

Air quality and breathing comfort in all conditions and in every location – an interview with **Daniel Jaśkiewicz, President of the Management Board of Klima-Therm Group**

- **Klima-Therm was established in 1996 in Toruń, as a small company active in the air conditioning industry. Today, it is an international group of affiliated enterprises. How can you explain your success?**

Over the 25 years of our existence, we have succeeded in expanding our competencies – from a small, four-person company with a commercial profile, we have become a market-leading distributor and manufacturer of air conditioning and ventilation systems, employing over 500 people in six companies, in five different countries. We have also transformed the scale of our business operations – the last 15 years alone have seen the company's revenue grow sevenfold to over EUR 100 million. The company has boosted the volume of devices sold, bolstering its key sectors. Compared to 2016, the sales of split and multi split air conditioning units have almost doubled. To put it into perspective, nearly 390,000 air conditioners from our distribution have been installed in the last five years. It should be noted that within that same time, the sales of VRF commercial systems have risen by almost 50%, which has strengthened the company's position in the large investments market. As a result of the successful restructuring of our production sector, in 2020 we reached the volume of 3,000 air handling units – this is five times more than in 2011, when we took over Klimor. We can also be proud of last year's sales of air conditioning and heating units from the economy+ segment under our own KAISAI brand, which reached the record-breaking number of 68,000 units. This is yet another element of our competitive advantage founded on the complementarity of solutions and offering clients a choice of devices from different price segments. We should not forget about the sales conducted abroad, which currently stand at one-third of Klima-Therm Group's revenue. We have opened up to new clients and new markets, with our products exported to over 40 countries around the world, including the United States and Canada, where we operate through our subsidiary Klimor USA Inc. Foreign countries are certainly one of our prospective targets in order to intensify our revenue stream.

- **How do you manage to stay ahead of the competition?**

As I've already mentioned, our focus is on building a competitive advantage based on the complementarity of our product portfolio. By combining diverse solution segments, in different price groups and with our portfolio comprising both distribution brands and our own brands, we are able to adopt a comprehensive and flexible approach in relation to specific investment assumptions of our clients. We go beyond the scope of any standard product offer as a manufacturer, which permits us to supply solutions tailor-made to the most exacting designs featuring air conditioning and building ventilation systems. Another one of our advantages, which is just as important, is our superior level of technical and sales advisory services. We have the

industry's largest sales team of over 120 people – experts with industry-specific education and many years of experience in the sanitary installation industry. Every day, more than 500 employees, both in Poland and abroad, strive towards the success of all the companies that belong to Klima-Therm Group. They are the most valuable capital and the driving force behind the development of the entire organisation. We make every effort to always provide our employees with a stable and safe working environment that is conducive to their personal development. We motivate our employees using a variety of non-wage tools, which in 2020 amounted to almost one million zlotys. It is likely that the company's current average length of service of 9 years and 2 months is proof that our company is perceived as a good employer – at least that is my hope.

- **The company's motto is "We care about air". Is the atmosphere "outside" as important to you as the air inside?**

A responsible, environmentally-friendly approach to our business is one of our key priorities. The designers of Klima-Therm air conditioning and ventilation systems are very responsive to ongoing legislative changes and the introduction of new EU directives aimed, for example, at reducing the environmental impact of refrigerants. Klima-Therm's product portfolio comprises units which make use of the latest environmentally-friendly refrigerants, such as R32, R454B, R452B and R513A. These refrigerants do not damage the ozone layer, and their greenhouse warming potential is lower by at least 50% than that of the commonly used refrigerants.

- **How do you see the future of Klima-Therm Group?**

We are currently in the process of reopening the company to new opportunities, and in the nearest perspective, these will be offered to us by the RES segment. In Poland, it is estimated to offer 300,000 new sources of green energy per year, out of which 35,000 are to be air-to-water heat pumps. The dynamically growing segment of heat pumps results from Poland's new energy policy for the coming years, the need to meet EU requirements for the minimum amount of energy sourced from RES and the changing consumer awareness of the necessity of caring for the environment, including the quality and purity of air. For this reason, in the first stage of implementing the RES segment by Klima-Therm Group, we are planning to double the sale of Fujitsu and Kaisai heat pumps and expand our product range with photovoltaic panels, to be followed by energy storage systems. I am convinced that these products are perfectly compatible with the current trends, providing us with another opportunity for the dynamisation of the business.