SEPTEMBER 2026

Financing dual-use innovation: Polish–Swedish opportunities in defence, security and space

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Swedish-Polish Chamber of Commerce

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Agenda

"We hope this publication serves not only as a guide to available financing, but also as a practical starting point for companies considering how to grow, partnerand scale in the dual-use sector."

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Foreword

As the prime ministers of both nations recently noted, Poland and Sweden stand as the two pillars of security in the Baltic Sea region. The joint statement on the Baltic Sea Pact - announced by Sweden and Poland in June 2026 alongside Poland's selection of Saab's submarines - put defense-industrial cooperation at its core. Both economies are closely aligned: bilateral trade exceeds $15 billion, Poland maintains NATO's highest defense budget, and Sweden is orchestrating its largest military build-up since the Cold War. Dual-use technology - from space to cybersecurity - is where these interests converge, and where Europe is deploying capital on a scale unseen in decades.

Yet capital that cannot be found might as well not exist. This publication maps the financing instruments that are actually available to companies - practical, accessible, and free of jargon. It also highlights the broader factors required to develop dual-use companies, from building time, trust, relationships, and readiness to advancing technology and establishing sales channels.

The Swedish-Polish Chamber of Commerce has connected businesses across the Baltic since 1929, creating a platform where companies, institutions, and experts from both countries come together, By co-publishing this publication we continue to advance Swedish-Polish business relations in a strategically crucial sector.

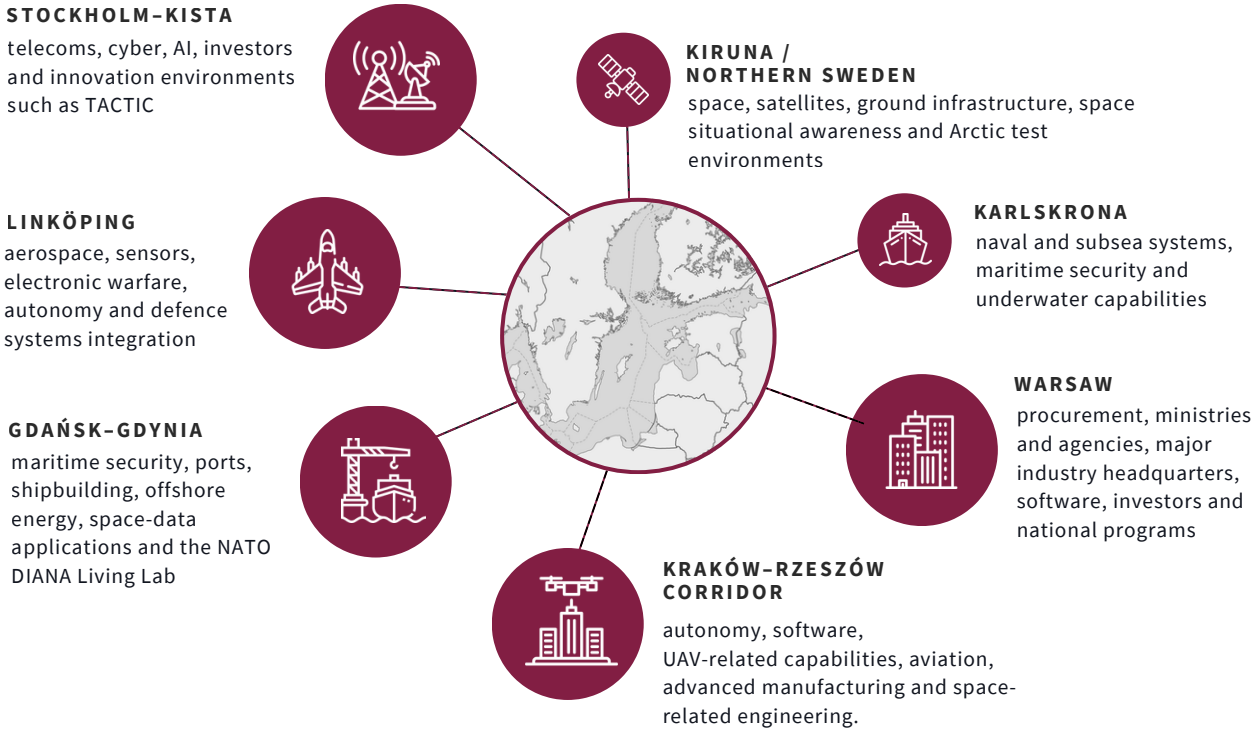
ADAM ROGOWSKI
CO-CEO
SWEDISH-POLISH CHAMBER OF COMMERCE

Executive summary

This publication brings together perspectives from companies and organisations with practical experience in Poland and Sweden, members of the Swedish-Polish Chamber of Commerce. Their contributions show that dual-use growth depends on partnerships, customer access, industrial cooperation and understanding how both markets operate. This is where the real potential of Polish-Swedish cooperation lies: combining complementary technologies, industrial capabilities, market knowledge and financing opportunities to build stronger positions in European and NATO value chains. As defence, security and dual-use technologies gain importance, companies need to focus more closely on how they finance development. When we began working on this publication, one theme was clear: for dual-use companies, access to finance is rarely about finding one suitable grant. The real challenge is understanding how to finance the entire development path. From R&D and prototyping, through testing and certification, to production, market entry and international scale-up. This is particularly relevant today, as the financing landscape for defence and dual-use technologies is changing rapidly. Polish, European and NATO instruments are opening new possibilities, but navigating them requires a broader view of technology readiness, market demand, industrial capacity and long-term commercialisation. We hope this publication serves not only as a guide to available financing, but also as a practical starting point for companies considering how to grow, partner and scale in the dual-use sector.

"Successful dual-use growth requires more than funding: it depends on partnerships, market access and industrial cooperation."

TOMASZ RYSIAK
MANAGING PARTNER
GRANTS CAPITAL



Poland & Sweden: dual-use, defence and space market overview

BY EXPLORE MARKETS

Europe's security build-up increasingly draws on technologies first developed for commercial markets: AI, cybersecurity, telecoms, drones, satellite data, robotics, energy resilience and advanced manufacturing. Dual-use is therefore less a single sector than a route through which civilian innovation is adapted, validated and scaled for security needs.

Poland and Sweden offer complementary routes into this market. Poland combines urgent demand, exceptional investment scale and a strong drive to expand domestic industrial capacity. Sweden combines established system companies, specialist technology SMEs, sophisticated public buyers and mature research, testing and export ecosystems.

The commercial opportunity is not simply to "sell to defence". Companies must connect a proven technology to a defined operational problem, demonstrate it in relevant conditions and build a credible route to procurement, production and lifecycle support.

PLN 200.1 BILLION

Poland’s budgeted national-defence financing for 2026, equivalent to 4.81% of forecast GDP. The scale is exceptional, but suppliers increasingly need to contribute local integration, production or support.

SEK 175 BILLION

Sweden’s 2026 military allocations, up 18% from 2025. NATO-defined defence expenditure is forecast at 2.8% of GDP, expanding demand from an already technologically mature base.

EUR 550 MILLION

Poland’s commitment to optional ESA programmes for 2026–2028, including Earth observation, secure communications, space safety, robotics, transport and in-orbit servicing.

SEK 5.3 BILLION+

Swedish investment in unmanned systems and space capabilities, including reconnaissance drones, airborne electronic warfare, maritime unmanned systems and surveillance satellites, with deliveries planned for 2026–2028.

Two markets, different routes to market

Poland

01

Validate the need

Identify one operational problem, buyer group and budget or procurement programme.

02

Define the local role

Select an integrator, manufacturer, prime contractor or service partner—not merely an intermediary.

03

Engage before the tender

Reach the user, requirements owner and technical stakeholders while specifications are still developing.

04

Demonstrate and localise

Connect the pilot to a subsequent order and prepare integration, support, assembly or production in Poland.

Sweden

01

Map the system fit

Understand where the solution fits within Swedish total defence and existing technical architectures.

02

Identify the buying system

Distinguish between the end user, requirements owner, evaluator, budget holder and procurement function.

03

Test and qualify

Use an operational user, innovation environment, FMV facility or prime-contractor supply chain.

04

Build an export reference

Use Swedish validation and industrial relationships to approach Nordic, NATO and international customers.

Win before the tender

When we spoke to Mauritz Wahlqvist of Go-Public-Sector, he emphasized, that the formal procurement is often a late stage in the commercial process. Companies should use the preceding period to understand the customer and its need, build credibility and influence how the customer defines the problem.

The important work happens before procurement. This does not mean shaping procurement unfairly. It means engaging early through legitimate market dialogue, demonstrations and needs-based discussions - before requirements and budgets become fixed.

"A public procurement can effectively be won six to twelve months before the tender is published."

MAURITZ WAHLQVIST
GO-PUBLIC-SECTOR

Where bilateral fit is strongest

Drones, counter-UAS and autonomous systems

Combine Swedish sensing and electronic-warfare expertise with Polish platforms, software, manufacturing and rapid field-oriented development.

Sensors, ISR, secure communications and data fusion

Integrate Swedish radar, telecoms and command-system competence with Polish software, cryptography, electronics and systems integration.

Maritime, subsea and critical-infrastructure security

Develop monitoring and autonomous solutions for ports, seabed infrastructure, offshore energy, cables and pipelines.

Cybersecurity, AI and resilient digital infrastructure

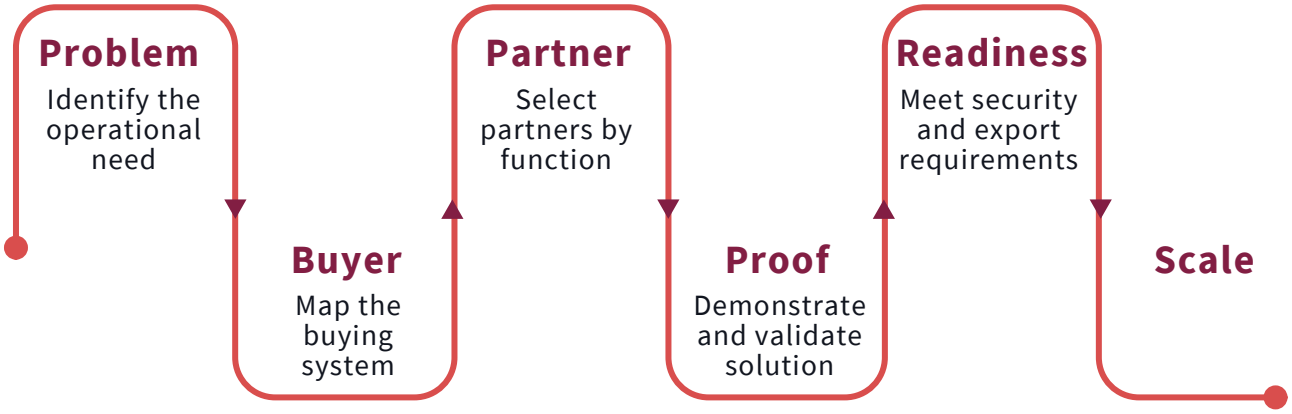
Target defence users alongside civilian buyers in energy, telecoms, transport, public services and other critical sectors.

Space, Earth observation and secure satellite communications

Combine Swedish satellite and systems competence with Poland's expanding ESA participation and demand for downstream data services.

Advanced manufacturing and lifecycle support

Pair Swedish high-reliability engineering with Polish production, component supply, integration, maintenance and repair capacity.



From technology to contract

Dual-use is not a label that automatically unlocks public funding or defence budgets. A commercial technology becomes relevant when it solves a defined operational problem and can meet security, interoperability, reliability and lifecycle requirements.

In Poland, opportunities extend beyond the armed forces to border services, ports, energy, telecoms, transport and emergency infrastructure. Market scale is attractive, but access increasingly depends on creating local industrial value. For integrated technologies, a general agent is rarely enough. Stronger models include co-bidding with a Polish integrator, supplying a subsystem to a prime, local assembly, and service or maintenance partnerships.

Sweden offers a smaller domestic market but a mature, export-oriented ecosystem. SMEs may enter directly with highly specialised solutions, but often progress through FMV, test environments, innovation programmes or established industrial supply chains.

Mauritz Wahlqvist notes that formal access does not remove the practical disadvantages facing a foreign supplier. A capable local partner can shorten the route where market knowledge, integration, support or security-sensitive delivery matter. Security and qualification requirements slow entry, but once a supplier is trusted and embedded, they can also create a durable commercial advantage.

Joint pilots in ports, energy, transport and critical infrastructure can produce both civilian and security references, while EU, NATO and ESA programmes can support adaptation, validation and international consortium building.

What companies should know

Poland is stronger for scale-up and localisation; **Sweden** for validation, systems integration and export. Success depends on focused entry, early engagement, real-user validation and clear local partner roles.

1 Start with a problem, not a technology

Define the operational need, end user and measurable result. “Dual-use” is a characteristic of the solution, not a sufficient sales proposition.

2 Map the complete buying system

Identify who experiences the problem, defines the requirement, evaluates the technology, controls the budget, runs the procurement and operates the solution.

3 Choose partners by function

A distributor may suit standard equipment. Integrated technologies normally require a systems partner, prime contractor, manufacturer or specialist service provider.

4 Build readiness before the opportunity appears

Address export controls, security, cybersecurity, quality standards, documentation, production capacity and lifecycle support before entering formal procurement.

5 Use funding as a bridge - not a market substitute

National, EU, NATO and ESA programmes can finance adaptation, testing and consortium building. They cannot replace end-user demand or a credible procurement route.

FREDRIK UDD
MANAGING PARTNER
EXPLORE MARKETS

GRANTS. CAPITAL

Financing dual-use innovation

BY GRANTS CAPITAL

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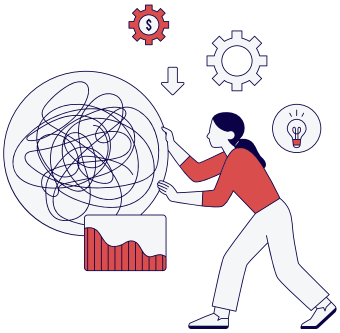
Financing the dual-use innovation journey

The EU's 2021–2027 financial perspective, implemented in practice until 2030, creates opportunities to finance the full dual-use innovation journey. Companies can combine support for R&D, testing, certification, investment and internationalisation, moving from an initial concept to market deployment and export.

Stage 1: Idea & Research

At the idea and research stage, companies define the technological challenge, project objectives and possible applications. Funding can support R&D teams, research infrastructure, materials and specialist services needed to verify the concept and prepare for further development.



Stage 2: Prototype Development

The prototype stage turns research results into the first functional version of a product, system or technology. Funding can support development work, engineering, design, software and materials needed to transform technical knowledge into a solution ready for testing.

Stage 3: Testing & Validation

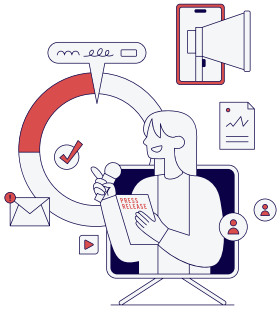
Testing and validation confirm whether the prototype performs as intended in conditions close to real use. Funding may cover technical tests, pilot environments and performance checks. For dual-use solutions, this stage should confirm civilian and defence/security applications.

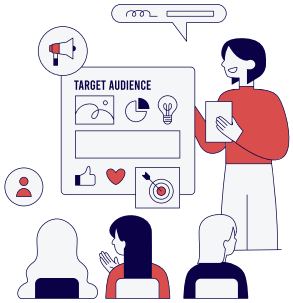
Stage 4: Certification & Compliance

Certification prepares the solution for market entry. Funding may support conformity assessments, regulatory testing, certification and technical documentation. For many dual-use technologies, meeting relevant standards is essential before market launch or institutional sales.

Stage 5: Production Investment

Once the technology is ready, companies can invest in production capacity. Funding can support machinery, production lines, specialist equipment, software and infrastructure needed to move from prototype-scale development to repeatable manufacturing and larger orders.



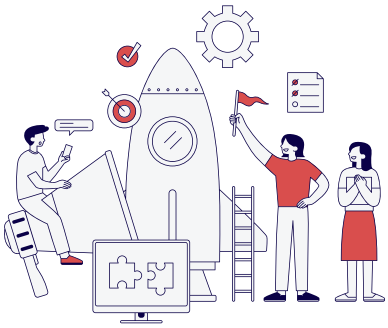


Stage 6: Deployment

Deployment is the stage at which R&D results become a commercially available product, service or process. Financing can support implementation, integration, market launch and scaling, helping the company move from technology development to revenue generation.

Stage 6: Commercial Launch

Internationalisation and export help companies scale beyond the domestic market. Support can cover foreign market entry, partner development, trade fairs, missions and promotion. For dual-use companies, this can strengthen their position in European and NATO value chains.



Current Funding Opportunities in Poland

The EU's 2021–2027 financial perspective offers companies a broad range of instruments supporting innovative technologies, R&D, production investment, cybersecurity and international expansion. For dual-use companies, these programmes can support development from research and prototyping through deployment and internationalisation.

R&D Projects

SMART Track, under the European Funds for a Modern Economy programme, supports industrial research, development work, prototyping, testing and validation. Funding may reach 80% of eligible industrial research costs and 60% for development work. Projects must demonstrate at least national-level innovation and a credible commercialisation path.

Production Investment and R&D Deployment

Companies with developed technologies or completed R&D may obtain support for implementation and production capacity. Funding can cover machinery, production lines, plant construction or expansion, and new products or processes. Aid intensity depends on company size and location and may reach 70% of eligible costs.

Dual-Use and Defence Technologies

STEP – Technologies for Defence supports both R&D and production investments related to critical and dual-use technologies. Eligible areas include defence technologies, cybersecurity, space, drones, counter-drone systems and advanced industrial components. Support may cover strategic R&D as well as production lines and specialised infrastructure.

Cybersecurity

Public funding increasingly supports projects strengthening digital resilience. Eligible beneficiaries include companies, critical infrastructure operators and public entities. Financing may cover data protection, security monitoring centres, threat detection, critical infrastructure protection and specialist cybersecurity software and services.

Infrastructure and Strategic Investment

Public funding also supports infrastructure of strategic importance, including dual-use investments serving civilian and defence purposes. Eligible projects may include transport, logistics, energy and telecommunications infrastructure, as well as civil protection facilities and investments supporting continuity of essential public services.

Internationalisation

European funds support companies expanding innovative products abroad. Financing may cover participation in international trade fairs, business missions, foreign-market promotion, export strategy development and intellectual property protection. These instruments help companies scale operations and commercialise technologies internationally.

International Cooperation

Horizon Europe supports international R&D projects involving companies, universities and research institutions, including work on AI, cybersecurity, digitalisation and energy transition. Interreg complements this by supporting cross-border partnerships, knowledge transfer, innovation and joint solutions to shared regional and technological challenges.

European Funding Opportunities for dual-use technologies

Dual-use technologies are becoming a major priority for the EU and NATO. A growing number of programmes now support their research, testing, scaling and deployment. The following instruments are among the most relevant European funding sources for companies developing technologies with both civilian and defence applications.

European Defence Fund (EDF)

The EDF is the EU's key instrument for defence and dual-use R&D. It supports international consortia developing technologies such as unmanned systems, AI, cybersecurity, space technologies, sensors, command systems and advanced materials, covering research, development and technology demonstration.

Horizon Europe

Horizon Europe supports research and innovation in areas with strong dual-use potential, including AI, robotics, quantum technologies, cybersecurity, autonomous systems and advanced electronics. It is particularly relevant for industrial research, prototyping and technology validation before wider security or defence use.

Digital Europe Programme

Digital Europe focuses on the deployment and scaling of advanced digital technologies. Relevant areas for dual-use projects include cybersecurity, AI, cloud technologies, data processing and high-performance computing, supporting digital infrastructure and solutions applicable in both civilian and security environments.

EIC Accelerator

The EIC Accelerator supports startups and innovative companies developing breakthrough technologies with strong growth potential. It combines grant and equity financing and, from 2026, explicitly includes defence and dual-use technologies.

Strategic Technologies for Europe Platform

STEP coordinates funding for strategic technologies across several EU instruments. It is not a separate grant programme, but helps priority projects gain visibility and credibility. It focuses particularly on digital technologies, deep tech, and advanced industrial systems.

European Space Agency (ESA) Programmes

ESA programmes support technologies with strong dual-use potential, including Earth observation, satellite communications, navigation, critical infrastructure monitoring and geospatial data analysis. Many supported solutions can later be applied in commercial, public-sector, security and defence environments.

NATO Innovation Instruments

NATO innovation instruments support breakthrough technologies relevant to security and defence. Priority areas include AI, autonomous systems, quantum technologies, cybersecurity, advanced materials, space and energy technologies. They are particularly relevant for startups and technology companies with military and civilian applications.

International Cooperation Programmes

EU international cooperation programmes support cross-border consortia, knowledge transfer, joint demonstration projects and technology development. For dual-use companies, they can complement national and European funding.

Funding Outlook 2027–2030

EU industrial, technology and defence policy indicates that dual-use technologies will remain a major area of public support in the coming years. Geopolitical change, technological security and the need to strengthen economic resilience are increasing funding for solutions with both civilian and defence applications.

Stronger funding for key technology areas

Support is expected to focus increasingly on technologies considered strategic for Europe's security and competitiveness, including artificial intelligence, cybersecurity, space technologies, unmanned systems, quantum technologies, advanced materials, electronics, semiconductors and critical infrastructure protection.
Technologies strengthening Europe's technological autonomy and supply-chain security will also gain importance.

Growing importance of economic security and resilience

EU policy is increasingly shifting from economic efficiency alone towards resilience to crises, supply disruptions, cyber threats and geopolitical risks.
Projects supporting technological independence, infrastructure security, digital sovereignty and key industrial capabilities are therefore likely to have better access to funding.

Expansion of instruments for strategic technologies

More instruments and larger budgets for strategic technologies can be expected. Funding will increasingly cover the full technology lifecycle: from R&D, demonstration and validation to industrial deployment and scale-up.
Grant, investment and equity instruments are also expected to become more integrated, helping companies move from research to commercialisation.

More funding for production capacity

Support is increasingly moving beyond R&D towards investments that enable strategic technologies to be produced in Europe. Funding is expected to cover new and modernised production facilities, technology lines, industrial infrastructure and increased capacity for serial production of advanced products and components.

Greater role of cross-border projects

International consortia will play an increasingly important role. Cooperation between organisations from different countries allows technological expertise, research resources and production capabilities to be combined.

More programmes are likely to favour projects involving partners from several countries and contributing to European value chains in strategic sectors.

Opportunities for Polish-Swedish consortia

Polish-Swedish consortia may be particularly well positioned. Both countries have strong capabilities in areas relevant to dual-use technologies, including cybersecurity, maritime technologies, unmanned systems, electronics, space and defence.

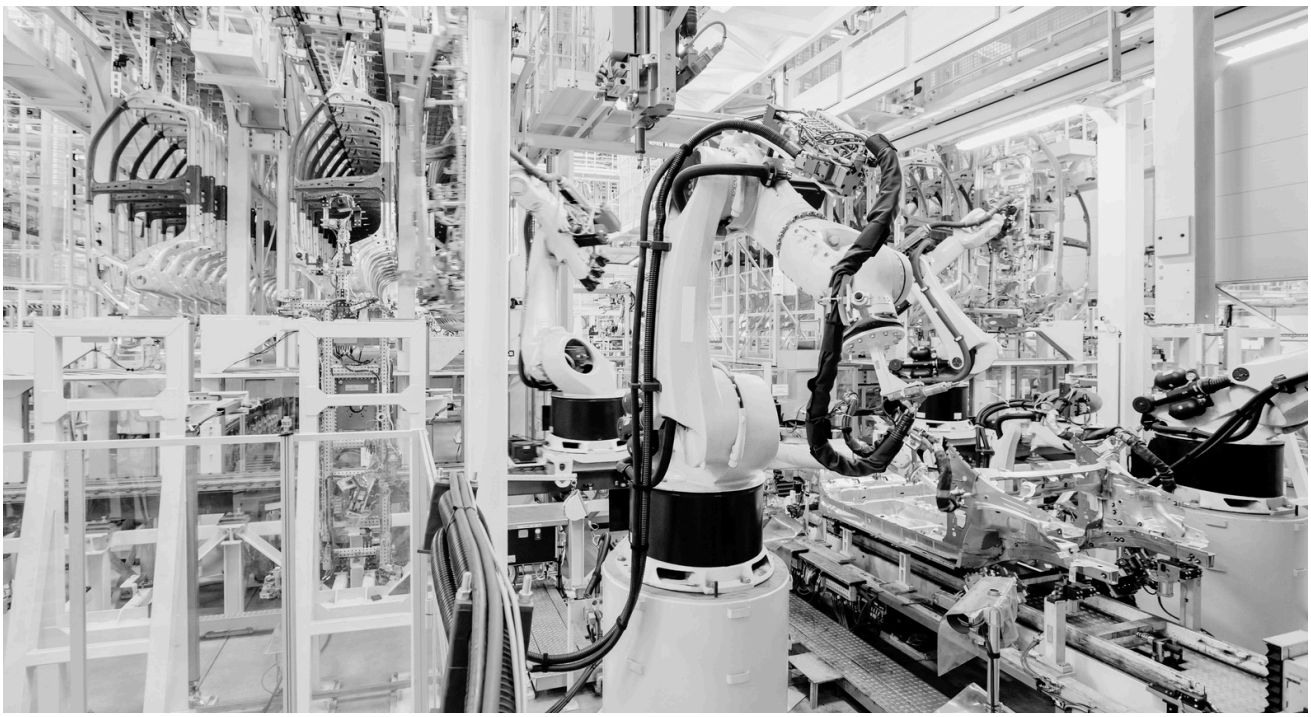
Poland combines a growing technology sector, R&D capabilities and expanding production capacity. Sweden is one of Europe's innovation leaders, with strong experience in advanced security and defence technologies.

Combining these strengths may increase the competitiveness of joint projects in European programmes supporting R&D and deployment of strategic technologies.

The Baltic Sea region is also becoming increasingly important for Europe's energy, logistics and military security, which may further strengthen cooperation between companies and research institutions from the region.

Dual-use technologies are therefore expected to remain a key area of European public funding, particularly for projects strengthening economic security, infrastructure resilience, technological independence and production capacity.

Cross-border cooperation will also become increasingly important, creating favourable conditions for Polish-Swedish collaboration.



Does your project qualify?

A practical self-assessment checklist for innovation projects seeking funding or support.

1 Problem and market need

- Is the problem confirmed by real users or customers?
- Does it affect a large, growing target group?
- Will leaving it unresolved have serious consequences?

2 Dual-use potential

- Can the solution serve both civilian and defence markets?
- Does it strengthen critical infrastructure or security?
- Which market segment will you prioritize first?

3 Innovation and novelty

- What makes your solution different from competitors? Identify your unique differentiator — technology, method, or approach.
- Is it faster, cheaper, safer or more accurate? Quantify the performance advantage over existing solutions.
- How hard will it be for others to replicate? Consider IP, trade secrets, and technical complexity as barriers.

4 R&D Scope

Funders need to see genuine technological uncertainty — not just product development. Define the research boundary clearly.

- What technological uncertainties must you resolve?
- Why can't you just buy existing technology?
- What experiments or prototypes are planned?

5 Clear Success Metrics

- Technical Parameters: What are your target technical parameters?
- Verification Method: How will you measure and verify success? Outline your testing or validation approach.
- Readiness Level: What Technology Readiness Level (TRL) will you reach by the end of the project?

6 Real commercialisation path

- Who is your end user? Have you talked to them?
- How will you generate revenue?
- What's your market entry strategy?

7 Production and scaling

- Can you manufacture this at scale?
- Do you have the infrastructure or need to build it?
- Can it work in different countries or markets?

8 Team and partnerships

- R&D Experience: Does your team have the hands-on R&D expertise needed to execute?
- Research partnerships: Will research organisations or international partners contribute meaningfully?
- In-House competences: Do you have all the critical skills in-house, or do you have a plan to fill the gaps?

9 Strategic importance

- EU Technological Autonomy: Does your project strengthen Europe's independence in a critical technology area?
- Reducing dependencies: Does it reduce reliance on non-EU suppliers or foreign-controlled technology?
- Security relevance: Is it relevant to critical technologies, defence applications, or European security?

MAGDALENA ADAMCZUK
MANAGING PARTNER
GRANTS CAPITALS

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From innovation to operational resilience

BY PRO-RESILIENCE

Strategic national priorities, especially those related to defence and security, develop over years. Companies that want to participate in such projects also need time to prepare. Entering this market requires not only a relevant technology, but also trust, relationships with key stakeholders and compliance with formal requirements.

Starting only when a new priority or procurement opportunity is officially announced may already be too late. Readiness cannot be built overnight. Companies that have not previously learned how the sector works, developed the right capabilities or built partnerships must move much faster than those already established in the market.

"Entering the defence sector requires more than the technology itself: it demands time, trust, relationships and readiness before opportunities appear."

Formal preparation is an important part of this process. Depending on the certification required and the company's starting point, obtaining the necessary approvals may take six to eight months, and in some cases 12 to 15 months. As demand increases, lead times may become even longer. This period includes much more than waiting for an institutional decision. Companies must prepare documentation, teams and facilities, introduce the required operating standards and secure financing for the process.

At the same time, companies can assess whether technologies developed for civilian markets could be adapted for security or defence applications. A solution created for infrastructure, environmental monitoring or another commercial use may also respond to an operational need in the defence sector. The same can work in the opposite direction. This is the essence of dual-use technology: a solution that can serve both civilian and security or defence purposes. Its adaptation should always be driven by a clearly identified need. Sometimes that need is defined by the customer; in other cases, the company itself identifies a new application and proposes a solution.

For companies considering entry into the security and defence sector, existing technological and financial capabilities can provide a strong starting point. However, the

Digital manufacturing operation. Industry 4.0 Source: Adobe Stock

market operates differently from the civilian sector, with different contracting rules, formal requirements and delivery cycles.
It is also important to think internationally. Dual-use technologies often have potential far beyond the domestic market, so building capabilities in this area can strengthen both a company's growth prospects and its operational resilience.

At a broader level, more companies developing dual-use capabilities also means a stronger industrial and technological base for the state. Recent government policy increasingly recognises the role of private-sector capabilities in strengthening national security.

"In recent years, we have observed growing interest among companies in the security and defence sector. Companies making the strategic decision to enter this market, follow the path towards meeting the necessary requirements, build relationships, understand how the sector operates and subsequently maintain the competencies they have acquired gain the potential to operate both locally and globally. This is because dual-use technologies are, by their very nature, scalable solutions with significant business potential."

MATEUSZ PAWŁOWSKI
PRESIDENT OF THE MANAGEMENT BOARD
PRO-RESILIENCE

How digital technologies can support critical infrastructure and dual-use applications

BY FUTURE PROCESSING

Europe's dual-use market is growing rapidly, but innovation alone is not enough. In defence, cybersecurity and critical infrastructure, technology must also be secure, auditable and resilient enough to operate in highly regulated and mission-critical environments. For many technology companies, this is where engineering becomes the real barrier to scale.

"For many technology companies, this is where engineering becomes the real barrier to scale."

Future Processing sees this challenge in its international cooperation with Elisity, a Silicon Valley cybersecurity company developing an identity-based microsegmentation and Zero Trust platform. The solution operates close to customer network infrastructure, where incorrect

security policies could disrupt production systems or other critical operations.

As AI becomes part of both digital products and the software development lifecycle, the key question is no longer simply how much can be automated. It is how to increase automation without losing control. In the Elisity cooperation, this means working with isolated execution environments, limited and auditable permissions, restricted production access and human validation of critical changes. The objective is to combine faster innovation with predictable operational safety. This approach reflects a broader shift from cybersecurity to resilience. Organisations responsible for critical systems must assume that technology, suppliers or infrastructure components can fail. Security therefore needs to include not only prevention, but also identity control, detection, recovery, incident response and the ability to restore critical operations.

For Polish and Swedish companies, this creates a practical area for cooperation. Swedish domain expertise in defence, total security and advanced industry can be combined with Polish software engineering, cybersecurity and AI capabilities to develop solutions that are both innovative and deployable in sensitive environments.The same discipline also matters when

Source: Adobe Stock

companies seek external funding. Investors, public programmes and institutional partners increasingly look not only at the novelty of a technology, but also at its maturity, governance, scalability and ability to move from prototype to reliable deployment. Secure-by-design architecture and a credible engineering path can therefore reduce technology risk and strengthen the investment case.

At a broader level, more companies developing dual-use capabilities also means a stronger industrial and technological base for the state. Recent government policy increasingly recognises the role of private-sector capabilities in strengthening national security.

"Security used to mean prevention. Nowadays, in dual-use and critical infrastructure, it means something bigger: proving your technology can be trusted, can recover, and can keep operating - no matter what fails first. That's the shift we're building toward at Future Processing - from cybersecurity as protection, to resilience as a business capability."

MATEUSZ BALDYS
HEAD OF CYBERSECURITY
COMPETENCE CENTER
FUTURE PROECESSING

About

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Swedish-Polish Chamber of Commerce

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GRANTS. CAPITAL

https://grants.capital
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GRANTS.CAPITAL advises companies on grants, project settlement and tax incentives. With 20+ years of experience, it supports R&D, industrial, technology and dual-use projects, from funding strategy to implementation and settlement.

ExploreMarkets

exploremarkets.pl
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Explore Markets supports companies expanding across CEE and the Nordics. With 20 years of experience, it provides market research, partner search, market entry, sales, sourcing, company setup and M&A support.

PRO-RESILIENCE

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Pro-Resilience is a trusted cross-sector platform connecting leaders, institutions and industry in security, critical infrastructure and dual-use technologies to build partnerships and strengthen organisational and national resilience.

Future Processing

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Future Processing is a technology strategy advisor and delivery partner with 25+ years of experience, helping organisations modernise systems, apply AI and build secure, compliant digital solutions for regulated and critical sectors.