

# ORGANISER SA LOGISTIQUE ET INSTALLER SON CENTRE DE DISTRIBUTION EN EUROPE

Mieke Pynnaert, Montréal le 9 novembre 2016

**FLANDERS INVESTMENT & TRADE**

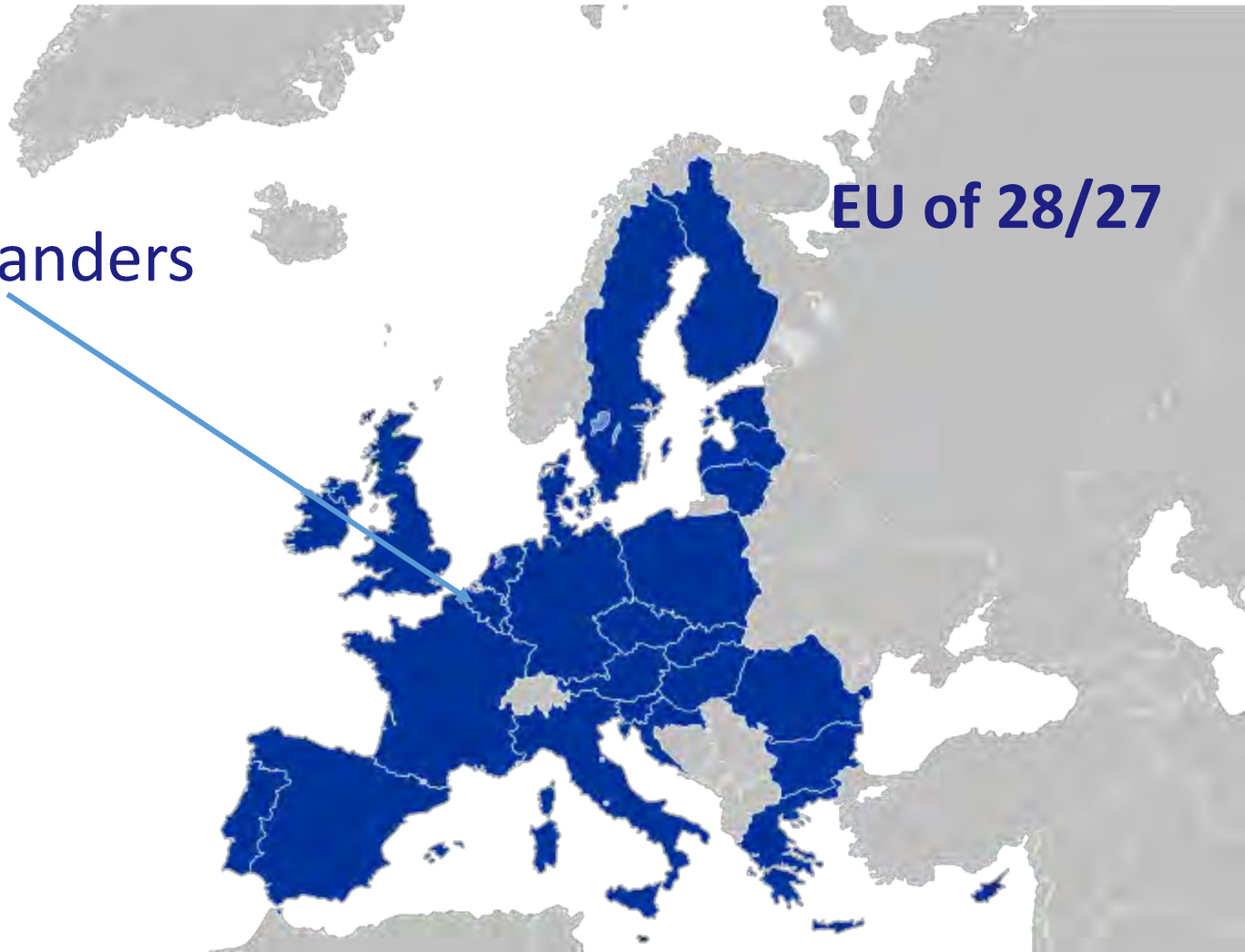


A bright yellow triangle is positioned on the left side of the image, pointing towards the top right. A thin black line extends from the top right corner towards the left, crossing the yellow triangle.

**Where?**

Flanders

EU of 28/27

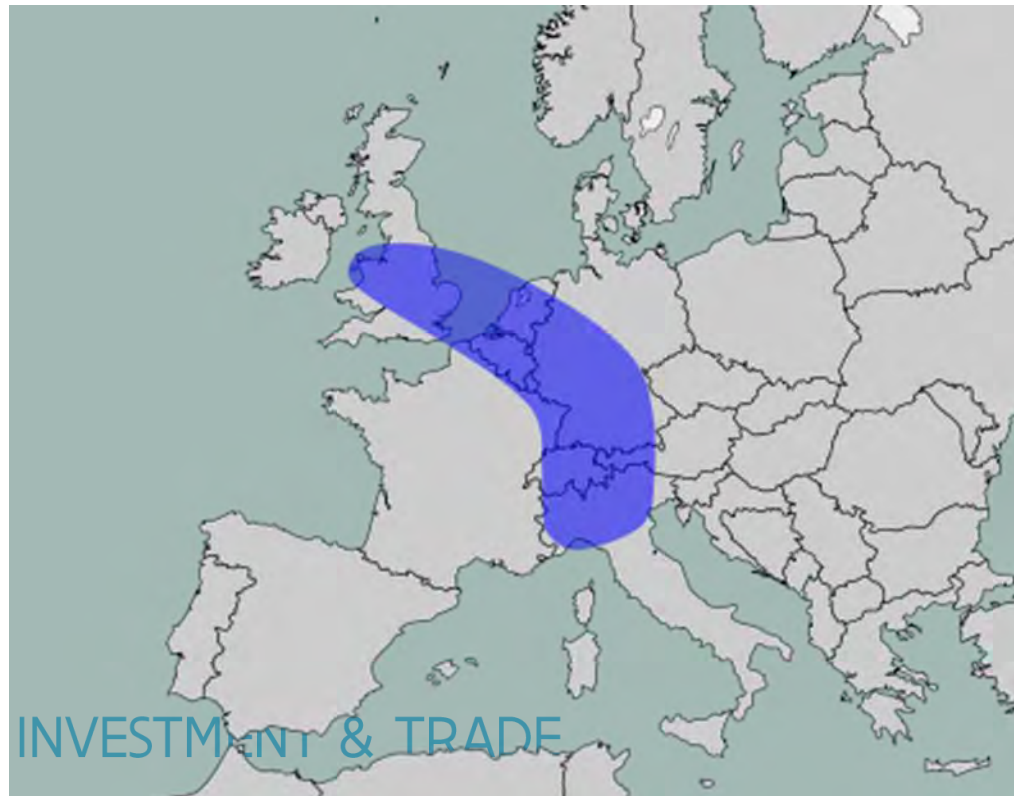


# Assess Your Business Needs!

1. Central Location
2. Multi-modal Transport Infrastructure
3. Flexible Customs
4. Taxation
5. Real Estate Cost
6. Human Resources
7. What do other companies say?
8. High Quality of Life
9. Professional Support in Setting Up Operations

# Central Location

- Reduce cost, minimize distance to market
- Where is the consumer's purchasing power?



# Future market development

FIGURE 2 – EUROPE'S GDP - 2011

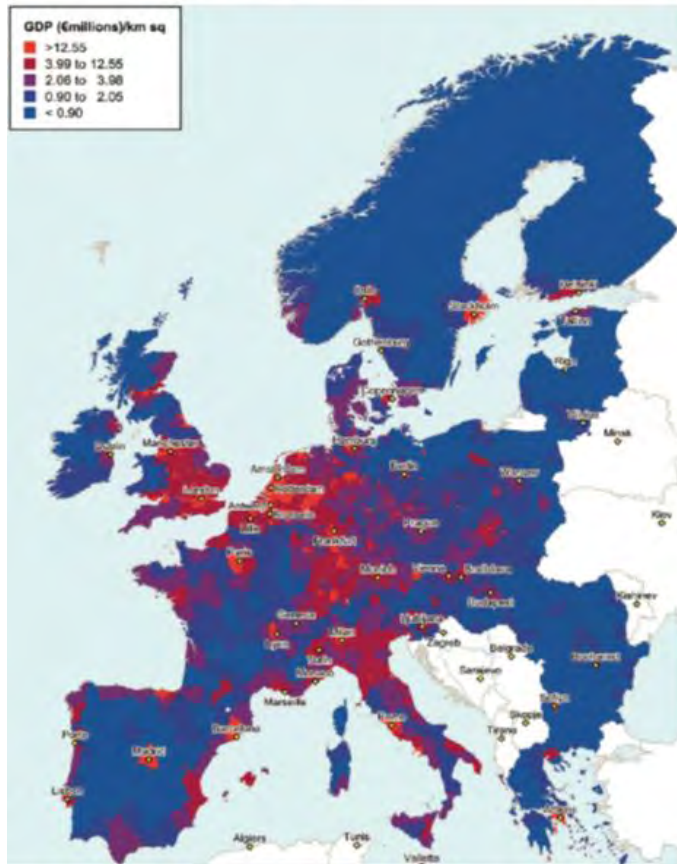
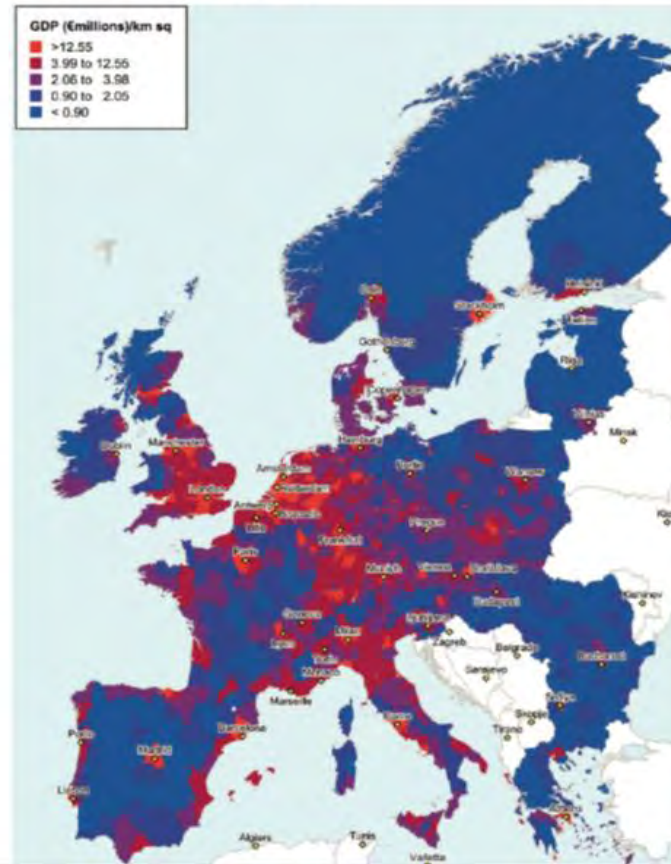


FIGURE 3 – EUROPE'S GDP - 2020



Source: European Logistics Report by Colliers, 2012, based on information by Experian

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# Why do industrial clients source internationally?



**1** Quality and reliability

**2** Receive goods quickly

**3** Cost

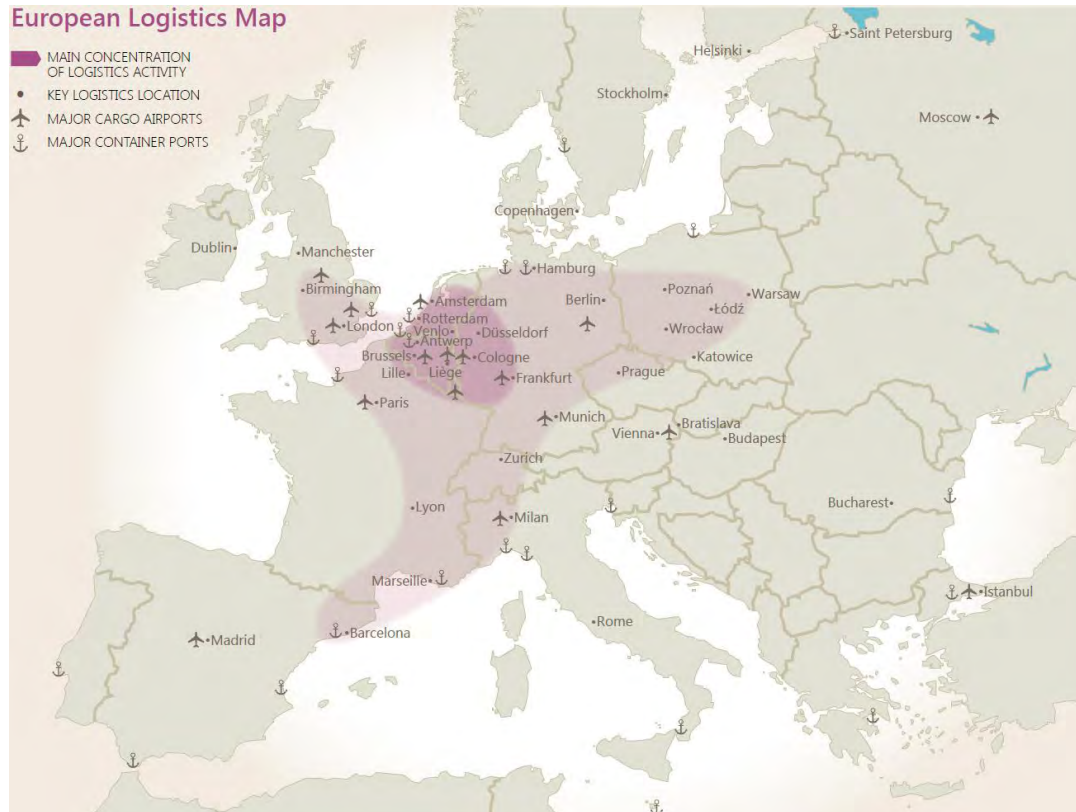
# Transport infrastructure

- Optimize supply chain: easily tap into excellent existing transport infrastructure.
- Ease of travel throughout Europe for sales people.
- Density & availability of multimodal transport:
  - Airports
  - Seaports
  - Road
  - Rail
  - Inland waterways





# European Logistics Map



Source: European Logistics and Industrial Market Report 2014, Knight Frank

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# Flexible Customs

- EU of 28 (later 27)
  - = same rules
  - ≠ same flexibility customs authorities
- Country: easy to set up bonded warehouse:  
deferred import duties and VAT on import
- Significant cash flow benefits



# Taxation: effective corporate tax

	2000	2014	Difference 2000 to 2014
Belgium	34.5%	26.7%	-7.8%
Germany	40.4%	28.2%	-12.2%
Ireland	9.4%	14.4%	+5%
Spain	36.5%	32.6%	-3.9%
France	36.6%	39.4%	+2.8%
Italy	31.3%	24%	-7.3%
Luxemburg	32.6%	25.5%	-7.1%
Netherlands	32.3%	22.6%	-9.7%
UK	28.7%	22.4%	-6.3%

Source: [http://ec.europa.eu/taxation\\_customs/business/economic-analysis-taxation/data-taxation\\_en](http://ec.europa.eu/taxation_customs/business/economic-analysis-taxation/data-taxation_en)



# Taxation

- Tax ruling
- Tax benefits
- Financial grants

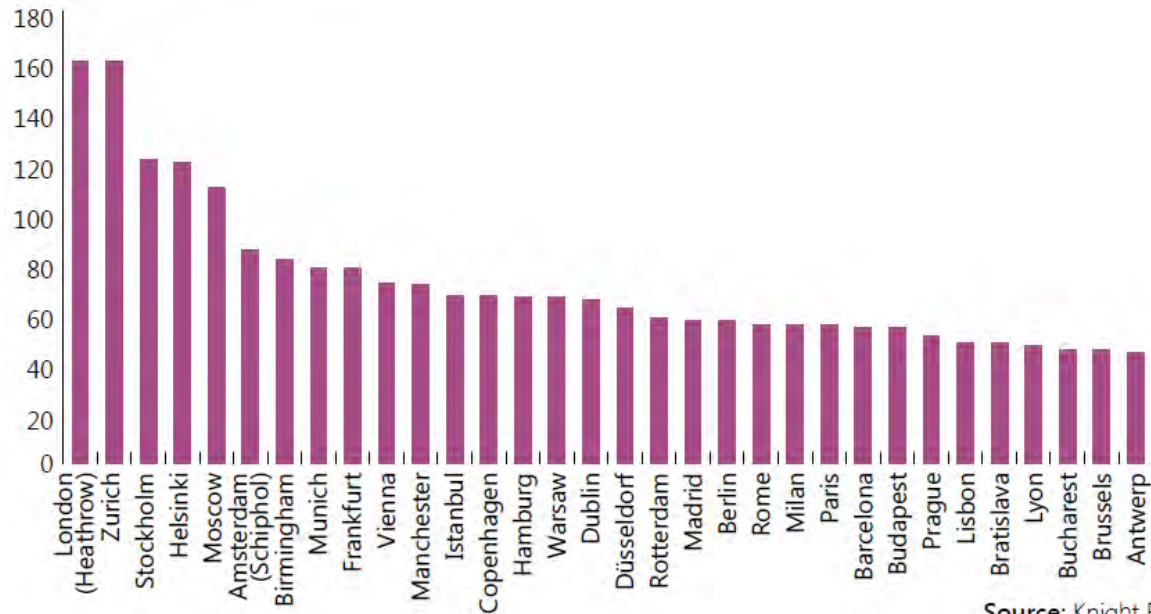


# Real Estate Cost

FIGURE 8

## Prime logistics rents

€ per sq m per annum



Source: Knight Frank

Source: European Logistics and Industrial Market Report 2014, Knight Frank



# Human Resources

- Labour cost
- Other factors:
  - Productivity
  - Education system
  - Multilingual
  - Hiring & Firing: cost & legal
  - Employment incentives



# What do other companies say?

- Identify other Canadian (or American) companies.
- Learn from their experience.
- How do they perceive setting up in the country?
- How do they perceive operating in the country?

*BRP, Bombardier Transports, Hydrogenics, Oxyplast, Ballard Power, CAE, McCain, ...*

*3M, Black & Decker, Bose, DHL, Duracell, Exxon Mobil, J&J, Microsoft, Nike, Pfizer, Proctor & Gamble, Samsonite, Sara Lee, UPS, ...*



# Quality of Life

- Important to consider for your Expat:
  - Cost of Living (Mercer, EIU, UBS).
  - Affordable, high quality housing.
  - How well do they speak English?
  - Expat tax status available?
  - Quality & cost of health care system.
  - Education: international schools?



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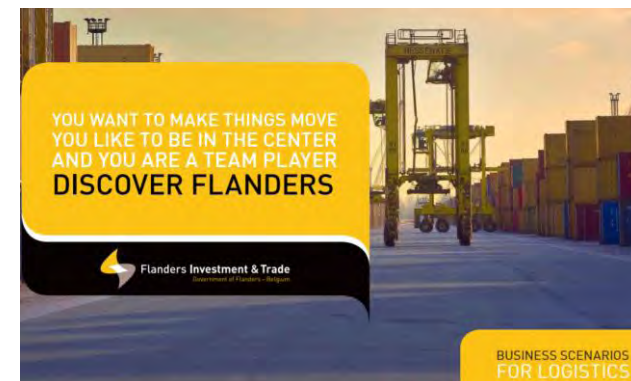




# Professional support

- Site Selection Consultants
- Tax advisors
- Flanders Investment & Trade: free & confidential advice on:
  - Site selection
  - Legal requirements clarified
  - Subsidies & support measures
  - Introduction to knowledge centres
  - ...

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# Flanders

State of the Art