



STADLER RAIL IN POLAND EXPERIENCE, CHALLENGES, RECOMMENDATIONS

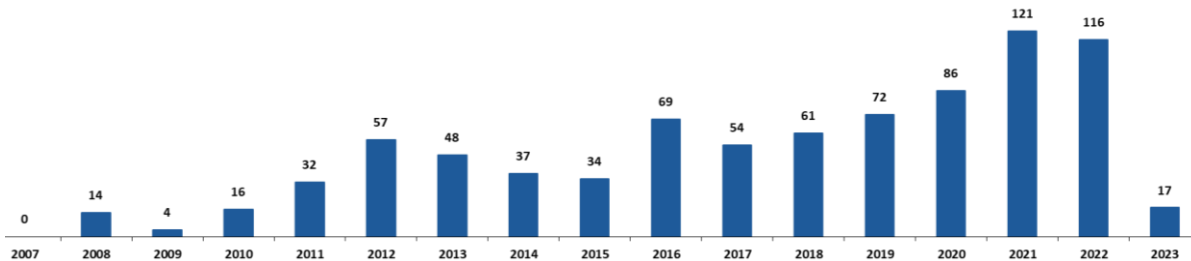
Philipp Brunner, Warsaw, 14.06.2023

STADLER

STADLER RAIL in POLAND – SUCCESS STORY

STADLER POLSKA in SIEDLCE

- Stadler Polska set up in 2006 after winning the first tender in Poland
 - initial team of 30 people, 1.200 staff in 2023
 - 838 vehicles sold (30.04.2023)
 - 80% export rate



Rolling stock

STADLER RAIL in POLAND – SUCCESS STORY

STADLER POLSKA - reference projects



Koleje Mazowieckie
10 FLIRT EMU
2007-2008



Łódzka Kolej Aglomeracyjna
20 FLIRT EMU
2013-2015



Koleje Mazowieckie
61 FLIRT EMU
2020-2023



Koleje Śląskie
4 FLIRT EMU
2007-2008



PKP Intercity
32 FLIRT EMU
2014-2023



MPK Kraków
110 TRAM TANGO
2019-2023

Rolling stock

STADLER RAIL in POLAND – SUCCESS STORY

STADLER ŚRODA in ŚRODA WIELKOPOLSKA

- Stadler Środa established in 2017 (first JV with Solaris)
 - initial capacity 120 steel bodysHELLS
 - current capacity 430 steel bodysHELLS
 - current staff 250



Components

STADLER RAIL in POLAND – SUCCESS STORY

STADLER SERVICE POLSKA

- 3 maintenance locations with 60 technicians:
 - ŁKA in Łódź Widzew
 - PKP Intercity in Łódź Karolew
 - Koleje Mazowieckie in Sochaczew



Service

STADLER RAIL IN POLAND

SUCCESS FACTORS



- Best performing products: Swiss quality, made in Poland.
- Increasing customers' awareness of LCC (life cycle cost).
- High investment in the local manufacturing and maintenance services, also in the area threaten with exclusion (Siedlce). Support by local authorities.
- Know-how transfer – gradual building up local competences: purchasing, project management, engineering.
- Developing of local suppliers (more than 2000 local partners).
- High export rate to balance volatile local market.
- Political neutrality.

Poland has become a home market for Stadler

STADLER RAIL IN POLAND

CHALLENGES



- Handling of PLN and foreign exchange.
- Polish energy mix with the highest in EU CO₂ foot print.
- Complicated, strictly followed, public procurement law, overgrown bureaucracy requiring legal support.
- International transfer pricing for goods and services.
- Legal instability / frequent changes.
- Strong local competitors.
- Growing preferences for state-owned competitors.
- One of the highest inflation in EU – rising personal and operating costs.
- Shortage of employees with practical skills (lack of dual education) and leadership capabilities.
- Difficulties in recruiting talents outside of big cities.
- Tough negotiations with Labour Unions.
- Political conflict with European Commission – EU financing suspended.

Challenging environment requires highly skilled leadership

STADLER RAIL IN POLAND

EXPECTATIONS



- Government's ambitious plans of rail transport development need to be confronted with financial possibilities.
- Poland is now in turning point:
 - the parliament election in October 2023 decides if Poland continues proceeding towards centralised economy,
 - a compromise with European Commission is absolutely needed to release EU financing and launch new tenders.
- Increasing cost base is leading to a decreasing gap to Western European high cost country.

Hope for the best, prepare for the worst



THANK YOU FOR YOUR ATTENTION

STADLER