

Yearbook
2018
2019



Swedish Swiss Chamber of Commerce

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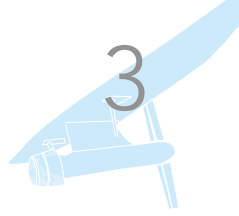
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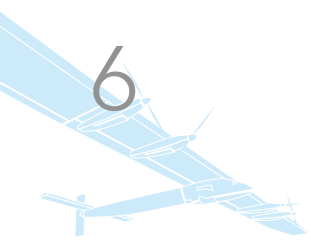
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Dear members and friends of the Swedish Swiss Chamber of Commerce,

It was rewarding to see so many members and friends of our comparably still young Chamber celebrating its 10th anniversary in Bern in March 2018. The first Chairman, Ian Lundin, and Bo Hjelt, one of the spiritual fathers, honorary founder and Advisory Board member, reminded us all how our Chamber, as one of the youngest of such institutions in Switzerland, was founded in 2008. Our first Managing Director Johan Mannerberg then reflected on his five year tenure, the numerous challenges and accomplishments as a very fast growing “start-up” chamber striving to excel in its role to foster trade and commercial relationships between our two special countries. Having been recruited immediately after my retirement from IBM to take on the role as the second Chairman of SSCC, one year after the foundation of the Chamber, my objective was to create a larger board as well as engage the Swiss community interested in trade between the two countries.

While looking back on a good track record obviously feels comfortable, I intend to remind us all to focus again on the future, the challenges and opportunities ahead and the efforts it will require to hold the current position as one of the leading chambers of commerce serving its members and clients in Switzerland.

I feel very confident that we have established a sound balance sheet and a good plan to maintain a healthy cash flow situation. And with such a sound base our current team, under the effective and inspiring leadership of our Managing Director Eva Fiorenzoni, an ever engaging and supporting Board of Directors, we can continue to strive for excellence in serving well all our very



loyal Patrons, Corporate and Individual Members as well as continuously expand the circle of membership and network.

Grateful to the good work of the team and the contributions of all my colleagues on the Board, I am looking forward to fulfil our important mission also in the next decade.

Yours sincerely,

Hansueli Märki
Chairman of the Board

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Dear SSCC Members,

It is with great pleasure that we hereby present the 9th edition of the SSCC Yearbook featuring the 10th anniversary of the Swedish Swiss Chamber of Commerce.

It has now been three years since I was trusted with the leadership of the SSCC, and I have had three objectives in mind since then. Create as many different platforms as possible for our members to "meet, connect and trade", increase the value and the overall benefits for our members, and finally, implement solid management tools to run the SSCC as efficiently as possible.

We have a diverse network made

up of members from many different industries with various objectives for being part of the Chamber. We feel it is important to make sure there is something for everyone. We strive to organise top quality events with various themes for, or by, our members. We also aim to expand the network by joining forces with other chambers or organisations to create a valuable and diverse platform for our members.

Moreover, we have worked on our digital platforms, being the website and newsletter, other platforms for our members to be visible on. And of course, making the SSCC Yearbook available online since 2 years.

An ongoing project is to make sure we have a compelling value proposition for our members. We have developed a differentiated and clear membership programme with different levels depending on what the requirements of the members are. In the fast-paced world we are living in, we need to be flexible and adapt these to make sure we are offering the best value to our members.

Finally, our last goal has been to create efficient management tools to make sure that we, as a very small team, can deliver a professional programme and service to our members. I feel confident that we have these tools in place.

These efforts over the last years have shown that we are on the right path. The membership base has grown steadily and we were very pleased to be able to present a solid financial result at the AGM in March 2018, celebrating SSCC 10th anniversary.

My team and I, would like to thank our Board of Directors, Patrons, Corporate and Individual Members for your loyalty and trust. The SSCC is a successful chamber of commerce thanks to you and we are looking forward to the next 10 years.

Yours sincerely,



Eva Fiorenzoni
Managing Director





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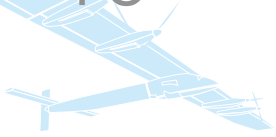
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Swedish Swiss Chamber of Commerce

Background

The Swedish Swiss Chamber of Commerce was formally inaugurated on 7 May 2008. The SSCC is a networking organisation for companies and individuals, all of whom are interested, or engaged in, trade between Sweden and Switzerland.

The Chamber strives to promote and maintain an extensive contact with influential organisations and companies in Sweden and Switzerland, such as the Swedish and Swiss embassies, Business Sweden, Switzerland Global Enterprise and other chambers of commerce. Thanks to our Board of Directors, Advisors, and Patrons, who represent leading enterprises in our two countries, we are able to draw on a wealth of experience and expertise to support us in our activities on behalf of our members.

The business climate is changing rapidly and personal contacts are becoming more and more important. It is also of vital importance to know where to find the information necessary for your business. A net-

working organisation, such as the Swedish Swiss Chamber of Commerce, is playing an ever-increasing role in finding information and communicating with people.

Since the start, more than 260 members have joined us and the

SSCC is truly a chamber for the whole of Switzerland with offices in Geneva, Lugano and Zurich. ■

Mission Statement

For the benefit of our members, the Swedish Swiss Chamber of Commerce shall create and facilitate contact and communication between individuals, corporations and organisations with the common goal of expanding commerce, industry and trade between Sweden and Switzerland.



Swedish Swiss Chamber of Commerce

Don't just hope for a better future. Plan for one.

What does the future look like for you and your loved ones? We are all about helping you achieve your aspirations, and we acknowledge that everyone has a unique set of challenges. That is why we are genuinely committed to understanding you and your ambitions for the future.

To find out what we can do for you, contact our international Private Banking hub in Luxembourg, supporting the Swiss market:

Mattias Bunner
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contact@sebgroup.lu
sebgroup.lu/privatebanking

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Tel: +352 26 23 1 Fax: +352 26 23 20 01
RCS Luxembourg B 10831

SSCC Board of Directors



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Chairman of the Board
 Professional Board
 Member & Consultant



Anders Jonsson
**Vice Chairman
 of the Board**
 Industrial Adviser,
 Triton Private Equity



Mats Rönneskog
Treasurer of the Board
 Director & Country
 Manager Sweden,
 Lombard International
 Assurance S.A.



Birgitta Arve
**Founder of the Chamber
 & Director of the Board**
 LL.M Legal Adviser,
 Swedish Consul in Zurich



Franco Brusa
Director of the Board
 Partner, Law firm Bolla
 Bonzanigo & Associati



Katarina Lif Burren
Director of the Board
 Partner & Member of the
 Executive Committee,
 Kendris Ltd



Jean-Christophe Deslarzes
Director of the Board
 Chief Human Resources
 Officer & Member of the
 Group Executive Commit-
 tee, ABB Ltd, Switzerland



Per Edholm
**Founder of the Chamber
 & Director of the Board**
 Advokat, Member of the
 Swedish Swiss Bar
 Association



Jörg Heinemann
Director of the Board
 Executive Director,
 Nordea Bank S.A



Philippe Hertig
Director of the Board
 Partner, Egon Zehnder
 Zurich



Dennis Jönsson
Director of the Board
 President & CEO,
 Tetra Pak



Ian H. Lundin
Director of the Board
Chairman of the Board,
Lundin Petroleum AB



Erika Lundquist
Director of the Board
Global Head of Private
Banking, SEB



Armin Meyer
Director of the Board



Henrik Norlin
Director of the Board
CFO of EF Education
First Colleges Group,
Switzerland



Natalie Robyn
Director of the Board
Managing Director,
Volvo Car Switzerland



Simona Scarpaleggia
Director of the Board
CEO & Country Manager,
IKEA AG



Inge Schütz
Director of the Board
Managing Director,
Bern office,
The Business Harbour



Torbjörn Törnqvist
Director of the Board
CEO & Founder,
Gunvor Group



Jacob Wallenberg
Director of the Board
Chairman, Investor AB

SSCC Advisors



Magnus Hartog-Holm

Ambassador of
Sweden to Switzerland
and Liechtenstein



Christian Schoenenberger

Ambassador of
Switzerland to Sweden

SSCC Honorary Member



Bo Hjelt

Honorary Founder,
Corporate Development
International (CDI-Global)



GROWTH

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SSCC Staff – At Your Service Across the Country



Eva Fiorenzoni
Managing Director



Anette Österholm
Office/Events Manager
Zurich



Anna Rönneskog
Office/Events Manager
Geneva



Franco Brusa
Chapter Manager
Lugano



Zurich Office

info.zuerich@swecham.ch
+41 43 343 10 51
Stadelhoferstrasse 40
8001 Zurich
Switzerland

Lugano Office

info.lugano@swecham.ch
+41 91 910 90 30
Bolla Bonzanigo & Associati
Via G.B. Pioda 5
6901 Lugano
Switzerland

SSCC Organisation

The SSCC office staff is made up of the Managing Director, reporting to the Board of Directors, the Office/Events Managers in Zurich and Geneva as well as an Intern in the Zurich office. A Chapter Manager in Lugano is elected to the Board of Directors to promote our activities locally and work closely to the Managing Director.

More information

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Geneva Office

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Why join us?

Networking

Over 260 members and growing.

The SSCC is one of the fastest growing chambers of commerce in Switzerland.

Network of over 2500 contacts including Swedish, Swiss and International companies and individuals.

Business Services

Full access to our member network with companies active in various markets and branches.

Matchmaking service for member companies.

Assistance in event planning.

Events

Presentations and seminars by industry leaders.

Networking events throughout Switzerland.

Visibility

Host or sponsor events.

Advertise on the website, in the newsletter or in the Yearbook.



Membership Categories & Fees

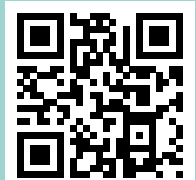
Patron		CHF 7000
Gold	100+ employees	CHF 3000
Silver	11-100 employees	CHF 1500
Bronze	1-10 employees	CHF 500
Individual	private persons	CHF 250

Eligibility

Any individual or corporation engaged or interested in furthering and strengthening commerce, industry, and trade between Sweden and Switzerland is eligible for membership.

Learn more

www.swecham.ch





What Members say About Us

"During our recent visit in Zürich, SSCC were instrumental in helping us set up meetings with key people as well as making many of the arrangements on site. Our events would not have been as successful without their extensive network and professionalism. This was our first visit to Zürich, but thanks to the many new contacts we were able to establish, it is not likely to be the last!"

Birgitta Rorsman

Development Officer,
Chalmers University of Technology

"EF and SSCC have established their partnership since many years. For EF, being a large multinational employer in Switzerland with around 700 employees from over 30 countries, it proved valuable opportunities to be connected to the wider SSCC network of other multinationals.

In the past years we also jointly run successful networking events. I recommend participating in one of the monthly SSCC events. The SSCC team continuously manages to offer networking events and activities with a multitude of topics related to current business issues, including carefully selected global guest speakers. Their annual Business Forum is especially noteworthy."

Ev Kicken

EF Corporate Solutions Switzerland,
Global Business Development

"SSCC embodies a beautiful piece of home for Kinnarps and forms the important link to other Nordic companies in Switzerland. We owe this institution many valuable contacts and are always pleased about the outstanding cooperation. Synergies simplify life, as does SSCC"

Isabella Samek

Marketing & PR Manager,
Kinnarps Suisse SA

"As an international tax adviser, of Swedish origin and resident in Switzerland, SSCC is the perfect match with both my professional and private interests. By the high-quality events, SSCC facilitates the sharing of experiences and knowledge, leading to an increased interaction and mutual understanding of our cultural and professional similarities and also differences - the very key to success!"

Suzanne Lauritzen Jourdan

Managing Director,
Bonhôte Services SA

"The wide range of event topics gives me the opportunity to meet highly interesting people from all kinds of businesses and organizations. The professional way the events are organized makes it a great way to share ideas and experiences which often leads to new business opportunities and connections. Being a member of SSCC has opened doors for my company in many ways and is a very good investment."

Annette Ahlén

Owner,
SwedSwiss - Ahlén Consulting

"After moving from Sweden and spending some six years in Switzerland I got to know about the SSCC and decided to join. I am glad I did. Getting to know and enjoy their top-class events. Spanning the world of business, culture and charity. Connecting our two countries in so many ways.

SSCC create highly professional informative events, to always look forward to.

Apart from being just great for business and networking... SSCC have also created a family of friends.

What better way than to ski in Switzerland in Klosters or to meet up for the August Swedish Crayfish party to deepen those friendships. The SSCC family would not be possible without having the dedication of Eva and Anette. Always there, being helpful, creative and hard working."

Bennt Bengtsson

Artist

"Being a member helps the Destination Davos Klosters, the sportive mountain village in the Swiss Alps, to understand the Swedish customers better.

The SSCC provides a platform for us with valuable contacts within the Swedish industry and society and allows us to share experiences and thoughts.

A strong network and knowing the tourism needs of the different countries is highly valuable for us, and the SSCC can fully accomplish this need."

Martina Walsoe

Sales & Product Manager,
Destination Davos Klosters

"SSCC is the best networking platform in town. Not only in order to meet Swedes, but to meet interesting and fun people – independent of nationality."

Lars-Kristian Bråten

cigaM AG – a successful IPO

is no magic

Former president, Norwegian Club, Switzerland

"Becoming a member in SSCC was an important key for our success in our international start-up. I also love meeting new people and curious to learn from other industries, therefore I try to attend as many of the interesting events and network gatherings as time allows. It's a very inviting and friendly chamber to be part of both for business and private matters."

Nina Öqvist

Manager Switzerland,
Skiers Accredited

"Being part of SSCC is being part of greater good being created every day – during every event as well as in between. When arriving to Switzerland as an entrepreneur it was very rewarding stepping into the great community of SSCC. Since day one I have been connecting with people and companies in a good and friendly way all with the common interest in both our markets. I recommend this to everyone."

Erik Naeser

Chairperson, Uppsala University
Switzerland Alumni Chapter

"Our membership with the SSCC brings us great added value. Schroder & Co Bank AG has been a member for almost two years now, profiting from a wide range of initiatives and events which allow us to widen our business network in the area. Through the SSCC's activities we have gained insightful information, helping us to better understand the cultural elements of how business operates in Sweden. It is always a pleasure to deal with the SSCC staff who are welcoming and most supportive."

Michel Rossi

Market Head Nordics – Director
Wealth Management Switzerland,
Schroder & Co Bank AG



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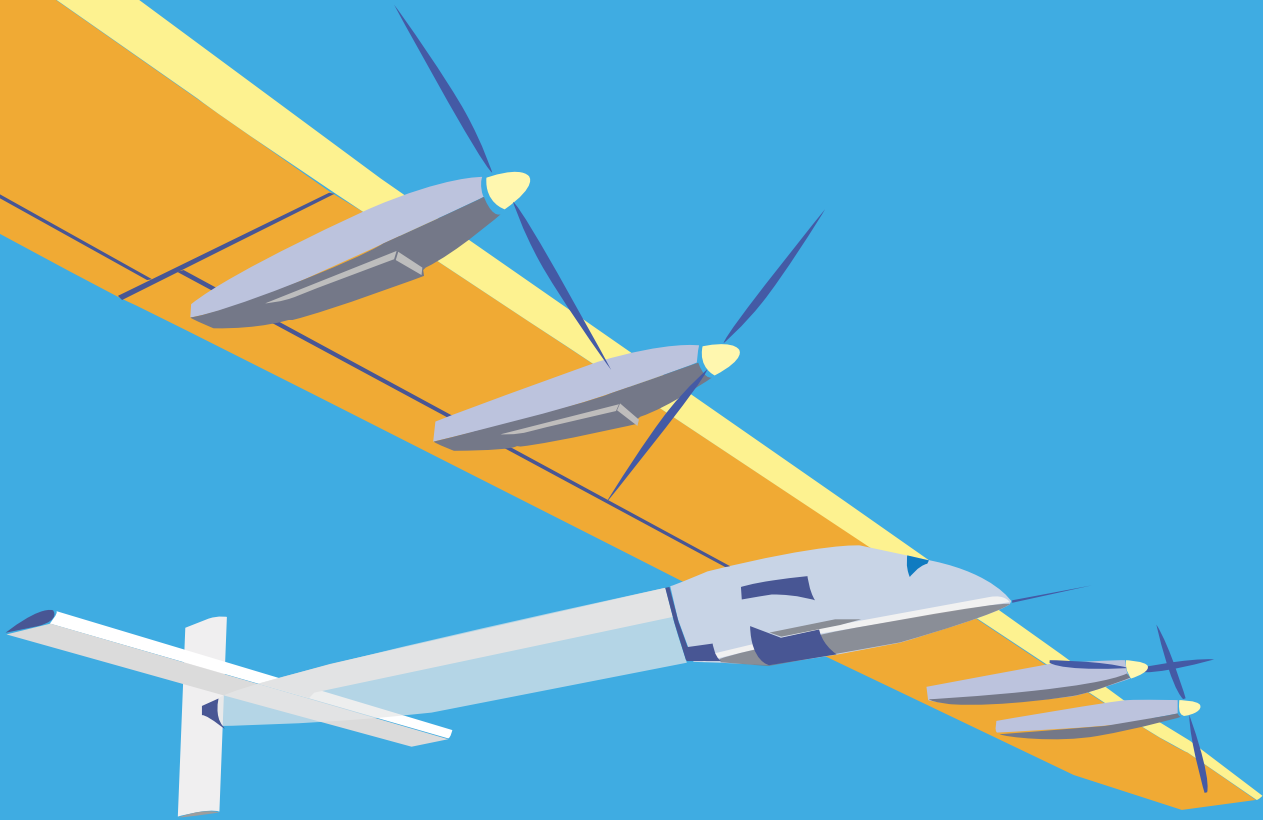
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Meet our Patron Members

SSCC Patrons

Since the start in May 2008, the SSCC has had the privilege of being supported by patron companies securing the long-term growth of the chamber. Currently, the SSCC has 23 companies. As a patron company, you have the following benefits in addition to those of corporate members.

- Corporate logotype on the SSCC home page linked to the patron website
- 50% discount on advertising
- Editorial in the SSCC Newsletter
- Possibility to be part of the SSCC Board and help form the SSCC agenda



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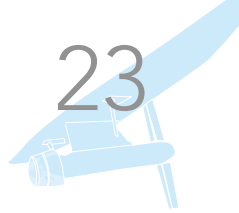
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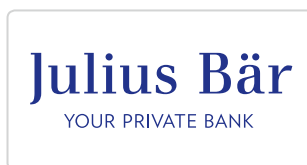
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Widder Hotel – Zürich

Premierad internationell rådgivare

Hjertas premierade rådgivare Daniel Rock hjälper sina kunder både internationellt och lokalt med investeringsrådgivning och förmögenhetsplanering utifrån deras behov. Bland kunderna finns både privatpersoner, stiftelser och företag.

Under 2017 uppmärksammades Daniel Rock internationellt då han utsågs till den bästa finansielle rådgivaren i Europa av SharingAlpha, ett bolag inom Wealth-Tech som klassificerar investeringsrådgivare.

– Det har gått bra för mina kunder och deras placeringar, vilket är min största drivkraft. Det vill säga att ge värdefull rådgivning för mina kunder och finna de bästa placeringarna utifrån mina kunders behov, säger Daniel Rock.

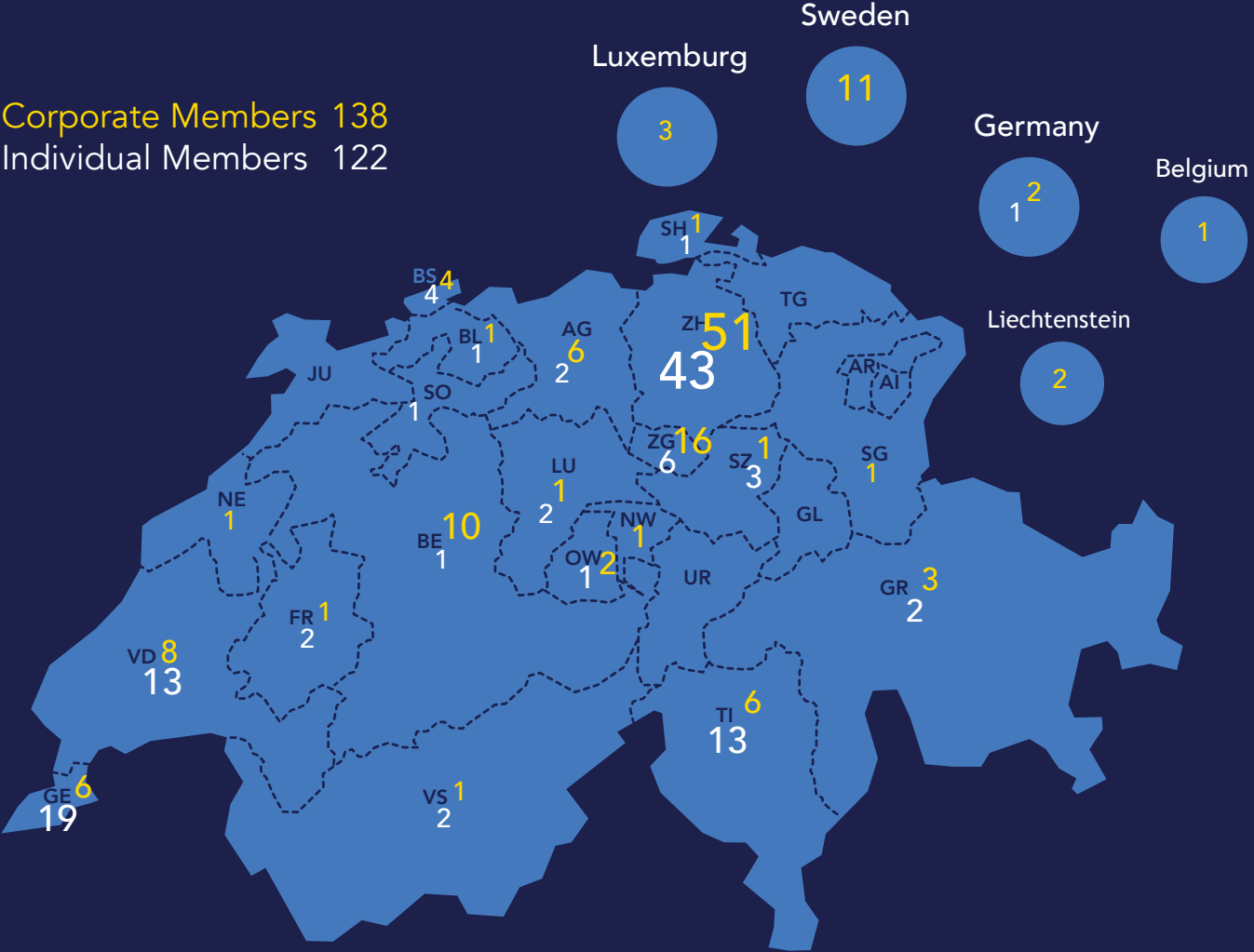


Investeringsrådgivning och förmögenhetsplanering

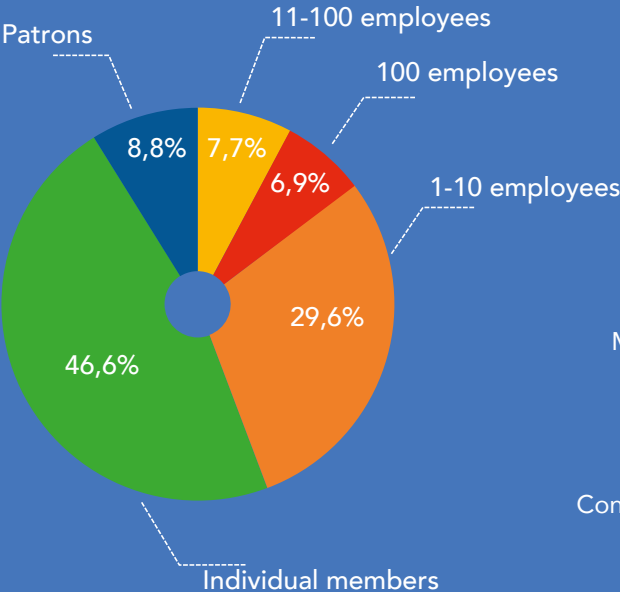
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 Nybrogatan 6, Stockholm, Tel +46 8-5460 1715
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 daniel.rock@hjerta.se | www.hjerta.se/nybrogatan

SSCC Member Statistics

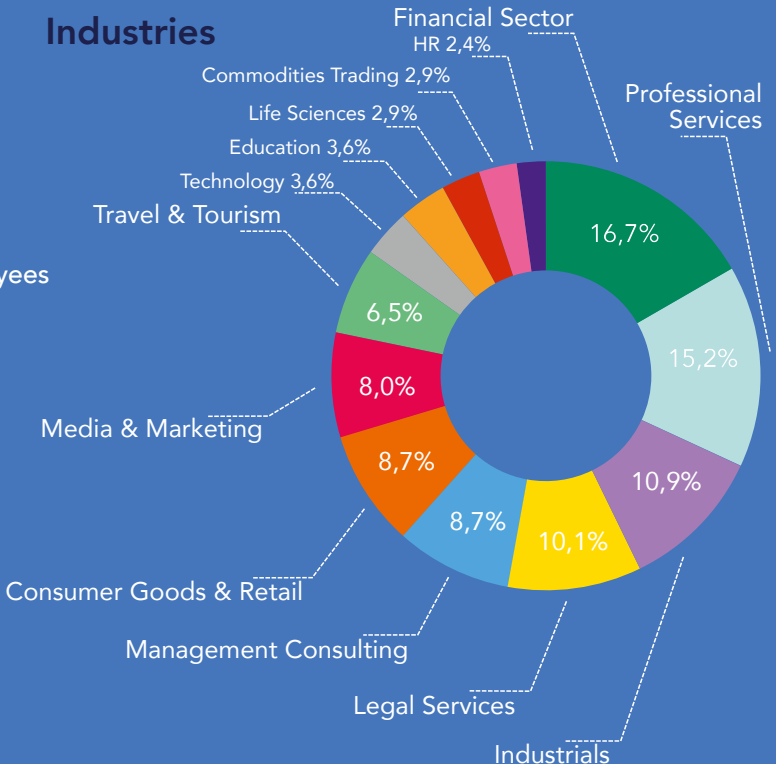
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geneve.swea.org

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Past Events 2017/18



September 2017

- SSCC Crayfish Party – Zurich
- The international automatic exchange of information and tax matters – seminar with Bolla Bonzanigo & Associati, Steimle & Partner Consulting and UBS – Lugano
- Partner Event: Breitling Sion Airshow – event with SAAB – Sion
- SSCC After Work – Zurich
- Swiss vs Swedish Social Security in a cross border context – seminar with Kendris – Geneva and Zurich

October 2017

- What you need to know about Blockchain – seminar with EY – Zurich
- NextGen CH: An insider's perspective on Tesla's story – Zurich
- Seminar with Urban Bäckström – former Governor of the Swedish Central Bank – Geneva
- SSCC After Work – Bern
- 5th Lugano Philanthropy Day – event with UBS – Lugano
- Seminar with Simona Scarpaleggia – CEO of IKEA Switzerland – Zurich
- SSCC After Work – Geneva

November 2017

- Scandinavian fashion meets Swiss fashion – partner event with Brødre – Zurich
- World Childhood Foundation Charity Dinner – Zurich
- NextGen CH: How to get any job – The do's and don'ts of online networking – Zurich
- Glögg Evening – in cooperation with Hästens Geneva store – Geneva

December 2017

- Art as an Investment – seminar with SEB Private Banking – Zurich
- Santa Lucia Dinner – Lugano

January 2018

- Art – Passionate Investment or Invested Passion? – seminar with Bonhôte Services – Geneva
- Partner Event: Networking Skiing event – event with Ski Lodge Engelberg – Engelberg
- Nordic Event – seminar at SIX – Zurich
- NextGen CH: How will technology disrupt your business? – Zurich
- SSCC After Work – Geneva

February 2018

- SSCC Business Forum 2018 – What is required to attract and retain startups? – Zurich



- SSCC After Work – Zug
- Behind the scenes – seminar at Ferring Pharmaceuticals – Saint-Prex

March 2018

- Geneva International Motor Show – event with Volvo Cars – Geneva
- Annual SSCC Ski Competition – in cooperation with SEB Private Banking – Klosters
- Space journeys and space opportunities – seminar with Christer Fuglesang and RUAG Space – Zurich
- SSCC Annual General Meeting and 10-year Anniversary – Bern

April 2018

- Sink or Swim? Digital Transformation in the Financial Industry – seminar with Nexell and Lombard International Assurance – Geneva
- SSCC After Work – Geneva

May 2018

- Quantum Computing and Entrepreneurship – seminar with Chalmers University of Technology and ETH – Zurich
- Understanding the Human Brain – Re-thinking Man and Machine – seminar with Human Brain Project (HBP) and Uppsala University – Geneva
- Swedish Election Debate – event in collaboration with SNS Schweiz-Lichtenstein – Zurich
- Present and future challenges for mobility and urbanism in Ticino and Lombardy – Lugano
- SSCC After Work – Geneva

June 2018

- Swedish National Day Celebrations – in cooperation with Swedish organisations – Geneva
- Nordic event – Doing business in the Nordics and Switzerland – Differences in business culture – seminar with Switzerland Global Enterprise – Zurich
- Partner Event: Vernissage at Art Basel – Basel



Photos

- 1 SSCC Business Forum 2018 (Photo: Markus Senn – Passion for Pictures)
- 2 World Childhood Charity Dinner (Photo: Armin Graessl Photography)
- 3 Annual SSCC Ski Competition (Photo: SSCC)
- 4 Nordic event (Photo: Eva Zingg Photography)
- 5 Seminar with Simona Scarpaleggia (Photo: SSCC)
- 6 Geneva Motor Show (Photo: SSCC)



SSCC BUSINESS FORUM 2018 – The importance of startups and how to accelerate the startup scene in Sweden and Switzerland

Zurich, 1 February 2018

The SSCC Business Forum 2018 - The importance of startups and how to accelerate the startup scene in Sweden and Switzerland - was held on 1 February in Zurich with more than 120 delegates. Very inspiring speeches and great networking for our 6th edition of the SSCC Business Forum. Thanks to all speakers, sponsors and delegates for making this event a success.

An active startup scene is important for the economic growth of a country and to create future opportunities, where agility and flexibility in a fast-paced world are key to success. Both Sweden and Switzerland rank as two of the most innovative countries in the world. However, to create an environment which fosters startup growth and innovation, a country needs to have the right ingredients.

Focusing on what is required to attract and retain startups, we invited speakers from both Sweden and Switzerland to discuss the importance of startups, respective challenges and opportunities and what we can learn from each other.

The startup scene is very complex with many players and we wanted to make sure we covered all aspects. We had the honour of having keynote speakers from the government in Sweden, Marie Wall, Deputy Director Startups at the Ministry of Enterprise in Sweden, and from a regional level, Prof. Patrick Aebischer, EPFL President Emeritus from Western Switzerland. Linda Krondahl, CEO & Co-founder of THINGS, startup hub in Sweden and Mike Baur, Executive Chairman & Co-founder, Swiss Startup Factory held keynote speeches from the startup hub perspective.

Our keynote speakers provided interesting insights to the startup scenes in both Sweden and Switzerland. Additionally, having representatives from universities, governments, investor and startup businesses contributed to very dynamic discussions on both opportunities and challenges in this fast-changing area.

Switzerland has some of the world's best infrastructure, highest disposable income, and consistently ranks as being the most innovative country in the world. In addition, Switzerland has a highly educated workforce and prominent universities. However, according to Prof. Patrick Aebischer, research talent is not enough to establish an innovation culture, where the capability to host startups at university campuses and liberal tech transfer policies play an important part. Swiss disadvantages include lack of funding in the second stage as well as lack of attractive exit strategies.

Sweden has a booming startup scene with a mature ecosystem with hubs in Stockholm, Gothenburg and Malmö. Having produced 7 unicorns to date, Stockholm is the third most prolific hub globally. According to Linda Krondahl, CEO & Co-founder of THINGS, some of the advantages in Sweden include that





it is a small country, which fosters global thinking and provides a small market to test the products. The ecosystem with its small community and available capital also makes it easier to start a company. Moreover, Swedes are early adopters, and being in the second generation, Unicorn founders start giving back, both through capital, experiences and contacts. However, even if advantages such as capital availability makes it easy to start a company in Sweden, housing difficulties, high taxes and a funding gap in the second phase remain disadvantages.

We also had an interesting panel with entrepreneurs and investors led by moderator Prof. Dr. Detlef Günther, VP Research & Corp. Relations, ETH Zürich. Christoph Birkholz, Co-founder, Zurich Impact Hub; Caroline Gueissaz, Managing Director, Business Angels Switzerland; Niclas Molinder, CEO & Founder, Auddly; Isabelle Ohnemus, CEO & Founder, EyeFitU and Anders Thulin, Senior Digital Expert, Triton held an interesting and inspiring discussion about the opportunities and challenges in the startup scene in both Sweden and Switzerland.



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Inside the head of the former Governor of the Swedish Central Bank – seminar with Urban Bäckström

**Geneva,
10 October 2017**

In October 2017, the SSCC had the pleasure to invite members to a seminar with Urban Bäckström, former Governor of the Swedish Central Bank (Riksbanken). The seminar, held in Swedish, touched upon both past, present and future challenges, drawing on Bäckströms wealth of experiences.

As a state secretary at the Swedish Ministry of Finance in the 1990s, Bäckström was involved with the management of the Swedish financial crisis. Apart from being the former Governor of the Swedish Central Bank, Bäckström also has an established background within Swedish industry and trade, hav-



ing been the Managing Director of both Skandia Liv and Svenskt Näringsliv (the Confederation of Swedish Enterprise). Today, he is active in several boards including as Chairman of the Board in Rederi AB Gotland and Näringslivets Tankesmedja Timbro, Vice Chair in Danske Bank Group A/S in Copenhagen as well as member of the board in Lancelot Asset Management AB in Stockholm.

Seminar with Urban Bäckström (Photos: SSCC)

5th Lugano Philanthropy Day – Embrace a holistic approach to achieve your philanthropic objectives

**Lugano,
18 October 2017**

In cooperation with UBS, the SSCC had the pleasure to invite members and friends to the fifth edition of the Lugano Philanthropy Day – a pleasant occasion starting to become a tradition in the SSCC event calendar.

Increasingly, philanthropists are setting audacious social change goals. With the ultimate goal to end homelessness and hunger, they do not want to limit their interventions to building shelters for the homeless and funding soup kitchens. However, they will not achieve their objectives simply by conducting philanthropy in a traditional way, rather, they need to embrace a more holistic approach, using creativity, connections and collaboration.

During the evening, Per Heggnes, CEO of the IKEA Foundation, talked about addressing children's needs in a holistic way, referring to the foundations main learnings from 35 years in operation. Next, a holistic approach to ending modern slavery was addressed by Nick Grono, CEO of the Freedom Fund, saying that just as abolitionist coalitions forced the end of the Atlantic slave trade in the 19th century, courage and commitment can end modern slavery today. The interesting and thoughtful presentations were complemented by the following panel discussion, moderated by Lorenzo Piovanello, UBS Philanthropy Advisor, with speakers Jaume Iglesias, Sustainable In-

vestment Specialist at UBS Wealth Management and Elena Casolari, Executive President at Opes Impact Fund.

Towards the end, Bengt Wahlqvist, Serial entrepreneur, philanthropist and co-founder of 3GT and Nina Hoas, Executive Director, Philanthropy Advisory at UBS Wealth Management, presented a selection of projects presented at the Lugano Philanthropy Day throughout the years, including an update on where these projects stand today. Finally, ending the day with food and drinks opened up for continuous discussions amongst speakers and participants.

Nordic Event at SIX

Zurich, 23 January 2018

In the beginning of 2018, the SSCC co-organized a Nordic Event at SIX together with the Dänisch-Schweizerische Handelskammer (DSHK), Handelskammer Finnland-Schweiz and Norges Klubben Sveits. The event was part of the continuous cooperation across the Nordic Chambers of Commerce in Switzerland.

After a welcoming speech by the DSHK President, Torben Duer, Søren Mose introduced all participants to SIX and how their business operates in the FinTech industry. Søren Mose is a Board Member of SIX and Chairman of the Risk Committee. Søren has previously been the CEO of several banks and is today a strategic advisor and active board member in the areas of Financial Services, FinTech and Sport industry. Following the seminar, Andrea Weidemann, Head Swiss Finance Museum, gave a private guided tour of the museum.



Nordic seminar at SIX (Photo: Eva Zingg Photography)

Behind the scenes – seminar at Ferring Pharmaceuticals

St-Prex, 27 February 2018



In cooperation with our patron member, Ferring Pharmaceuticals, we had the pleasure of organising a "Behind the scenes" seminar on February 27, 2018. At the fully booked event, the Senior Director of the Swiss Manufacturing Plant, Esteban Uriarte, gave a guided tour of the Production area. Being responsible for leading the manufacturing site at St-Prex, Esteban

provided the group with interesting insights on Ferring Pharmaceuticals' manufacturing during the tour.

After the tour, we had the opportunity to listen to a presentation on Ferring's history, activities and research areas by Director Corporate Affairs, Markus Siegenthaler and Executive Vice President, Per Falk. Markus Siegenthaler is currently involved in matters concerning local Swiss regulations. In addition, he is secretary to and member of the Board of Directors of Ferring International Center SA as well as secretary to the Board of Directors of the subsidiary, Ferring Galenisches Labor AG in Allschwil (CH). Per Falk is responsible for overseeing all of Ferring's Research, Development &

Regulatory activities. Dr. Falk's career includes positions as Associate Professor/Lecturer at the Department of Medicine at the Karolinska Institute in Stockholm and adjunct Associate Professor at the Department of Molecular Biology and Pharmacology at Washington University School of Medicine in St. Louis.

Seminar at Ferring Pharmaceuticals (Photo: SSCC)

Seminar with Christer Fuglesang, the first Swedish citizen in space



Zurich, 13 March 2018

With an evening full and out of space, Christer Fuglesang talked to an excited audience about his journey from KTH via CERN to ESA (European Space Agency) and eventually to ISS, the International Space Station. Christer Fuglesang became the first Swedish citizen to fly in space in 2006 when he flew as Mission Specialist on Space Shuttle Discovery for STS-116 to the International Space Station. Naturally, Christer talked about his two space flights, describing how it actually is to work and live in space, before finishing by reflecting on the future for space exploration and "new space" – the fast-growing opportunities and applications in space and of space.

Adding to Christer's presentation, Daniel Fürst, Vice President of External Relations at RUAG Space Switzerland, talked about what "Space" really is and how it affects our daily life - including why "Space" is strategic for a modern state. Daniel also addressed what RUAG does in that system and where it will go in the future.





Understanding the Human Brain – Re-thinking Man and Machine

**Geneva,
3 May 2018**

How can knowing more about the brain help us build tomorrow's robots and computers, and how can it help improve treatment of brain diseases? What are the ethical aspects of new technology's potential? These were among the questions discussed by researchers from Uppsala University and the EU Human Brain Project, in front of a packed auditorium, at a seminar in Geneva in early May.

We are currently at the beginning of the 4th industrial revolution with exponential development and integration of digital technologies in artificial intelligence, neurosciences, robotics, big data and blockchain influencing more and more sectors. In the future, digital technology will be integrated into almost all sectors of society, including health, education, finance, security and mobility - a development that undoubtedly will affect our daily lives.

Behind every artificial intelligence (AI) device, self-driving car, self-learning robot and smart building, hides a variety of advanced algorithms that control learning and decision making. Some





of the mathematical models that make up the backbone of advanced automated systems are currently under construction by researchers from Uppsala University and EPFL in Lausanne and Geneva.

In this context, the Swedish Swiss Chamber of Commerce (SSCC) in collaboration with the Human Brain Project (HBP) and Uppsala University had the pleasure of organising an evening to understand and discuss the latest developments in neuroscience, artificial intelligence, medicine and robotics – focusing on how greater knowledge about the human brain might affect digital development. We invited senior researchers and industry leaders to discuss how we learn from the brain to build robots and computers of tomorrow, how to better understand and ultimately to treat diseases of the brain and how to integrate neuroscience research data into computer models and simulations.

Ginevra Castellano, Senior Lecturer at Uppsala University's Department of Information Technology, Division of Visual Information and Interaction, and head of the Social Robotics Lab, was one of the speakers at the seminar. She is researching the development of robots to support humans in areas ranging from education and healthcare to entertainment.

"Close human-robot interaction makes it essential for us to understand how we, as humans, perceive robots. We have to develop robots that can interact with humans in socially intelligent and confidence-inspiring ways. These robots must have social skills and empathy. By using social robots, we're dealing with issues that can

help us understand what it means to be human," says Castellano.

Besides Ginevra Castellano, Uppsala University's speakers at the seminar were Thomas B. Schön, Department of Information Technology, and Lina Emilsson, Department of Engineering Sciences, who also moderated a discussion between the presenters.

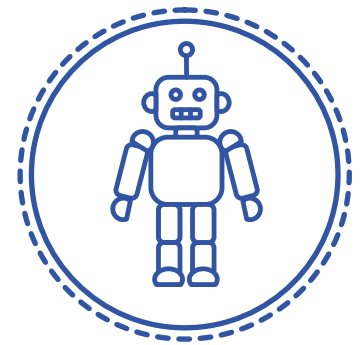
Chris Ebell, Executive Director at the Human Brain Project; Dr. Marc-Oliver Gewaltig, Section Manager of Neurorobotics, Simulation Neuroscience Division, Blue-Brain Project, EPFL Lausanne and Prof. Philippe Ryvlin, Department of Clinical Neurosciences, CHUV Lausanne, Leader of the Medical Informatics Platform of the HBP also contributed with very interesting and insightful presentations on this broad and complex topic.

The Human Brain Project brings together more than 120 neuroscience and engineering research partner institutions from 19 European countries. The ambition is to create and operate a European research infrastructure for brain research, cognitive neuroscience and organise data describing the brain and its diseases as well as simulate the brain. Since 2015, the HBP has supported interdisciplinary research and infrastructure for neuroscience, medical research, neurorobotics, mathematics, physics and neuromorphic computing. Uppsala University is a partner institution and lead one of the 12 sub-projects of the HBP.



SSCC **Business Forum** Artificial Intelligence

31 Jan 2019 Zurich



Thursday 31 January 2019
SIX ConventionPoint

Venue: Pfingstweidstrasse 110, 8005 Zurich
Time: 17:30 – 22:00

**Artificial Intelligence – opportunities and threats
for the business environment – a comparison of
Sweden and Switzerland**

Upcoming Events 2018/19

2018

31
AUG

Crayfish Party
Zurich

13
SEP

Cross-border inheritance aspects –
seminar in partnership with Bon-
hôte Services SA
Lausanne

19
SEP

“How to reach peak performance – lessons
from Formula 1 to Fortune 500” – seminar
with Mika Häkkinen & Hintsa Performance
Zurich

26
SEP

After Work
Geneva

26
SEP

Cyber security –
seminar with Prof. Consoli
Lugano

03
OCT

Saab – Gripen and the Swiss
fighter procurement
Zurich

tbc
OCT

How to save the oceans
Geneva

18
OCT

6th Lugano Philanthropy Day
Lugano

25
OCT

Leading Growth Companies in
Technology and Life Science – in
partnership with Redeye
Zurich

31
OCT

After Work
Geneva

07
NOV

Keeping pace with cyber security in the
digital age – seminar with Dr. Stefan Frei
in partnership with Danske Bank
Zurich

22
NOV

Seminar in partnership with Ericsson
Bern

2019

31
JAN

SSCC Business Forum – Artificial
Intelligence
Zurich

14
MAR

SSCC Annual General Meeting
Bern

Cleantech Innovations

Skyflor – Switzerland

Concrete, ceramics, and a substrate form modular elements that can be assembled in a variety of layouts to create vertical gardens. They support biodiversity; help preserve urban fauna, provide sound insulation and improve urban microclimates. Learn more at: www.skyflor.ch



SSCC Celebrates 10 Years

The Chamber was founded on May 7, 2008 by Honorary Consuls Mrs Birgitta Arve, Mr Per Edholm and 15 Patron Members: ABB, Atlas Copco, EF, Ferring Pharmaceuticals, Gunvor Group, Handelsbanken, IKEA, Lombard International Assurance, Lundin Petroleum, Melker Schörling AB, Nestlé, Nordea, SAAB, SEB, and Tetra Pak.



In March 2018, the SSCC held its 11th Annual General Meeting (AGM) at Hotel Schweizerhof in Bern, celebrating 10 years in business. A lot has happened since the start, and with more than 260 members and over 2 500 contacts, the Chamber has grown to be one the fourth largest Swedish chambers of commerce abroad – following New York, Great Britain and Brazil.

“While we have been a startup non-profit organisation ten years ago, I am proud and very thankful to all our members, my colleagues on the board and the management team for all the support and good work done and it makes me quite confident for the coming years of our Chamber”, says Chairman Hansueli Märki.

Thanks to the Board of Directors, Advisory Board, Patrons and Members, who represent leading enterprises in our two countries, the Chamber can draw on a wealth of experience. According to Managing Director, Mrs Eva Fiorenzoni, this is a large reason behind the success of the SSCC. In addition, the Board realised the value of investing in a managing director and employees early on, something that has made it possible to maintain a professional management of the Chamber. During the last years, new in-



vestments have been focused on a CRM system as well as internal and external communication platforms to support the positive development of the Chambers activities.

The initiative to form a long sought-after chamber of commerce was taken in 2008 by Mr Per Edholm, Swedish Consul General in Lausanne, and Mrs Birgitta Arve, Swedish Consul in Zurich. They had noted that while there were several Swedish chambers of commerce present around the world, and almost one in every European country, still no Swedish chamber existed in Switzerland, despite extensive business and social relations between our two countries.

Many large Swedish corporations are established in Switzerland since a long time. IKEA for example opened a store in Switzerland in 1973, being the first store outside Sweden, and TetraPak is established in Lausanne since 1981, to mention just a few. There was a growing need for a networking platform for senior and middle management to have access to a platform to network and build relationships locally in Switzerland as well as between Sweden and Switzerland.

"We started talks about starting a chamber around 2005 and thanks to support from Mr Thomas Berman and Mr Bo Hjelt, who were instrumental in connecting us with the right companies, the SSCC was founded in 2008", says Mrs Birgitta Arve.

Mr Bo Hjelt started his business career in the 1960s, when he held various qualified positions in Svenska Metallverken, a significant Swedish corporation within the non-ferrous metals industry, that later became part of the global Electrolux Group. He has spent more than 60 years abroad in Japan, France, Germany, Belgium and Switzerland. He has also been active in the board of Swedes Abroad for more than 20 years. "A chamber of commerce is a very important platform for companies to improve and increase business relations between countries", says Mr Bo Hjelt. "I was very honoured to be able to advise the founding members of the SSCC at a very early stage. A professional platform, such as a cham-

ber of commerce, is key to increase business relations across countries". Mr Bo Hjelt and Ambassador Per Thöresson were both part of the Advisory Board, who played an important role for the first 5 years of the SSCC. Mr Bo Hjelt recruited the second and current Chairman for the SSCC, Mr Hansueli Märki, who came with a background from both IBM and ABB.

Today, the Swedish Swiss Chamber of Commerce continues to create interesting forums where executives of companies can come together with leading figures from political, economic and business life in an informal atmosphere.

The business climate is changing rapidly, and personal contacts are becoming more and more important. It is also of vital importance to know where to find the information necessary for your business. A networking organisation, such as the Swedish Swiss Chamber of Commerce, is playing an ever-increasing role in being a point of contact for finding information, connecting people and companies and communicating on different topics involving Sweden and Switzerland.

Referring to Swedish-Swiss finance and business, the first Chairman of the Board, Mr Ian Lundin, says that "there are excellent opportunities for further expansion of trade and investment in both directions". Adding that, "an organisation like ours, the Swedish Swiss Chamber of Commerce, has an important role to play in fostering business relations between Sweden and Switzerland".

At the AGM the Chamber had the pleasure to welcome Mr Henrik Norlin, EF Education First, as a new Director of the Board and thank Mrs Mercedes Hernandez, Atlas Copco, and Mr Lennart Sindahl, Saab AB, for their time and valuable contributions. Starting the 10-year celebrations, all participants had the opportunity to listen to inspiring speeches from Honorary Founder Mr Bo Hjelt, the first Chairman, Mr Ian Lundin, former Managing Director, Mr Johan Mannerberg and the current Chairman Mr Hansueli Märki – both regarding the Chambers entrepreneurial past and the bright future ahead. Mr Bo Hjelt took us back to the start of the SSCC with a



captivating and emotional speech. He was elected Honorary Member in 2018 as thanks for his contributions to the SSCC. "It's a great honour to have been elected Honorary Member of the SSCC, and I am truly grateful that my contributions have been recognized in this manner."

SSCC 4th largest Swedish Chamber of Commerce among Swedish Chambers International, SCI

Swedish Chambers International, SCI, consist of Swedish Chambers of Commerce in 38 key locations where companies with Swedish connections do business. Our Swedish partner is the Stockholm Chamber of Commerce. In 2016, 25 Swedish Chambers of Commerce abroad were members of SCI.

Chamber	Est.	Members ¹
Argentina	1954	54
Australia	1911	102
Barcelona	1988	
Bosnia-Herzegovina		
Brazil	1953	420
Canada	1965	42
China	1998	290
Estonia	1997	141
France	1915	258
Germany	1959	358
Greece	1991	
Hong Kong	1986	353
India	2008	
Italy	1993	
Japan	1992	112
Latvia	1996	109
Lithuania	2006	96
Madrid	1950	258
Netherlands	1960	215
New York	1906	280
Slovakia	1997	38
Switzerland	2008	238
Taipei	2012	57
Thailand	1989	
UK	1906	703

The first Swedish chambers of commerce were established in the UK and New York in 1906 followed by Australia in 1911 and France in 1915. The Swedish Swiss Chamber of Commerce was founded in 2008.

Every year a report is put together to compare some key performance indicators in order to learn from each other as well as improve the performance of the Swedish chambers of commerce.

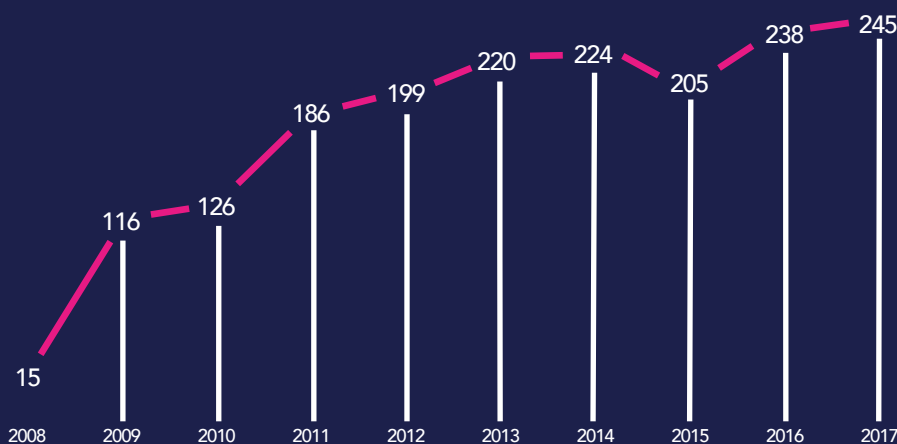
The last report published is from 2017 with KPIs from 2016. Comparing number of members, the Swedish Swiss Chamber of Commerce comes on 9th place with 238 members¹. However, when looking at membership revenue, the SSCC rank as the 4th largest Swedish Chamber of Commerce in the world behind New York, UK and Brazil. China ranks on 5th place followed by Germany, Hong Kong, France, Japan and India on 10th place.

1) Total number of members at the end of 2016

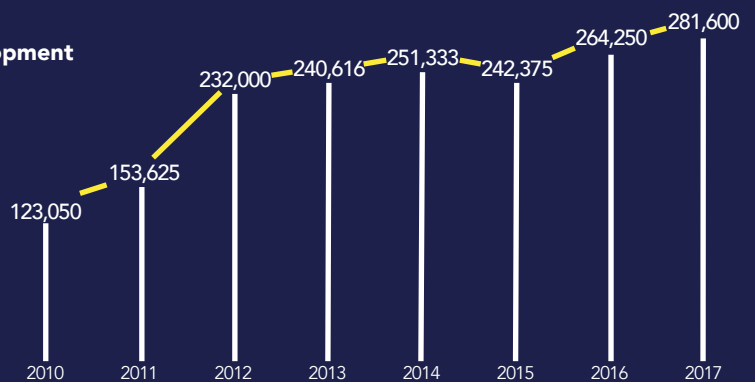
SSCC Growth

The Swedish Swiss Chamber of Commerce, SSCC, has grown steadily since the start in 2008.

At the end of 2017 we had 245 members and a membership revenue of CHF 281'600. In June 2018 we counted 260 members. The cash flow is controlled and in 2017 we presented a positive result for the first time in the history of the SSCC.

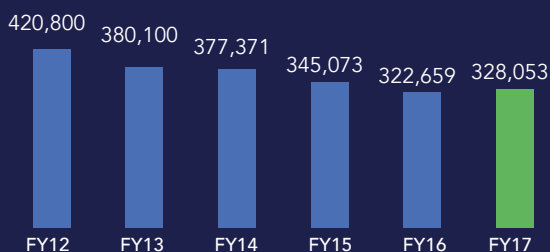


Membership Development

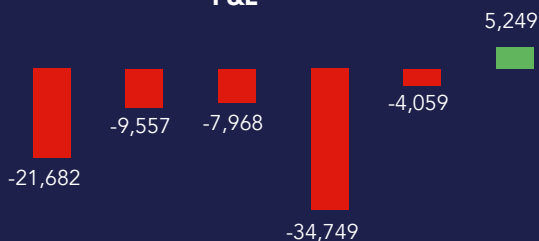


Member Revenue

Cash Flow



P&L





Magnus Hartog-Holm, Ambassador of Sweden to Switzerland and Liechtenstein



Christian Schoenenberger, Ambassador of Switzerland to Sweden

Words from the Ambassadors

The Swedish-Swiss Chamber of Commerce is young, just 10 years old, but has in short time become one of Sweden's largest chambers of commerce in the world. Built on the strong historic trade and investment relations between Sweden and Switzerland, and with support from an outstanding group of partner companies, top-level board members and excellent management, the SSCC fills an important role in linking Swedish and Swiss business communities together.

The Swedish Embassy in Bern was one of the driving forces behind the establishment of the SSCC and continues to be an active partner. Together with the SSCC and Business Sweden, the Embassy has the possibility to successfully pursue activities based on the joint interests and efforts of industry and government – often called the “Team Sweden” format.

As Swedish Ambassador to Switzerland, I am honored to continue my close collaboration with the SSCC through my newly assigned role as Advisor to the Board. Together with the Swedish Embassy and Business Sweden, the SSCC is a key player in Sweden's business and investment promotion program in Switzerland and the natural co-

operation partner for all companies – Swedish and Swiss – engaged in commercial relations between our two countries.

Magnus Hartog-Holm
Ambassador of Sweden to
Switzerland and Liechtenstein

Sweden and Switzerland find themselves in top positions in many rankings, for instance with regard to innovation, competitiveness, ease of doing business, openness and transparency. Both countries offer good and stable conditions for investors and traders. Companies find well-trained staff, good infrastructures and diversified financial services. Legal texts and administrative procedures can be easily accessed online, and the gap between policies and their implementation is not too big.

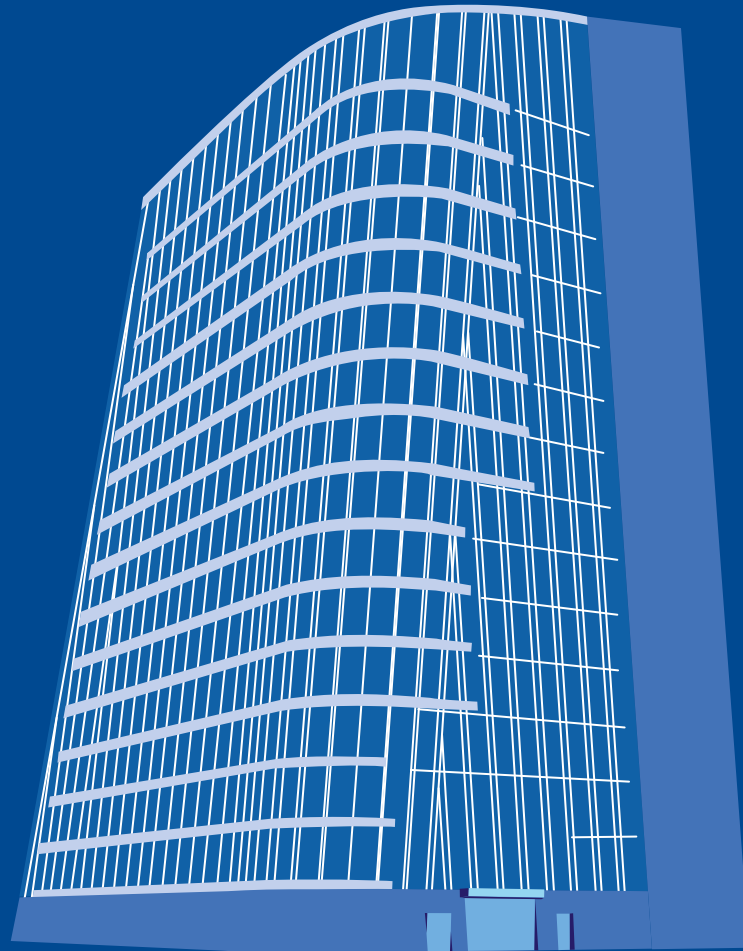
One could conclude that companies do not need specific support when entering the Swedish and Swiss markets. All seems transparent and rather well-regulated. While the good business climates prevailing in Sweden and Switzerland are very important conditions for companies to flourish, other factors do

play a role. Consumer preferences, for instance, are determined by cultural and societal factors. Companies need to understand soft factors such as these to make a successful market entry.

Here is where the Swedish Swiss Chamber of Commerce (SSCC) comes in. It supports companies by making them aware of the cultural specificities of our countries, by suggesting business partners and offering access to its network of business professionals. In doing so, the SSCC makes an important contribution to our bilateral economic relations, for which I am truly grateful.

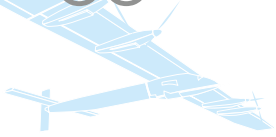
Christian Schoenenberger
Ambassador of Switzerland to
Sweden

Cleantech Innovations



Plantago World Food Building – Sweden

A greenhouse for vertical farming. A new way to cultivate food in urban environments, reducing transportation costs and emission, and providing sustainable solutions to growing cities. It is expected to produce approximately 550 tons of vegetables annually — enough to feed around 5,500 people each year. Learn more at: www.plantagon.com



Should you be concerned by the EU General Data Protection Regulation?

Caroline Perriard
BRANDIT Consult

Data is everywhere: it supports sales, marketing or analytic activities every day. When this data falls under the classification personal data, the protection of fundamental rights enters into play and proper handling is required.

Privacy rights existed in the past. What happens with the new EU legislation (GDPR) is a re-qualification of some of the principles of privacy, the addition of obligations and higher fines for companies as well as the strengthening of the individuals' rights.

It is relevant for Swiss companies, because, in our global world, it is rare not to have any interaction with any European individuals. Furthermore, other legislations will follow with similar rules, including Switzerland.

Is that a heavy burden for companies? No. With a positive approach in mind, companies can turn these new obligations into a competitive advantage.

This article focuses on the reasons why GDPR applies to companies in Switzerland and what are the priorities when making the journey towards compliance. This journey is of relevance for the long term. And these new obligations may be turned into opportunities.

WHY GDPR APPLIES TO YOU AS A SWISS ENTITY/CORPORATION?

The new EU regulation applies to the personal data of individuals, from employees to clients and customers, as well as third parties' interaction with a company: influencers, spokespeople, journalists, candidates, etc. Most principles are not new, thus the current pressure on companies is based on:



ee With a positive approach in mind, companies can turn these new obligations into a competitive advantage.

- a. the increased powers granted to regulators to enforce the new rules and impose significant fines for non-compliance,
- b. the application of the EU regulation to companies that control data of EU customers, regardless of the company's location,
- c. the occurrence of confidential and sensitive data which means increased risks and a likelihood of focus by regulators.

While much personal data will be collected based on a legitimate interest or on the relationship between the individual and the company, personal information used for marketing, sales and prospect purposes also are essential to businesses.

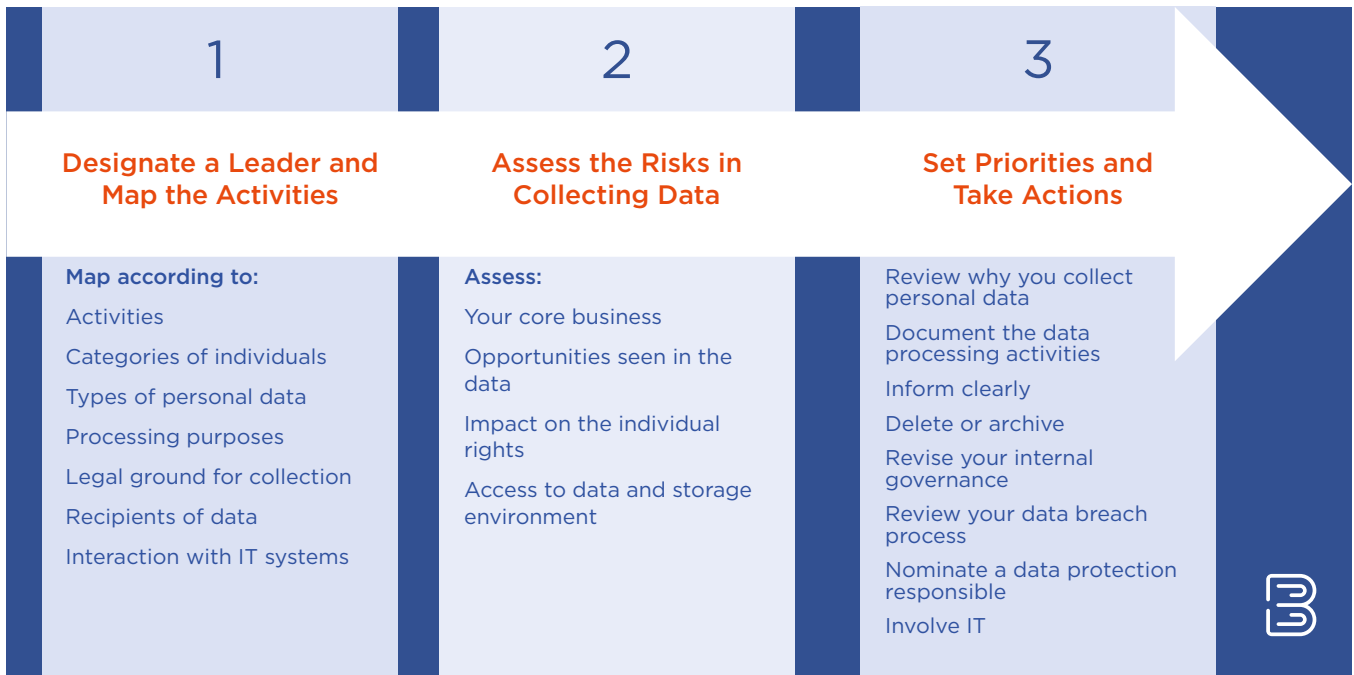
GDPR is challenging the processing of behavioural data, (e.g. data collected from general website browsing) and transaction-related data (e.g. logging into an account to complete a purchase). Indeed, these activities are rich sources of information used to build customer profiles and segments. Institutions will need to review how they have obtained consent from clients and customers before continuing to collect data

(so called opt-in). They also need to be aware that consumers may at any time request the company to permanently delete their data used for marketing purposes across all systems. Ultimately, this requires an internal set-up to erase or archive the given data.

As mentioned the risks of non-compliance can lead to monetary fines. Most important, however, is the potential damage to the company's reputation.

WHAT ARE THE PRIORITIES WHEN MAKING THE JOURNEY TOWARDS COMPLIANCE?

It is important to focus on the data processing activities where the individual rights could be at most in danger or scrutinized by regulators and the public. We suggest starting with an inventory (also called data mapping) to assess the risks of being a data controller and set an action plan to mitigate these risks.



A) Designate a Leader and Map the Activities

Designating a leader for the journey is key. It can be a compliance officer, but also a cross-functional team, involving legal, compliance, IT, HR and marketing stakeholders. The interests of all stakeholders need to be taken into account. Companies are often surprised by how much data is shared among business entities beyond the first purpose of collection. For example, employees' data can be used by the security team to control access to the company's buildings; email contacts of clients managed by the marketing team might be of value of the communication team, etc.

Information arising from the mapping exercise allows your organization to classify the nature of the data and to deploy adequate protection measures. Categories, such as personal sensitive data (related to health, religion, etc.) require an extra layer of protection. Data that were once personal might have gone through anonymization and as such are not relevant for GDPR compliance. Lastly pseudonymized data is data that cannot be attributed easily to a natural person anymore, however, this categorization does not overwrite the requirement of appropriate security measures.

B) Risk Assessment of Data Collection

The collection of personal data is linked to the company's field of business and the opportunities it sees in this information. Not every activity is relevant for GDPR compliance and it is worth taking the time and effort to map out the core businesses judiciously.

For example, when the activities relate to data of corporate customers, the resulting impact on privacy might be low to medium, because the

type of personal data is limited to professional information about the representative of the corporation (such as a professional email address or office location).

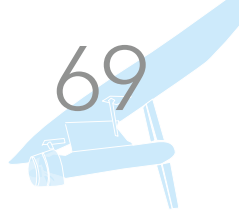
On the other hand, the impact might be high where personalized services and individual client interaction are essential: complementary services offered by a bank to its most preferred clients, "concierge" services, etc. This data is personal, when not sensitive, and it is often stored in an unstructured environment.

C) The Actions

Policies and clear guidelines are part of any compliance program. GDPR gives companies the chance to structure processes and continue to utilize individuals' data. Here are a few examples of actions:

- Client information management: how do you collect personal data pertaining to the "client environment" (e.g. family information, browsing behaviours, cookies tracking for targeted advertising)?
- Retention and deletion: How do you manage the life-cycle of the data? What happens when the first purpose is completed, or the service contract terminated? Or when legal requirements to keep the information are extinguished?

Internal systems must allow deletion or anonymization in an automated manner or upon request from individuals. Good intentions need conclusive steps.



- c) Information duties: Do you have a clear and transparent message how you process personal data? We are moving from legalistic notices that no one reads to a user-friendly communication. This also covers the proper handling of individuals' complaints and requests.
- d) Internal governance on privacy: Companies must revise their internal practice about management of personal data. No one starts from zero, but a few steps must be considered:
- The relevant data processing activities must be documented.
 - Data breach processes need to be reviewed to allow the notification of the loss or unauthorized disclosure within 72 hours. If individuals are affected by the breach, they will have to be notified as well. Besides potential fines, a badly managed crisis impacts the reputation of the company.
 - Data protection officer: Think whether your company processes special categories of personal data, monitor people on a large scale in a systematic way or use profiling for automated decision. You must nominate someone to "pick up the phone" and drive compliance internally.
 - IT involvement: IT is crucial to assess and approve the technical and organisational security measures. Are these measures covering internal data protection procedure, audit exercise, access control to the systems?

HOW COULD YOU TURN THE NEW OBLIGATIONS INTO OPPORTUNITIES FOR YOUR COMPANY/INSTITUTION?

A well thought-out organization and control benefit the whole company. Better compliance and personalized marketing are not mutually exclusive. A lean and deliberate approach will support marketing in focusing on the data that is relevant. Disposing of data mitigates security risks, and it also helps ensure that irrelevant data does not make its way into a future marketing message.

An appropriate database structure will lead to avoidance of duplicated processing and to a smooth data flow with effective cost reduction. It might also permit the archiving of legacy databases, which in turn free space in storage environments.

Finally, a transparent communication strategy towards privacy of individuals can create an additional competitive advantage.



Do you have a clear and transparent message how you process personal data?

Final Words

We recommend integrating 'privacy' as a core principle of your company. On the long term, best practices such as privacy by design, privacy impact assessment and the right legal set up with third parties having access to data, will ease the daily work of effectively collecting data and managing it. Broad collection is benefiting no one and, to some extent, GDPR helps to focus.

Compliance is certainly a critical objective, if we consider the complexity of data structure transformation in the organization. Nevertheless, the opportunity goes beyond the avoidance of fines, and businesses can take a proactive stance with data protection and privacy communication to make them a true market differentiator. ■

caroline.perriard@brandit.com
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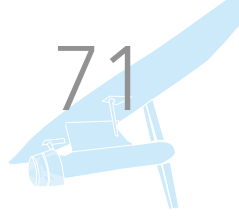
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Canvassing Switzerland's AI Landscape

This article is originally from the Global AI Series produced by Synced

Synced canvases the Swiss artificial intelligence landscape: from software research in Lugano to hardware development in Zurich, with supporting vertical markets spanning the country's west side, backed by EU investments and reaching consumer markets in Germany and around the world

To begin surveying the artificial intelligence landscape in Switzerland, we should first consider the country's unique economic and political structure. The Swiss economy is built on the self-governance of its 26 cantons, governing 260 municipalities. Cantonal governments have their own constitutions and policies separate from the federal establishment. Each is also in charge of dealing with cross-border business, natural resources, higher education, cantonal taxes, and citizenship — all factors that can make the AI industry thrive or shrivel. The Swiss business culture reflects a way of thinking deeply-rooted in organic and bottom-up politics, is closely-knit, and highly functional.

Swiss science dominates the fields of physics and mathematics, as backed by stable endowments from the Swiss National Science Foundation and talents from influential EU facilities like CERN. The

country has the highest number of Nobel laureates per capita (ignoring tiny statistical outliers St. Lucia and Iceland), and maintains its lead in applied research as the world's most innovative country, ranked by the World Intellectual Property Organization. Swiss universities are liberal and international, which attracts German researchers who come from a much more ethnically uniform environment.

The country's AI research has a solid base in the Italian-speaking city of Lugano, extending westward to the French-speaking cities of Martigny, Geneva, Lausanne, Delémont, and stretching around the country's perimeter to the German-speaking cities Basel and Zurich. Together these cities describe a "C-shaped" arch around the country, with research labs concentrated along the borders with Germany and France. In this survey, we'll walk through top-notch

Swiss AI facilities: starting with deep learning and neural network research at Dalle Molle Institute for Artificial Intelligence Research (IDSIA) in Lugano, to interdisciplinary research at École Polytechnique Fédérale de Lausanne (EPFL) and University of Basel, and ending with robotics innovations at ETH in Zurich and University of Zurich. Along the way, we'll introduce the reader to several important researchers and their projects, experiences, and perspectives.

IDSIA in Lugano and Deep Recurrent Neural Networks

The Dalle Molle Institute for Artificial Intelligence (IDSIA) is located in the industrial outskirts of Lugano, one of the most scenic lakeside cities in the Italian-speaking canton Ticino. In 1988, Swiss philanthropist Dalle Molle set up a foundation to fund three research institutions dedicated to AI research: IDSIA in Lugano, IDIAP in Martigny, and another in Geneva.

Today, IDSIA is affiliated with two high-level institutes, Università della Svizzera Italiana and University of Lugano, housing around 50 researchers, including a dozen PhD students.

The lab has made research breakthroughs in many areas, including

deep learning, adaptive robots, and ant colony optimization to name a few. The lab of Dr. Jürgen Schmidhuber is renowned for the invention and subsequent development of long-short-term memory (LSTM) in the 1990s, a recurrent network algorithm that helps machines learn many things unlearned by feedforward networks. A demonstration of LSTM can be found on everyone's mobile phone. "Since mid-2015, Google's speech recognition is based on LSTM, with forget gates for recurrent units trained by 'connectionist temporal classification (CTC)'. This approach dramatically improved Google Voice [...] by almost 50% — now available to billions of smartphone users," explains Schmidhuber. Since 2009, his team has received over USD 12 million in academic funding, including a recent European Research Council (ERC) grant.

Schmidhuber wants us to understand that despite the present hype ignited by Alpha-Go's victory over Go master Ke Jie, feedforward networks were created as early as 1965 by Ukrainian Soviet scientist Alexey G. Ivakhnenko, who was able to train an eight-layer neural network with much-limited computation power. The future possibilities of this method fascinated Schmidhuber, who was doing his PhD in Munich, Germany in the 1980s. "I studied maths and computer science. For the cover of my 1987 diploma thesis, I drew a robot that bootstraps itself in seemingly impossible fashion. The thesis was very ambitious and described the first concrete research on a self-re-writing 'meta-program' which not only learns to improve its performance in some limited domain, but also learns to improve the learning algorithm itself, and the way it meta-learns the way it learns etc., improving itself endlessly, except for the limits of computability identified by Kurt Gödel in 1931."

Schmidhuber's aim has been to build general purpose 'embodied intelligence,' which is not just the application of AI to gaming and simulations, but to physical robots at large. His lab also applies algorithms to robots, including the ador-



The lab has made research breakthroughs in many areas, including deep learning, adaptive robots, and ant colony optimization to name a few.

able humanoid 'iCub' robot programmed by IDSIA to pick up cans; drones that travel in forests using image recognition; and swarm robots that can jointly accomplish tasks.

Some of the research at IDSIA is being continued at spinoff companies like DeepMind, whose co-founder Shane Legg was a PhD student in Dr. Schmidhuber's group, along with other early core-members. The startup was sold to Google for USD 600 million in 2014.

Interdisciplinary research at EPFL and Basel

Moving west to Canton Vaud



we find the École Polytechnique Fédérale de Lausanne (EPFL). Lausanne has a very solid research foundation in STEM education, with intensive focus on robotics, and two prominent labs including an Intelligence System Lab and Biorobotics Lab. It is also known for housing the Human Brain Project that started in 2013, a ten-year EU flagship research project with an operating budget of EUR 1.019 billion.

Boi Faltings joined EPFL in 1987 as professor of Artificial Intelligence, and heads a lab there with six PhD students. Says Faltings, "The artificial intelligence research in Switzerland is very design and engineering centric. When I started to work on software in the 1990s, I worked on the diagnostic systems for jet engines and also optimized airport scheduling systems." However, some of the systems did not perform as expected. As Dr. Faltings recalls, working with enterprises is sometimes problematic: "Enterprise need short-term solutions, new research on the other hand is very risky for companies, and the projects didn't end up being implemented."

Faltings watched the Swiss artificial intelligence research community shrivel during the AI winter,

while serving as president of the Swiss Group for Artificial Intelligence and Cognitive Science (SGAICO), an organization active in the 1980s organizing conferences for domestic researchers. Following revived interest in deep learning in recent years, Faltings saw "the field boom from 1000 to 5000 researchers within the span of three years. Most people don't know that much about AI, they will leave when things stop working."

In recent years, Faltings has spent a lot of time working on self-organizing agents and on discerning truthful datasets using machine learning. His only concern is for students leaving academia: "Nowadays everyone works for just a few big companies. The data is also concentrated in the hands of a few big companies, but should belong to the public."

Upon Dr. Faltings' introduction, we were connected with Dr. Malte Helmert in Basel, who works alongside a group of 30 researchers at the University of Basel in the German-speaking canton of Basel-Stadt. The current focus of this group is on domain-independent automated planning and heuristic state-space search, where they are "interested in algorithms that can solve the general planning problem without being tailored by a human expert and without requiring a learning phase." In the last five years, Helmert's group of 10 researchers received CHF 3.5 million from an Economic Research Council (ERC) grant, an EU collaboration project, and the Swiss National Science Foundation.

Other notable institutions that conduct AI basic or applied research along the C-arch are the IDIAP lab in Martigny, University of Geneva, University of Neuchâtel, University of Applied Sciences Western Switzerland (HESOS), and Lucerne University of Applied Sciences and Arts.

Robotics in ETH and University of Zurich

In northern Switzerland, ETH Zurich is one of the best universities in the world conducting robotics research, with eight labs and about 120 PhD students. The flying robots of Raffaello D'Andrea of the Dynamics Systems and Control





Roland Siegwart's Autonomous Systems Lab.

During our visit, Siegwart's PhD students were working on drones that fly over crops, collecting biomass development information across the field. The project runs in conjunction with Bosch, the cross-sector Swiss giant in appliances. The drones relay real-time data for farmers' decision-making, cutting time and labour costs. The robotics lab also collaborates on projects with Google, Microsoft, and Siemens.

The lab's recent advancements are in Simultaneous Localization and Mapping (SLAM), a technology that helps a robot navigate its environment through either laser, sonar, or visual data input. A recent breakthrough is a method called Open Keyframe-based Visual-Inertial SLAM (OKVIS), which helps the robot sync bits of visual information with sudden movements across small time-intervals. OKVIS was first published in *The International Journal of Robotics Research* in November, 2014.

While there are public concerns with the advancement of industrial robots, Siegwart tells us that he is less worried about the impact of automation regarding job losses, as "society will adapt and there are environments where people should not have worked in to begin with." There

are, however, other concerns: "The physical world has many complications. Imagine if your smartphone crashes, you will buy another smart phone. But if an autonomous car breaks down people will be killed. So far we are doing research in confined environments, but as soon as drones are flying over people, they should have failing modes and be extremely aware of people."

The difference between robotic research in Switzerland and United States as opposed to Japan, is that the former "have a much more functional view of machines," explains Siegwart, befitting the sober and rational Swiss temperament. Yet there are exceptions. For example, in collaboration with Disney's research lab, ETH created BeachBot to draw sand cartoon patterns on beaches to entertain passers-by.

ETH Zurich collaborates with many institutions, including Germany's Max Plank Institute and Stanford University in the US. It also conducts joint research programs with the University of Zurich, with which it shares a campus. Dr. Rolf Pfeifer, professor emeritus at the University of Zurich and the head of its AI research lab before it shut down in 2014, tells us he is among the very few in Switzerland with an interest in humanoid robots.

Pfeifer is one of the earliest Swiss AI researchers. After experimenting with Freudian dream simulations and a series of unfruitful trails with the expert system, he made a mid-career shift from algorithm research to robotics in the 90s — which are "very different domains" from software research — coming to the conclusion that artificial intelligence has to be a stand-alone organism. "The concept I've been researching is 'embodiment', which studies the roles of the body in the development of intelligence. The robots' acoustic, visual, and tactile senses help them learn from the real-environment, generating patterns of sensory information. Much of the current research in algorithms has zero interaction with the real world."

Pfeifer is content with the support for his work, "I have always had very comfortable funding, 80% came from the European Union. There's a program called Future and Emerging Technologies (FET) that has a really good funding scheme. The European Research Council takes a bottom-up approach, listens to researchers' recommendations and then comes up with budgets. The Swiss National Science Foundation, on the other hand, provides medium-sized funding, but not as much."

Pfeifer initiated the National Centre of Competence in Research Robotics (NCCR) along with Dr. Dario Floreano from EPFL. "These are really people doing the most interesting work, biologically inspired robots, wearable robots, neuroprosthetics, soft robots, etc." The centre integrates ETH Zurich, University of Zurich, EPFL, and IDSIA with industry partners, providing innovation

funds to startups in multiple fields of robotics. He hopes to see more interdisciplinary work in the near future, combining neural science, cognitive science, material science and robotics.

Switzerland's Competitive Advantage:

Industrial Robots and Industry 4.0

Industry 4.0 is a concept coined by the German government to expedite the current trend of automation and data exchange in manufacturing technologies. In 2015, there were 248,000 industrial robots sold, with 68,000 purchased by China alone. As predicted by the Boston Consulting Group, robots can cut costs at least 20%. By 2025, machines will take over 23% of the manufacturing workload currently performed by humans. For mature industries like automobiles and electronic appliances, reducing manufacturing costs is a strategy that ensures business success.

Switzerland's competitive advantage in industrial robotics lies in its complete industry value chain. According to Economic Performance of Swiss Regions by the University of Fribourg's Centre for Competitiveness, there are significant concentrations of ICT and robotics upstream and downstream businesses along the south and northwest border. This includes industries like metal, watches, material science, micro technology and high-tech equipment, alongside academic institutions conducting robotics research. Particularly, the country's traditional strength in the watch industry helped lay a strong foundation in precision engineering, while intensive academic research on robotics technology creates high entry barriers for global competitors.

Swiss industrial robotics companies also have business models different from their international competitors. They have the capa-

bility to do research, find supplies, finish manufacturing, assemble in-house and provide customer service to global clients. This differs from Japanese manufacturers for example, who outsource assembly and customer service to downstream companies through public bidding, and American companies meanwhile mainly do assembly and non-standardized customization. This explains why the Swiss industrial robotics company ABB is capable of locking in profits and scale internationally.

With headquarters in Zurich, ABB is by far the most successful international player in industrial robots, with 132,000 employees worldwide and revenue of USD 34 billion. A few years ago, the company started providing digital services and software on top of selling hardware products. In 2016, service and software contributed 18% of ABB's revenue.

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The other industrial robot conglomerate with a strong Swiss presence is German company Kuka AG, recently acquired by China's Midea Group. Kuka works with the Swisslog group based in Buch, a city near Zurich, with two business units: Healthcare and Warehouse & Distribution Solutions (WDS). Swiss companies like Menzi Muck, Schindler the elevator giant, and German auto companies such as Volkswagen are also direct beneficiaries of the progress of industrial robotics. Smaller players include robotics startup companies — mainly spinoffs from ETH Zurich and EPFL that produce service robots, flying drones and so on.

Swiss AI: From Startup to Ecosystem

What does it really feel like for AI startups in Switzerland? We brought the question to Lugano and spoke to the co-founder of NNAISENSE, Jan Koutnik, former post-doc from IDSIA with a research focus on artificial neural networks, recurrent neural networks, and deep reinforcement learning. His former advisor, Dr. Jürgen Schmidhuber is a co-founder of the company.

When I visited, Koutnik was working on an Audi AG project using reinforcement learning algorithms to reduce autonomous driving vehicles' parking noise made by turning tires. "For Audi, they figure that if they outsource the task to us, we can do it more efficiently," says Koutnik. NNAISENSE's first subsidiary, Quantenstein, was created with German fund Actis, building financial portfolios with adjustable parameters to maximize profit. The company doesn't deal with direct products, rather they provide solutions to big cross-sector corporations throughout Europe.

The artificial intelligence ecosystem in Switzerland is robust. In 2016, Google opened Europe's largest artificial intelligence lab at Google Zurich. IBM has had centres in Zurich for many years, producing four Nobel Laureates. Thomson Reuters recently opened an incubator in Zurich, "giving startups working in areas such as big data, analytics, AI and distributed ledgers access to its framed data and content sets."

Ultimately, all commercial ecosystems are supported by their monetary flow. Until very recently, the Swiss had been conservative with their invest-

ment decisions, with over half of startup growth financing coming from abroad, most notably German venture capital investors. According to the Swiss Venture Capital Report, "the median of all financing rounds remains relatively low at CHF 2.5 million" (roughly USD 2.6 million). The best financed companies were in biotech and medicine tech, which "raised about CHF 577 million in 2016 compared to CHF 484 million in 2015." They were followed by ICT and fintech companies which attracted CHF 271 million, around 30% of the Swiss-wide volume.

The numbers are not so impressive when compared to the USA, China, and Canada's investment in AI technology. However, it is important to understand Switzerland's strong national appeal to cross-border commerce.

The country draws talent from the European Union, houses the United Nations Office in Geneva, and has always taken the lead in basic and applied academic research. Following Brexit, Switzerland is one of the few European countries capable of becoming the next financial centre. UBS and Credit Suisse are giants holding

approximately half of all domestic banking assets. The country's reputation also draws international attention, as Swiss quality and innovation is not a marketing technique, but a mutually agreed upon fact. Internationally entrusted biopharmaceutical companies such as Hoffmann-La Roche and Novartis are conducting vast bioinformatics research. The Swiss-German partnership in upstream research and downstream industrialization is also an important global partnership.

As Dr. Schmidhuber puts it, "Switzerland always had a history of immigrants doing unexpected things at unexpected places. Earlier, German Albert Einstein revolutionized physics while working as a patent clerk at Bern and British physicist Tim Berners Lee invented the World Wide Web at CERN."

Regarding the Swiss quality of life, Koutnik tells us that he enjoys his picturesque lakeside city very much and does not plan to leave anytime soon. The balance of work and lifestyle is great for his family. "It's really nice here, I wouldn't want to go anywhere else." ■



... Faltings saw "the field boom from 1000 to 5000 researchers within the span of three years."

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Photo: Built for the era of AI: ABB's dual-arm collaborative robot YuMi made history last year by conducting an entire philharmonic orchestra accompanied by the world-famous tenor, Andrea Bocelli.

From automation to autonomous operations – ABB's continuing journey of innovation

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The roots of today's ABB were laid in Sweden and Switzerland at the dawn of the electrical age in the late 19th century. The first hydro-power plants were being built, the first cities electrified, the first electric vehicles – trams and cars – started to ease many means of transportation. Today, after being part of the second and third industrial revolutions, ABB is at the forefront of the digital revolution in energy and industry and is pioneering the deployment of artificial intelligence in many of the industries it serves with prod-

ucts, systems and solutions.

In 1974, ABB pioneered the first microprocessor-controlled industrial robot, using the first Intel chips. Since then, it has been a pioneering technology leader in industrial automation and control. A large part of ABB's business is built on gathering and analyzing data from its installed base of more than 70 million connected devices and 70,000 industrial control systems. Where the company creates value is in turning that data into actionable information – intelligence – which

it uses to develop digital solutions and services to drive efficiency and productivity of its customers' operations. Today, ABB offering extends to 210 digitally enabled solutions that help its customers learn more about their own operations in order to do more and make the most out of their investments.

ABB works closely with other industry leaders to pioneer next-generation solutions and services for the ongoing Energy and Fourth Industrial Revolutions. Its ABB Ability™ cross-industry digital of-

ferings are developed and built on Microsoft's Azure cloud – the world's largest and most advanced digital platform – and it collaborates with Hewlett-Packard Enterprise to develop industry solutions that merge operating and information technologies to turn industrial data into actionable information in on-premises, cloud and hybrid IT environments. In 2017, ABB entered into a partnership with IBM to combine ABB Ability with the cognitive capabilities of IBM Watson to create new solutions for industrial customers, utilizing artificial intelligence.

ABB has around 8,500 technologists working across its four divisions and global corporate research centers in seven countries, and every year it invests some \$1.5 billion in research and development. ABB collaborates with top universities and research institutes around the world, such as the Swiss Federal Institute of Technology (ETH) in Zurich and the Royal Institute of Technology (KTH) in Stockholm, and funds PhD research in promising areas relevant to its business activities. Through its strategic venture capital unit, ABB Technology Ventures (ATV), ABB supports high-potential technology companies across a range of sectors, including robotics, industrial IoT, ma-

chine learning, 3D printing, cybersecurity and distributed energy.

With advanced digital technologies, ABB is building up vast repositories of knowledge about the behavior and performance of machines and systems under all types of conditions. Using this information, it can create intelligent systems which are able to manage situations which they were not specifically programmed to perform. The key to enable this shift from automation to autonomous systems are machine learning and artificial intelligence capabilities, which are starting to emerge today.

Ultimately, AI will bring us to point where all manner of industrial operations, from mines, factories, offshore installations and interlinked electricity grids, integrating renewables, are able to run themselves.

With ABB Ability and AI, ABB is writing the future. ■

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Cavotec CEO seeks to harness global growth potential

Lugano-headquartered global engineering group Cavotec is on the threshold of a new phase of its development. We speak to Cavotec's CEO, Mikael Norin, who reveals details of a far-reaching transformation programme that he has initiated in his first 12 months at the group; an initiative that he believes is the key to unlocking future growth for the group.

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"It's been a crucial year in the development of Cavotec. We're making changes that will ensure our continued success. Coming to Cavotec, I was fortunate to find a business in a strong position in the market, with a great reputation. It was a fantastic place to start: a firm foundation on which to build," Norin says.

Norin, 54, has lived in Europe, Asia and North America, and has extensive experience of heading large global organisations in competitive industries. Most recently, he headed Rolls-Royce Marine Services, a division of the Rolls-Royce group.

Prior to this, he was President of Recall Americas, a division of an industrial services group based in Australia. Before joining Recall, Norin spent 14 years with global engineering group ABB in senior executive roles in Asia and Europe, culminating as Senior Vice President and head of the group's Power

Systems division based in Sweden.

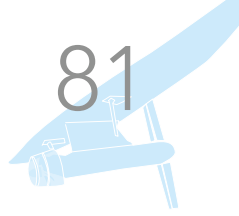
"I've lived in a number of places around the world, and I enjoy living in Lugano enormously: it's a beautiful city, surrounded by beautiful countryside. And it's so conveniently located, making it ideal for international travel – something I do a lot of!"

Norin, originally from Sweden, attended Lund University where he obtained a BSc in Business Administration and Economics, with a specialisation in International Business.

ENABLING FUTURE GROWTH

"My overriding focus in the past year was to identify operational improvements and re-focus on our unique strengths to ensure future profitable growth," Norin explains.

"To ensure I had a thorough understanding of what we needed to do, I travelled around the globe to meet and speak at length with employees from across the business,



and a number of key customers.

"It became clear that our internal structures and processes were struggling to maintain pace with our rapid growth and transformation from a product to a systems supplier in recent years.

"Naturally, as a highly entrepreneurial organisation, we had focused on our customers and new technologies, and relied on the enthusiasm, energy, and hard work of our many long-time employees.

Clear strategies, defined processes

"We had grown to a point where that was no longer sufficient. We needed to have long-term, clear strategies, defined processes, effective planning, and improve our use of available resources.

"In light of this, we decided to streamline and simplify decision-making within the group by creating three business divisions with clear profit and loss ownership, from product development through to sales and delivery.

"The divisions Ports & Maritime and Airports & Industry combine our pre-existing activities. A third Services division supports the development of our after-market business, an area where we

see considerable potential going forward.

"The new organizational structure, which came into effect on January 1st this year, is already increasing the transparency and effectiveness of our operations.

"We also initiated some 50 transformation projects, under the umbrella name A New Day, which covers everything from customer and key account management to procurement, deployment and production planning.

"The projects, involving more than 200 employees across the group, kicked-off in the fourth quarter of 2017, and are due to wrap-up before year-end 2018."

New tagline and strategic direction statement

"We unveiled our new tagline: *We Connect the Future*, and strategic direction statement in May this year. The background is that one of the remarkable things about Cavotec is that we in many areas deliver today what is set to become industry standard tomorrow. This unique capacity is encapsulated in our new tagline," explains Norin.

"And following a thorough review of our capabilities and markets, we updated our strategic direction statement to the following:

We want to contribute to a future world that is cleaner, safer and more efficient by providing innovative connection solutions for ships, aircraft and mobile equipment today.

"The new tagline and strategic direction statement are key elements of the A New Day programme," Norin says.

State-of-the-art production facility

May saw the official opening of Cavotec's new world-class production centre in Milan. According to Norin, the facility is indicative of Cavotec's transformation, and is set to ensure the group's manufacturing and supply chain excellence in the years ahead.

The plant incorporates the latest in sustainable building materials and technologies, including the capacity to generate 230kW of solar power. It is also equipped with geothermal heating, has 2,730sqm of office space, and more than 12,000sqm devoted to engineering and production.

Speaking at the opening ceremony, Norin told guests that the new home of Cavotec Italy would: "...ensure that we build the manufacturing and supply chain excellence that will see Cavotec realise its full potential."



forefront of key growth segments such as automated mooring, shore power, and motorised cable reels.

Airports & Industry

Airports & Industry provides systems for airports, general industry and mining applications worldwide.

At airports, Cavotec's integrated systems enable the connection of aircraft to air and power, among other services, allowing aircraft Auxiliary Power Units (APU) to be shut off. APU are considered a serious source of emissions at airports. Cavotec technologies and competence ensure that its customers minimise risk, and enhance passenger comfort and operator efficiency.

The division is also a leading supplier of electrified underground mining equipment that reduces the use of diesel-powered equipment at mining and tunnelling applications worldwide.

What impact does the development of electric cars have on Cavotec?

"Cavotec is a key supplier of connection and interface technologies for electric vehicle charging stations. We currently serve a number of customers in several markets. This is an area where we see considerable growth potential," Norin says.

"We are also the leading manufacturer of charging and interface systems for electric ferries. In recent months, we have won a series of orders for our vessel charging and mooring technologies in Norway, establishing Cavotec as the leading supplier in this increasingly important segment," he adds.

Where do you see Cavotec in five to 10 years?

"I want to see Cavotec build on its position as a trusted industrial partner: a supplier of innovative automation and electrification technologies that make the world safer, cleaner, and more efficient. The prize is there, we just have to go for it!" ■

What is Cavotec?

Cavotec is a leading engineering group that designs and manufactures automated connection and electrification systems for ports, airports, and industrial applications worldwide. Its innovative technologies ensure safe, efficient, and sustainable operations.

Friends and fellow engineering students, Peter Brandel, Lars Hellman, and Stefan Widegren, established Cavotec in Stockholm in 1974. The business subsequently grew through organic growth and acquisitions to become a global group of more than 30 companies with combined turnover in 2017 of EUR 212.4m. The group listed on the Nasdaq OMX in Stockholm in 2011 and has had its global headquarters in Lugano since 2007.

Ports & Maritime

Cavotec's Ports & Maritime division develops electrification and automation systems for equipment such as ships and harbour cranes. Solutions include motorised cable reels, shore power connections systems, MoorMaster™ automated mooring, and radio remote controls.

Working closely with OEMs, shipping lines, and ports and terminals, the division is at the

communications@cavotec.com
cavotec.com


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Attorneys-at-law

Antoine Campiche
Ivan Cherpillod
Olivier Weniger
Luc André
Estelle Chanson
Dominique Guex

Bourgeois Avocats SA
Av. de Montbenon 2
CP 5475 - CH-1002 Lausanne
Tel. +41 (0)21 321 45 45
Fax +41 (0)21 321 45 46

www.bourgeoisavocats.com

ADVOKATFIRMAN PER EDHOLM



E-mail: ape@fastnet.ch

www.advokatperedholm.ch

Avenue de Montbenon 2
Case postale 7548
CH-1002 Lausanne
Tel: +41 (0) 21 213 03 30
Fax: +41 (0) 21 213 03 37

Strandvägen 25
Box 55606
SE-10214 Stockholm
Tel: +46 (0) 8 663 50 27
Fax: +46 (0) 8 663 50 28

Volvo Cars: clearly committed to electric drive systems

Volvo Car Switzerland AG

Volvo Cars decision heralds an end to vehicles which are exclusively powered by combustion engines. This is one of the most significant steps that any vehicle manufacturer has ever taken in the realm of electrification.

More than 100 years after the invention of the combustion engine, a new chapter in automotive history is being written.

“We have opted for electrification because we are convinced that it’s the right path for Volvo Cars to take in future and because it will make us stronger. Our decision is based on firm economic grounds”, said Håkan Samuelsson, President and CEO of Volvo Cars.

In particular, Volvo’s clear commitment to electrification emphasizes its aim of minimizing adverse effects on the environment and making the cities of the future cleaner places. Volvo is working at reducing CO₂ emissions, both from its products and from its manufacturing activities. The aim is to have achieved carbon-neutral production by 2025.

Volvo’s enthusiasm for sustainability received high praise at the end of 2017 from the UN Global

Compact, the greatest global initiative for responsible corporate management. Ten board chairmen and CEOs who had taken particularly courageous and radical steps as regards sustainability were singled out, including Håkan Samuelsson, President and CEO of Volvo Cars.

Volvo as a founding member of the UN Global Compact

The UN Global Compact also acknowledged Volvo as a member of the LEAD platform which is made up of the most dedicated and ambitious companies within the Global Compact. As a founding member of the Global Compact, Volvo Cars is one of only 44 LEAD companies – and one of only two vehicle manufacturers – in this group, which has a total membership of 9,500.

In May this year, Volvo Cars hosted the UN Global Compact Nordic Network’s half-yearly meeting at the company’s headquarters



in Gothenburg. This represented one of the biggest gatherings, under the auspices of the United Nations, of experts in the field of responsible corporate management based in Nordic countries.

By announcing its intention to do away with combustion engines, Volvo Cars is the first major vehicle manufacturer to opt entirely for electrification and place it firmly at the centre of its future business strategy. The announcement marked a turning point in the sector. Other manufacturers have now followed the example set by Volvo Cars by making similar announcements.

“Volvo Cars is taking on a pioneering role and it seems that the automotive industry has now become aware of its responsibilities. We are proud to be a member of the LEAD Group of the UN Global Compact and are delighted that the pioneering role we are playing in electromobility for the future has been recognized by the sector”, said Stuart Templar, Director of Sustainability at Volvo Cars.

As early as 2025, the aim is that 50 per cent of all Volvo Cars sold should be equipped with a purely electric drive system. This sets a firm figure on Volvo’s announcement that from next year it will only offer electrified models, i.e. vehicles with a mild-hybrid, a plug-in hybrid or a purely battery-electric drive system.

Between 2019 and 2021, Volvo intends to introduce five all-electric vehicles: three Volvo models plus two high-performance Polestar electric vehicles.

These five models will be joined by a series of diesel and petrol plug-in hybrids plus 48-volt mild-hybrid variants for every model series. Volvo

will then be offering one of the broadest ranges of vehicles of any vehicle manufacturer.

Electrification as a customer loyalty measure

By systematically electrifying its vehicle portfolio, Volvo Cars is not only exploiting potential sales to companies operating in the new autonomous ride hailing segment but also new synergy effects with partner companies. Volvo Cars is anticipating lower purchasing and procurement costs, reductions in development expenditure and economies of scale through Polestar, the company’s electrified high-performance brand.

In addition, Volvo is tapping into a new technology-minded clientèle which is interested in sustainability.

“Our customers’ expectations are changing rapidly. This means that Volvo Cars is also experiencing rapid changes. These initiatives are



helping to turn Volvo from a purely automotive company into a direct customer service provider", explains Håkan Samuelsson.

Huge potential for electrified vehicles in China

The new corporate strategy positions Volvo as a serious vehicle manufacturer in China, the biggest global market for electrified vehicles. Chinese government plans foresee that 20 per cent of all vehicles sold in 2025 will be powered by alternative drive systems; according to government forecasts, this represents sales of over seven million units.

"Last year, we committed ourselves to electrification in order to prepare ourselves for the post-classical combustion engine era", explains Samuelsson. "And now, we are reinforcing and extending this commitment in the world's biggest market for electrified vehicles.



Volvo Cars is taking on a pioneering role and it seems that the automotive industry has now become aware of its responsibilities.

China's electric future is also the electric future for Volvo Cars."

Already today, China is Volvo's biggest single market. In the first quarter of 2018, sales in the region rose by a solid 23.3 per cent compared with the same period in the previous year, contributing significantly to Volvo's 14 per cent growth globally. In 2017, Volvo sold over 100,000 units in China for the first time (compared with global sales of 571,577 vehicles).

Volvo is already manufacturing its premium Volvo S90 and S90L vehicles in China. In the near future, plug-in hybrids and electric cars will also be built at all three Chinese Volvo plants – Luqiao, Chengdu and Daqing.

"Our focus is on our customers", explains Håkan Samuelsson. "Electric vehicles are increasingly in demand in China and we are gearing ourselves up to meet our customer's current and future needs. They will then be able to choose from all our new Volvo models." ■

www.volvocars.ch



Cleantech Innovations



Sorba Absorber – Switzerland

Sorba has developed a way of turning corn stalks into a natural, 100% biodegradable, super absorber and into a peat substitute. Their absorption material is in turn used to create a natural air filter for animal production halls that removes 95% of ammonia. Learn more: www.sorba-absorber.ch

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- Du är en vinnarskalle samtidigt som du är prestigelös och gärna jobbar hårt och delar med dig av dina idéer och erfarenheter.
- Du är strukturerad, driven, lösningsorienterad och självgående.
- Du är stresstålig och har positiv energi.
- Du talar flytande engelska och har antingen svenska eller danska som modersmål. Talar du även tyska är detta ett stort plus!

Vi erbjuder:

- Ett varierande säljjobb med fokus på kunderna och deras behov.
- Ett motiverat team med lång erfarenhet som hjälper dig att lyckas i rollen som mediasäljare. Vi sporrar varandra till högre salsiffror och ser till att alla jobbar mot samma mål, och vi har roligt under tiden!
- Stor möjlighet att påverka din egen lön då du har en fast grundlön och ett provisionssystem utan tak.
- Utvecklingsmöjligheter och en karriär inom företaget. Beroende på dina tidigare erfarenheter kan du arbeta mer med exempelvis våra digitala produktirer eller inrikta dig mer mot en specifik målgrupp.

NextMedia är ett specialtidningsförlag med kontor i Zug, Schweiz. Vi producerar externa kund- och specialtidningar som sker på uppdrag av myndigheter, organisationer och företag och vi har över 10 års erfarenhet.

Vi har under senare år specialiserat oss på karriärtidningar som når målgruppen direkt via både tryckt media, webbtidningar och jobbsajter. Våra produkter riktar sig mot: sjuksköterskor, läkare, socionomer, lärare, civilingenjörer, it-specialister m.m.

Välkommen med din ansökan!

Isabelle Söderlund
NextMedia AG
+41 79 959 76 36
isabelle.soderlund@nextmedia.se

 **nextmedia**

Email: info@nextmedia.se | Phone: +41 (0)41-726 32 33 | Alpenstrasse 12, 6300 Zug





The Global Cleantech Innovation Index 2017

Chris Sworder
Analyst Cleantech Group

Partners

Cleantech Group, WWF, UNIDO, Tillväxtverket (The Swedish Agency for Economic and Regional Growth), The Swedish Energy Agency and the Asian Development Bank.

The Global Cleantech Innovation Index (GCII) programme investigates where, relative to GDP, entrepreneurial clean technology companies are most likely to emerge from over the next 10 years – and why.

The UN 2030 Agenda for Sustainable Development outlines the challenge for humanity as a balance between maintaining nature in all of its many forms and functions, and creating an equitable home for people on a finite planet.¹ This means moving away from the ‘business-as-usual’ scenario, preserving our climate, and doing more with less in an increasingly resource-constrained world. These are not simple challenges, and they require multidimensional, innovative, and global solutions.

Sweden

Sweden scores 3rd in the Index. For general innovation drivers, Sweden shows a particular strength in its citizen’s perceived entrepreneurial opportunities, ranking 1st. Highlights in Sweden’s cleantech-specific drivers are the high public R&D expenditure in the cleantech sphere, evidence for a cleantech-friendly policy environment, and a large number of domestic private cleantech investors. Evidence for emerging cleantech in Sweden is shown by the country achieving the top score in the successful cleantech startups indicator, and filing 1.5 times the global average number of cleantech-related patents by GDP. Sweden’s commercialised cleantech ranks 3rd overall, with particular national strengths in renewable energy consumption by total primary

energy, a proxy for clean energy technology deployment, and related clean energy jobs. The country also scores the top rank for the number of cleantech company IPOs in the last 3 years, when weighted by GDP.

Sweden shows evidence for promoting a leading innovation ecosystem globally, which forms the underlying stage for a successful cleantech-specific start-up sphere. Sweden’s cleantech innovation is highly incentivised by government policy, and also benefits from the large number of domestic cleantech investors, relative to GDP. Sweden stands out when it comes to renewable energy jobs and high number of recent cleantech IPO launches for a small country. Otherwise, Sweden displays an even score across all indicators with the exception of lower than average amounts in cleantech-focused funds, a gap the country has recently addressed a \$75 million greentech fund launched in 2017, alongside a \$338 million portion of the EU structural fund budget targeting the low carbon economy, which will be half financed by the Swedish state.²

Switzerland

Switzerland ranks 10th place in the Index, with an even performance across all indicator pillars above the global average. For general innovation drivers the country scores the 5th place, with a top score in the Global Innovation Index³, but lagging behind in indicators of entrepreneurial culture. This indicates that while the national innovation pipeline is supported by policy, education, and finance, it does not yet translate into a high level of actual entrepreneurial activity among the Swiss population. For cleantech-specific drivers, Switzerland’s strengths lie in high government cleantech R&D expenditure and cleantech-supportive policy, whilst

the country’s weaknesses lie in its number of cleantech industrial clusters and below-average score for renewable energy investment attractiveness. Switzerland’s performance in emerging cleantech is consistently above average for all indicators, covering early stage venture capital investment to cleantech-related patent filings. This consistency does not translate to indicators of commercialised cleantech. Switzerland scores high in its share of renewable energy consumption and level of late-stage equity and M&A activity within the cleantech sector, but shows weaknesses in producing publicly listed cleantech companies, the related number of IPOs, and a very low level of cleantech commodity exports/GDP.

Room for improvement exists in the area of fostering cleantech SMEs and start-ups with incentive programmes to promote the energy transition. Switzerland ranks first in cleantech patents per capita. This figure illustrates that Switzerland is on the right track with increasing investments in clean technologies.⁴

Source: The Global Cleantech Innovation Index 2017 (Summary)

www.cleantech.com

Footnotes:

- 1 UN, Transforming our World: The 2030 Agenda for Sustainable Development, 2015
- 2 www.klimatsynk.se
- 3 INSEAD, Cornell University, World Intellectual Property Organisation (WIPO), Global Innovation Index, 2016
- 4 SWISS CLEANTECH REPORT 2017

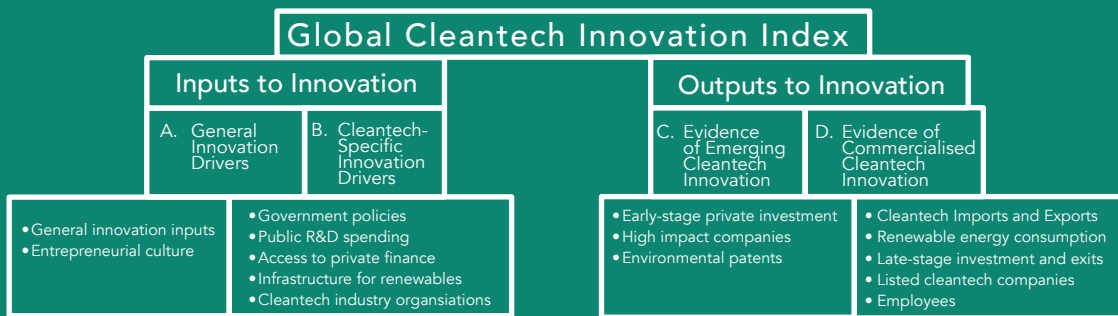
Infographics follow on pages 90-91.

Factor Table

2017 Rank	Country	2017 Score	Inputs to Innovation	Outputs of Innovation	General Innovation Drivers	Cleantech-Specific Innovation Drivers	Emerging Cleantech Innovation	Commercialised Cleantech Innovation
1	Denmark	4,07	3,80	4,34	3,04	4,55	3,49	5,19
2	Finland	3,96	3,25	4,66	2,80	3,69	6,19	3,13
3	Sweden	3,86	3,36	4,35	3,69	3,03	4,73	3,98
4	Canada	3,76	3,30	4,23	3,29	3,30	5,13	3,33
5	USA	3,59	3,30	3,88	3,43	3,18	5,46	2,31
6	Israel	3,56	2,94	4,19	2,70	3,18	5,96	2,41
7	UK	3,37	2,97	3,77	2,92	3,02	4,97	2,58
8	Germany	3,33	2,47	4,18	2,31	2,64	4,58	3,78
9	Norway	2,90	3,23	2,58	2,63	3,82	2,21	2,95
10	Switzerland	2,89	3,04	2,74	3,14	2,94	2,68	2,79
11	South Korea	2,86	2,19	3,54	2,35	2,03	3,55	3,53
12	Japan	2,75	2,51	3,00	2,49	2,53	3,50	2,49
13	France	2,75	2,30	3,20	1,93	2,67	4,64	1,75
14	Singapore	2,71	2,04	3,39	2,78	1,30	2,43	4,34
15	Netherlands	2,71	2,71	2,70	3,07	2,35	2,58	2,82

For comparison, the Index and Indicators have a mean score of 2.12.

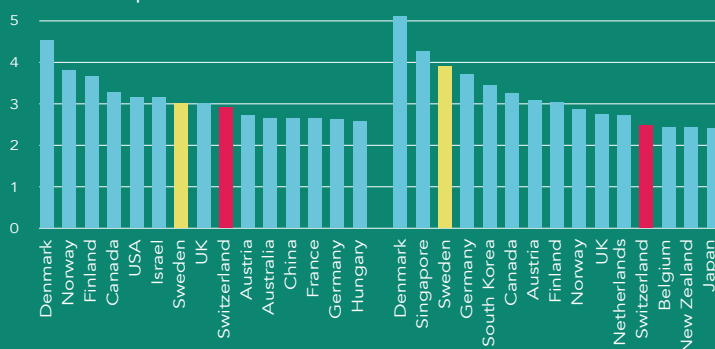
Framework



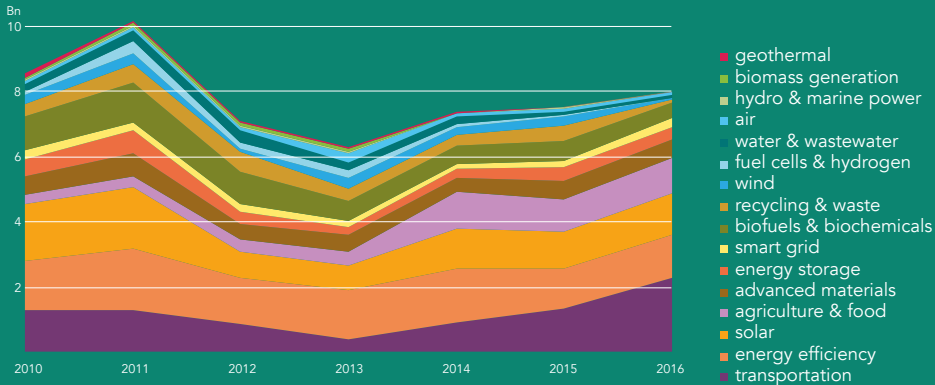
Cleantech Countries Innovation Index - General Innovation Drivers



Cleantech-Specific Innovation Drivers



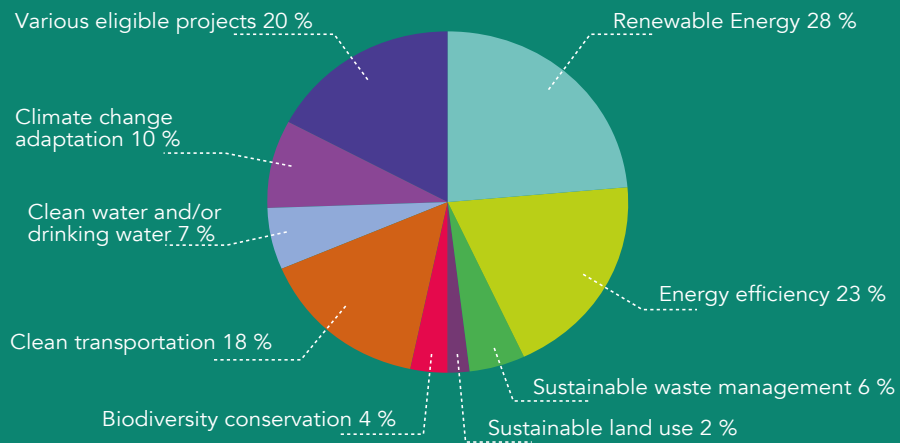
Global Venture and Growth Equity Investment in cleantech companies, 2010 - 2016



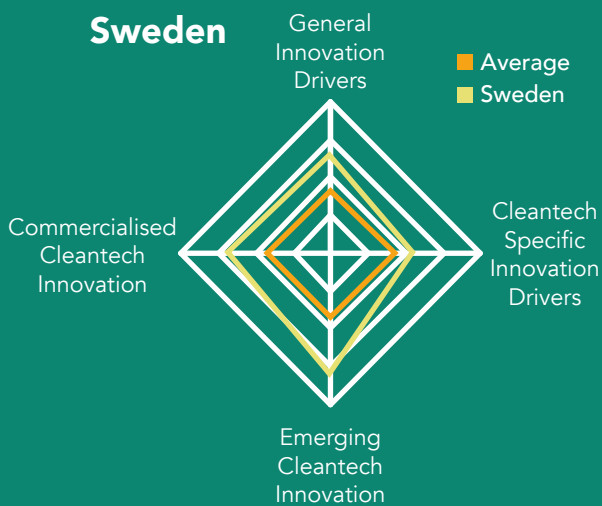
Includes seed, Series A, Series B, growth equity, excludes outliers (>\$350 M)

2010 to 2016:
\$55B equity investment in cleantech start-ups

Distribution of the \$95bn in Green bond issuance by sector and share, 2016



Country Profiles



General Innovation Drivers

- General innovation inputs
- Entrepreneurial culture

Commercialised Cleantech Innovation

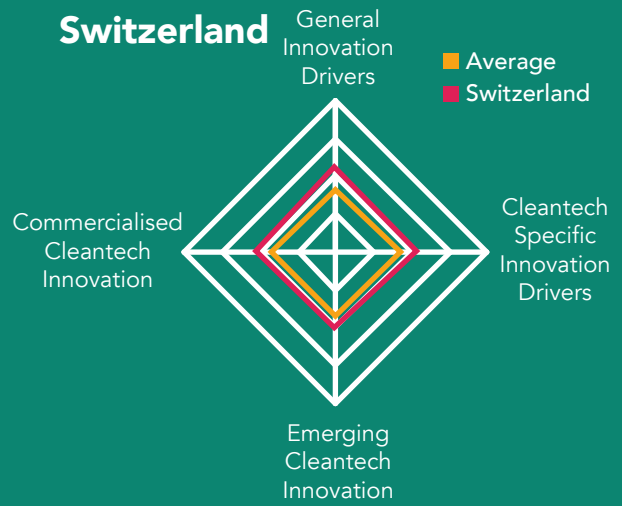
- Cleantech Imports and Exports
- Renewable energy consumption
- Late-stage investment and exits
- Listed cleantech companies
- Employees

Cleantech-Specific Innovation Drivers

- Government policies
- Public R&D spending
- Access to private finance
- Infrastructure for renewables
- Cleantech industry organisation

Emerging Cleantech Innovation

- Early-stage private investment
- High impact companies
- Environmental patents





Cleantech Innovations

SunPine – Sweden

Pine tree oil, a residual product from the paper industry's pulp process, is harvested by SunPine and heated using a unique process, extracting four chemical products: pine diesel, bio-oil, turpentine, and rosin. The residual waste heat created in the process is turned into district heating by the local energy supplier. Learn more at: sunpine.se

Facts & Figures











Largest Swedish and Swiss Corporations in Market Cap

The below list was created for SSCC by Skandinaviska Enskilda Banken S.A. using data from Bloomberg and shows the 30 largest Swedish and Swiss corporations based on market capitalized value. The list is based on the OMX30 and UBS 100 indices. The market value, in Mio USD, is the share price on 18 May 2018 multiplied by the number of shares issued. Only listed companies are included.

	Company	Market cap on 18 May 2018 (M USD)	Ranking Last Year	Sector	Country
1	Nestlé SA	240,857.10	1	Food Products	
2	Novartis AG	197,449.62	3	Pharmaceuticals	
3	Roche Holding AG	194,965.62	2	Pharmaceuticals	
4	UBS Group AG	89,621.69	4	Capital Markets	
5	Cie Financière Richemont SA	61,915.06	9	Textiles, Apparel & Luxury Goods	
6	ABB Ltd	53,682.33	5	Electrical Equipment	
7	Atlas Copco AB	52,632.22	10	Machinery	
8	Credit Suisse Group AG	52,572.34	13	Capital Markets	
9	Nordea Bank AB	49,797.08	7	Banks	
10	Volvo AB	49,797.08	17	Machinery	
11	Investor AB	42,706.68	14	Diversified Financial Services	
12	Swiss Re AG	41,112.02	11	Insurance	
13	LafargeHolcim Ltd	39,144.73	12	Construction Materials	
14	Hennes & Mauritz AB	33,350.33	6	Specialty Retail	
15	The Swatch Group AG	33,019.94	25	Textiles, Apparel & Luxury Goods	
16	Telefonaktiebolaget LM Ericsson	32,381.43	22	Communications Equipment	
17	Swedbank AB	27,424.15	15	Banks	
18	Assa Abloy AB	26,022.90	20	Building Products	
19	Swisscom AG	26,022.90	18	Diversified Telecommunication	
20	Sandvik AB	25,818.72	29	Machinery	
21	Schindler Holding AG	25,163.81	23	Machinery	
22	Svenska Handelsbanken AB	24,464.88	16	Banks	
23	Telia Co AB	23,526.09	24	Diversified Telecommunication	
24	Skandinaviska Enskilda Banken	23,282.27	19	Banks	
25	Givaudan SA	22,811.74	26	Chemicals	
26	Sika AG	22,811.74	New	Chemicals	
27	Lonza Group AG	22,164.92	New	Life Sciences Tools & Services	
28	Partners Group Holding AG	21,636.39	New	Capital Markets	
29	SGS SA	21,131.81	27	Professional Services	
30	Essity AB	20,948.91	21	Household Products	











Top 10 companies in terms of Revenue FY'2017

The below list shows the top Swedish and Swiss listed companies in terms of trailing revenue FY'2017. All values in Mio USD.

	Company	Revenue FY' 2017 (Mio USD)	Sector	Country
1	Nestlé SA	91,556	Food Products	
2	Zurich Insurance Group AG	64,043	Insurance	
3	Roche Holding AG	54,148	Pharmaceuticals	
4	Novartis AG	51,279	Pharmaceuticals	
5	Swiss Re AG	42,387	Insurance	
6	Volvo AB	41,591	Machinery	
7	UBS Group AG	38,233	Capital Markets	
8	ABB Ltd	35,085	Electrical Equipment	
9	Credit Suisse Group AG	32,736	Capital Markets	
10	Schweizerische Nationalbank	29,400	Diversified Financial Services	

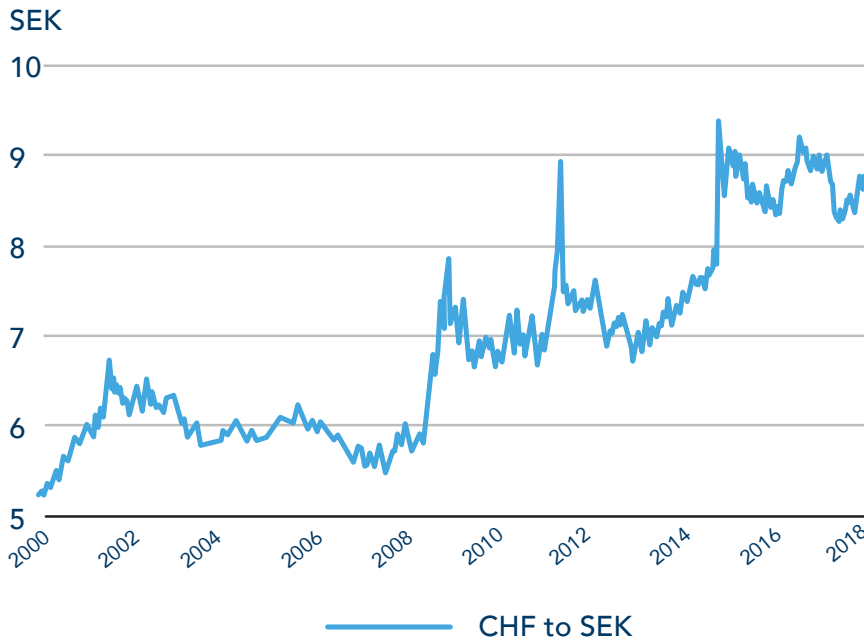
Top 10 companies in terms of FTEs

The below list shows the top Swedish and Swiss listed companies in terms of Full-Time employee Equivalentents (FTEs) on 18 May 2018. All values in Mio USD.

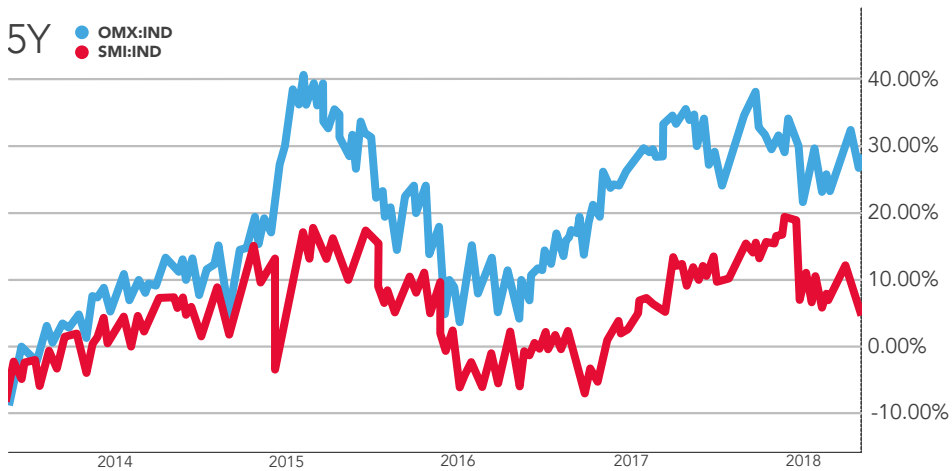
	Company	FTEs on 18 May 2018	Sector	Country
1	Nestlé SA	323,000	Food Products	
2	Securitas AB	295,000	Commercial Services & Supplies	
3	Hennes & Mauritz AB	171,000	Specialty Retail	
4	ABB Ltd	132,000	Electrical Equipment	
5	Novartis AG	122,000	Pharmaceuticals	
6	Volvo AB	102,709	Machinery	
7	Telefonaktiebolaget LM Ericsson	97,581	Communications Equipment	
8	SGS SA	95,000	Professional Services	
9	Roche Holding AG	93,734	Pharmaceuticals	
10	LafargeHolcim Ltd	81,000	Construction Materials	

Development currency exchange CHF to SEK

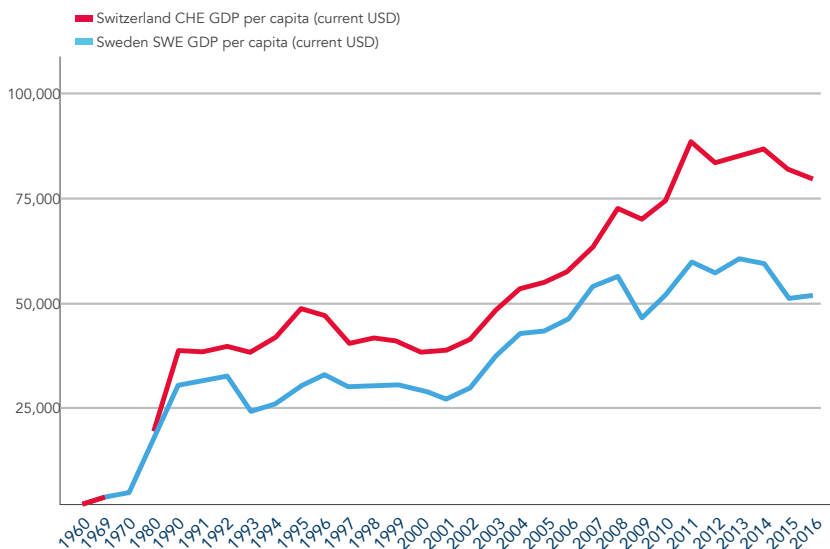
The following diagram shows the currency exchange development for CHF to SEK for the period 1 February 2000 to 22 May 2018.



Source: Skandinaviska Enskilda Banken S.A.; Graphics: POPELIX GmbH



Source: <https://www.bloomberg.com/quote/SMI:IND>; Graphics: POPELIX GmbH



Source: worldbank.org;
Graphics: POPELIX GmbH

Country statistical profile comparison		Switzerland			Sweden		
	unit	2014	2015	2016	2014	2015	2016
Production and income							
GDP per capita	USD current PPPs	61228	62500	62898	46405	47823	49076
Gross national income (GNI) per capita	USD current PPPs	61800	63930	..	47436	48556	50282
Household disposable income	Annual growth %	1.4	-0.4	..	2.4	2.5	2.6
Economic growth							
Real GDP growth	Annual growth %	2.0	0.8	1.3	2.6	4.1	3.2
Net saving rate in household disposable income	%	20.1	19.0	..	15.9	16.2	16.1
Gross fixed capital formation	Annual growth %	2.8	1.6	2.4	5.5	7.0	5.3
Economic structure: share of real value added							
Agriculture, forestry, fishing	%	0.8	0.7	0.7	1.3	1.3	1.3
Industry including energy	%	20.3	20.0	20.1	20.2	20.4	19.9
Construction	%	5.3	5.5	5.3	5.6	5.9	6.1
Trade, repairs, transport, accomm., food services	%	20.8	20.5	20.1	18.1	18.0	17.9
Information, communication	%	4.0	4.1	4.2	5.7	5.8	5.9
Finance and insurance	%	9.8	9.6	9.6	4.6	4.6	4.2
Real estate	%	1.0	1.0	1.1	8.9	8.5	8.7
Professional, scientific, support services	%	9.9	10.1	10.0	11.1	11.2	11.5
Public admin., defence, education, health, social work	%	18.9	19.2	19.5	21.5	21.2	21.5
Other services (ISIC Rev.4 R - U)	%	9.1	9.2	9.2	3.0	3.0	3.1
Government deficits and debt							
Government deficit	% of GDP	-0.3	1.1	..	-1.5	0.3	0.9
General government debt	% of GDP	45.5	45.2	..	63.2	61.8	59.8
General government revenues	% of GDP	33.5	35.0	..	50.0	50.5	51.0
General government expenditures	% of GDP	33.8	33.9	..	51.5	50.2	..
Expenditure							
Public expenditure on health	% of GDP	7.4	7.7	7.9	9.3	9.2	9.2
Private expenditure on health	% of GDP	4.2	4.3	4.5	1.9	1.8	1.8
Public social expenditure	% of GDP	19.3	19.6	19.7	27.1	26.7	27.1
Private social expenditure	% of GDP
Public pension expenditure	% of GDP
Private pension expenditure	% of GDP
Net official development assistance (Aid)	% of GNI	0.50	0.51	0.54	1.09	1.40	0.94
Taxes							
Total tax revenue	% of GDP	27.0	27.9	..	42.8	43.3	..
Tax on personal income	% of GDP	8.4	8.7	..	12.2	12.5	..
Tax on corporate profits	% of GDP	2.8	3.0	..	2.7	3.0	..
Taxes on goods and services	% of GDP	6.1	6.1	..	12.1	12.3	..
Taxes on the average worker	% of labour cost	21.9	21.8	21.8	42.5	42.6	42.8
Trade							
Imports of goods and services	% of GDP	53.1	51.2	53.6	40.7	40.8	39.8
Exports of goods and services	% of GDP	64.9	62.9	65.5	45.0	45.6	44.4
Goods trade balance: exports minus imports of goods	Bln USD	55.5	53.6	53.1	17.4	13.5	11.5
Imports of goods	Bln USD	274.1	249.6	264.9	162.0	138.6	140.0
Exports of goods	Bln USD	329.6	303.1	318.1	179.4	152.1	151.5
Service trade balance: exports minus imports of services	Bln USD	21.2	18.7	19.1	7.7	11.0	10.5
Imports of services	Bln USD	99.9	94.4	95.2	69.2	61.7	61.4
Exports of services	Bln USD	121.2	113.0	114.3	76.9	72.7	71.9
Current account balance of payments	% of GDP	8.8	11.5	10.7	4.6	4.7	4.5
Foreign direct investment (FDI)							
Outward FDI stocks	Mln USD	995343	1025178	..	377441	357388	362045
Inward FDI stocks	Mln USD	672680	716871	..	293526	280592	271912
Inflows of foreign direct investment	Mln USD	8070	70406	-17392	4032	6206	18746
Outflows of foreign direct investment	Mln USD	-1058	104016	40111	9162	14946	19955
Prices and interest rates							
Inflation rate: all items	Annual growth %	0.0	-1.1	-0.4	-0.2	0.0	1.0
Inflation rate: all items non food non energy	Annual growth %	0.0	-0.3	-0.3	0.6	0.9	1.8
Inflation rate: food	Annual growth %	0.9	-0.8	0.4	0.4	2.3	1.1
Inflation rate: energy	Annual growth %	-0.9	-10.3	-3.5	-2.6	-4.1	1.4
Producer Price Indices (PPI): manufacturing	Annual growth %	-0.7	-3.3	-1.5	1.7	1.3	-1.3
Long-term interest rates	%	0.69	-0.07	-0.36	1.72	0.72	0.52
Purchasing power and exchange rates							
Purchasing power parities	AUD per USD	1.28	1.25	1.23	8.75	8.92	8.98
Exchange rates	AUD per USD	0.92	0.96	0.99	6.86	8.43	8.56
Indices of price levels	OECD=100	144	146	142	131	120	119

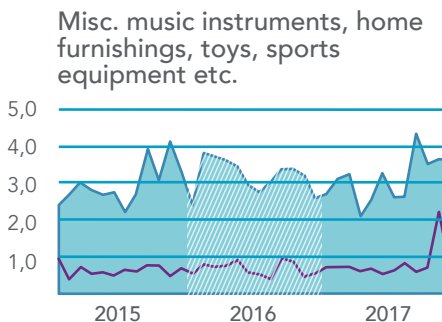
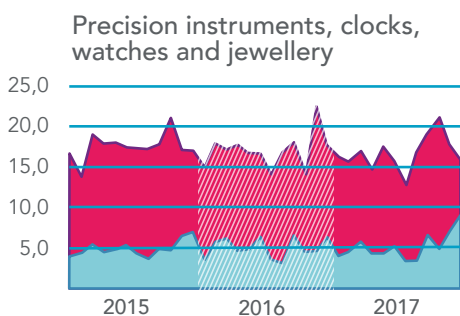
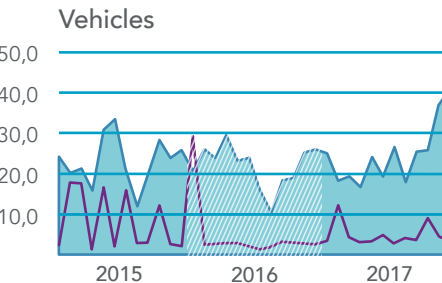
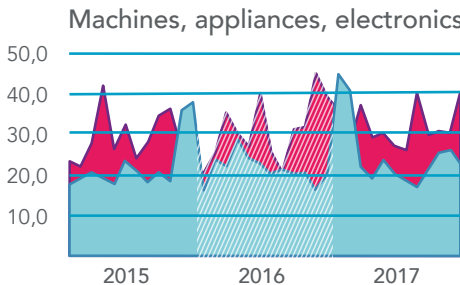
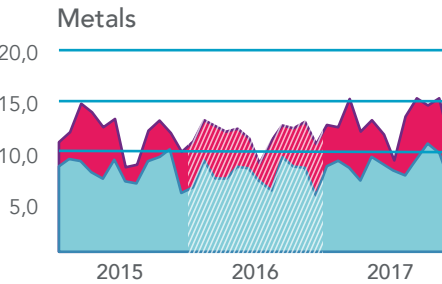
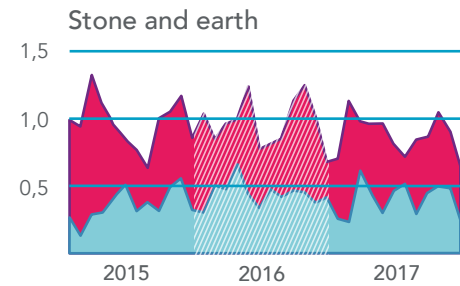
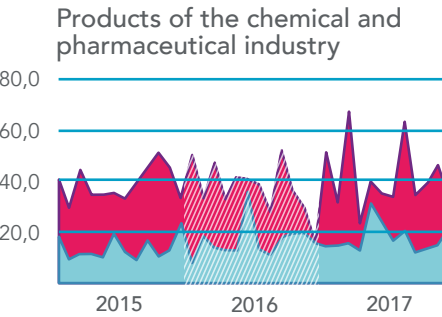
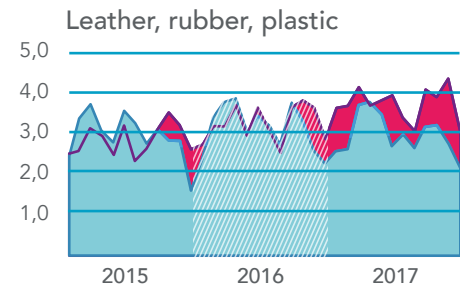
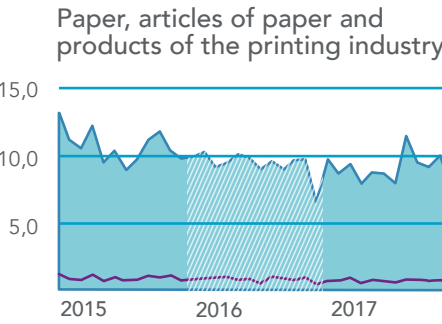
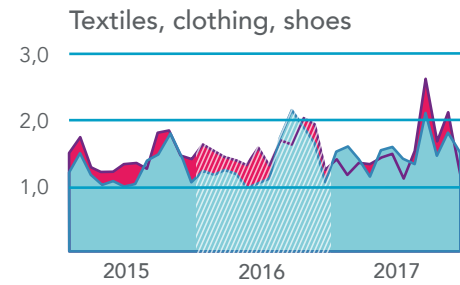
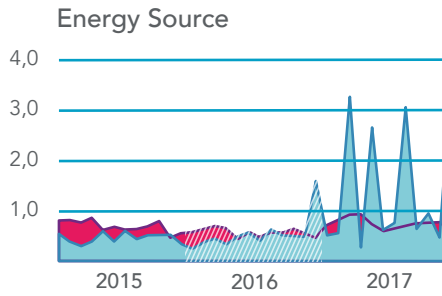
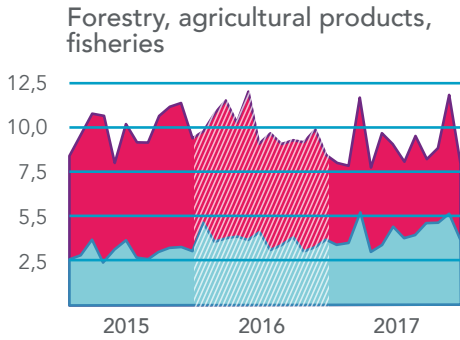
Country statistical profile comparison		Switzerland			Sweden		
	unit	2014	2015	2016	2014	2015	2016
Energy supply and prices							
Total primary energy supply (TPES)	Mtoe	25.1	24.5	..	48.2	50.0	..
TPES per unit of GDP at 2000 prices and PPPs	Toe per '000 USD	0.06	0.06	..	0.12	0.12	..
Renewable energy	Ktoe	5285.9	5479.9	..	17265.1	22946.3	..
Crude oil import prices	USD per barrel	101.91	54.38	..	97.75	51.19	..
Information and Communications Technology (ICT)							
Households with access to computers	%	88.3	..
Households with access to internet	%	90.6	89.6	91.0	..
Environment							
Water abstractions	Mln m3
National fish landings in domestic ports	000 tonnes	68
National fish landings in foreign ports	000 tonnes	69
Aquaculture	000 tonnes	14
Municipal waste total	000 tonnes	6006	6030	..	4246	4377	..
Municipal waste total per capita	Kg	744	742	..	438	447	..
CO2emissions from fuel combustion	Mln tonnes	38	37
Education							
Tertiary attainment in population aged 25-64	%	40	42	..	39	40	..
Expenditure per student: primary, 2010 prices	USD constant PPPs
Expenditure per student: secondary, 2010 prices	USD constant PPPs
Expenditure per student: tertiary, 2010 prices	USD constant PPPs
Youths 15-19 not in education nor employment	%	4.7	3.9	..	4.3	3.5	..
Youths 20-24 not in education nor employment	%	12.4	12.2	..	12.0	11.8	..
Employment							
Employment rate in population aged 15-24	%	62.1	61.6	62.5	42.8	43.9	44.5
Employment rate in population aged 25-54	%	85.8	86.3	86.3	85.4	85.7	86.0
Employment rate in population aged 55-64	%	69.2	70.3	71.5	74.0	74.5	75.5
Incidence of part-time employment	%	27.1	27.0	27.0	14.2	14.1	13.8
Self-employment rate: total employment	%	10.0	9.0	..	10.3	10.3	..
Self-employment rate: male employment	%	10.0	8.7	..	14.1	13.9	..
Self-employment rate: female employment	%	10.0	9.3	..	6.2	6.2	..
Unemployment							
Unemployment rate: total labour force	%	4.8	4.8	4.9	8.0	7.4	7.0
Unemployment rate: male labour force	%	4.7	4.7	4.8	8.2	7.6	7.4
Unemployment rate: female labour force	%	5.0	4.9	5.0	7.7	7.3	6.6
Long-term unemployment: total unemployed	%	38.6	39.6	39.4	16.8	17.6	16.8
Labour compensation and hours worked							
Labour compensation per unit labour input, total economy	Annual growth %	-0.7	-1.9	..	2.3	3.3	1.7
Average time worked per person in employment	Hours per year	1568	1590	..	1609	1611	1621
Research and Development (R&D)							
Gross domestic expenditure on R&D	Mln USD	13072	14109	..
Researchers: full-time equivalent	Per '000 employed	14.1	14.3	..
Population							
Total population	000 persons
Population growth rates	%
Total fertility rates	Children	1.5	1.5	..	1.9	1.9	..
Youth population aged less than 15	% of population
Elderly population aged 65 and over	% of population
International migration							
Foreign-born population	% of population
Foreign population	% of population
Unemployment rate in population of native-born men	% of labour force	3.4	3.2	3.2	6.6	5.7	5.3
Unemployment rate in population of foreign-born men	% of labour force	7.1	7.6	7.6	16.6	16.5	16.6
Unemployment rate in population of native-born women	% of labour force	3.3	3.2	3.2	5.9	5.3	4.5
Unemployment rate in population of foreign-born women	% of labour force	8.3	8.2	8.9	16.2	15.9	15.1
Health							
Life expectancy at birth	Years	83.3	83.0	..	82.3	82.3	..
Life expectancy at birth: men	Years	81.1	80.8	..	80.4	80.4	..
Life expectancy at birth: women	Years	85.4	85.1	..	84.2	84.1	..
Infant mortality	Per '000	3.9	3.9	..	2.2	2.5	..
Overweight or obese, % of population aged 15 and over	Measured
Suicide Rates	Per 100 000 persons	11.4	11.7	..
Transport							
Goods transport	Mln tonne-km	30088	60104	58685	..
Passenger transport	Mln passenger-km	116700	136271	138759	..
Road Fatalities	Per mln inhabitants	30	31	..	28	26	..

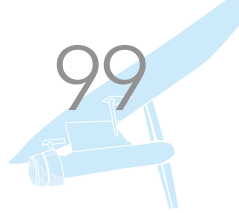
Source: OECD (2017), "Country statistical profile: Switzerland", Country statistical profiles: Key tables from OECD.
 OECD (2017), "Country statistical profile: Sweden", Country statistical profiles: Key tables from OECD.

Trade Imports & Exports between Switzerland and Sweden in Mio CHF

Total 2017 (in Bn):
 Import SWE to CH: 1.238
 Export CH to SWE: 1.496

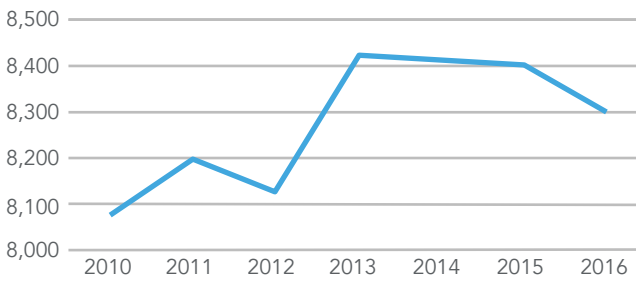
● Import to CH
 ● Export to SWE





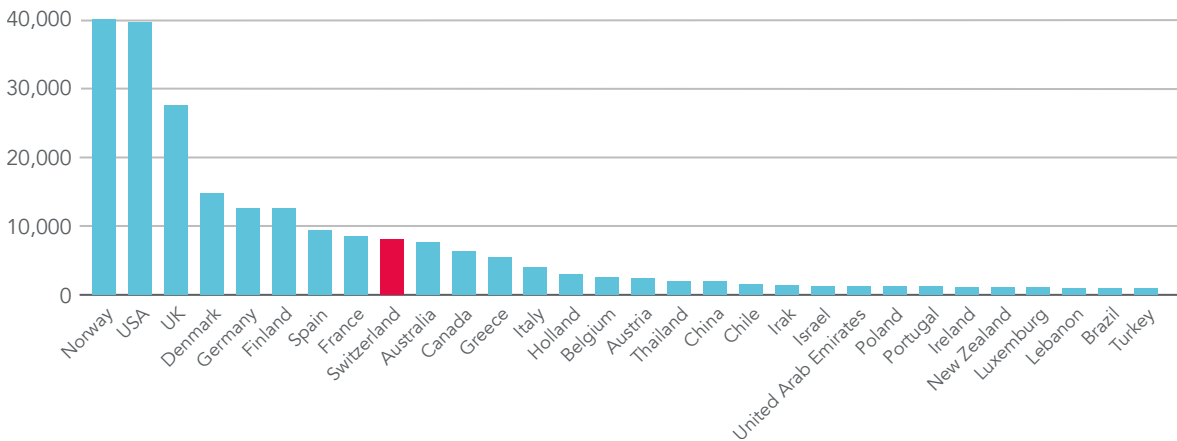
Swedes residing in Switzerland between 2010 - 2016

(Both permanent and non-permanent)



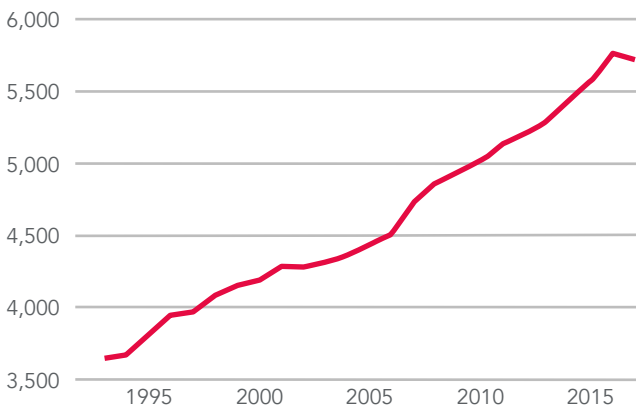
Source: Bundesamt für Statistik, STAT-TAB;
Graphics: POPELIX GmbH

The 30 countries with the largest Swedish Population as of 2014



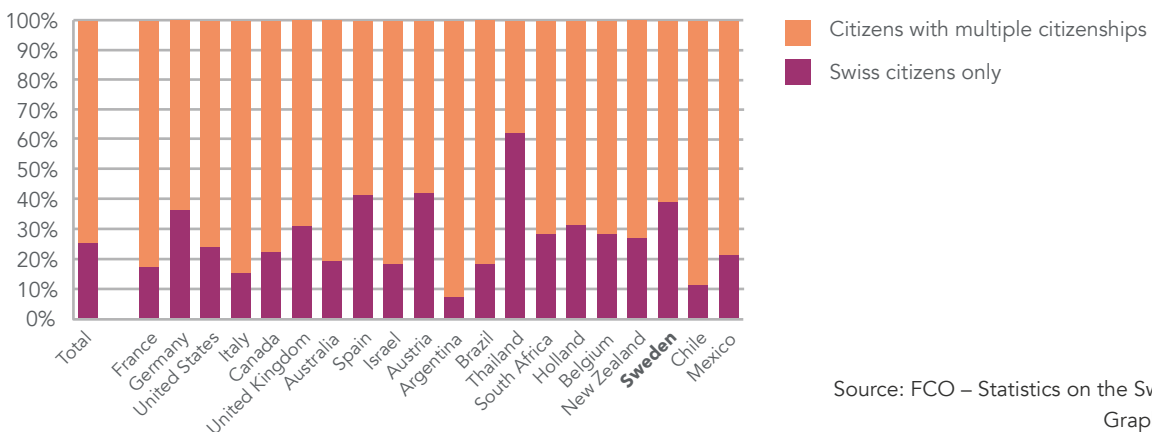
Source: SOM-rapport nr 2014:22; Graphics: POPELIX GmbH

Swiss residing in Sweden between: 1993-2017



Source: Bundesamt für Statistik, su-e-01.05.09.01;
Graphics: POPELIX GmbH

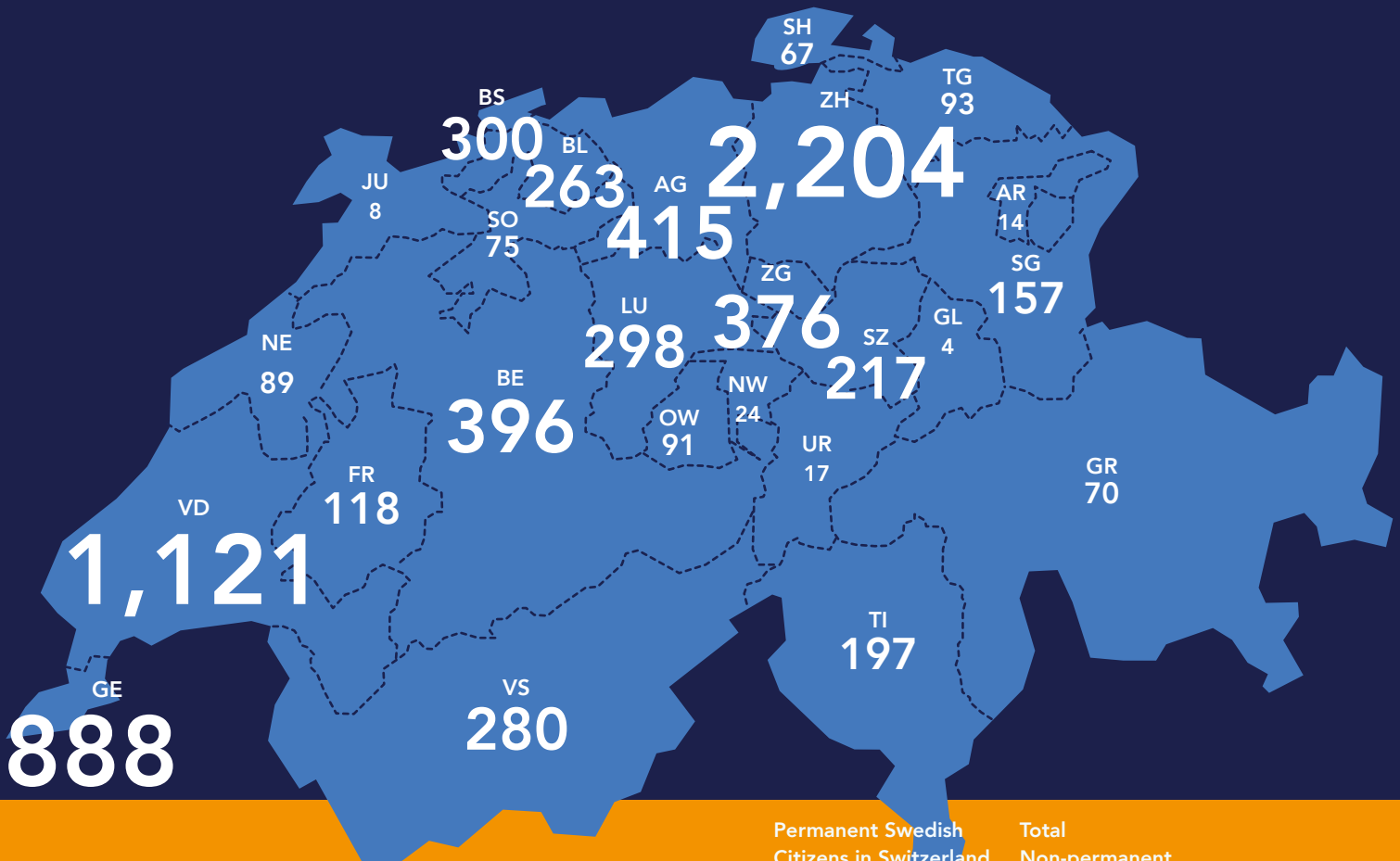
At the end of 2017, 751,800 Swiss citizens lived abroad



Source: FCO – Statistics on the Swiss Abroad (SE-Stat);
Graphics: POPELIX GmbH

Swedish Citizens in Switzerland

As of 31 Dec 2016



Permanent Swedish Citizens in Switzerland
Total Women Men
Total Non-permanent Swedish Citizens

Canton	Total	Women	Men	Total Non-permanent Swedish Citizens
ZH Zürich	2,204	1,018	1,186	119
BE Bern	396	197	199	36
LU Luzern	298	153	145	22
UR Uri	17	9	8	2
SZ Schwyz	217	95	122	4
OW Obwalden	91	32	59	19
NW Nidwalden	24	9	15	0
GL Glarus	4	2	2	0
ZG Zug	376	184	192	8
FR Fribourg	118	63	55	3
SO Solothurn	75	33	42	3
BS Basel-Stadt	300	140	160	10
BL Basel-Landschaft	263	135	128	5
SH Schaffhausen	67	37	30	1
AR Appenzell Ausserrhoden	14	4	10	0
SG St. Gallen	157	78	79	3
GR Graubünden	70	33	37	27
AG Aargau	415	180	235	35
TG Thurgau	93	46	47	1
TI Ticino	197	105	92	5
VD Vaud	1,212	664	548	49
VS Valais	280	133	147	60
NE Neuchâtel	89	47	42	3
GE Geneva	888	468	420	8
JU Jura	8	6	2	3
Switzerland Total	7,873	3,864	4,009	426

7,330
Swiss people
living in Sweden
in 2017²



Top 10 countries of domicile for total employment of foreign multinationals in Switzerland 2015

Top 10 home country by number of employees	Number of Groups	in %	Number of Daughter Companies	in %	Number of Employees	in %	Number of FTE	in %
Germany	1,784	23,8	2,544	22,1	117,499	25,1	104,652	25,2
USA	884	11,8	1,685	14,6	99,261	21,2	90,376	21,7
France	607	8,1	1,403	12,2	60,511	12,9	54,540	13,1
United Kingdom	987	13,2	1,297	11,3	29,541	6,3	27,307	6,6
Holland	407	5,4	617	5,4	29,411	6,3	23,416	5,6
Denmark	95	1,3	160	1,4	15,465	3,3	10,727	2,6
Italy	339	5,3	498	4,3	14,680	3,1	13,419	3,2
Sweden	102	1,4	185	1,6	13,316	2,8	11,689	2,8
South Africa	14	0,2	36	0,3	9,941	2,1	8,046	1,9
Austria	332	4,3	413	3,6	9,647	2,1	8,886	2,1
Rest of Europe	1,107	14,8	1,533	13,3	28,954	6,2	26,379	6,3
Rest of the World	790	10,5	1,153	10,0	39,869	8,5	36,505	8,8
Total Foreign								
Multinationals	7,498	100	11,524	100	468,095	100	415,942	100

Source : BFS - Statistik über die Tochterunternehmen und Beschäftigten von ausländischen multinationalen Unternehmen in der Schweiz (STAFEME); Graphics: POPELIX GmbH

SWEA®

Swedish Women's Educational Association International, Inc.

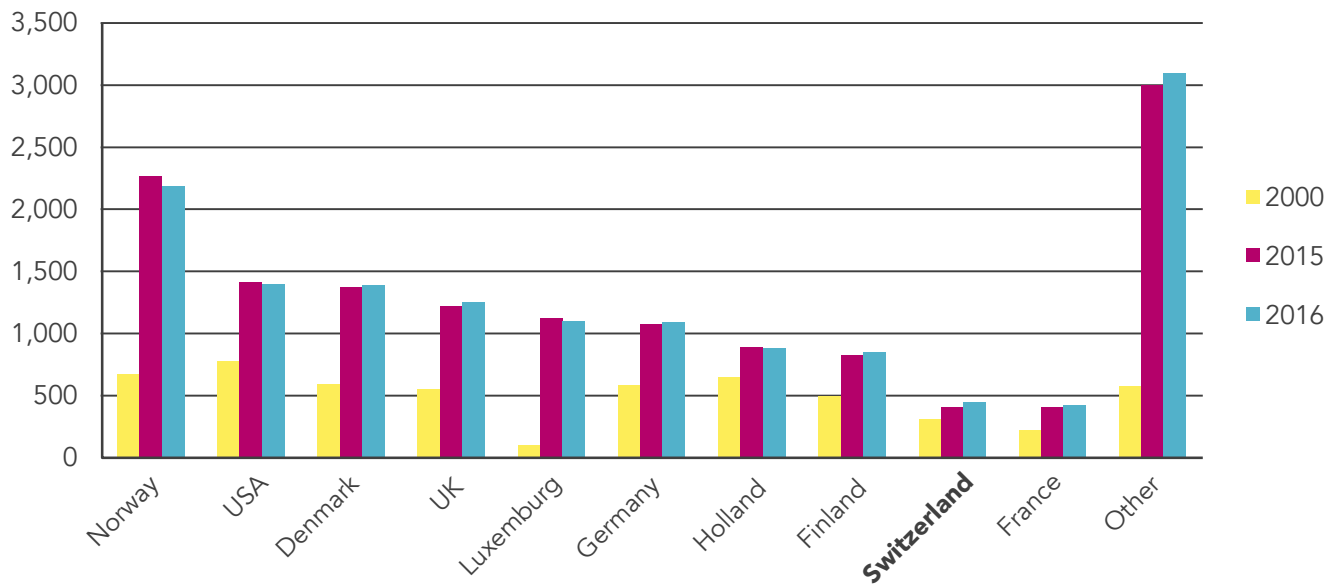
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Amount of Foreign Companies in Sweden in 2000, 2015 and 2016



Source: Tillväxtanalys "Utländska företag 2016"; Graphics: POPELIX GmbH

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