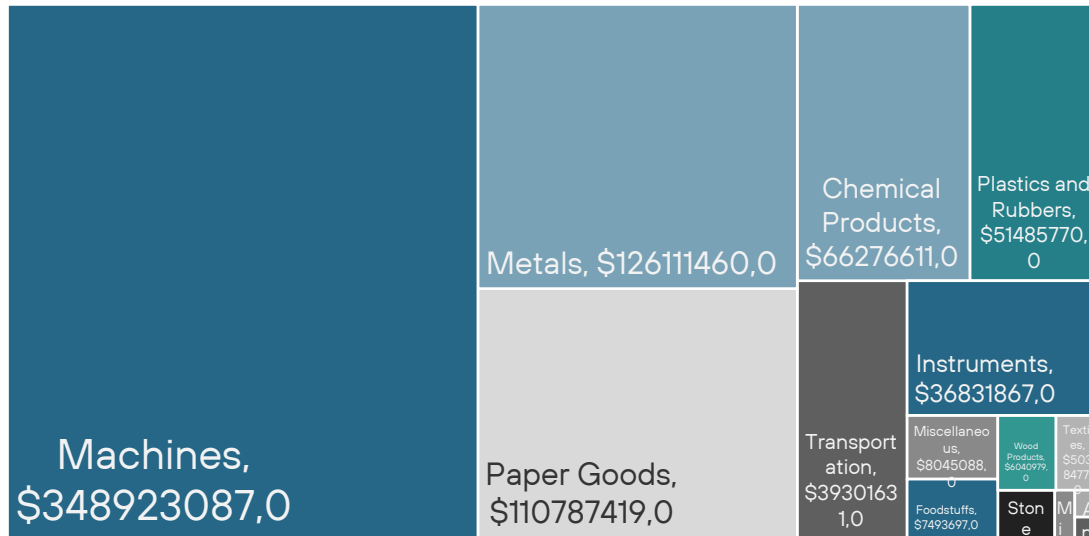
Finland's bilateral India page highlights newer cooperation in cyber security, space, the environment, and tourism

■ Double the present trade value by 2030

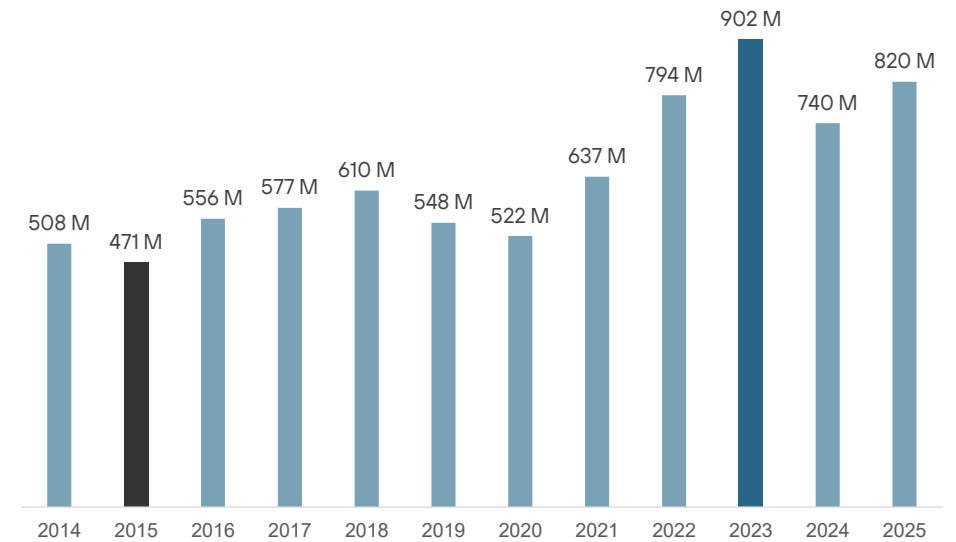


- Year-on-year trade growth +19% for FY 2025-26. Finnish exports to India grew 60% year-on-year in December 2025 alone.
- Cumulative Indian investments in Finland, \$1b (2006-2024).
- Over 120 Finnish companies are active in India, of which 40 companies have a permanent presence.

■ Finnish exports to India (goods, \$) in 2024¹



■ Finnish exports to India (services, \$)



- The service-sector categories include: Telecom, IT, financial, engineering services, royalties, transport, travel, insurance, and consulting.
- Finland's relationship with India has grown strongly, pointing to increasing demand for specialised expertise, engineering, digital systems, and knowledge-intensive capabilities.

1: Observatory of Economic Complexity (OEC), 2024.

2: United Nations Statistics Division, UN Comtrade Database.

■ 01

India is a large market, but this is why many small firms hesitate to enter. They don't want to compete with bigger companies for the same customers.

■ 02

India is not a single market. It is made up of different states, price levels, and types of buyers. The opportunities that are best for Finnish SMEs are different from those that large companies are pursuing.

■ 03

The Finland-India corridor does not clearly translate opportunities into manageable forms for early firms, so as to make them clear and specific enough to feel real while being different enough to avoid direct competition with wealthy companies.

But, is India a market for Finnish SMEs?

Yes, but only if you enter as a small firm, not as a small version of a big firm.

The SME-filter for the corridor

For SMEs, the sector labels could be too broad. The commercial opportunity usually sits inside a narrower operational problem.

01 Small enough

The first engagement fits the firm's capital, team size, and sales capacity.

04 Pilotable

The offer can be tested in one use case before committing heavily.

02 Specific enough

The buyer, use case, and problem can be clearly named.

05 Differentiated

The firm can explain why its offer is hard to copy or substitute.

03 Partnerable

There is a local route through a partner, institution, customer, or ecosystem actor.

06 Adaptable

Pricing, implementation, training, support, or features can be adjusted.

Official corridor language

What it can mean for SMEs

Health care	diagnostics support, hospital workflows, infection control, workforce solutions
Education	vocational training, applied learning, train-the-trainer, employability systems
ICT and digital solutions	niche software, analytics, monitoring, workflow tools
Sustainability	monitoring, efficiency, reuse, compliance, small-system solutions
Design, maintenance, innovation	packaging, process quality, service design, after-sales support, specialist maintenance

Where can an SME land?

These are opportunities which are commercially plausible, insufficiently discussed, and aligned with real Indian demand.

09



Education, skilling and workforce readiness

India's demand signal

- India's **Migration and Mobility MoU** with Finland focuses on sector-specific training aligning with European standards.
- India's **National Education Policy** introduces early vocational education.
- **1.48 m schools and 248 m students**, with 80 m in private K-12 education. The mid-tier, with monthly fees of ₹2 000 to 10 000, is the fastest-growing buyer segment.

The fit

Digital skills assessment tools, teacher training modules, STEM/applied learning kits, vocational simulation tools, employability dashboards, workplace-readiness learning platform, train-the-trainer systems, industrial safety or technical-skills modules

Food systems and agri-value chains productivity

India's demand signal

- Approval for **41 Mega Food Parks, 400 cold-chain projects, 76 agro-processing clusters, and 588 food-processing units**. As of February 2025, sanctioned 1,608 projects.
- India's food exports were **\$49b** in FY 2024-25.
- There is a **significant processing gap**, with only 4.5% of fruits and 2.7% of vegetables being processed.
- **Agri-tech is a \$24b** market. The utility layer is crowded.

The fit

Scope for B2B enablement: Packaging and shelf-life testing tools, cold-chain monitoring sensors, food safety and QA software, traceability systems, process-quality dashboards, drying, sorting, grading or storage technologies, low-maintenance farm-gate cold chain, farm-to-processor data tools, precision irrigation or input-use optimisation tools, crop monitoring tools for organised producer groups, and affordable soil-moisture sensing





Health operations and digital care-support systems

India's demand signal

- India's Ayushman Bharat Digital Mission seeks to create an **integrated digital health infrastructure** to connect healthcare stakeholders through "digital highways."
- Finland's India-facing promotion explicitly includes **health care as a priority area**.
- **Health tech share of the healthcare innovation market in India is \$7b in 2023**; Medical devices trajectory is expected to be \$50b by 2030.

The fit

Infection-control dashboards, hospital workflow software, diagnostics-support tools, patient-flow and bed-utilisation tools, care-team scheduling systems, remote monitoring platforms, telehealth workflow add-ons, clinical training and compliance modules, and hospital staff upskilling tools

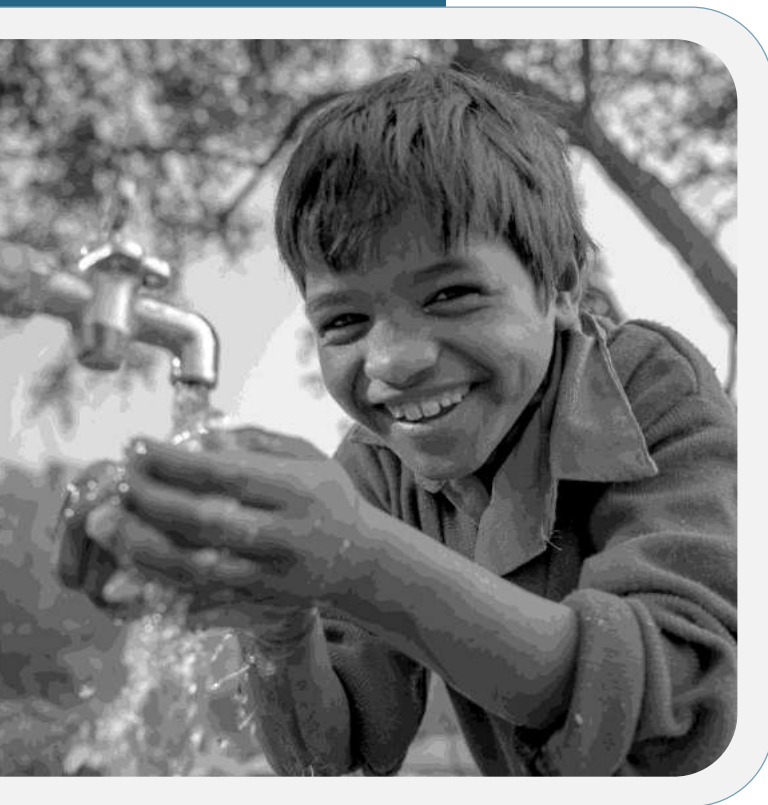
Water, wastewater and circular industrial systems

India's demand signal

- SITRA's India engagement and the World Circular Economy Forum 2026 in India give Finnish firms a natural stage.
- AMRUT 2.0 targets water security in Indian cities by improving clean water access and sewerage systems.
- Indian manufacturing clusters generate massive recoverable waste streams with no structured circular solutions
- SPICE scheme to promote circular economy adoption among micro and small enterprises.

The fit

Small, modular, sensor-led, software-enabled, or process-improvement solutions: water-quality monitoring sensors, wastewater reuse analytics, small-scale treatment modules, micro-desalination or brackish-water systems, industrial water-efficiency tools, sludge or waste-stream monitoring, material-flow tracking software, industrial symbiosis consulting, recyclate supply chains, and circularity audit tools for factories, compliance dashboards for manufacturing clusters



The pathway for your firm

This approach breaks down the entry pathway into a narrower sequence of tests.

01

Define one concrete use case

02

Find one local, institutional, or channel partner

03

Run one small pilot

04

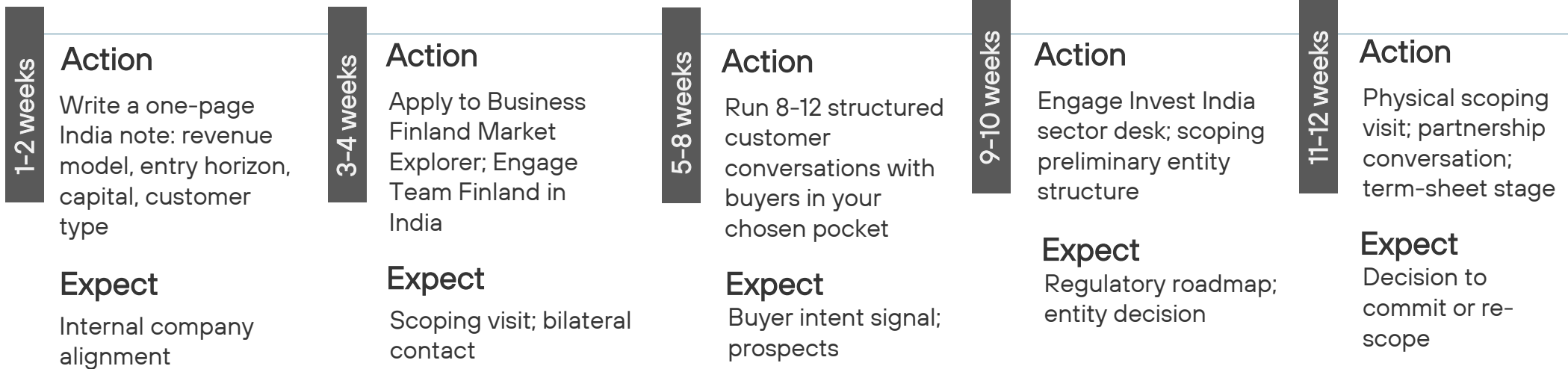
Adapt offer, delivery model, and pricing

05

Decide whether to scale, localise further, or stop

13

14



The 90-day plan

The corridor is open and it's built for you

India presents significant opportunities beyond just serving large corporations. For smaller Finnish firms, the country can be a viable growth market, particularly if they offer the right niche products or services. The key consideration is not merely the size of the Indian market, but rather whether your solution addresses a genuine demand within it.

Thank You

Dvaya Oy is focused on structured Finland–India engagement. We help companies interpret market realities, identify partners, reduce execution risk, and turn cross-border interest into practical entry pathways.

Thinking about India? Dvaya can help you assess whether India is the right next market and how to take the first credible step.



Check out the guidebook on 'Exporting to India from Finland'

www.dvaya.fi
luhach@dvaya.fi; jain@dvaya.fi

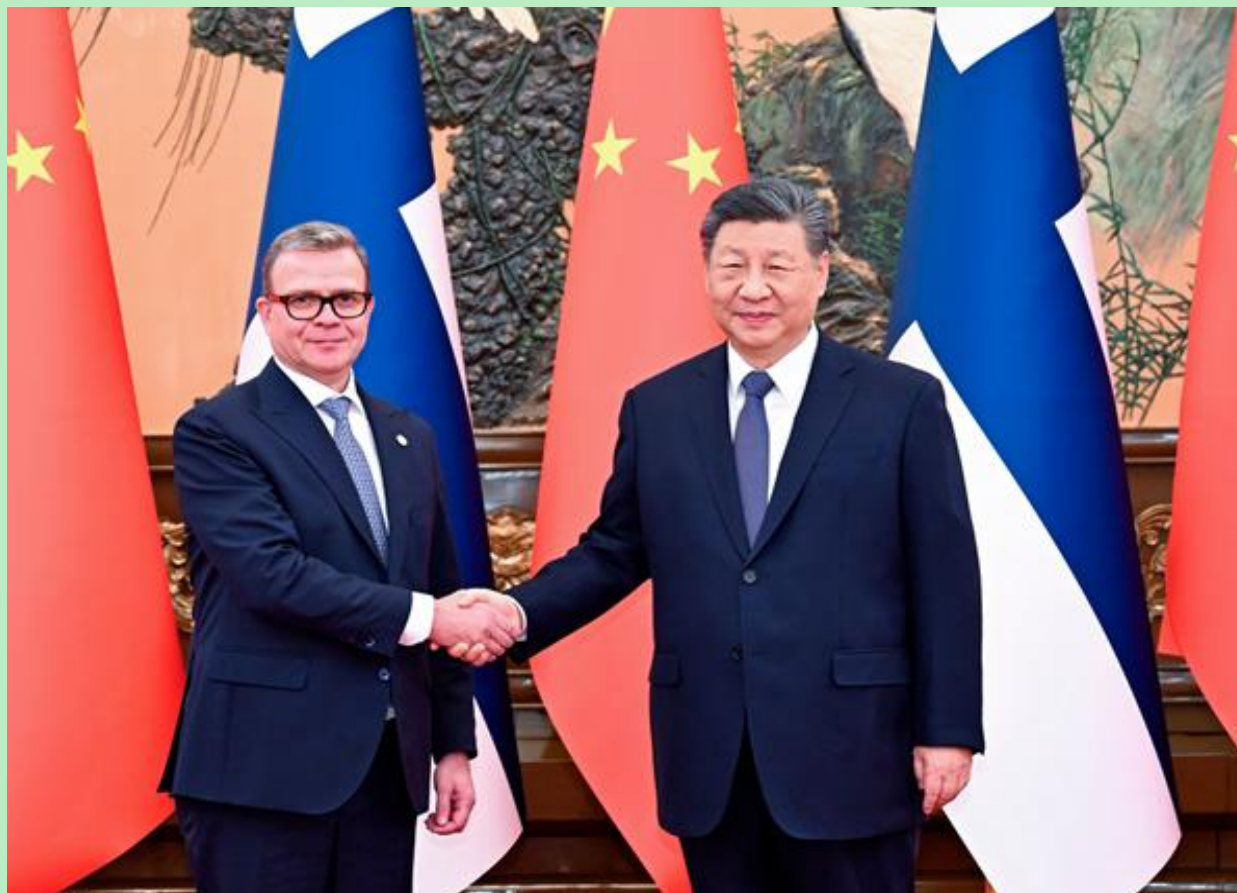
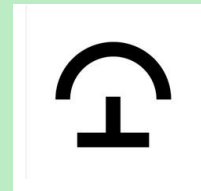


The Nordic Companion in China and Beyond



2026年1月25日，芬兰总理访华

On January 25, 2026, the Prime Minister of Finland visited China.



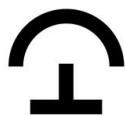
我们是谁 Company Profile



梦路咨询 Mingle Advisors | 2017, 中国, China

梦路咨询成立于2017年于中国杭州，专注推动中芬政企深度合作，为国际合作项目提供专业、高效、可落地的解决方案。

Founded in 2017 in Hangzhou, Mingle Advisors focuses on advancing Sino-Finnish government and business cooperation, delivering professional, efficient, and practical solutions for international collaboration projects.



Tammi Consulting | 2024, 芬兰, Finland

Tammi Consulting成立于2024年，位于芬兰，通过Pulse.AI数字化对接平台，打造中芬跨境合作新模式，让企业合作更智能、精准与高效。

Founded in 2024 in Finland, Tammi Consulting leverages the Pulse.AI digital matchmaking platform to create a new model for Sino-Finnish cross-border collaboration, making business cooperation smarter, more precise, and more efficient.

我们的能力 Our Capabilities

- 10+ 年中芬合作项目经验
10+ years of Sino-Finnish cooperation experience
- 战略咨询 + 项目落地执行
Strategic consulting + project implementation
- 政府&企业长期合作伙伴
Long-term partners of governments, companies

核心服务范围 Core Service Areas

- 中芬政府对接
Sino-Finnish Government Cooperation
- 企业商务咨询
Business Consulting (China ⇄ Finland)

十年初心不改

A decade of unwavering commitment



构建政务互信桥梁，促进中欧战略协同与产业共建

Bridging Public Sectors: Facilitating Sino-European Strategic Synergy



高规格政府考察团 Official Delegations

对等层级资源对接与全程落地保障，
确保外交级访务的高效精准。

High-level matchmaking and full-
spectrum support for professional
missions.



国际友好城市合作 Sister-City Cooperation

促成国际友城缔结，建立教育、文旅
及智慧城市领域的长效合作机制。

Facilitating Sister-City alliances and
long-term cooperation in smart city
and culture.



国际对接平台 Strategic Platforms

策划高影响力双边峰会与圆桌论坛，
搭建跨国经贸对接与资源共享平台。

Organizing high-impact bilateral
summits and forums for economic
resource sharing.

服务案例：政府代表团

Service Cases: Government Delegations



2025年10月 上海市人大常委会访问芬兰赫尔辛基
the Standing Committee of the Shanghai Municipal People's Congress



2023年1月 杭州市投资促进局访问芬兰奥卢
Hangzhou Investment Promotion Bureau

奥卢市商务局：推动奥卢和杭州的友好城市合作 八年

Business Oulu: 8 years of sister-city cooperation between Oulu and Hangzhou



赫尔辛基大区：促进赫尔辛基大区与浙江省的友好合作 五年

Helsinki Region — Promoting Friendly Cooperation Between the Helsinki-Uusimaa Region and Zhejiang Province (5 years)



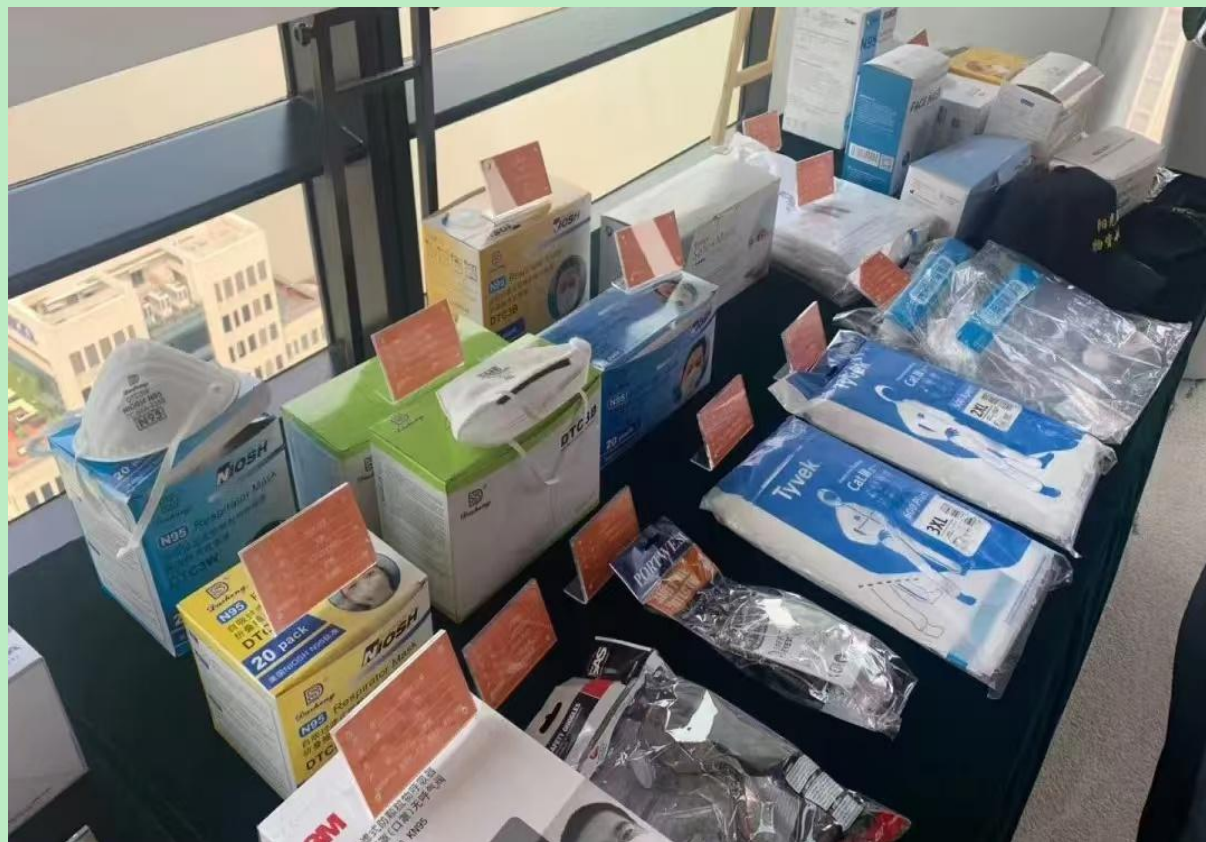
服务中关村软件园（三年）建立山西梦路中芬合作中心

Served Zhongguancun Software Park for three years.



埃斯波市政府：协助进口医疗物资，为政府节省**1000**万欧元

City of Espoo — Assisted in importing medical supplies, saving the government €10 million



赫尔辛基市政府：主办北京设计周活动，向全球展示芬兰的设计和文

City of Helsinki: Organized the Beijing Design Week event, showcasing Finland's design and culture to a global audience.



全生命周期赋能：助力中国企业稳健布局欧洲市场

Full-Lifecycle Support: Empowering Chinese Enterprises in Europe

市场调研

洞察宏观趋势、竞对格局与消费者

战略咨询

量身定制商业模式优化与出海市场进入路径

人才招聘

寻猎本地团队，跨越文化壁垒

注册公司

高效办理实体设立、开户及资质审批

Market Research

Macro Trends, Competitors & Insights

Strategic Consulting

Business Model & Go-to-Market Strategy

Talent Acquisition

Executive Search & Team Building

Entity Setup

Entity Incorporation & Licensing

全生命周期赋能：助力中国企业稳健布局欧洲市场

Full-Lifecycle Support: Empowering Chinese Enterprises in Europe



业务拓展

协助搭建本地供应链，挖掘 B2B渠道作伙伴



税务咨询与法律服务

提供本地税务筹划、雇佣法咨询及知识产权保护



风险合规

建立 GDPR 合规体系，规避经营风险



商务运营

托管式在地运营及全天候多语种客服



Business Development

Supply Chain & B2B Partner Networking



Tax & Legal Services

Tax Planning, Labor Law & IP Protection



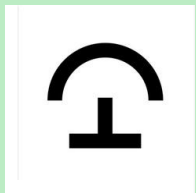
Risk & Compliance

GDPR Compliance & Risk Mitigation



Business Operations

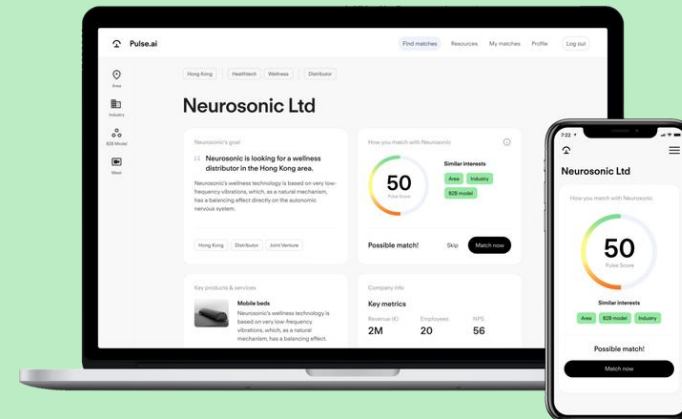
Local Operations & 24/7 Multilingual Support



Pulse.AI 数字合作平台

智能化跨境合作解决方案

intelligent cross-border solutions



平台价值 VALUE

- 更快处理客户
- Faster lead processing
- 更快匹配合作伙伴
- Faster partner matchmaking
- 更快跨越文化差异
- Faster cultural bridging
- 团队 + 大数据支持
- Human support + data intelligence

核心构成 ELEMENTS

- 客户集中管理
- Centralized lead management
- 商业机会实时洞察
- Real-time stakeholder insights
- 友好 UI/UX
- User-friendly interface
- 大数据与智能分析
- Big-data powered analytics

商业模式 Revenue Streams

- 客户订阅（免费 + 高级）
- Customer subscription (Free + Premium)
- 服务商入驻费
- Service provider admission fee
- 成交佣金
- Commission on successful deals
- 政府项目费用
- Government program fees

团队 TEAM

- Lauri Tammi
- CEO，10年中芬商业经验
- Markus Tammi
- 技术顾问，20年产品经验
- Aurora Liang
- COO，中外合作专家
- 项目经理团队
- Project Managers



Contact Us



Lauri Tammi

CEO & Founder
10年中芬商业经验

Email: lauri@tammiconsulting.com
Tel: +358 41 313 6872
Tammi Consulting Ltd
Porkkalankatu 5, 00180 Helsinki, Finland



Markus Tammi

Co-Founder
服务设计专家

Email: markus@tammiconsulting.com
Tammi Consulting Ltd
Porkkalankatu 5, 00180 Helsinki, Finland



Aurora Liang

COO
中外合作专家

Email: aurora@mingleadvisors.com
Tel: +358 41 313 2568
Tammi Consulting Ltd
Porkkalankatu 5, 00180 Helsinki, Finland



期待与您合作

Looking forward to working with you.



Tammi
Consulting⁺

