



ARE

ANNUAL REVIEW

2019



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WE ARE DEVELOPING ARE INTO A STRONG NORDIC TRAILBLAZER IN BUILDING SERVICES SYSTEMS

THE YEAR 2019 was favourable to Are: we succeeded in both increasing our net sales and improving our EBITDA.

We secured several large building services contracting projects during the year, with the most significant ones being Are's biggest agreement ever on a new wastewater treatment plant to be constructed in Blominmäki, Espoo, the development phase of the expansion of Lapland Central Hospital and the new building H for the Vaasa Hospital District. In Sweden, our most significant orders included Tändstickan in Borås and Bonava Tuve in Gothenburg. We were also chosen as the building services maintenance and servicing partner for several great sites, such as the Mall of Tripla and Hemsö's Turku Technology Properties.

We continued the development of our Swedish operations during the year. In order to strengthen our position, we recruited a new CEO for our Swedish operations. We prepared a significant acquisition in 2019, announcing it this year when we published the acquisition of Climat80 Gruppen. It is one of the leading building services companies in Southern Sweden. Thanks to the acquisition, we can now provide all building services throughout the property lifecycle in Sweden as well.

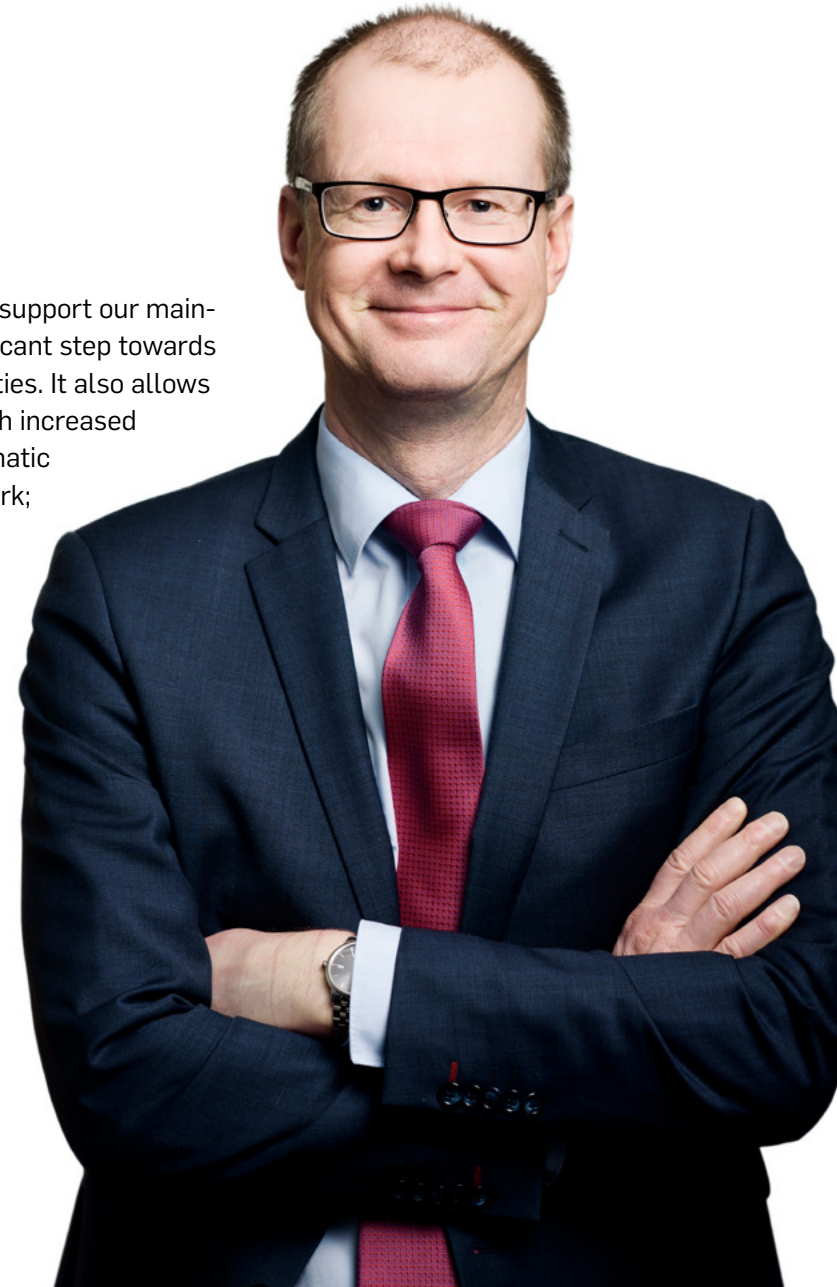
We continued the development of our customer experience and digitisation in accordance with our strategy. We deployed a

new maintenance control system to support our maintenance operations, which is a significant step towards more automated maintenance activities. It also allows us to serve our customers better with increased agility. We also continued the systematic development of our well-being at work; you can read more about the results in the responsibility section of this review.

I would like to thank our customers, partners, shareholders and personnel for their fine cooperation in 2019. A positive atmosphere at the workplace encourages us at Are to try our best every day!



Heikki Pesu, CEO



CONSTRUCTION REMAINED STABLE

CONSTRUCTION ACTIVITY CONTINUED TO BE relatively high in Finland, but signs of the predicted slowing down of demand could be seen towards the end of the year. The positive impetus in construction activity was also reflected in building services contracting which, however, is post-cyclic in relation to construction. Similarly to previous years, construction activity was the highest in the Helsinki metropolitan area and other growth centres. The building system maintenance market remained stable. Increasing technical systems in buildings support the demand for continuous professional maintenance. In Sweden, the positive economic cycle supported the growth in construction in 2019. Construction activity focused on residential and infrastructure construction. Accumulated maintenance backlog also kept renovation activity at a high level. Construction focused on the surroundings of the three largest cities: Stockholm, Gothenburg and Malmö.

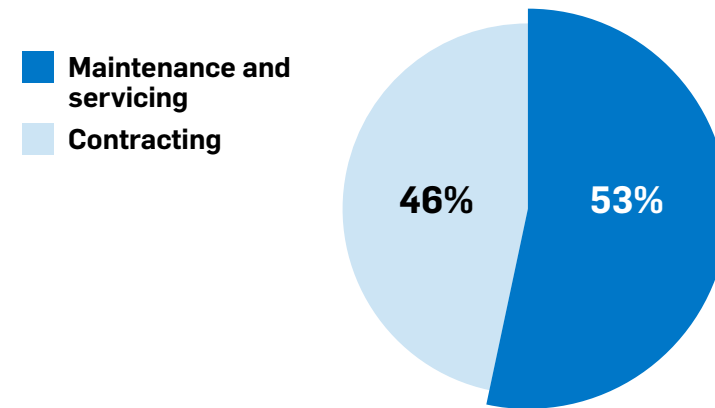
In addition to Finland, Are serves customers in Sweden and Russia, St. Petersburg. During the financial year, we expanded into Sweden by acquiring Kungälv's Rörläggeri, the leading pipe contracting and maintenance company in the Gothenburg region. Besides strong expertise in pipework contracting, the operations of Kungälv's Rörläggeri include Inter El AB, an electrical contracting and maintenance company in the Gothenburg area with approximately 20 employees. The company employs 240 building services professionals. During the financial year, we also prepared another acquisition. The acquisition of Climat80 Gruppen in 2020 strengthens our objective of providing our customers with all building services throughout the property lifecycle in Sweden as well. The acquisition will strengthen our position in the Malmö and Lund regions. ■



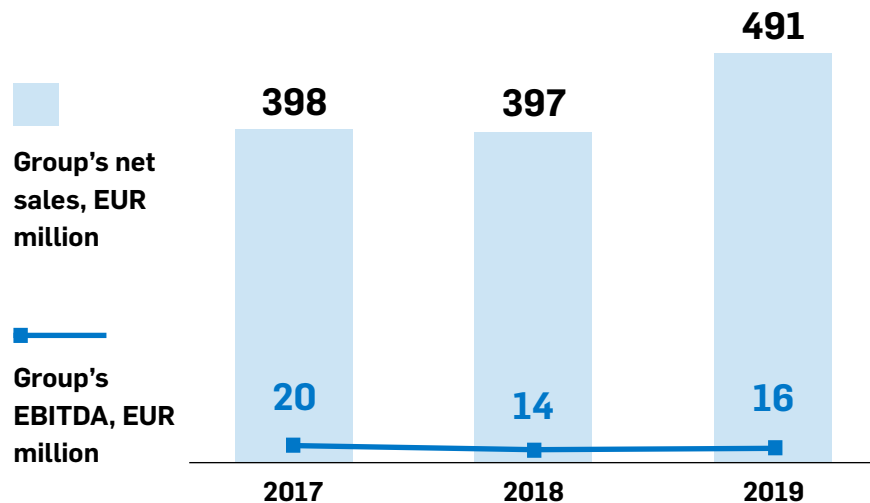
ACQUISITIONS IN SWEDEN ACCELERATED NET SALES

OUR ORDER BACKLOG INCREASED BY 36% year-on-year. Several significant building services contracting agreements were signed during the year. The acquisition in Sweden accelerated the growth in net sales. The net sales for 2019 amounted to EUR 491 million, of which property services accounted for 53% and building services contracting for 46%. The group's profitability improved on the previous financial year, and EBITDA amounted to EUR 16 million. ■

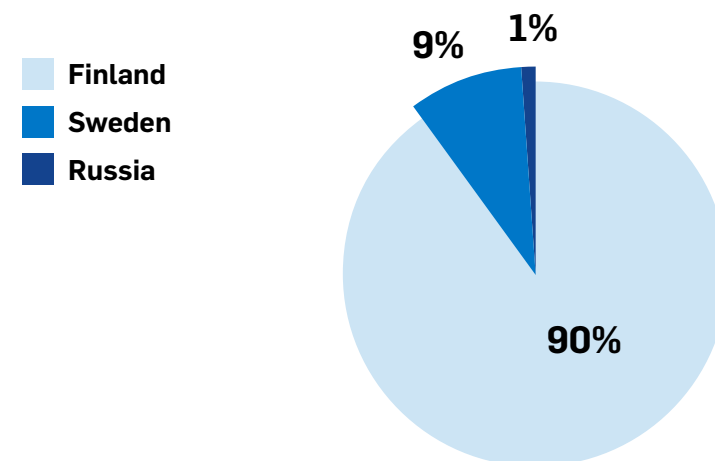
Breakdown of Are Group's net sales (EUR 491 million in 2019)



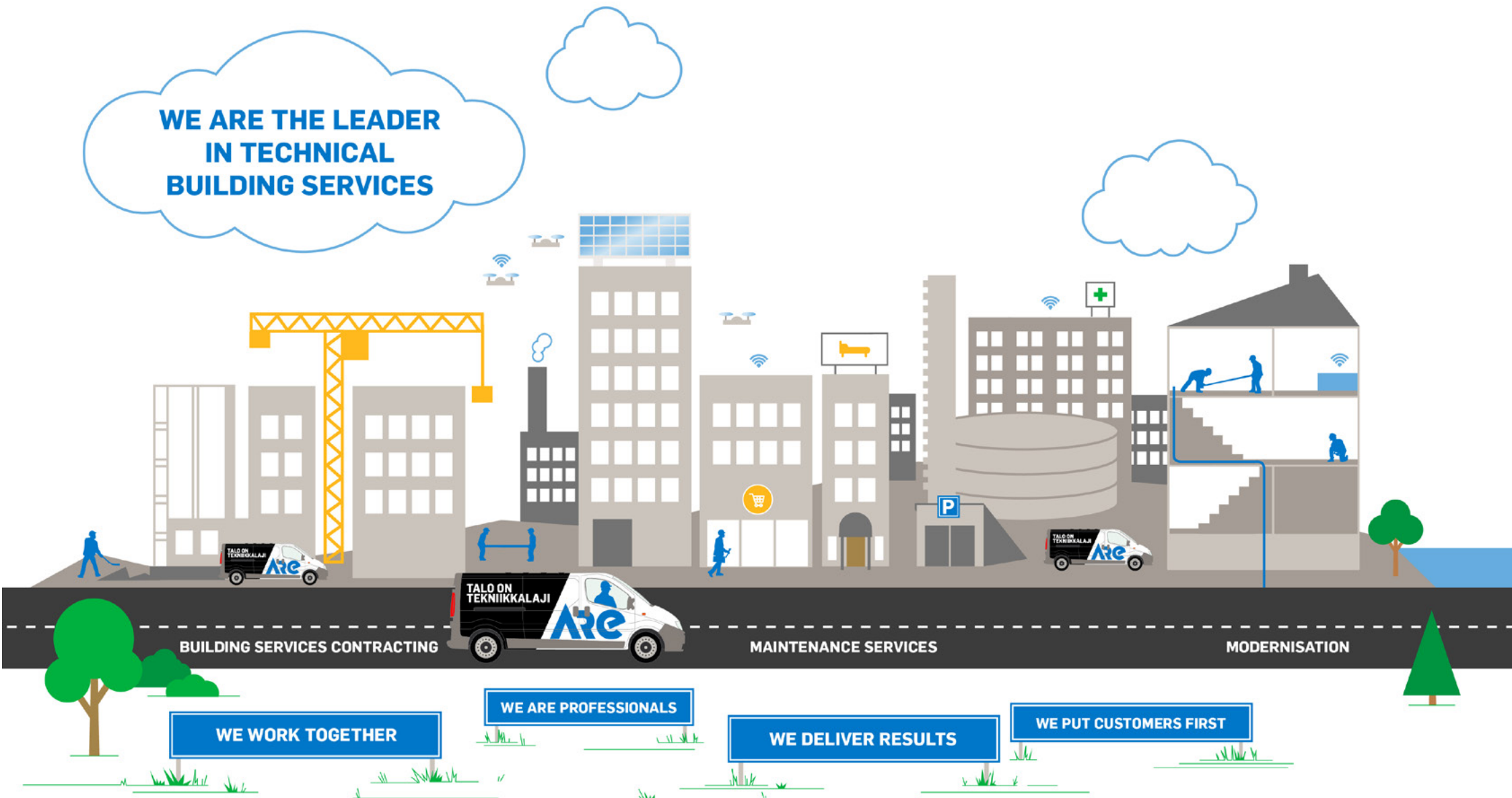
Group's net sales and EBITDA



Breakdown of Are Group's net sales (EUR 491 million in 2019)



**WE ARE THE LEADER
IN TECHNICAL
BUILDING SERVICES**



WE STRENGTHENED OUR POSITION AS A PIONEER

ARE HAS specified in its strategy that we are a pioneer in building services. In 2019, we continued the investments in digitising our operations. We started the deployment of a new maintenance control system, Ohjuri, to support our maintenance and servicing operations. The system is an important step towards more automated maintenance operations. We can offer our customers increasingly appropriate maintenance operations by making use of software robotics, improving the processing of work orders and reporting and making route planning more efficient.

We established a separate country organisation in Sweden

Are has reached market leadership in Finland. In order to guarantee profitable growth, we have also decided to expand into Sweden in our strategy.

Early in 2019, we finalised the acquisition of the pipework contracting and maintenance company Kungälv's Rörläggeri in Sweden, and it became part of Are Group. The company employs some 240 industry professionals. It is the leading company in the Gothenburg region and has operations in a total of eight locations in Sweden. Besides strong expertise in pipework contracting, the company includes Inter El AB, an electrical contracting and maintenance company in the Gothenburg area with approximately 20 employees.

Similarly to Finland, we want to provide our customers with all building services throughout the property lifecycle in Sweden as well. In order to achieve the objective, we built a separate country organi-

sation, Are Sverige, in Sweden in 2019, with Jonas Granzell appointed as its CEO. The organisation also employs a business controller. The separate local country organisation facilitates strengthening Are's customer-oriented operating model in Sweden and efficient preparation of new acquisitions.

We continued the development of the customer experience

Customers are at the core of our strategy. We have carried out significant development work to make our customers' voice heard better in everything we do.

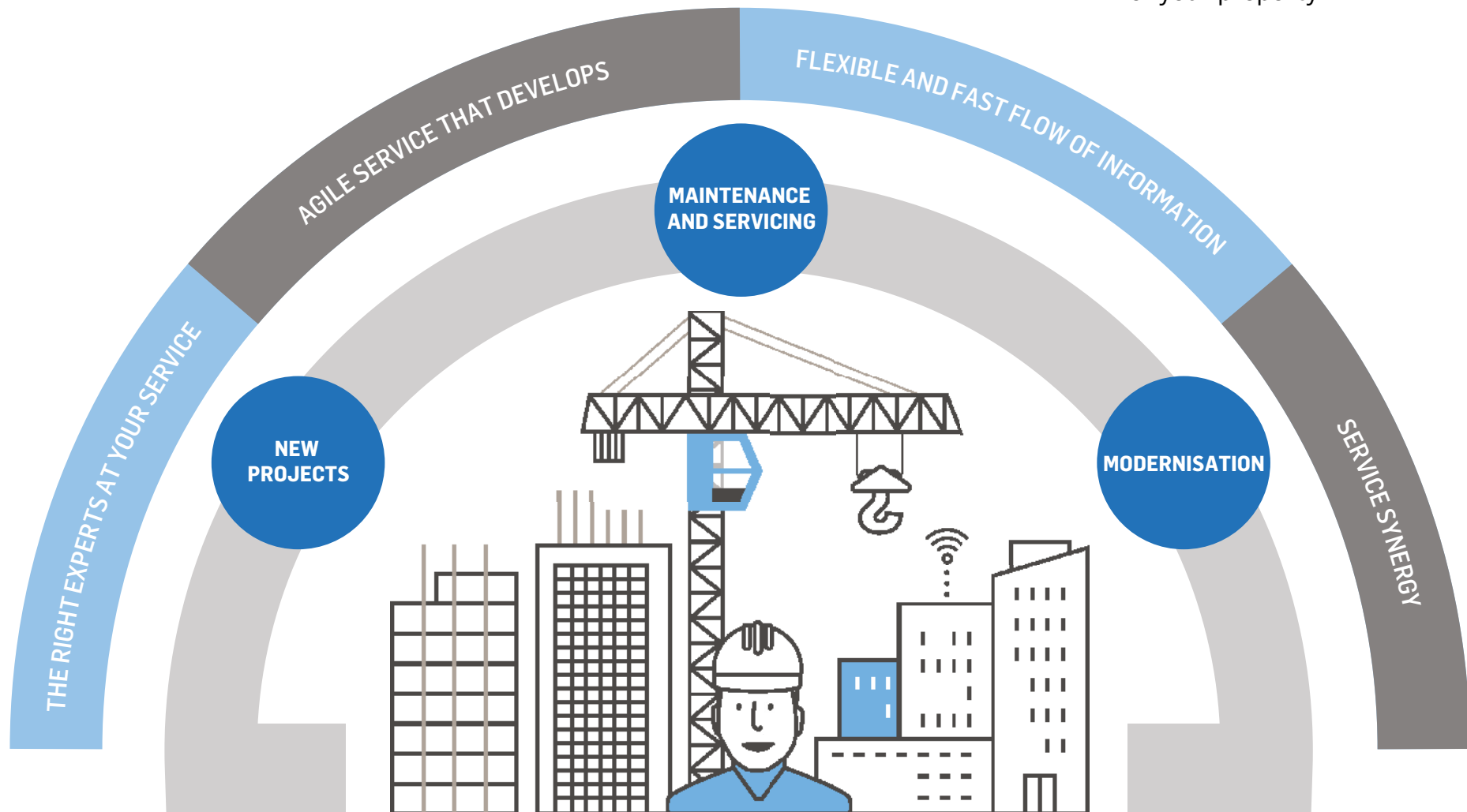
We have increased the efficiency of measuring our customer satisfaction and feedback processing. We always review feedback with the personnel and use the results in developing our service. Based on customer feedback, we have e.g. launched e-learning courses for our specialists.

End user satisfaction is strongly influenced by the cost efficiency of the building services partner. During 2019, we adopted a new procurement system that has allowed us to automate and digitise several of our procurement functions. The digitisation of procurement has not only made several of our functions faster, but also provided additional cost efficiency, which we have been able to utilise for the benefit of our customers. As part of Smart Procurement, we have also renewed our maintenance vehicle fleet and moved to increasingly ecological, practical and cost-efficient maintenance vehicles. ■



WE OPTIMISE SERVICES THROUGHOUT THE PROPERTY LIFE CYCLE

Our services aim to optimise efficiency and the indoor climate throughout the life cycle of your property. ■



SMART BUILDING SERVICES TAKING INTO ACCOUNT THE SPECIAL REQUIREMENTS OF THE PROPERTY

A functional property is the sum of many parts. Smart building services solutions play a key role in energy-efficient and functional buildings that are good for people to be, work and live in.

WE ALWAYS AIM AT energy-efficient premises and comfortable conditions for the users of the premises, with cost-efficient implementation. We continuously develop our operations and always work closely with our customers. It takes cooperation to find the best solutions taking into account the special requirements of the property, regardless of whether it is an office, hotel, hospital or industrial plant.

Diverse technology

In addition to heating, ventilation and electrical systems, we also master other building services systems. This allows us to adopt a comprehensive approach to the building services of the property, both in installation and maintenance. ■

► [Learn about our services on are.fi](https://are.fi)



WE KNOW YOUR BUSINESS

We provide solutions and services throughout the property life cycle, ranging from new construction to building services contracting, servicing and maintenance, modernisation and renovation. We operate efficiently and in a customer-oriented way. We recognise the special requirements of different building types and industries.

ARE IS THE market leader of its industry in Finland and gaining more of a foothold in Sweden as well. We believe that our solid experience in building services and close cooperation with our customers make it possible to offer the best building services for the entire life cycle of the property.

The development of the energy efficiency, conditions and comfort of properties continued in 2019, as did growth in maintenance solutions. We signed several local and nationwide maintenance agreements and secured extensions to existing agreements. Following the completion of the Mall of Tripla in Helsinki's Pasila district, maintenance and servicing work will continue in the shopping centre and office towers. Another example of the past year's successes is that Are was chosen as the building services maintenance and servicing partner for the social and healthcare properties of Hemsö's Turku Technology Properties.

We are familiar with the challenges and special characteristics of healthcare properties throughout their life cycles. Last year, we were chosen as the building services partner for the development phase of an expansion project to the Lapland Central Hospital implemented using the alliance model. We were also involved in implementing hospital proper-

ties in Vaasa, when the BothniaHigh 5 alliance chose Are as the building services contractor for the implementation phase of the new H building of the Vaasa Hospital District.

We also succeeded in becoming part of major projects this year. The Helsinki Region Environmental Services Authority will develop a new wastewater treatment plant in Blominmäki, Espoo. Blominmäki will be implemented as a cooperative contract for which Are was chosen as the project management partner on account of our building services contracting experience and expertise.

Customer experience at the core

We aim at customer orientation in everything we do. When the goal in customer relationships is partnership, providing our customers with added value while developing our own operating models become a close-knit whole. Are's customer satisfaction improved year-on-year. The Net Promoter Score (NPS) was 28 in Finland. In particular, we were appreciated for our professional skill and technical expertise, smooth cooperation, service attitude and the comprehensiveness of our services. ■

**Are is the market
leader of its
industry.**

Net Promoter Score
in Finland

28

LAPLAND CENTRAL HOSPITAL

THE LAPLAND CENTRAL HOSPITAL joint municipal authority chose Are as the building services partner in the development phase of the expansion project of Lapland Central Hospital. The value of the expansion project, implemented using the alliance model, totals approximately EUR 124 million, of which building services account for approximately EUR 37 million. In addition, the project will include a parking building with a cost estimate of EUR 14 million.

The expansion project will include the construction of two new buildings in the area of the existing hospital in Rovaniemi. A new building with a floor area of approximately 22,700 square metres will house general hospital functions and another building, sized 8,000 square metres, will be a psychiatric hospital. In addition, approximately 2,800 square metres of existing premises will be renovated.

The aim is to make the new hospital a patient-centred facility that promotes health, well-being and the recovery process. Its design and construction take into account the need to minimise the building's ecological footprint while maximising the overall economy of the investment and the hospital's use. In addition to the Lapland Hospital District and building services partner Are, the alliance includes YIT in the role of construction contractor, Verstas Architects and a special engineering group comprised of Granlund, WSP Finland and L2 Fire Safety.

Are will also continue in the implementation phase launched in 2020 as the building services partner. ■

■ ■ The alliance model was chosen because it will help ensure that the special requirements of hospital operations are taken into account during construction, from the start of the project to its completion.

JANNE KESKINARKAUS, PROJECT DIRECTOR IN CHARGE OF THE EXPANSION PROJECT, LAPLAND HOSPITAL DISTRICT



LÄNSIMETRO (WEST METRO) SOUKKA AND KAITAA STATIONS

ARE IS strongly involved in the construction of the second phase of Länsimetro. The company is responsible for the building services work of the Soukka station, such as the installation of ventilation ducts, water and sewage pipes and sprinkler pipes.

The modern metro system of Länsimetro is comprised of 52 different systems. The automation systems include e.g. HVAC automation, property control, power supply control, CCTV and PA systems and access control. The HVAC systems, on the other hand, include pumping stations, smoke ventilation blowers, station-specific ventilation and pressurisation blowers and fire water network. Other metro systems include security systems, fire doors and passenger information system.

The construction of the Soukka station will be carried out as a consortium of YIT and Are. In the project, Are is responsible for controlling the planning of technical systems, implementation and project management. The Soukka station will be complete in 2022. The estimated time of completion of the entire project is 2023, when the Matinkylä-Kivenlahti section will be delivered after tests and official inspections to Helsinki City Transport, the operator of the metro. The project is proceeding according to schedule and cost estimate. ■

► [Watch video](#)

Attention has been paid to the smoothness of cooperation and flow of information in the construction of the second phase.

LÄNSIMETRO OY'S CEO VILLE SAKSI



HEMSÖ

ARE HAS been in charge of the maintenance and servicing of Hemsö's social and health care properties in the Turku region since autumn 2019. Are cooperates with its long-term partner, Turku Technology Properties, in the customer account.

Turku Technology Properties began to manage Hemsö's social and health care properties in Turku as of September 2019. Are has been the long-term building services partner of Turku Technology Properties, so expanding the cooperation is a natural continuation to the partnership.

Are will provide services to 18 Hemsö social and health care properties, with a combined floor area of more than 80,000 square metres. The properties house the Turku City Hospital, four care homes, a health centre and other health care properties. The main users of the properties are the City of Turku and the Hospital District of Southwest Finland. ■

As a large and strong technical specialist, Are was a great partner choice for this diverse property portfolio

MIKA KVIST, PROPERTY MANAGER, HEMSÖ





CORPORATE RESPONSIBILITY REPORT

*The figures on pages 15–25 only concern the Finnish functions

CERTIFICATES ARE PROOF OF RESPONSIBILITY

THE PRINCIPLE OF CONTINUOUS IMPROVEMENT guides everything we do. In practice, it means that we invest in the well-being and development of our personnel, develop new ways of managing the life cycles of properties and aim at improving the well-being of the environment. Keeping our promises is at the core of our culture: getting things right the first time and keeping up with the schedule.

It is important to us to take quality, environment, health and safety into account in everything we do. Our certified systems ensure that our operations remain at a high level. Our certified ISO 9001 Quality Management System supports the continuous development of the quality of operations and contributes to ensuring customer satisfaction. ISO 14001-certified environmental management system is the world's best-known environmental management system model, which is proof of the good management and continuous development of environmental matters. The OHSAS 18001 Occupational Health and Safety System, on the other hand, supports the development of a safe operating culture. ■

Keeping our promises is at the core of our culture.



WELL-BEING AT WORK INCREASED FURTHER

At Are, the development of well-being at work has been incorporated into day-to-day work. The degree of engagement and sick leave rate of our employees are at an excellent level.

WE MEASURE THE job satisfaction of Are personnel with an annual HR survey. One of its key indicators is the engagement index, comprised of key components of job satisfaction. At Are, the index score for 2019 was 73, up three points year-on-year. The degree of engagement of our employees is high, and well over the Finnish average of 59.

The grades for supervisory work, customer work and smoothness remained unchanged year-on-year at 3.7 on a scale of 1–5. The grade for internal cooperation increased on the previous year to 3.4.

142 Are employees were nominated as Are's manager of the year.

Number of sick leaves remained low

Are's sick leave rate was 4.2 in 2019. Compared to the industry average, this is a low figure, and we are continuously seeking ways to decrease it further. It is important to us to invest in the well-being at work of our employees and ways to prevent sick leaves. Among these measures were wearable technology measurements made in cooperation with Myontec, providing us with detailed data on the load of different phases of installation work.

We take into account different points of view of the work load, occupational safety and capacity for work in order to effectively support the continuity of careers to retirement age and also make it possible for those with reduced working capacity to continue in working life.

At Are, achieving changes is not left to depend on isolated projects or measures. Instead, the development of well-being at work is systematic and part of day-to-day life at Are. Our aim is to do things better and better day after day. ■

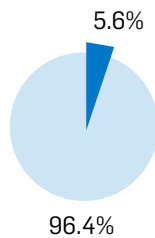
► [Watch video](#)



ARE PERSONNEL 2019 (2018)

Number of Are
employees in Finland

2,942
(2,846)



Of Are employees,
96.4% (96.2%)
are male and
5.6% (5.8%)
are female.

Our average age was

42
years (41)



Salaried employ-
ees' average age is
44 (44)
and workers'
41 (40).

Rewards paid EUR

702
thousand
(EUR 1.5 million)

We invested in the development
of our safety culture with safety
performance rewards and adopted
instant rewards.



Salaried employee
turnover

9.8%
(12%)

Worker
turnover

7.4%
(8.6%)

Open positions recruited

544
applications 3,519
(6.7 applicants/position)



ARE HAS A REPUTATION AS A GOOD EMPLOYER

T-Media's Reputation&Trust study indicates that Are's overall reputation developed favourably during 2019. Based on the study, Are's strength is its ability to take care of its personnel.

ACCORDING TO THE GENERAL PUBLIC, Are is a profit-making, professionally managed company that takes good care of its HR affairs. More than 6,000 Finns responded to the study on trust and reputation in the construction industry.

Are's overall reputation improved on 2018, and it clearly exceeds the average for the big operators in the construction industry. According to the analysis, employer image is Are's strength besides its quality. The respondents feel that Are treats its employees well and equally.

The study respondents consider that in addition to products and services, a company's operating methods and ethics are the most important things. Compared with the industry on average, Are enjoys high stakeholder support: the respondents trust the company and are also willing to recommend it.

The results of the extensive study are aligned with the results of Are's HR survey. In fact, Are's personnel engagement rate is higher and personnel turnover lower than the industry average. In addition to developing its own employer image, Are works purposefully to develop the awareness and reputation of the industry as a whole. For example, Are is involved in the work of the construction industry reputation working group. In addition, the company regularly brings up the meaning of building services from the point of view of user comfort and sustainable life cycle of buildings in its communications. ■

PERSONNEL

ARE PERSONNEL EXPERIENCE 2019 (2018)

Classroom training days

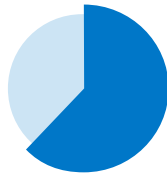
0.79
(1)/person



We support and encourage our employees to study and develop in their work.

Induction

62%



62%

More than one-half of employees have received documented induction.

Online courses taken

15,770
(9,303)



Are employees have access to 40 online training courses (18).



Engagement

73
(70)

Our engagement index is high. Supervisor satisfaction has remained strong at 3.7/5, and 249 nominations concerning 143 different persons were submitted to the supervisor of the year competition.

PREDICTION CREATES SAFETY

ARE EMPLOYEES' WORKING ENVIRONMENTS change every day, which requires us to have a diverse and strong safety culture in everything we do. We invest in predictive safety work and occupational health care that focuses on work capacity – both help to effectively decrease accidents at work.

Safety observations are an important part of our predictive safety work. Are employees have access to an electronic tool that makes it easy to report observed shortcomings and needs for changes regarding occupational safety. The number of safety observations made in 2019 more than doubled year-on-year, and observations were made by 64% of Are employees.

We also developed our safety culture with safety performance rewards, safety walks, online learning courses and post-accident discussions. ■

Key figures	2018	2019
Safety observations	5,710	14,093
Accident frequency rate*	18	15.6
Sickness absence rate, %	4.2	4.2

* Accident frequency rate refers to the ratio between accidents at work resulting in incapacity for work lasting for more than one day and hours worked. The ratio is calculated per one million hours worked.



WEARABLE TECHNOLOGY MEASUREMENTS INCREASE WORKING CAPACITY

WE CONTINUOUSLY look for new ways to develop the working capacity of our personnel and avoid accidents. The prevention of musculo-skeletal disorders plays a significant role in the construction industry.

In autumn 2019, we performed wearable technology measurements in cooperation with the Finnish company Myontec. The measurements provided us with detailed data on the impact of different phases of installation work and tools used on the level of the work load.

The wearable technology, electromyography (EMG), measures the electric activity of muscle groups during different work phases. The measured values are compared to the employee's maximum power. The number of microbreaks was also important information obtained – it indicates whether the muscle gets enough rest between static load.

With the wearable technology measurements, we can strengthen our employees' knowledge of work ergonomics, for example, and emphasises that even small changes matter from the point of view of working capacity. ■

The measurement results showed that the number of microbreaks and choice of tools play a big role in work load.

THE ENVIRONMENT IS IMPORTANT TO US

WE COMPLY WITH THE PRINCIPLES OF sustainable development in everything we do.

Important means on our journey towards an environmentally-friendly tomorrow include:

- Compliance with the environmental legislation on our operations.
- Assessment, management and elimination of environmental risks.
- Using recycled materials and products and reducing negative environmental impacts in product development, production processes and operating methods.
- Requiring also our subcontractors and partners to act in a way that supports our environmental policy.
- Training and guiding our personnel in environmental matters.
- Active communication on environmental matters and maintaining open dialogue.

The objectives steer our responsibility work

In order to know where we are going when it comes to the environment, we have set ourselves concrete measurable objectives. Our objectives for 2019 included minimising fuel consumption and reducing waste costs by increasing the efficiency of sorting. ➤





Systematic driving saves

We use a lot of vehicles, so optimising their use allows us to have a significant impact on our environmental load. Optimisation refers to managing the number, size and use of vehicles as efficiently as possible. With it, we can do good for the environment as well as save money.

We measure the efficiency and environmental friendliness of the use of vehicles by calculating the ratio of fuel consumption to net sales. In 2019, our vehicles used approximately 850,000 litres of fuel, while the net sales of maintenance and servicing was approximately EUR 193 million. The ratio of fuel to net sales was therefore 4.4 litres/EUR 1,000 of net sales. The figure increased on the previous year (3.7), even though the ratio in reality remained at the same level. The reason for the difference lies in changes in the reporting methods adopted in 2019.

We aim at a high recycling rate

We also measure the recycling rate of waste with a ratio. Based on reports produced by our waste management partner, we calculate the costs incurred by one tonne of waste on average. The higher we can make our recycling rate, the lower the costs stay. In 2019, the figure was EUR 190 per tonne of waste, so we fell short of our set objective of EUR 140 per tonne of waste. The reason for this was the increase in the share of construction waste of all Are waste managed via Remeo as well as credits received for certain materials being lower than before. ■

BLOMINMÄKI PROJECT MINIMISES EMISSIONS

THE HELSINKI REGION Environmental Services Authority will develop a new wastewater treatment plant in Blominmäki, Espoo, and Are is the building services project management contractor in the project. Are is in charge of the HVAC, sprinkler, electrical, instrumentation and automation works in the project.

The scale of the giant project is illustrated by the fact that approximately 12,000 metres of just ventilation ducts will be installed. Due to the exceptionally large delivery, Are and Lindab have decided to implement the duct production in the construction site environment. A designated duct machine has been designed for the site conditions.

Taking care of the ventilation duct fabrication process on the site makes it possible to significantly reduce construction site traffic and minimise transport-related emissions. It has been estimated that transporting the ventilation ducts to the site would have required up to 300 truck runs. For example, a full trailer combination truck can only carry 15 metres of the largest, 1,600-mm duct.

Thanks to on-site duct production, there is also less wastage than normal, as the length and installation of the ducts can be optimised according to the needs of the site. ■



MANAGEMENT BOARD 12/2019



Heikki Pesu
CEO



Laura Kekarainen
CFO



Jerri Loikkanen
Strategy Director



Kaisa Tuulainen
HR Director



Pekka Björkman
SVP, Procurement



Seppo Korhonen
Business Area Director,
Southern Finland



Marko Otranen
Business Area Director,
Western Finland

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Timo Kohtamäki
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of Board since 2015



Mika Pelkonen
DSc (Milit.), Member of
Board since 2017



Erkka Valkila
Engineer, Member of Board
since 2017



Martti Koivisto
Business student, Mem-
ber of Board since 2018



Erik Toivanen
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**Olli-Petteri
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