

From cheap hands to smart capacity

International investment in Bulgaria:
the Cambro BG case, 2016–2026

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CASE STUDY · WHO WE ARE

CONNEXUS

One group, four countries



DE

Cambro Presswerk Köngen · Germany
Factory, EU distribution · owner of Cambro BG

TR

Cambro Özay Plastik · Türkiye
Istanbul factory · manufacturing know-how

BG

Cambro BG EOOD · Bulgaria
Shumen · since 2016 · EU production base

US brand + German engineering + Turkish know-how = an EU plant

LOOKING BACK



2016: we invested on these numbers

	2016		Today	Change
Minimum wage	€215	→	€620	×2.9
Hourly labour cost	€4.5	→	€12.0	×2.7
Unemployment	8.6%	→	3.6%	-5 pts
ICT specialists	92k	→	142k	+54%

Our mistake: we read the brochure, not the trend. The cheap-labour case faded; the talent case grew.

CASE STUDY · CAMBRO BG, SHUMEN



More revenue, fewer people

Founded Oct 2016 · Shumen Industrial Park · €16.4M registered capital

×4.4

revenue growth since 2017

−46%

headcount vs the 2019 peak
of 189

Value-added

products lift overall
profitability, not just
revenue

What we do now: accelerating technology investment

Automation · Energy tracking · Digital transformation

CAMBRO'S EXAMPLE · HOW WE DID IT



Technology instead of headcount

IN PLACE

Automation

on injection
moulding and
handling

IN PLACE

Energy tracking

per machine and
per line

IN PLACE

Digital transformation

production data
and processes

NEXT

Machine vision quality control

automated
inspection

NEXT

AI-supported health & safety

smart safety
checks on the
floor

Shumen is a live industrial test site — we are looking for partners in machine vision, AI-based health & safety and energy optimisation.

SO, WHY BULGARIA?



Build on strengths, solve the problems

BUILD ON

Taxes

10% corporate · 10% personal · 5% dividend

Market access

EU, euro since 2026, Schengen since 2025

Location

Between Western Europe and Türkiye/Middle East

Tech talent

ICT specialists ×1.9 since 2014

SOLVE, DON'T AVOID

Scarce labour

→ automation and digital processes

Rising wages

→ value-added products

Talent competition

→ partner with universities, clusters, start-ups

What we would tell an investor today

1

Build on productivity, not on the statistics

Automate and add value to your products

2

Go where the talent is, not only popular places

Universities and regional potential cities

3

Use Bulgaria as a bridge

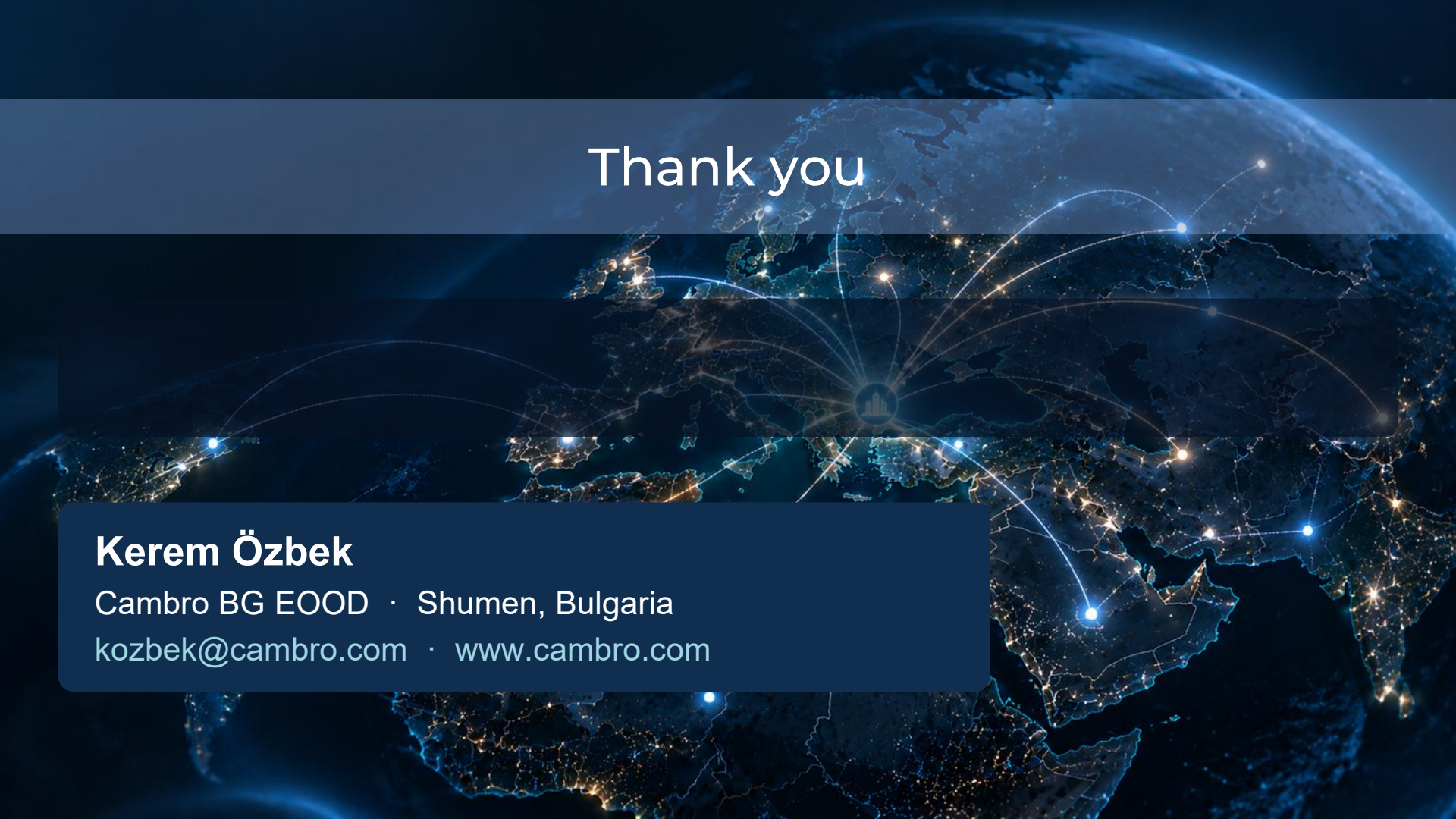
An EU base in your regional network

4

Partner with tech providers early

Design automation in from day one

**Bulgaria is no longer a cheap-labour play.
It is a smart-capacity play.**



Thank you

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