

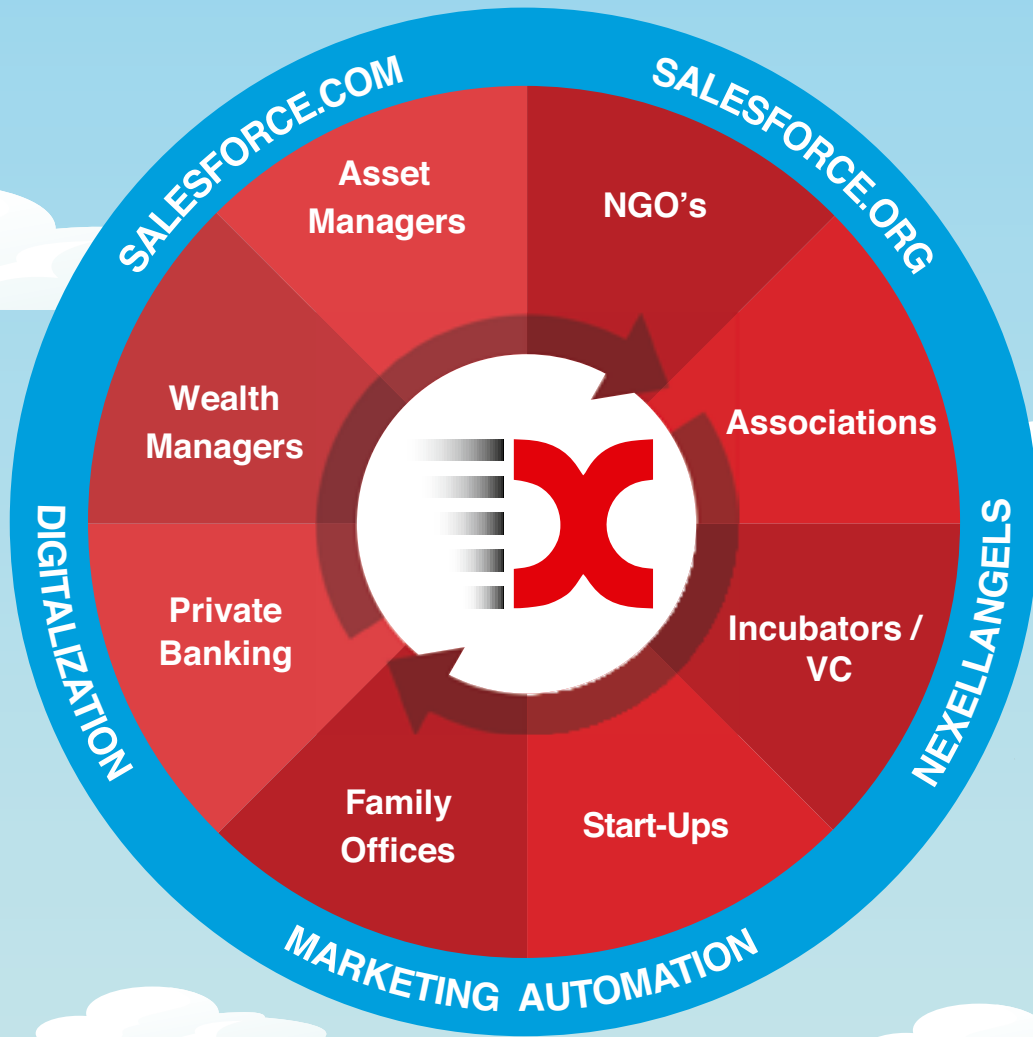
Yearbook 2019 2020



Swedish Swiss Chamber of Commerce

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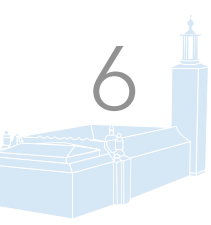


SAAB



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



We have just celebrated our tenth anniversary and another year has passed by. Time flies, at least for many of us, but it also remains exciting and challenging times for businesses and indeed even for individuals.

An anniversary such as ours last year usually leads to some reflections and consequently some changes. We have seen some changes in our Board of Directors during this year. Four of our longtime colleagues, Philippe Hertig, Armin Meyer, Ian Lundin and Dennis Jönsson have left the board after many years in the creation of our organisation. On

behalf of the Board I express once more our gratitude for all their valuable contributions during the past years and wish them all our best. We have however also recruited four new board members. Beatrice Engström-Bondy of Investor, Jonas Hjelm of Saab, Adolfo Orive of Tetra Pak Group and Björn Wettergren of Vontobel have joined us and have been elected for a two-year term at our last AGM in Bern. I welcome them wholeheartedly and I am certain that they will greatly contribute to the destiny of our Chamber in the coming years.

As in the past, our operational Team under Eva Fiorenzoni's leadership has done an excellent job and finished the year with a good record, financially as well as with the Key Performance Indicators and the quality of our offerings and the resulting appreciation of our members. My sincere thanks go to her and her team as well as to my colleagues on the Board of Directors for their valuable contributions.

For the Business Forum, our annual Signature Event, we had chosen the increasing interest on what is meant by Artificial Intelligence and what it might, could or possibly will mean for our businesses in the future. Another well attended,

well conducted and well managed event, thanks to our great speakers and a lively and active audience.

This year we will make an attempt to focus again on applied technology and potentially artificial intelligence in use, within the context of the Future of Work. New technologies are shaping the way we will work in the future where organisational transformation and talent management are key.

After almost 11 years of leading our organisation as Chairman, I have informed my colleagues of the board and the Nomination Committee of my decision to retire the latest by our AGM in 2020.

I have greatly enjoyed this responsibility and will do so until my successor will be elected and in charge. I am confident to leave a sound base for a new Chairperson to lead this organisation into an ever quicker changing world in the years to come.

Yours sincerely,

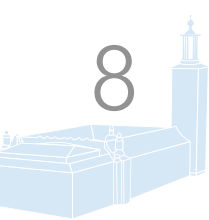
Hansueli Märki
Chairman of the Board



GROWTH

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Dear SSCC Members,

Welcome to the 10th edition of the SSCC Yearbook!

In 2008 the Swedish Swiss Chamber of Commerce was created and very soon we decided to publish a yearbook featuring our members as well as the activities of the SSCC. We started off with a small A5 booklet which quickly grew into an A4 yearbook with relevant articles around the Swedish business environment in Switzerland as well as compelling facts and figures. 3 years ago, we launched a new design in collaboration with one of our member companies to create a modern yearbook for our commu-

nity in Switzerland. The theme of this year's yearbook is Smart Cities with examples from both Sweden and Switzerland.

We have just completed our 11th year since the start of the SSCC, another successful year with a solid growth in memberships and more than 35 event and networking opportunities all around Switzerland. Our signature event, the Business Forum took place in a new venue in Zurich, the SIX ConventionPoint, which reflected perfectly the topic of the event, Artificial Intelligence. High calibre speakers from both Sweden and Switzerland presented different examples on how AI is used in various industries and environments already today. The 8th edition of the SSCC Business Forum will talk about the Future of Work and take place on 29 January 2020. In the past event section, you will find more information about all the events we organised in the last 12 months and we welcome you to visit our website www.swecham.ch for all upcoming events.

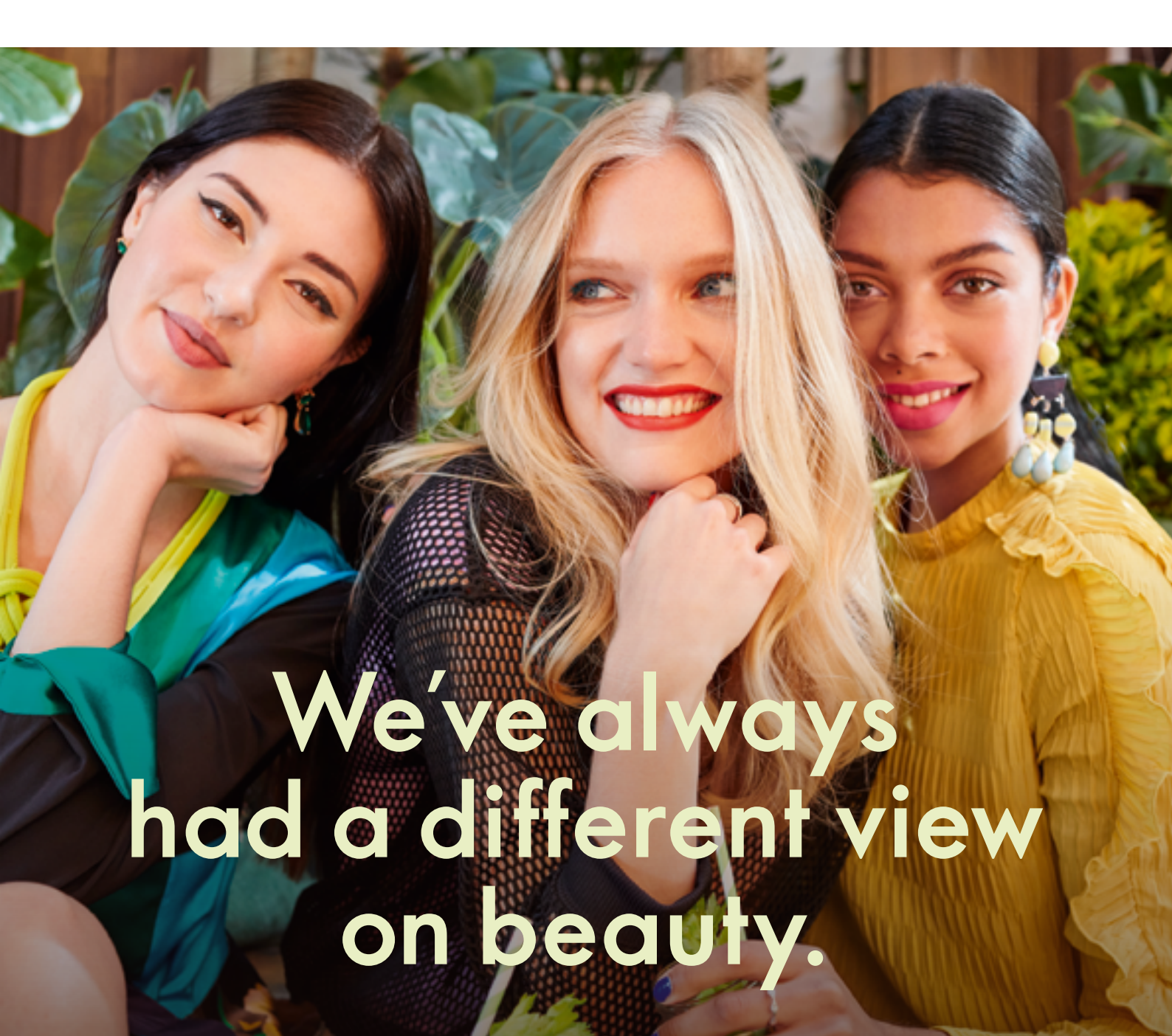
Finally, I would like to extend a warm welcome to all our new members. In the past year more than 40 new corporate and individual members joined the SSCC. Montluc and Snusmarkt.ch joined as new patron members, Albacore as a new silver member and Hästens as well as SSI Wealth Management upgraded to a silver membership. 13 corporations joined as new bronze members and they are presented with all the new corporate members in the new member section.

Our network is very diverse with members from many different industries and we will continue striving for organising a quality networking platform all around Switzerland for our members to "meet, connect and trade". My team and I would like to thank our board of directors, patrons, corporate and individual members for your loyalty and trust. We are looking forward to seeing you at one of our events in the upcoming year..

Yours sincerely,

Eva Fiorenzoni
Managing Director





We've always had a different view on beauty.

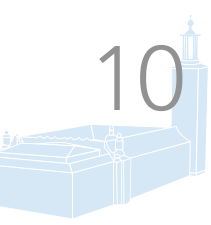
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Swedish Swiss Chamber of Commerce

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



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**Vice Chairman
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 Industrial Adviser,
 Triton Private Equity



Mats Rönneskog
Treasurer of the Board
 Senior Adviser,
 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
 Founding Partner,
 adills AG



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



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



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Director of the Board
 Senior Advisor to
 Jacob Wallenberg,
 Office of the Chairman,
 Investor AB



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



Jonas Hjelm
Director of the Board
 Senior Vice President,
 Head of Business Area
 Aeronautics, Saab AB



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



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



Adolfo Orive
Director of the Board
President & CEO,
Tetra Pak Group



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



Björn Wettergren
Director of the Board
Member of the Nomination
and Compensation
Committee, Vontobel



SSCC Advisor



Christian Schoenenberger

Ambassador of
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SSCC Honorary Member



Bo Hjelt

Honorary Founder,
Corporate Development
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Managing Director



Anette Österholm
Office/Events Manager
Zurich



Franco Brusa
Chapter Manager
Lugano



Malin Oline Eide
Event Intern
Scholarship Fund for
Swedish Youth Abroad



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Bolla Bonzanigo & Associati
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Switzerland

Geneva Office

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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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Stockholm City Development

Stockholm was founded in 1252. It was an important trade centre and since the 1500s it has been Sweden's largest town. Between 1850-1900 Stockholm's population grew from ninety thousand to three hundred thousand inhabitants. The previous city plan – from the 1600's – had to be updated to accommodate the now overcrowded city that had become unhygienic and unsafe. The new city plan was inspired by the city planner, Georges-Eugène Baron Haussmann, Paris plans. After World War Two, the city expand-

ed and planning into suburbs and planning efforts focused on linking the new residential areas to the city centre. The 1952 Master Plan stipulated that each new district should have a mixture of housing, commercial and public services, clustered around the railway system. Many left the city for more affordable housing in the suburbs. In the 1970s accessibility was improved further, making roads safer and reducing traffic partially through improving public transportation connections.

Source: <https://stockholmskallan.stockholm.se>

The image is a rendering of a Stockholm map from 1642, courtesy of Kungliga biblioteket; Text & Illustration: © 2019, POPELIX GmbH

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 3000 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



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 22 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 & Yearbook
- Possibility to be part of the SSCC Board and help form the SSCC agenda



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IKEA AG
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Lombard International Assurance SA
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Lundin Petroleum SA
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Medaxis AG
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Montluc SA
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Nexell GmbH
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Oriflame Holding AG
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Saab AB
Country Unit Switzerland & Southern Europe
www.saabgroup.com



Skandinaviska Enskilda Banken SA
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Snusmarkt.ch
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United Kingdom

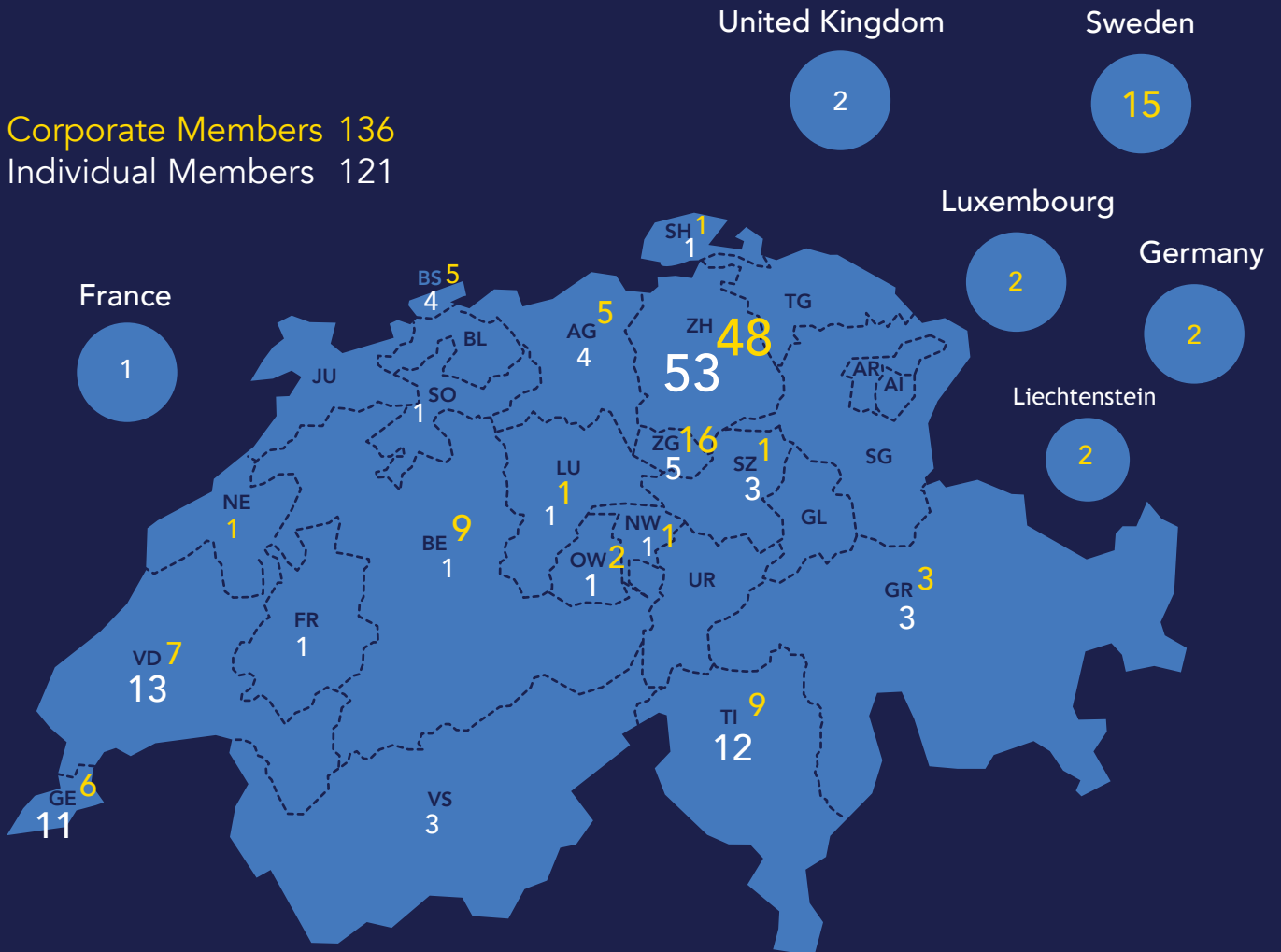
Bennt Bengtsson
Jan Opsahl

Cranves-Sales (France)

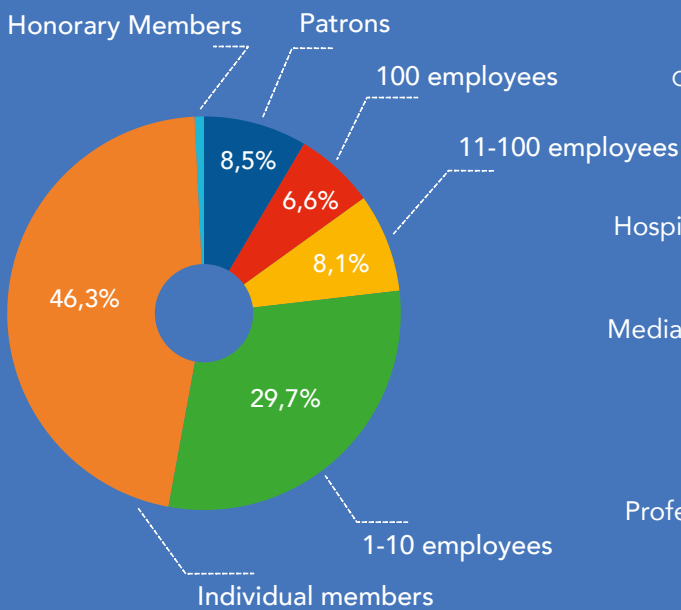
Kristin Vuitton

SSCC Member Statistics

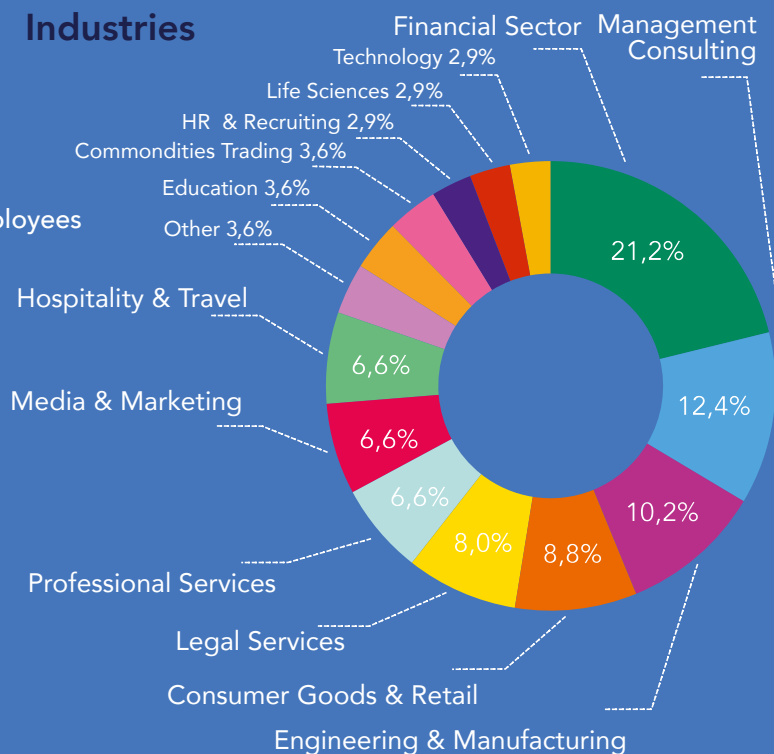
Corporate Members 136
Individual Members 121

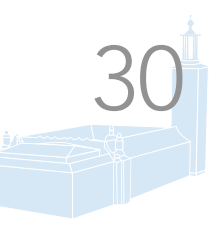


Categories



Industries





New Members

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Albacore is a MFO founded in 2016 by the spin-off of Starfin SA (SFO founded in 1982) and inherited its historical skills by integrating them into an innovative platform. Albacore assists today about thirty entrepreneurial families offering a full range of wealth management services spanning from asset management, tax advice, reporting, consolidation to assistance in family governance. In 2019, Albacore allied with Alvarium Investments group specialized in wealth management for UHNWI. Established in 2009, Alvarium Investments has offices in eight cities around the world and manages approximately \$15 billion in assets (data as of 30 September 2018). The strategic partnership with Alvarium Investments will enable Albacore to expand its global network and capabilities thanks to access to a global pipeline of investment opportunities, particularly in the areas of private markets, real estate and direct investments.

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www.ssi-wm.ch

SSI Wealth Management Ltd is an independent, privately held Asset Manager and Family Office. Our firm was founded in 2010 and we serve both a Swiss and international clientele. Today, SSI is one of the leading independent Swiss wealth managers, which we regard as a testimony from our clients and the trust put in our group and our people. Our Swiss and Nordic investment advisors bring along a profound investment knowledge and a proven track record recognized by international institutions. SSI not only aims to provide our private and family office clients with professional and customized wealth management services but also to serve as a trusted partner over generations, communicating in the own mother language of our clients and to understand our client needs and the cultural aspects of wealth management. Our headquarter is located on the shore of Lake Zurich and our subsidiary is based in Liechtenstein.

Bronze Members



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ch.svea.com/SSCC

The Swedish Club Lausanne-Genève was founded in 1962, with the mission to work for the unity of Swedes living around Lac Léman, and to preserve the interest for Sweden and Swedish traditions. The Club today has more than 500 members of all ages, distributed equally between Lausanne and Geneva. Activities are arranged every month, e.g. mingle, movie evenings, crayfish party and Christmas lunch. A combination of tradition and entertainment. Read more and become a member at www.svenska-klubben.ch.

www.svenska-klubben.ch



The Swedish Consulate in Lugano is one of the three honorary consulates in Switzerland that depends under the Embassy in Bern. The main task of the consulate is to help Swedish citizens in Switzerland with consular matters and to inform and promote Sweden in Switzerland.

www.consolatodisvezia.ch

Trunk is a menswear store for those looking to discover a worldly, contemporary take on classic style. From sharp tailoring to cosy knitwear, we present a considered edit of quality, wearable clothes and accessories for every occasion and destination. We offer a high-level of personal service, underpinned by a belief in the art of dressing well. Our original shop opened in 2010 on Chiltern Street in London and since 2018 we also have a shop on Dufourstrasse in Zurich.

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Zurich City Development

The area of modern day Zurich was a Celtic settlement in the 5th century BC. A Roman military base was built at Lindenhof in 15 BC. In the 6th century, the Alemanni infiltrated the settlement and it fell under Merovingian rule. In the 8th century the area was under the aegis of the Carolingians. Ludwig the German built a convent which was completed in 874. In the 16th century, Zurich was a guild city, and religious refugees brought the textile industry. In 1833 ETH was founded, and in 1847, the train station opened outside the old town, triggering a large construction period between 1860-90. During the industrialisation, there was a migration towards the suburbs. The initial incorporation of suburbs were approved in 1891, and with that, Zurich became Switzerland's largest town. A second incorporation took place in 1935. The incorporations were driven by necessity. Water supplies and sewage systems were overloaded and cholera epidemics broke out in the surrounding areas. The population reached its height in 1962 with 445K inhabitants, since then, the population has shifted towards outlying areas.





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Past Events 2018/19



September 2018

- SSCC Crayfish Party – Zurich
- Cross-border inheritance aspects – seminar with Bonhôte Services SA – Lausanne
- How to reach peak performance – seminar with Mika Häkkinen and Hintsa Performance – Zurich
- NextGenCH: Innovation and Life Sciences – Basel
- After Work – Geneva
- Cyber Security – seminar in collaboration with BSCC – Lugano

October 2018

- Gripen and the Swiss Fighter Procurement Process – seminar with Saab – Zurich
- The State of the Ocean – seminar in collaboration with IUCN and UUSAC – Gland
- Sixth Lugano Philanthropy Day – event with UBS – Lugano
- Leading Swedish Growth Companies in Technology and Digital Entertainment – investor meeting in collaboration with Redeye – Zurich
- After Work - Geneva
- NextGenCH: Next Generation Leadership – Zurich



November 2018

- Keeping pace with cyber security in the digital age – seminar with Danske Bank – Zurich
- 5G - a game changer? – seminar with Ericsson – Bern
- Glögg and Lucia Celebration Evening – in collaboration with Hästens store – Geneva
- Christmas Drinks Evening – in collaboration with Hästens store – Zurich

December 2018

- Santa Lucia Celebration Dinner – in collaboration with LuganoSvenskarna – Lugano

January 2019

- SSCC Business Forum: Artificial Intelligence – Zurich
- After Work – Geneva

February 2019

- NORDIC EVENT: Nordic Highlights at Kunsthaus – Zurich
- After Work – Geneva

March 2019

- Annual SSCC Ski Competition – in collaboration with SEB Private Banking – Klosters
- How to invest in a turbulent market? – seminar in collaboration with Europeiska Försäkringsmäklarna – Geneva



- SSCC Annual General Meeting – Bern
- Swedish Weeks Dinner – in partnership with Blocklogix – Zug
- After Work – Geneva

April 2019

- Spring Networking Drink – in partnership with Trunk – Zurich
- PARTNER EVENT: Networking Skiing Event – Engelberg
- World trade at a crossroad – seminar in collaboration with Lombard International Assurance – Geneva

May 2019

- The State of the Ocean – seminar in collaboration with UUSAC and Vontobel – Zurich
- NORDIC EVENT: Summer Event at Boesch Motorboote – Zurich
- Impact investing: What real value can it offer NGOs? – seminar in collaboration with BSCC – Lugano
- After Work – Geneva

June 2019

- Swedish National Day Celebration – in collaboration with local Swedish organisations – Geneva
- Swedish National Day Celebration – in collaboration with Montluc and local Swedish organisations – Lugano



Photos	
1	Seminar with Mika Häkkinen and Hints Performance (Photo: Eva Zingg Photography)
2	Cyber Security seminar (Photo: SSCC)
3	Redeye investor meeting (Photo: SSCC)
4	SSCC Business Forum 2019 (Photo: Markus Senn – Passion for Pictures)
5	SSCC Business Forum 2019 (Photo: Markus Senn – Passion for Pictures)
6	Annual SSCC Ski Competition (Photo: SSCC)

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SSCC Business Forum: Artificial Intelligence

Zurich,
31 January 2019

AI - Turning into reality - Insights from Sweden and Switzerland. "AI will change our world more than any other technology has ever done. It will improve the lives of several billion people, and we will be able to do things that we did not believe were possible."

On 31 January 2019, we had the pleasure of inviting our members and community to the 7th SSCC Business Forum. This year's topic was Artificial Intelligence and was held at new venue, the SIX ConventionPoint. Close to 130 attendees came to listen to the 5 speakers we had invited from Sweden and Switzerland.

We had the honour of welcoming Damian Borth, Professor of Artificial Intelligence & Machine Learning at University of St. Gallen who introduced the topic as well as moderated the panel discussions at the end.

Kye Andersson, Head of Communications at Peltarion in Sweden explained what AI really is, the developments and how it is already being used in many areas. "AI will impact every facet of life, just like the industrial revolutions did", said Kye. He continued by saying that "the winners in every single industry worldwide, will be those



who operationalize AI”.

We also had the pleasure to listen to Otto Preiss, Group SVP and Chief Operating Officer Digital at ABB. Otto talked about the developments and the advantages with AI in the industrial sector. How automated systems move towards autonomous operations and how AI is supporting optimized design and system life time. “AI is enabling a paradigm shift in ease of installation and use of robots”, says Otto.

The fourth speaker, Annika Schröder, Executive Director at UBS Group Technology, presented how AI is being used in the financial sector. “Everything that is a process can be automated”, said Annika. She also explained that for the banking sector, AI will help to explore patterns within a big amount of data, that a human being never would be able to explore. This could help to avoid making bad investment decisions in the future.

Our last speaker was Dennis Nobelius, CEO at Zenuity, the joint venture between Volvo & Veoneer, a modern automotive software company developing autonomous-driving technologies. Dennis explained what AI can do in the automotive world, how they are working and challenges in developing a software for self-driving cars. “Autonomous drive will be a truly transformative technology, reshaping the automotive industry and society as we know it”, said Dennis.

The speakers gave the audience a very good insight into what AI is, how it is already being used and how it can be used in the future and change our world more than any other technology has ever done, and much faster than before!

The seminar was sponsored by ABB as the main sponsor as well as by IKEA, Lombard International Assurance, Saab and Volvo Cars Switzerland. Yumi, the robot developed by ABB, was of course on site performing card tricks to the delegates during the networking apéro.







Delivering on our vision

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111 48 Stockholm
Sweden

Geneva

Chemin de la Pallanterie 5
1222 Vésenaz
Switzerland

How to reach peak performance – seminar with Mika Häkkinen and Hints Performance

Zurich,
19 September 2018

“Success is a byproduct of wellbeing.” – Aki Hints.

In September 2018, the SSCC had the pleasure to welcome Mika Häkkinen, two-time Formula 1 world champion, as a keynote speaker in Zurich. The seminar was organised in partnership with Hints Performance, world leader in human high-performance coaching, and with UBS who kindly sponsored the event.

As well as Mika Häkkinen, we welcomed Annastiina Hints, Chief Operating Officer of Hints Performance, Melissa Spinoso, Sustainable Investing Analyst at UBS Global Wealth Management and Dr. med. Dr. phil. Anna Erat from Hirslanden Private Hospital as speakers. It was an evening full of fascinating insights on how to improve the health, well-being and performance of you and your team.

One of the main take-aways was the importance of recovery and finding a good balance between work and your life – “Better life, better performance”. Optimise, don’t maximise!

The event was held at Widder Hotel and welcomed over 100 delegates from our network.

We thank Hints Performance for a successful collaboration and UBS for kindly sponsoring this event.



Seminar with
Mika Häkkinen and Hints Performance
(Photos: Eva Zingg Photography)



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Cyber Security – seminar in collaboration with BSCC

Lugano, 26 September 2018

In September the SSCC in cooperation with the British-Swiss Chamber of Commerce (BSCC) arranged a seminar on the topic Cyber Security in Lugano.

Speakers were Paolo Attivissimo, Information Technology Journalist, Francesco Arruzzoli, Ethical Hacker and Threat Intelligence/Cyber Security Architect of Gruppo Sicurezza and Alexander Tlili, Underwriter Financial Lines PI and Cyber from Zurich Insurance.

In an increasingly digital and connected world, cyber crime is one of the greatest threats to companies and individuals. The delegates



learnt about the development of cyber crime and security, what you should think about and do in order to protect your data and those of your clients.

A big thank you to Gruppo Sicurezza for sponsoring, Zurich Insurance for hosting and BSCC for a great collaboration.

Cyber Security seminar in collaboration with BSCC (Photos: SSCC)

Gripen and the Swiss Fighter Procurement Process – seminar with Saab

Zurich, 2 October 2018

In October 2018, the SSCC organised an informative seminar in cooperation with Saab in view of the upcoming Swiss fighter aircraft procurement process. Rustan Nicander, Head of Saab Switzerland and Anders Håkansson, Gripen specialist and former test pilot, explained the procurement process, what companies will be implicated, the time frame of the process as well as how and when the Swiss people will be involved. Anders also took us through the specifics of the Gripen fighter.

The seminar was wrapped up by a Q&A as well as an apéro that opened up for continuous discussions amongst speakers and participants.

Saab Gripen Seminar
(Photos: Eva Zingg Photography)



Sixth Lugano Philanthropy Day – event with UBS

**Lugano,
18 October 2018**

In cooperation with UBS, the SSCC had the pleasure to invite members and friends to the sixth edition of the Lugano Philanthropy Day.

This year the Lugano Philanthropy Day highlighted the extraordinary benefits of early childhood development at a time when it has been universally endorsed in the 2030 Sustainable Development Goals. Early years of childhood form the basis of intelligence, personality, social behavior, and capacity to learn and nurture oneself as an adult. It forms the foundation not only of the children individually, but impacts the socio economic futures of soci-



ety. We were pleased to welcome Sarah Bouchie, Head of Learning through Play in Early Childhood from the Lego Foundation, Jamie McLaren Lachman, Research Associate at the University of Oxford & founder of Clowns Without Borders in South Africa and Dhun Davar,

Program Director for Social Finance at UBS Optimus Foundation. Nina Hoas, Executive Director and Philanthropy Advisory at UBS Wealth Management moderated the panel discussions. More than 100 delegates attended the seminar and the following networking apéro at Grand Hotel Villa Castagnola. Many thanks to UBS for kindly sponsoring the Philanthropy Day, we are very grateful for this longterm and successful collaboration.

Sixth Lugano Philanthropy Day
(Photo: SSCC)

Leading Swedish Growth Companies in Technology and Digital Entertainment – investor meeting in collaboration with Redeye



**Zurich,
25 October 2018**

In October 2018, the SSCC in collaboration with Redeye, leading investment bank in Swedish growth companies, had the honour to invite members and friends of the Chamber to an Investors' meeting in Zurich. This was the first investor meeting organised in the Chamber's history.

Three leading growth companies within the technology and digital entertainment sector in Sweden were presented during the evening. Stefan Wikstrand, CFO at G5 Enter-

tainment, Christian Sundin, CEO at Formpipe and Erik Strömstedt, CEO at Talkpool, gave a short pitch to the audience about their companies. After each presentation, the audience was invited to ask questions to the company representatives, which lead to engaging discussions.

The seminar was sponsored by Redeye and the participating companies and was held at Metropole in Zurich welcoming over 80 delegates.

Redeye Investor Meeting
(Photos: SSCC)



Christmas Drinks Evening – in collaboration with Hästens stores

**Geneva,
28 November 2018
Zurich,
29 November 2018**

To celebrate the upcoming Christmas season, we hosted a drink and apéro evening together with Hästens Stores in both Geneva and Zurich in November 2018.

In Geneva, we welcomed close to 50 delegates who enjoyed a typical Swedish Lucia celebration with a choir singing traditional songs. The evening also offered great networking opportunities in a relaxed setting in the Geneva Hästens store.

In Zurich, the evening was very successful with more than 80 members and friends of the SSCC enjoying an evening full of great networking opportunities in a very informal setting in the Zurich Hästens store.

A big thank you to Hästens stores in Geneva and Zurich for hosting and sponsoring.



Christmas Drinks with Hästens in Geneva
(Photos: Florence Grandidier)

Annual SSCC Ski Competition – in collaboration with SEB Private Banking

Klosters, 9 March 2019

In March 2019 it was time again for the annual SSCC Ski Competition in Klosters, in cooperation with SEB Private Banking.

As tradition offers, Nina Öqvist from Skiers Accredited instructed the delegates on how to best tackle the slope before it was time to try out the skiing skills in the giant slalom track. We welcomed close to 40 enthusiastic skiers that enjoyed a day on the mountain with great skiing conditions and networking during the lunch at swedish owned restaurant Berghaus Alte Schwendi. During the lunch we had a prize ceremony with fantastic prizes spon-



sored by Pelle P.

The day was summed up with After Ski at Kaffee Klatsch and dinner at Restaurant Wynegg in Klosters.

Many thanks to SEB Private Banking for a great collaboration and for sponsoring.

Annual Ski Competition with SEB
(Photos: SSCC)

World trade at a crossroad – seminar in collaboration with Lombard International Assurance

Geneva, 11 April 2019

In April 2019, we arranged a seminar in collaboration with the World Trade Organization, WTO, with focus on world trade and the current challenges on the international trade scene.

Mikael Anzén, Swedish Ambassador to the WTO, gave a very informative and interesting talk about the organisation, its role and the developments of trade agreements since its start in 1995. The presentation was followed by engaging discussions around drinks and apéro.

Lombard International Assurance kindly hosted the event.



Seminar with WTO and Lombard
(Photo: SSCC)

The State of the Ocean – seminars in collaboration with IUCN, UUSAC and Vontobel

Gland, 11 October 2018

Zurich, 8 May 2019

In October 2018, the Geneva Chapter of the SSCC in collaboration with the International Union for Conservation of Nature (IUCN) and Uppsala University Switzerland Alumni Chapter (UUSAC) hosted a joint seminar for our respective members and friends on the topic “The State of the Ocean”. With many alarming reports in media almost daily, informing about plastic pollution to death of coral reefs and climate change, we invited a specialist to better understand and discuss the current state of the ocean.

The keynote speaker, Carl Gustaf Lundin, Principal Marine and Polar Scientist at IUCN, gave us some cold facts and a very informative and eye-opening presentation on the developments for the last 50 years. Carl Gustaf also presented what is currently happening in our oceans and some suggestions on what we can do to help as individuals or corporations. Approaches to cleaning up the existing plastic pollution and turning off the plastic tap were discussed. The use of conservation tools like marine protected areas, and a few examples of how they have been applied was also presented.

The seminar was followed by networking and an apéro, and of course, given the topic, very engaged discussions. The event was held at the IUCN’s headquarter in Gland, which is one of Europe’s greenest office buildings, welcoming close to 50 delegates.

The topic being very current and a very important one, the request for us holding this seminar in Zurich was very high. We therefore repeated this seminar in Zurich in collaboration with Vontobel.

Carl Gustaf Lundin was invited from Gland to Vontobel’s offices in Zurich to talk in front of an audience of 130 people. Björn Wettergren, Member of the Board of Directors of SSCC and Vontobel Holding AG opened the evening with a very touching welcome speech. Carl Gustaf gave a very captivating and interesting presentation, like at the first seminar, to a very engaged audience eager to ask questions during the Q&A session. At this second event we were also able to listen to Natalie Ernst, Corporate Sustainability Manager at Vontobel who talked about “What does corporate responsibility actually mean?” Thomas Trsan, ESG and Impact Investing Specialist at Vontobel presented “Investing in water - Make a positive environmental and social impact”. Finally, Vontobel hosted a very generous apéro enabling the delegates to mingle and network.



We extend our thanks to Carl Gustaf Lundin, IUCN, UUSAC for a very valuable collaboration, and Vontobel for hosting and sponsoring the event in Zurich.

Stockholm – the Smart City



Since 2000, city planning has focused on accommodating the growing population and reducing greenhouse gases. In 2010, the "Promenade City Plan" focused on land and waterway usage. These are some of the efforts that the city was awarded the title of "Eco-Capital" in Europe, also in 2010. Current Smart City projects include "make a suggestion" e-services, allowing inhabitants to

report issues, for instance, graffiti is removed within 24 hours; Smart bins: making the garbage compact and signalling when it's full; Smart lighting: motion censored street lights; the digital citizens dialogue; 3D models of planned buildings, enabling citizens to better visualise and respond to proposed plans; Start traffic management, giving preference to buses behind schedule.



SSCC Business Forum

The Future of Work

29 Jan 2020 Zurich



Wednesday 29 January 2020
SIX ConventionPoint

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

The future of work – opportunities and challenges due to digitalisation and how technologies are shaping how we work, where we work, and the skills we need to work. It is not only a technology revolution but fundamentally a cultural and organisational transformation where talent management is key.



Magnus Hartog-Holm, Ambassador of Sweden to Switzerland and Liechtenstein, September 2014–2019. (Photo: Sarah Tschanz)

Thank you

On behalf of the Swedish Swiss Chamber of Commerce and the SSCC Board of Directors, we would like to thank H.E. Ambassador Magnus Hartog-Holm, Ambassador of Sweden to Switzerland and Liechtenstein, for having served in Switzerland for the last five years.

The Swedish Embassy in Bern was one of the driving forces behind the establishment of the SSCC and continues to be an active partner. Magnus has played an important role to the SSCC being part of the Advisory Board since 2015. The Ambassador was also a key-driver to develop Team Sweden in Switzerland, a collaboration between the Embassy, Business Sweden and the Swedish Swiss Chamber of Commerce with the aim to develop trade relations between the two countries and pursue activities based on joint interests.

We wish Magnus and his family all the best with their new endeavours in Sweden.

We would also like to take this opportunity to welcome the new Ambassador of Sweden to Switzerland and Liechtenstein taking office on 1 September 2019, Jan Knutsson. We are looking forward to welcoming Jan Knutsson as an Advisor to the SSCC in due course and to continue the collaborations and exchange between the Embassy and the SSCC.



Christian Schoenenberger, Ambassador of Switzerland to Sweden

Swiss official presence in Sweden 100 years



In 2020, the Embassy will celebrate 100 years of Swiss official presence in Sweden. It was in 1920, when the Swiss Government decided to open a diplomatic representation in Stockholm and Parliament adopted the corresponding bill. In doing so, Switzerland lagged somewhat behind Sweden, which had opened a representation in Bern already during World War I.

At the Embassy in Stockholm, we very much look forward to the 2020 celebration. We decided early on that we would organize a range of events throughout the centennial year. They will cover economic, political, cultural and culinary issues and will help us deepen a wide variety of existing contacts and creating new ones. We are working with Swedish partners such as Konserthuset, Moderna Museet and Fotografiska in Stockholm, the Nordic Game Fair in Malmö and the Hasselblad Foundation and City Theatre in Göteborg. On the Swiss side, we have secured support from country marketing agency Presence Switzerland, the Swiss Arts Council Pro Helvetia, Switzerland Tourism and export promoter Switzerland Global Enterprise.

Amongst the events planned in 2020 are Swedish-Swiss science

and innovation days, a concert with the Lucerne Symphony Orchestra, culinary and hospitality days, a gala dinner, photo and figurative art exhibitions as well as bilateral political meetings.

We would be very glad to have members of the Swedish Swiss Chamber of Commerce join the celebrations! You will have access to around ten events and thus be able to offer your business partners a range of very special experiences. Your participation will also increase your visibility and enlarge your network. We have created three sponsorship packages which we will gladly share with you. If interested, please contact Ms. Claudia Fontana Tobiassen, Deputy Head of Mission at the Embassy of Switzerland in Stockholm (claudia.fontanatobiassen@eda.admin.ch, tel. +46 8 676 79 00). If you prefer to support us in another way, please do not hesitate to let us know. We are happy to discuss your ideas.

While 2020 will be a very special year for Swedish-Swiss relations, 2019 looks promising, too. In the first months of this year, we organized the work visits of Federal Councilor Simonetta Sommaruga and of several other delegations to Sweden. Switzerland was present with

a large delegation at the Nordic Game Fair in Malmö. Former Swiss President Ruth Dreifuss was here to receive the Stockholm Prize in Criminology and discuss innovations in drug policy. Together with ABB, we will organize a panel discussion on infrastructure planning in the framework of the Almedalen policy week. The Swiss rail industry and producers of light weight composites will explore the Swedish market with scouting missions later in the year. Swiss writers will mark their presence at the Göteborg Book Fair, and we will witness the Swedish premiere of a new play by Swiss dramatist Lukas Bärfuss.

Bilateral relations are thus developing very well. The introduction of 5G services in Switzerland this year is testimony to this. Ericsson and Swisscom jointly make Switzerland the first European country offering the new communication standard. This not only underlines that Sweden and Switzerland are highly innovative nations. It also shows that they are natural partners and that saturation in the bilateral relations is clearly not in sight.

Christian Schoenenberger
Ambassador of Switzerland to Sweden

Geneva: watches, banks and jewelry – and a hub for trade policy

Mikael Anzén
Swedish Ambassador to the WTO

Say Geneva and most of us think of watches, banks and jewelries, but what many people don't know is that Geneva is also a world hub for trade policy. The reason for this is that the World Trade Organization, WTO, is located at Rue de Lausanne, next to the shore of Lake Geneva. With its 164 member-states and daily meetings on different topics such as anti-dumping, state trading enterprises and fish subsidies – there is a strong concentration of trade experts here.

The WTO came to birth in 1995, but is actually the 2.0-version of its predecessor GATT – General Agreement of Tariffs and Trade. GATT was founded in 1947, after the Second World War and as one of the Bretton Woods institutions (besides the World Bank and International Monetary Fund). The idea was to create stable institutions, a rules-based system for trade and to avoid trade barriers. Financial crisis such as the world witnessed in the

1930's shouldn't be repeated.

Since a couple of years, the WTO is running out of steam and things are not progressing as smoothly as the original idea was. The work in the WTO is based on three pillars: 1) trade negotiations, 2) transparency and 3) dispute settlement. Two out of three of these areas encounters difficulties: the negotiations and the dispute settlement. Members have therefore – after 24 years of operations – decided to consider the current rules and structures and are now reflecting on how the future of WTO could look like. The EU is much engaged in this work and Sweden, as a member of the world's biggest and most important trading block, is doing its fair share.

Trade negotiations – the latest round of trade negotiations in the WTO was the Doha Development Round (DDA), launched in 2001. It was an ambitious mandate, covering almost all aspects of trade. With



parallel negotiations on industrial tariffs, services, agriculture, intellectual property, trade rules and development – the work became too complex and almost impossible to oversee. Countries' interests and demands in different fields were simply not compatible. After seven

years of intensive efforts, the DDA came to an impasse in 2008, - at the time of the financial crisis. Since then, the status of the DDA has been, much debated, but as far as Sweden is concerned it is not of great relevance.

In 2013 progress was noted when members could agree to the Trade Facilitation Agreement at the ministerial meeting in Bali. The question now is whether members could fulfill the UN Sustainability Goals and make an agreement on fish subsidies later this year?

As a reaction to the difficulties to agree under consensus in the WTO, many countries have instead chosen to negotiate bilateral free trade agreements (FTA), outside the WTO. The EU, under the leadership of the Swedish commissioner Cecilia Malmström, has been very active. The EU now has deep and comprehensive FTAs with Korea, Canada and Japan. Negotiations are being finalized with Vietnam and Mexico and continue with Mercosur, New Zealand and Australia.

Another result of the impasse in the WTO is that the members started to engage in plurilateral negotiations, initiated by a few, but open for all to join. One good example is the Information Technology Agreement (ITA), initially launched in 1996. This agreement came very timely at the start of the internet era. Companies like Ericsson and Nokia and all participating countries have benefitted from this zero tariffs agreement on about 10 % of world trade. At the WTO ministerial meeting in Nairobi in 2015, the ITA-agreement was updated with a new version. After the ministerial meeting in Buenos Aires in 2017, more than 70 members agreed to launch similar plurilateral negotiations on e-commerce, services rules and investment facilitation.

The second pillar of the WTO is **transparency**. It is split into two parts: 1) trade policy reviews and 2) notifications of rules and commitments. Under a trade policy review a written report is done of each country's trade policy. Members can ask questions on the findings or on other trade related issues. The reviewed country puts a lot of effort in answering these questions to be perceived as a good partner and avoid being taken to dispute settlement. This transparency exercise gives members and other stake-holders a lot of valuable information on each country's trade policies. The second part of transparency is about members obligation to notify trade laws, rules, subsidies and tariffs to the WTO. Over the years this part of the obligations has not been to satisfaction, and members are now making a collective effort to improve this. Without correct statistics and knowledge about countries trade rules, it is very difficult to conduct negotiations.

The third pillar of the WTO is the **dispute settlement system**, created to handle disputes between members with three stages, consultations, and appellate body. A panel consists of trade practitioners and experts, but not necessarily trade lawyers. The appellate body has seven members for the term of five years. Since a year and a half, the US is blocking the nomination of



new appellate body members. The US argue that the appellate body has deviated from its original objective, as it was spelled out in 1995. There is a consultative process ongoing trying to resolve this but progress is slow.

What is Sweden's role?

Sweden is a small and innovative country with competitive industries in many different sectors. Internationals like Volvo, Atlas Copco and Spotify are just a few names known all over the world. Today, about 1.3 million people in Sweden have a job thanks to exports, that is one third of the total workforce. Transparent, predictable and robust trade rules are very important for a country like Sweden. WTO is a guarantee for these impartial rules.

In the current situation Sweden works to unblock the stalemate of the Appellate body and to reinvigorate the negotiations in the WTO. Sweden is much supportive to strengthen the rule book of the WTO for areas such as subsidies and notifications. Sweden will continue to give financial support for technical assistance to developing countries.

As Sweden's ambassador to the WTO I'll do my utmost so the WTO can make as much progress as possible the coming years. Ask me in a couple years how it all went. ■

Infographics follow on pages 60-63.

Sweden

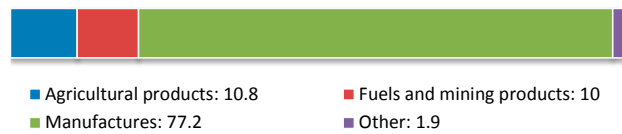
GDP (million current US\$, 2017)	538 575	Rank in world trade, 2017	Exports	Imports
GDP per capita (US\$, 2015-2017)	51 757	Merchandise	32	31
Current account balance (% GDP, 2017)	3.2	excluding intra-EU trade	-	-
Trade per capita (US\$, 2015-2017)	21 802	Commercial services	20	21
Trade (% GDP, 2015-2017)	42.1	excluding intra-EU trade	-	-

MERCHANDISE TRADE

Million US\$	Value		Annual percentage change	
	2017	2010-2017	2016	2017
Merchandise exports, f.o.b.	153 140	0	0	10
Merchandise imports, c.i.f.	153 878	0	2	9
	2017			2017
Share in world total exports (%)	0.86		Share in world total imports (%)	0.85

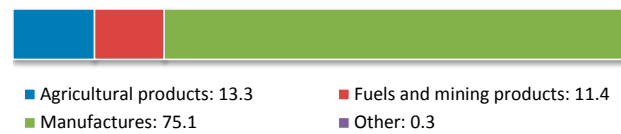
Breakdown in economy's total exports

By main commodity group, % (2016)

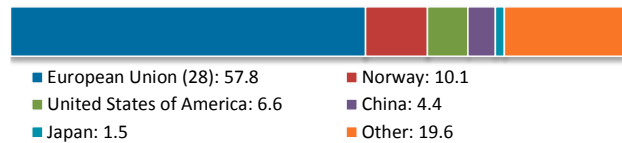


Breakdown in economy's total imports

By main commodity group, % (2016)



By main destination, % (2017)



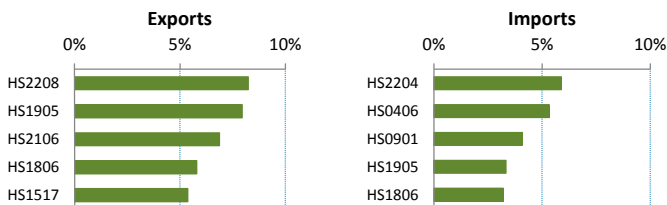
By main origin, % (2017)



Agricultural Products

Top exported products (Million US\$)		Value	Top imported products (Million US\$)		Value
		2017			2017
HS2208	Alcohol of less than 80% volume	488	HS2204	Wine of fresh grapes	726
HS1905	Bread, pastry, other bakers' wares	471	HS0406	Cheese and curd	657
HS2106	Other food preparations	408	HS0901	Coffee	503
HS1806	Chocolate and other cocoa food	343	HS1905	Bread, pastry, other bakers' wares	410
HS1517	Margarine; edible mixtures oil	318	HS1806	Chocolate and other cocoa food	394

Share in economy's trade in agricultural products

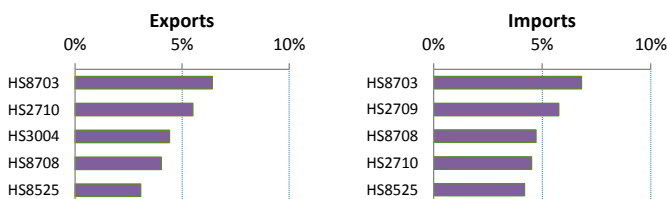


Million US\$	Value		Annual percentage change	
	2017	2010-2017	2016	2017
Exports	5 924	2	-1	8
Imports	12 328	2	2	6

Non-Agricultural Products

Top exported products (Million US\$)		Value	Top imported products (Million US\$)		Value
		2017			2017
HS8703	Motor cars for transport of persons	8 990	HS8703	Motor cars for transport of persons	9 090
HS2710	Petroleum oils, other than crude	7 742	HS2709	Petroleum oils, crude	7 694
HS3004	Medicaments in measured doses	6 194	HS8708	Parts for motor vehicles 8701-8075	6 303
HS8708	Parts for motor vehicles 8701-8075	5 653	HS2710	Petroleum oils, other than crude	6 027
HS8525	Radio-telephony transmission tools	4 311	HS8525	Radio-telephony transmission tools	5 581

Share in economy's trade in non-agricultural products



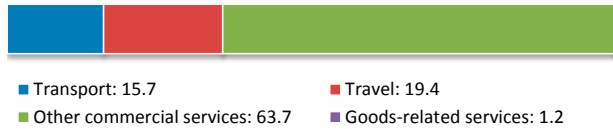
Million US\$	Value		Annual percentage change	
	2017	2010-2017	2016	2017
Exports	140 529	-1	0	9
Imports	133 465	0	2	9

TRADE IN COMMERCIAL SERVICES

Million US\$	Value	Annual percentage change		
	2017	2010-2017	2016	2017
Commercial services exports	72 551	4	-1	2
Commercial services imports	68 040	4	-1	11
	2017			2017
Share in world total exports (%)	1.37	Share in world total imports (%)		
				1.34

Breakdown in economy's total exports

By main services item, % (2017)

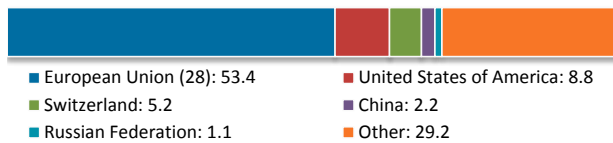


Breakdown in economy's total imports

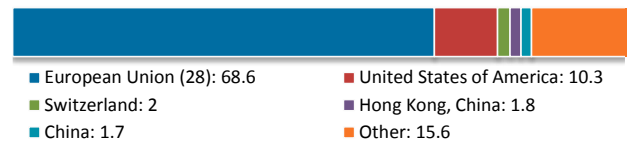
By main services item, % (2017)



By main destination, % (2017)



By main origin, % (2017)

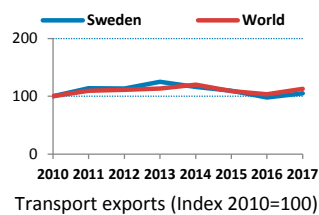


FATS sales

Inward (million US\$)
Outward (million US\$)

Value	Annual percentage change			
	2015	2010-2015	2014	2015
67 213	3	17	-17	
95 955	1	12	18	

Transport



Million US\$

Exports

Imports

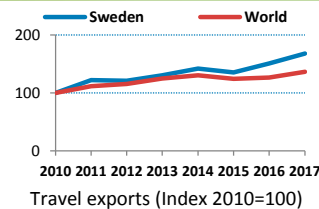
Exports

By sea (2016)

By air (2016)

By other (2016)

Value	Annual percentage change			
	2017	2010-2017	2016	2017
11 386	1	-10	7	
11 296	-1	-8	9	
Exports		Imports		
Value	Share (%)	Value	Share (%)	
3 144	29.6	2 518	24.2	
3 245	30.6	2 912	28.0	
3 837	36.2	4 725	45.5	



Million US\$

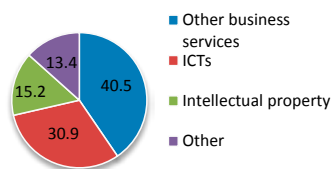
Exports

Imports

Value	Annual percentage change			
	2017	2010-2017	2016	2017
14 043	8	11	11	
16 601	5	0	15	

Other Commercial Services and Goods-related Services

Exports of OCS by main item (2017)



Million US\$	Value	Annual percentage change			
	2017	2010-2017	2016	2017	
Other commercial services					
Exports	46 229	5	-2	-3	
Imports	39 006	6	1	11	
		2017	2010-2017	2016	2017
Goods-related services					
Exports	893	2	13	12	
Imports	1 137	12	19	10	

INDUSTRIAL PROPERTY

Patent applications, 2016

Residents	Non-residents	Total
2 032	352	2 384

Trademark applications, 2016

Residents	Non-residents	Total
8 531	1 967	10 498

Industrial design applications, 2016

Residents	Non-residents	Total
455	13	468

Switzerland

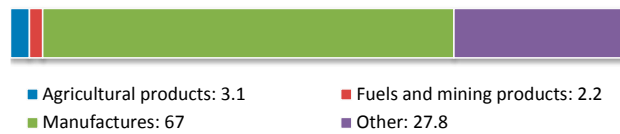
GDP (million current US\$, 2017)	678 575	Rank in world trade, 2017	<u>Exports</u>	<u>Imports</u>
GDP per capita (US\$, 2015-2017)	81 110	Merchandise	19	17
Current account balance (% GDP, 2017)	9.3	excluding intra-EU trade	13	11
Trade per capita (US\$, 2015-2017)	47 142	Commercial services	12	15
Trade (% GDP, 2015-2017)	58.1	excluding intra-EU trade	7	9

MERCHANDISE TRADE

Million US\$	Value		Annual percentage change	
	2017	2010-2017	2016	2017
Merchandise exports, f.o.b. a	299 605	...	5	-1
Merchandise imports, c.i.f. a	268 842	...	7	0
	2017			2017
Share in world total exports (%)	1.69		Share in world total imports (%)	1.49

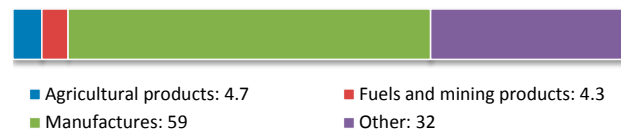
Breakdown in economy's total exports

By main commodity group, % (2016)

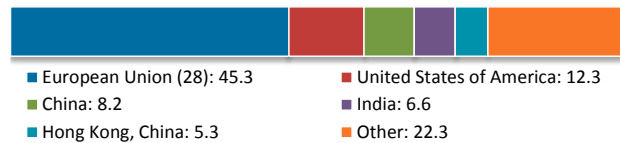


Breakdown in economy's total imports

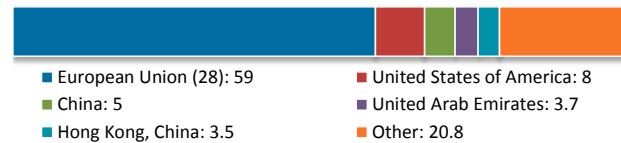
By main commodity group, % (2016)



By main destination, % (2017)



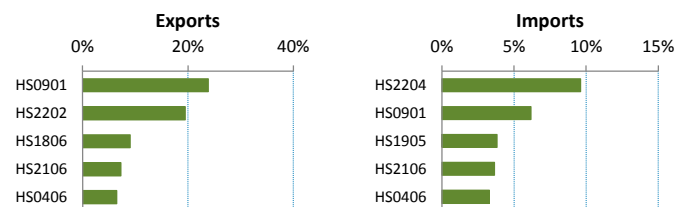
By main origin, % (2017)



Agricultural Products

Top exported products (Million US\$)		Value	Top imported products (Million US\$)		Value
		2017			2017
HS0901	Coffee	2 250	HS2204	Wine of fresh grapes	1 163
HS2202	Waters containing added sugar	1 836	HS0901	Coffee	748
HS1806	Chocolate and other cocoa food	852	HS1905	Bread, pastry, other bakers' wares	462
HS2106	Other food preparations	687	HS2106	Other food preparations	440
HS0406	Cheese and curd	610	HS0406	Cheese and curd	399

Share in economy's trade in agricultural products

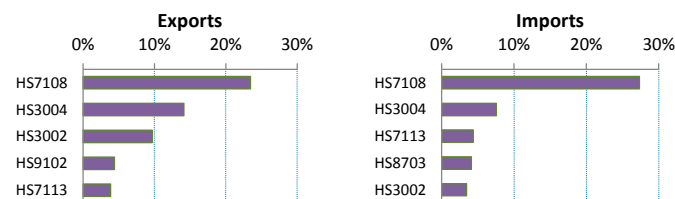


Million US\$	Value		Annual percentage change	
	2017	2010-2017	2016	2017
Exports	9 441	3	-1	3
Imports	12 109	2	0	4

Non-Agricultural Products

Top exported products (Million US\$)		Value	Top imported products (Million US\$)		Value
		2017			2017
HS7108	Gold	67 923	HS7108	Gold	69 831
HS3004	Medicaments in measured doses	40 999	HS3004	Medicaments in measured doses	19 302
HS3002	Human and animal blood	28 073	HS7113	Articles and parts of jewellery	11 155
HS9102	Other wristwatches	12 673	HS8703	Motor cars for transport of persons	10 474
HS7113	Articles and parts of jewellery	11 192	HS3002	Human and animal blood	8 806

Share in economy's trade in non-agricultural products



Million US\$	Value		Annual percentage change	
	2017	2010-2017	2016	2017
Exports	289 685	7	5	-1
Imports	255 392	7	7	-1

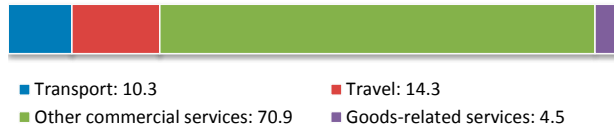
a Break in series: 2012.

TRADE IN COMMERCIAL SERVICES

Million US\$	Value	Annual percentage change		
	2017	2010-2017	2016	2017
Commercial services exports	118 999	4	5	2
Commercial services imports	101 244	6	5	2
Share in world total exports (%)	2.25	Share in world total imports (%)		
				2.00

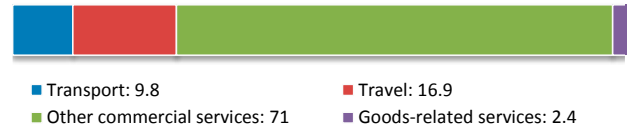
Breakdown in economy's total exports

By main services item, % (2017)



Breakdown in economy's total imports

By main services item, % (2017)



By main destination

NO DATA AVAILABLE

By main origin

NO DATA AVAILABLE

FATS sales

	Value	Annual percentage change		
	2017	2010-2017	2016	2017
Inward (million US\$)
Outward (million US\$)

Transport

Million US\$	Value	Annual percentage change		
	2017	2010-2017	2016	2017
Exports	12 297	2	4	7
Imports	9 915	0	13	0
Exports	Value	Share (%)	Imports	Value
By sea	By sea	...
By air	By air	...
By other	By other	...



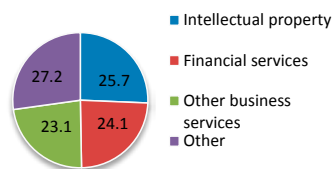
Travel

Million US\$	Value	Annual percentage change		
	2017	2010-2017	2016	2017
Exports	17 032	2	-1	5
Imports	17 081	6	1	3



Other Commercial Services and Goods-related Services

Exports of OCS by main item (2017)	Value	Annual percentage change		
	2017	2010-2017	2016	2017
Other commercial services				
Exports	84 347	4	7	0
Imports	71 862	6	5	2
Goods-related services				
Exports	5 324	5	-1	4
Imports	2 386	3	-9	10



INDUSTRIAL PROPERTY

Patent applications, 2016			Trademark applications, 2016			Industrial design applications, 2016		
Residents	Non-residents	Total	Residents	Non-residents	Total	Residents	Non-residents	Total
1 462	309	1 771	11 745	18 640	30 385	1 115	1 727	2 842

Zurich – the Smart City

Zurich's population has been growing steadily since the year 2000. There have been various programs of sustainable urban development, and resource-efficient energy models in housing and mobility. Current Smart City projects include EnerGIS: an online service facilitating homeowners transition to renewable energies. PreCobs (Pre-Crime-Observation-System): predictive policing used by the city police since 2015, analysing risk of burglary in terms of place and time; Metamorphosis: child-friendly urban mobility, an ongoing project in Bändli and Tiefenbrunnen (2017-20) to enable

children to move more freely and come into contact with other children; Piazza Pop-ups: temporary seating, tables, and plant troughs to create more public meeting points; Smarter Medicine: facilitating an open discussion between medical professionals, patients and the public intruder to avoid unnecessary examinations, interventions aimed to raise awareness to medical oversupply and misuse.



Entrepreneurship and sustainability in our DNA

SEB Group

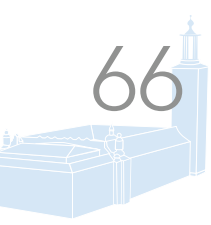
“The search for new innovative solutions, where SEB as a bank together with our customers can be a driving force towards necessary change, is crucial for solving the challenges our society is facing today” says Erika Lundquist, Global head of Private Banking at SEB. She shares her views on SEB’s role in this context and describes important focus areas in Private Banking.

Ever since André Oscar Wallenberg founded Stockholms Enskilda Bank in 1856 as Stockholm’s first private bank, SEB has been engaged in delivering customer value with its strong heritage of entrepreneurship as a foundation.

Erika Lundquist has extensive experience from helping entrepreneurs take on the challenges that arise in a global context and that require international expertise – both from her previous role at SEB as a Client Executive for financial institutions and hedge funds, and from London as a Nordic representative for SEB Futures.

“The international perspective and long-term approach are very important. The quest for innovation, the commitment to social dialogue and finding new ways of working in order to create a more sustainable society are all essential,” says Erika Lundquist.

For Erika Lundquist, having had



**Driving
change and
contributing
to a more
sustainable future
together with our
customers
is something
I am passionate
about.**



the opportunity to work in an international environment has been extremely valuable. She says that it has given her new perspectives and insights that she has benefited from in her various roles and assignments.

“As Head of Private Banking I have the pleasure to meet many of our social entrepreneurs who – with an idea and strong commitment – create innovative solutions for tackling some of the societal challenges we face today,” she says. “As a bank we play an important role by supporting global initiatives for more sustainable development and minimising or preventing negative impacts on the environment and climate, human rights and labour rights, for example.

SEB is one of the largest institutional investors in the Nordic region investing in companies that actively manage the environmental, social and governance-related aspects of their businesses.

“We believe these are long-term success factors for creating value for our customers, for the companies we invest in, and for society as a whole”, says Erika Lundquist.

“Driving change and contributing to a more sustainable future together with our customers is something I am passionate about,” Erika Lundquist continues. “Interest in philanthropy and sustainability has increased, and we see that the needs have changed character from ‘just’ donating money to also dedicating time and being engaged in many ways. Also the interest to follow up on the impact achieved



ee As a bank we play an important role by supporting global initiatives for more sustainable development and minimising or preventing negative impacts on the environment and climate, human rights and labour rights...

by our investments has increased.”

You may have heard the term “impact investment”? These are investments that focus both on achieving financial returns and on the concrete sustainability goals from the United Nations. Imagine that you invest a sum of money in a project for clean water in Kenya. Some-time later you get your money back plus your contracted return, together with news that as a result of your investment, a village of 250 people now has access to clean drinking water every day, seven days a week. It is something that truly has the power to change things for the better in a concrete way. ■

International Private Banking at SEB

Since 1856, we have been guiding and encouraging people who want to do more than protect and increase their wealth. Our long history proves that we are a stable partner that has constantly challenged the market. To this day we are leading the development of international Private Banking for Nordic customers.

With our cross-border expertise built up over the years, we thoroughly understand the responsibilities and challenges that complex finances and substantial capital can present when you have specific international needs.

With us you will get your own private banker, a team of service coordinators and access to all of our specialists in investments, financing, wealth planning and insurance.

Contact us

To find out what SEB can do for your personal wealth, please contact our international Private Banking hub in Luxembourg, supporting solutions in the Swiss market for Nordic private individuals.

contact@sebgrouplu
sebgrouplu/privatebanking

An example of female intelligence in the arms industry

Saab Group AB

At first glance, the defense industry may not be a place where one would expect too many female managers. However, this is far from the truth. For example, the Swedish technology and defense company Saab, which operates in the civil and military industries, employs managers of which almost 30 percent are female – and this with around 17,000 employees worldwide.

As Chief Technology Officer of the Business Area Aeronautics, Lisa Åbom is one of Saab's top executives. Her position is at the Gripen production site in Linköping, where the technological magic for the Gripen fighter aircraft is created. Lisa Åbom is gifted in making complex technology understandable to the average person. For example, she compares the technology of Gripen E, one of the most modern fighter aircrafts on the market today, to a smartphone. "The two systems have more in common than you might think", she explains. Both the fighter jet and smartphones are based on technologies that can be continuously updated and adapted to new needs without costly replacement, thus ensuring continuous performance at an optimum level. The PhD material physicist knows how to win people over with understandable analogies.





Encouraging people

Seven years ago, Lisa Åbom came to Saab to manage the project office for aeronautical engineering and weapons. When she joined the Swedish defense company, her first task was to get to know the wide range of products in the areas of



military and civil security. Saab is one of the world's market leaders in the following key technologies and areas: radar systems; civil airfield surveillance using remote tower control infrastructures; cyber security; and last but not least, aircraft design and production of the Gripen fighter jet. "It soon became clear to me that I was talented at bringing out the good in other people – encouraging people," explains Lisa Åbom, adding that since then she has been in management positions where she typically leads teams of almost exclusively men. Whether dominated by males or not, women



It soon became clear to me that I was talented at bringing out the good in other people – encouraging people



occupy around 30 percent of managerial positions across a wide variety of functions at Saab.

Partnerships at eye level

Saab is a globally active high-tech company and Sweden can also act as a role model for Switzerland with

“Be what you want to be”

Back to Lisa Åbom. After only a short time, she took over the challenging position of Head of Airframe Development at Saab’s Linköping site, where she was responsible for some 800 people. Convinced that it can often be useful to be a woman, she said in an interview with the online magazine “wombat – women-incombat” recently: “I tend to say that in certain situations it is advantageous to be a woman. Namely, when you are the only one in a sea of grey suits. Most people remember me.” Anyone who tries to talk to Lisa Åbom about “frivolous things” in meetings or conferences quickly realizes that light small talk is not her thing. Rather, she wants to talk about relevant topics, technological trends, or advances in fighter aircraft such as Gripen. Lisa Åbom advises any young, career-conscious women to find their inner strength: “You have to believe in yourself. Be what you want to be and have fun. Feel comfortable in your skin and find your own place.” ■

Read more: saabgroup.com

Saab serves the global market with world-leading products, services and solutions within military defense and civil security. Saab has operations and employees on all continents around the world. Through innovative, collaborative and pragmatic thinking, Saab develops, adopts and improves new technology to meet customers’ changing needs.

regard to female managers in companies and gender equality rights for professionals. In various other areas, such as civil and military security in the case of Saab, there are many parallels. Quality, precision and reliability are the cornerstones of any partnership. This is why Saab has a diverse and broad network of suppliers and customers here in Switzerland. Sustainable relationships, mutual cultural understanding and further investments in current and future products will allow Saab to continue its future here in Switzerland.

KENDRIS

PERSONAL | INDEPENDENT | DIGITAL

YOUR PARTNER FOR SWEDISH, SWISS AND INTERNATIONAL TAX AND LEGAL SERVICES

KENDRIS is your Swiss Partner for family office, trust and fiduciary services, national and international tax consulting and legal advice, accounting, outsourcing and art management.



Volvo 360c interior

The city of tomorrow

Volvo Car Switzerland AG

Autonomous driving will not only change traffic, but the appearance of our cities, too.

"Self-driving cars have great potential for urban transport", says Kay W. Axhausen. He is a professor at the Institute for Transport Planning and Systems at ETH Zurich. Autonomous vehicles can all travel at the same speed because they communicate with one another, increasing safety and reducing the amount of space needed. On a modern two-lane road, three vehicles would then be able to drive alongside each other. "Together with autonomous fleets of taxis, this would increase capacity significantly", explains Axhausen.

Nothing has changed our cities



ee People, machines, cars, trains, trucks, and bicycles will all be digitally recognizable and connected, allowing them to communicate with each other

more than the advent of the motor vehicle in around 1900. The chaos of carriages, carts and pedestrians all haphazardly weaving around one another without colliding was replaced with strict segmentation: traffic lights and road signs, lanes for private and public transport, pedestrian areas and cycle paths.

Meanwhile, the next major change is just around the corner. "People, machines, cars, trains, trucks, and bicycles will all be digitally recognizable and connected, allowing them to communicate with each other", says Philipp Roth, Public Sector head and Smart City manager at consultancy firm Deloitte. This will not only change spatial and urban planning, but urban living in general.

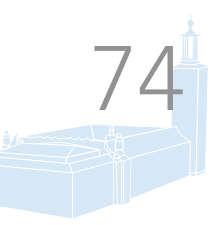
Around the world, there are various cities and countries which are starting to tackle the question of how to handle the changes that self-driving cars will bring and the

associated rejuvenation of urban life.

In Sweden, the city of Gothenburg has launched the large-scale "Drive Me" project. This is a joint initiative of the Volvo Car Group, the Swedish Transport Agency and the Lindholmen Science Park, with support from the Swedish government. The aim of Drive Me is to study the impact of autonomous driving and its benefits to society. Volvo cars with increasingly expanded autonomous driving functions are already in use on the motorway network around the city.

China's city of the future has an auspicious name: Xiongan. "Xiong" is the Chinese word for hero, while "an" means peace. The high-tech city is being constructed around 100 kilometres south-west of Beijing. Over 2 million people are expected to live in Xiongan by 2022 – and they will all use the transport system of the future. Xiongan is intended to become a global showcase city among the smart cities, and a model for autonomous traffic.

In the city of Lisbon, which has 500,000 inhabitants and 2.8 million residents in its catchment area, the International Transport Forum at the OECD (ITF) has calculated that nine out of ten cars will become redundant owing to the emer-



gence of reservable autonomous vehicles. This would free up around 20 percent of road space.

“This could also eliminate roadside parking spaces in the city centre, as self-driving cars would look for their own spaces in underground car parks”, says Axhausen. Researchers at the University of Toronto have calculated that car parks would be able to accommodate around



Volvo 360c



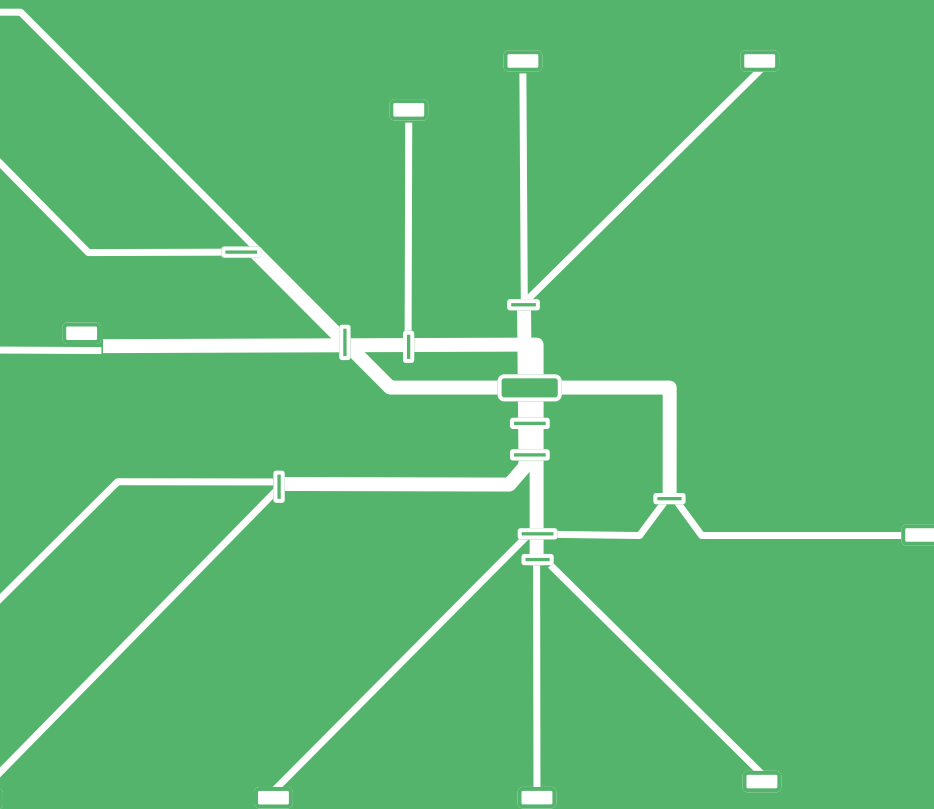
...car parks in cities will become trendy residential buildings, in much the same way that old factory buildings in New York became habitable lofts in the 1960s.

80 percent more cars, because self-driving cars would set passengers down right outside their destination and doors would not need to be opened in car parks.

But what would happen to superfluous car parks? US architect Kinder Baumgardner outlines his vision in his essay, “Beyond Google’s Cute Car”: car parks in cities will become trendy residential buildings, in much the same way that old factory buildings in New York became habitable lofts in the 1960s.

In the smart city, there will be free space for parks, green areas, shops and cafés. However, a study by the Technical University of Berlin shows that many municipal authorities are not yet tackling the issue or are reluctant to face it. In the past, urban planning was usually planned over several decades and funding secured, says Philipp Roth. He continues: “In my opinion, we need to make plans and implement them in a faster, more agile, efficient and effective way.” ■

www.volvocars.ch



Stockholm – Smart City Strategy

Stockholm's Smart City Strategy focuses on innovation, openness and connectivity. In cooperation with the Royal Institute of Technology, Ericsson, Vattenfall, ABB, Skanska, Scania, Stockholm City has established "Digital Demo Stockholm" which will run projects to develop sustainable, innovative, digital solutions. Financial sustainability efforts will include a system for reporting school absentees, to reduce school meal food waste. An example for socially sustain-

able objective is a digital tool for detecting reading and writing difficulties amongst school children. The Stockholm City Plan 2040 acknowledges that digitalisation affects the design of the urban environment and that e-commerce brings new consumption patterns. The plan to be fossil-fuel free by 2040 requires access to well-developed fibre and 5G networks to enable new energy and traffic solutions.



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SDG Index and Dashboards Report 2018 – Global Responsibilities

Benjamin Stappenbeck
Spokesperson, Bertelsmann Stiftung

Agenda 2030 and the Sustainable Development Goals (SDGs), adopted by all member states of the United Nations in 2015, describe a universal agenda that applies to and must be implemented by all countries.

Sound metrics and data are critical for turning the SDGs into practical tools for problem solving.

The SDG Index and Dashboards Report is the first worldwide study to assess where each country stands with regard to achieving the Sustainable Development Goals. Unlike its predecessor the Millennium Development Goals, the SDGs set standards not only for emerging and developing countries, but also for the industrialized nations. Governments and civil society alike can utilize the SDG Index and Dashboards Report to identify priorities for action, understand key implementation chal-

allenges, track progress, ensure accountability, and identify gaps that must be closed in order to achieve the SDGs by 2030.

The report is co-produced every year since 2016 by the Bertelsmann Stiftung and the Sustainable Development Solutions Network (SDSN). It is a complement to the official SDG indicators and voluntary country-led review processes. The report is not an official monitoring tool. It uses publicly available data published by official data providers (World Bank, WHO and ILO) and other organisations including research centers and non-governmental organizations.

The report summarizes countries' current performance and trends on the 17 SDGs. This year's Index is topped by Sweden, Denmark and Finland whereas the Democratic Republic of Congo,



Chad and the Central African Republic rank last among the 156 countries included.

The SDG Index score signifies a country's position between the worst (0) and the best or target (100) outcomes. Sweden's overall Index score (85) suggest that the country is on average 85% of the way to the best possible outcome across the 17 SDGs. ■

Infographics follow on pages 79-81.

On the path to reaching the UN Goals 2030 Top 10 Countries

1.	Sweden	85.0
2.	Denmark	84.6
3.	Finland	83.0
4.	Germany	82.3
5.	France	81.2
6.	Norway	81.2
7.	Switzerland	80.1
8.	Slovenia	80.0
9.	Austria	80.0
10.	Iceland	79.7

Source: SDG Index 2018, Bertelsmann Stiftung, Sustainable Development Solutions Network (SDSN)

Daniel Rock får utmärkelse av Sharing Alpha

Hjertas rådgivare Daniel Rock har även i år fått en fin utmärkelse av rankingbolaget Sharing Alpha. I en värld av några tusen förvaltare tillhör han de tio procent bästa förvaltarna enligt Sharing Alphas ranking:

Fund selection ranking:  Top decile

Välkommen till Hjerta Stockholm - Nybrogatan 6!



Daniel Rock
Investeringsrådgivning och
Förmögenhetsplanering

Europeiska Investeringsrådgivarna AB
Nybrogatan 6, Stockholm, Tel 08 5460 1715
daniel.rock@bluewin.ch



SWEDEN

OECD Countries

OVERALL PERFORMANCE

Index score

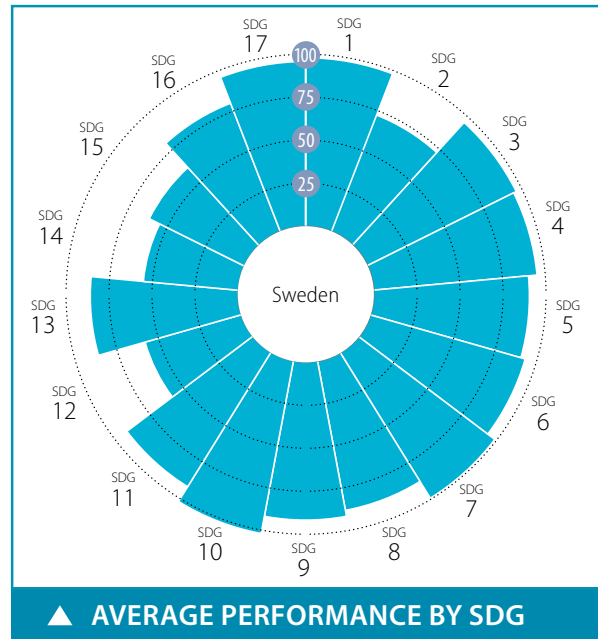


Regional average score



SDG Global rank

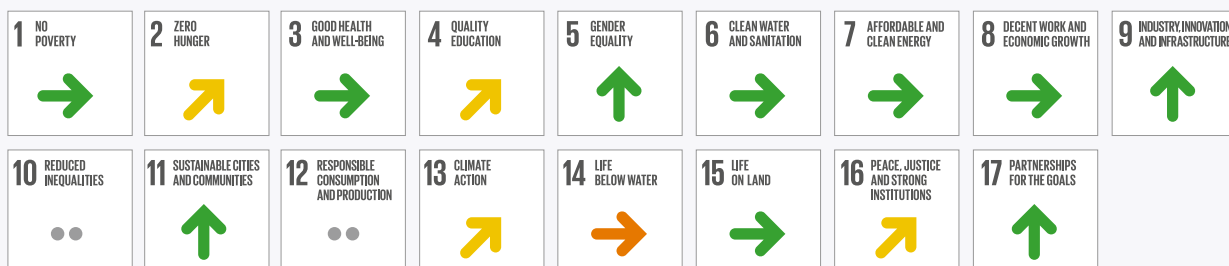
1 (OF 156)



CURRENT ASSESSMENT – SDG DASHBOARD



SDG TRENDS



Notes: The full title of Goal 2 "Zero Hunger" is "End hunger, achieve food security and improved nutrition and promote sustainable agriculture".
The full title of each SDG is available here: <https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals>

Source: SDG Index 2018, Bertelsmann Stiftung, Sustainable Development Solutions Network (SDSN)

SWITZERLAND

OECD Countries

OVERALL PERFORMANCE

Index score

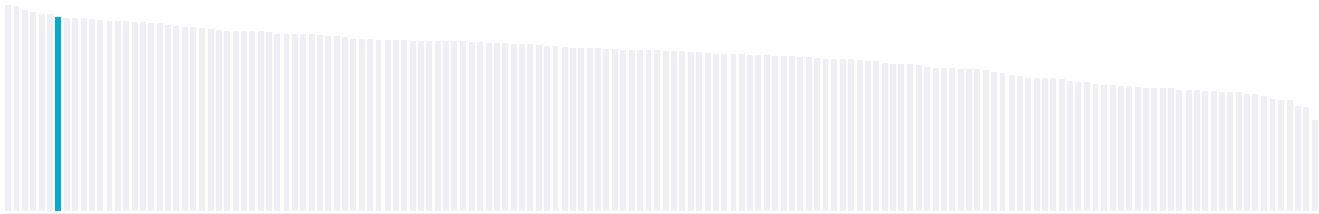
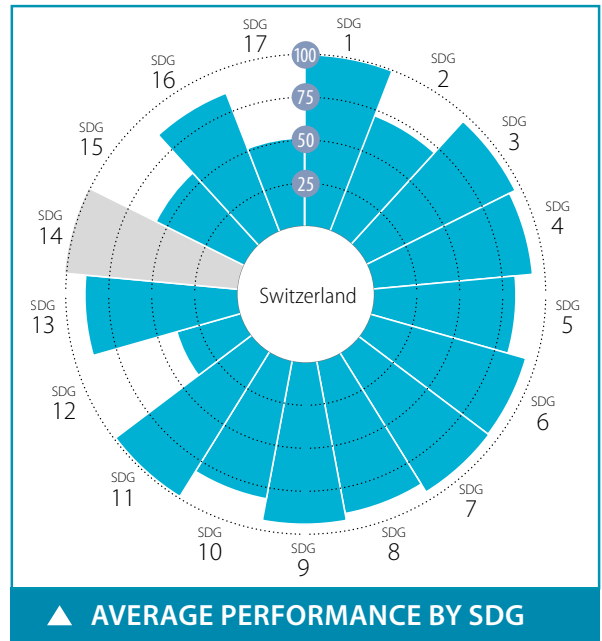


Regional average score



SDG Global rank

7 (OF 156)



CURRENT ASSESSMENT – SDG DASHBOARD



SDG TRENDS



Notes: The full title of Goal 2 "Zero Hunger" is "End hunger, achieve food security and improved nutrition and promote sustainable agriculture". The full title of each SDG is available here: <https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals>

Source: SDG Index 2018, Bertelsmann Stiftung, Sustainable Development Solutions Network (SDSN)

Smart Cities – Cities in Motion Index

Pascual Berrone, Joan Enric Ricart,
Ana Duch, Carlos Carrasco

Today more than ever, cities need to develop strategic planning processes, since only then can they outline paths toward innovation and prioritize the aspects that are most important for their future.

The strategic planning process should be participatory and flexible, and a central aim should be established: to define a sustainable action plan that will make the metropolis unique and renowned. Just as two companies do not have the same recipe for success, each city must look for its own model based on a series of common reflections and considerations.

IESE Cities in Motion Strategies is a research platform launched jointly by the Center for Globalization and Strategy and IESE Business School's Department of Strategy. The initiative connects a global network of experts in cities and specialist private companies with local governments from around the world. The aim is to promote changes at the local level and to develop valuable ideas and innovative tools that will lead to more sustainable and smarter cities. The platform's mission is to promote the Cities in Motion model, with an innovative approach to city governance and a new urban model for the 21st century based on four main factors: sustainable ecosystem, innovative activities, equality among citizens, and connected territory. We are pleased to present the 5th annual edition of the IESE Cities in Motion Index (CIMI).

Smart cities generate numerous business op-

portunities and possibilities for collaboration between the public and private sectors. All stakeholders can contribute, so an ecosystem network must be developed that will involve all of them: members of the public, organizations, institutions, government, universities, experts, research centers, etc.

CONCEPTUAL FRAMEWORK, DEFINITIONS AND INDICATORS

Our platform proposes a conceptual model based on the study of a large number of success stories and a series of in-depth interviews with city leaders, entrepreneurs, academics and experts linked to the development of cities.

Our model proposes a set of steps that include diagnosis of the situation, the development of a strategy, and its subsequent implementation. The first step to giving a good diagnosis is to analyze the status of the key dimensions, which we will set out below along with the indicators used to calculate the CIMI.

Human Capital

The main goal of any city should be to improve its human capital. A city with smart governance must be capable of attracting and retaining



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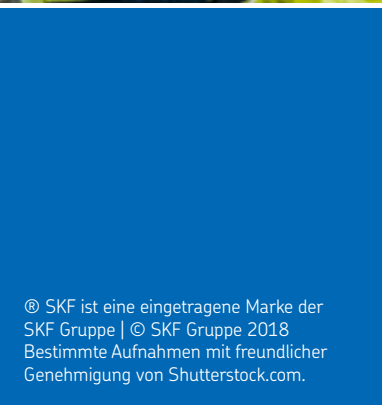
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talent, of creating plans to improve education, and of promoting creativity and research.

Human Capital Indicators: Higher education, Business Schools, Movement of students, Universities, Museums and art galleries, Schools, Theaters, Expenditure on leisure and recreation.

Social Cohesion

Social cohesion is a sociological dimension of cities that can be defined as the degree of consensus among the members of a social group or as the perception of belonging to a common situation or project. It is a measure of the intensity of social interaction within the group. Social cohesion in the urban context refers to the degree of coexistence among groups of people with different incomes, cultures, ages, and professions who live in a city. Concern about the city's social setting requires an analysis of factors such as immigration, community development, care of the elderly, the effectiveness of the health system, and public inclusion and safety.

Social Cohesion Indicators: Mortality, Crime rate, Health, Unemployment, Gini Index, Price of property, Female workers, Global Peace Index, Hospitals, Happiness Index, Global Slavery Index, Government response to situation of slavery, Terrorism.

Economy

This dimension includes all those aspects that promote the economic development of a territory: local economic development plans, transition plans, strategic industrial plans, and cluster generation, innovation and entrepreneurial initiatives.

Economic Indicators: Productivity, Time required to start a business, Ease of starting a business, Headquarters, Motivation for early-stage entrepreneurial activity, GDP estimate, GDP, GDP per capita.

Governance

Governance is the term commonly used to describe the effectiveness, quality and sound guidance of state intervention. Given that the citizen is the meeting point for solving all the challenges facing cities, factors such as the level of the public's participation, the authorities' ability to involve business leaders and local stakeholders, and the application of e-government plans should be taken into account. Moreover, this dimension encompasses all those actions aimed at improving the administration's efficiency, including the design of new organizational and management models. In this area, great opportunities open up for private initiative, which can bring greater efficiency.

Governance Indicators: Reserves, Reserves per capita, Embassies, ISO 37120 certification, Research centers, Strength of legal rights, Corruption perceptions, Open data platform, E-Government Development Index, Democracy, Government buildings.

The Environment

Sustainable development of a city can be defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." In this respect, factors such as improving environmental sustainability through antipollution plans, support for green buildings and alternative energy, efficient water management, and the existence of policies that help counter the effects of climate change are essential to guarantee the long-term sustainability of cities.

Environmental Indicators: CO₂ emissions, CO₂ emission index, Methane emissions, Access to the water supply, PM2.5, PM10, Pollution, Environmental Performance Index, Renewable water resources, Future climate, Solid waste.

Mobility and Transportation

The cities of the future have to tackle two major challenges in the

field of mobility and transportation: facilitating movement through cities (often large ones) and access to public services. Mobility and transportation – both with regard to road and route infrastructure, the vehicle fleet, and public transportation, as well as to air transportation – affect the quality of life of a city's inhabitants and can be vital to the sustainability of cities over time. However, perhaps the most important aspect is the externalities that are generated in the production system, both because of the workforce's need to commute and because of the need for an outlet for production.

Mobility and Transportation Indicators: Traffic Index, Inefficiency Index, Index of traffic for commuting to work, Bike sharing, Metro length, Metro stations, Flights, Gas stations, High speed train.

Urban Planning

The urban planning of a city has several subdimensions and is closely related to sustainability. If this is inadequate, it causes a reduction in the public's quality of life in the medium term and can also negatively affect investment incentives, since a city with inadequate planning or with no planning at all hinders and increases the costs of logistics and workers' transportation, among other aspects. To improve the habitability of any territory, it is necessary to take into account the local master plans and the design of green areas and spaces for public use, as well as opting for smart growth. The new urban planning methods should focus on creating compact, well-connected cities with accessible public services.

Urban Planning Indicators: Bicycles for rent, Percentage of the population with access to sanitation facilities, Number of people per household, High-rise buildings, Buildings.

International Outreach

Cities that want to progress must secure a privileged place in the world. Maintaining global impact involves

improving the city brand and its international recognition through strategic tourism plans, the attracting of foreign investment and representation abroad. Cities can have a greater or lesser international outreach even if they are from the same country but this is not independent of the degree of openness nationally. This dimension seeks to reflect these differences and to measure the international outreach of cities.

International Outreach

Indicators: McDonald's, Airports, Number of passengers per airport, Sightsmap, Number of conferences and meetings, Hotels.

Technology

Although not the only important aspect for cities, information and communications technology (ICT) is part of the backbone of any society that wants to achieve "smart" status.

Technology, an integral dimension of the CIMI, is an aspect of society that improves the present quality of life, and its level of development or spread is an indicator of the quality of life achieved or the potential quality of life. In addition, technological development is a dimension that allows cities to be sustainable over time and to maintain or extend the competitive advantages of their production system and the quality of employment.

Technology Indicators: Twitter, LinkedIn, Facebook, Mobile phones, Wi-Fi hot spot, Apple store, Innovation Index, Land-line subscriptions, Broadband subscriptions, Internet, Mobile telephony.

Ranking	City	Performance	CIMI
1	New York-United States	A	100.00
2	London-United Kingdom	A	99.27
3	Paris-France	A	90.20
4	Tokyo-Japan	RA	84.38
5	Reykjavik-Iceland	RA	83.26
6	Singapore-Singapore	RA	79.52
7	Seoul-South Korea	RA	79.21
8	Toronto-Canada	RA	78.16
9	Hong Kong-China	RA	77.48
10	Amsterdam-The Netherlands	RA	77.44
11	Berlin-Germany	RA	76.34
12	Melbourne-Australia	RA	74.91
13	Copenhagen-Denmark	RA	74.55
14	Chicago-United States	RA	73.55
15	Sydney-Australia	RA	73.50
16	Stockholm-Sweden	RA	73.29
17	Los Angeles-United States	RA	72.80
18	Wellington-New Zealand	RA	71.64
19	Vienna-Austria	RA	71.51
20	Washington-United States	RA	70.31
21	Boston-United States	RA	69.39
22	Helsinki-Finland	RA	69.17
23	Oslo-Norway	RA	68.14
24	Zurich-Switzerland	RA	68.04
25	Madrid-Spain	RA	67.76
26	Barcelona-Spain	RA	67.53
27	San Francisco-United States	RA	67.31
28	Auckland-New Zealand	RA	66.33
29	Bern-Switzerland	RA	66.12
30	Dublin-Ireland	RA	65.63
31	Hamburg-Germany	RA	65.10
32	Geneva-Switzerland	RA	64.96
33	Göteborg-Sweden	RA	64.95
34	Basel-Switzerland	RA	64.88
35	Ottawa-Canada	RA	64.79
36	Vancouver-Canada	RA	64.78
37	Munich-Germany	RA	64.42
38	Montreal-Canada	RA	64.42
39	Houston-United States	RA	64.36
40	Prague-Czech Republic	RA	63.85
41	Dallas-United States	RA	61.70
42	Frankfurt-Germany	RA	61.61
43	Rotterdam-The Netherlands	RA	60.62
44	Lyon-France	RA	60.49
45	Milan-Italy	RA	60.06
46	Philadelphia-United States	M	59.70
47	San Diego-United States	M	59.34
48	Brussels-Belgium	M	59.01
49	Riga-Latvia	M	58.98
50	Tallinn-Estonia	M	58.97

Rank	Economy	Human Capital	Social Cohesion	The Environment	Governance	Urban Planning	International Outreach	Technology	Mobility and Transportation
1	New York	London	Helsinki	Reykjavik	Bern	New York	Paris	Hong Kong	Paris
2	Tokyo	Los Angeles	Bern	Wellington	Melbourne	Toronto	London	Singapore	London
3	Los Angeles	Boston	Berlin	Copenhagen	Geneva	Paris	New York	Amsterdam	Seoul
4	London	New York	Zurich	Tallinn	Toronto	Vancouver	Berlin	Dubai	New York
5	Stockholm	Tokyo	Basel	Riga	London	Chicago	Singapore	New York	Shanghai
6	San Francisco	Washington	Linz	San José	Helsinki	Kiev	Amsterdam	London	Berlin
7	Paris	Berlin	Eindhoven	Montevideo	Los Angeles	London	Bangkok	Reykjavik	Reykjavik
8	Houston	Paris	Melbourne	Stockholm	Singapore	Ottawa	Vienna	Sydney	Munich
9	Dallas	Moscow	Munich	Lisbon	Zurich	Montreal	Chicago	Abu Dhabi	Madrid
10	Chicago	Chicago	Liverpool	Singapore	Ottawa	Hong Kong	Melbourne	Seoul	Beijing

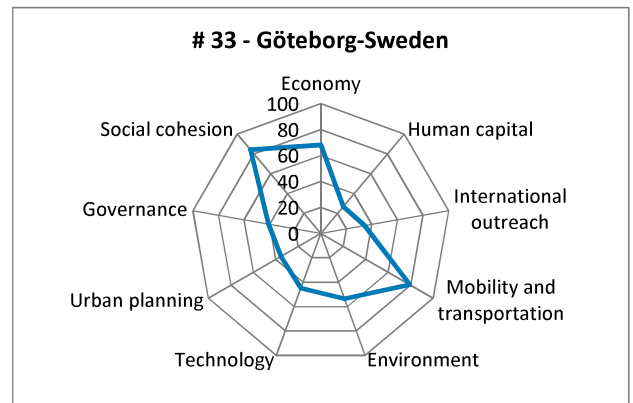
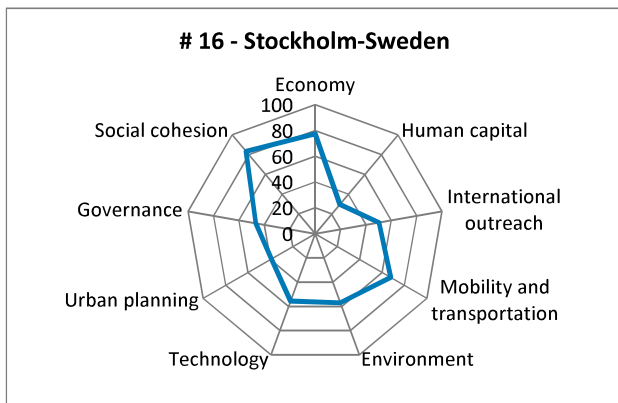
Sweden

Stockholm is ranked among the top five “medium cities” – that is, cities that have between 1 million and 5 million inhabitants. This ranking is led by Amsterdam, followed by Melbourne, Copenhagen, Sydney and Stockholm in 5th place. These

cities are in the top 20 positions of the overall ranking and stand out in almost every dimension.

In the ranking for the top five “small cities,” or cities that have a population of between 600,000 and 1 mil-

lion inhabitants, Göteborg is in the first position followed by Riga. The cities of Vilnius, Bratislava and Nice complete the ranking.

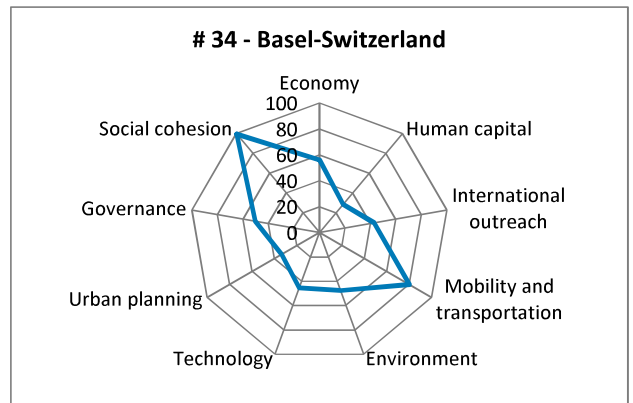
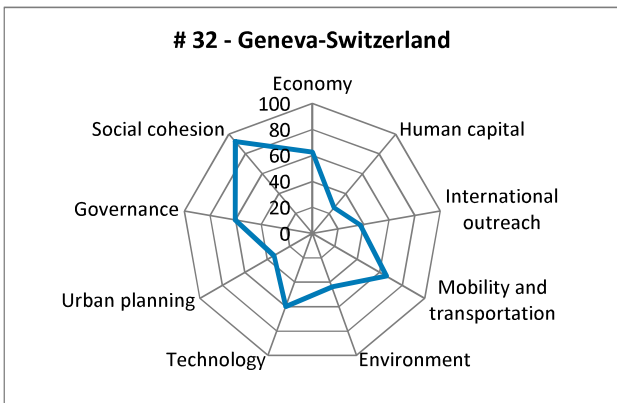
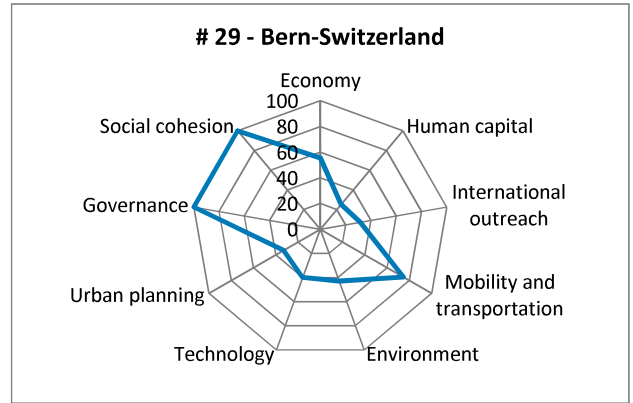
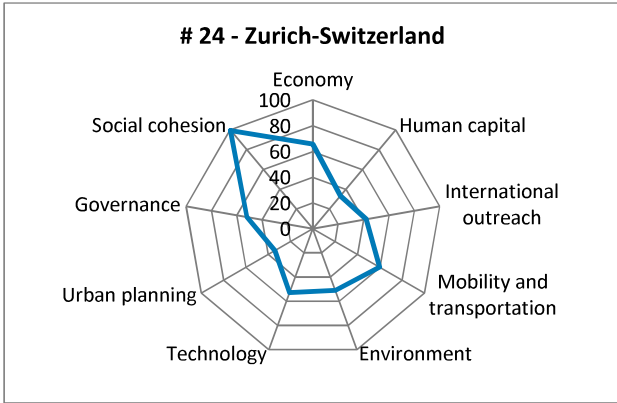


Switzerland

The top five so-called “smallest cities” are headed by Reykjavik followed by Wellington. The top five are completed by three Swiss cities: Bern, Geneva and Basel, which stand out for their performance in the governance, social cohesion

and mobility dimensions.

Bern is in position 29 in the ranking and is the second best-placed Swiss city after Zurich. It is noteworthy for being first in the governance dimension and second for social cohesion. ■





Zurich – Smart City Strategy

Zurich's Smart City Strategy creates a framework to optimally use the opportunities of the digital transformation to improve the quality of the environment and to reach the 2000-watt society goal. Innovation is promoted through funding and enabled through cooperation: Smart City Lab, data pools and hackathons, and through communication and dialogue. Projects include: "Digital Twin" a 3D version of the city for urban scenarios and architec-

tural projects; LoRaWAN (Long Range wide Network) a technological basis for Smart City & the Internet of Things applications. It enables an easy and cost efficient way of collecting and measuring air quality, water levels and more; HoloPlanning: Augmented reality glasses to visualise future buildings, underground pipes. "Bedarfsverkehr im ÖV" a project which will enable cars to communicate with one another to improve traffic flow.



Source: <https://www.stadt-zuerich.ch/>

The image is a rendering of the Zurich planned tram network from VBZ; Text & Illustration: © 2019, POPELIX GmbH

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 16 May 2019 multiplied by the number of shares issued. Only listed companies are included.

	Company	Market cap on 16 May 2019 (M USD)	Ranking Last Year	Sector	Country
1	Nestlé SA	300,599	1	Food Products	
2	Roche Holding AG	221,938	3	Pharmaceuticals	
3	Novartis AG	207,045	2	Pharmaceuticals	
4	UBS Group AG	98,763	4	Capital Markets	
5	ABB Ltd	46,058	6	Electrical Equipment	
6	Cie Financière Richemont SA	41,223	5	Textiles, Apparel & Luxury Goods	
7	Atlas Copco AB	41,223	7	Machinery	
8	Investor AB	39,833	11	Diversified Financial Services	
9	LafargeHolcim Ltd	34,569	13	Construction Materials	
10	Volvo AB	34,569	10	Machinery	
11	Swiss Re AG	34,529	12	Insurance	
12	Telefonaktiebolaget LM Ericsson	31,934	16	Communications Equipment	
13	Credit Suisse Group AG	31,365	8	Capital Markets	
14	Alcon Inc	30,848	New	Health Care Equipment & Supplies	
15	Hennes & Mauritz AB	30,826	14	Specialty Retail	
16	Swisscom AG	30,365	19	Diversified Telecommunication	
17	Givaudan SA	30,253	25	Chemicals	
18	Lonza Group AG	29,944	27	Life Sciences Tools & Services	
19	Assa Abloy AB	27,252	18	Building Products	
20	Schindler Holding AG	24,402	21	Machinery	
21	Sika AG	23,652	26	Chemicals	
22	Sandvik AB	23,298	20	Machinery	
23	Essity AB	22,784	30	Household Products	
24	Svenska Handelsbanken AB	22,137	22	Banks	
25	Skandinaviska Enskilda Banken	22,137	24	Banks	
26	Partners Group Holding AG	21,897	28	Capital Markets	
27	SGS SA	21,096	29	Professional Services	
28	Hexagon AB	20,680	New	Electronic Equipment, Instruments	
29	Telia Co AB	20,378	23	Diversified Telecommunication	
30	Lindt & Sprüngli AG	20,281	New	Food Products	











Top 10 companies in terms of revenue FY'2018

The below list shows the top Swedish and Swiss listed companies in terms of trailing revenue FY'2018. All values in Mio USD.

	Company	Revenue FY' 2018 (M USD)	Sector	Country
1	Nestlé SA	93,807	Food Products	
2	Roche Holding AG	58,121	Pharmaceuticals	
3	Novartis AG	51,692	Pharmaceuticals	
4	Volvo AB	45,668	Machinery	
5	UBS Group AG	42,445	Capital Markets	
6	Swiss Re AG	36,881	Insurance	
7	Credit Suisse Group AG	33,861	Capital Markets	
8	ABB Ltd	32,388	Electrical Equipment	
9	LafargeHolcim Ltd	28,082	Construction Materials	
10	Adecco Group AG	27,583	Professional Services	

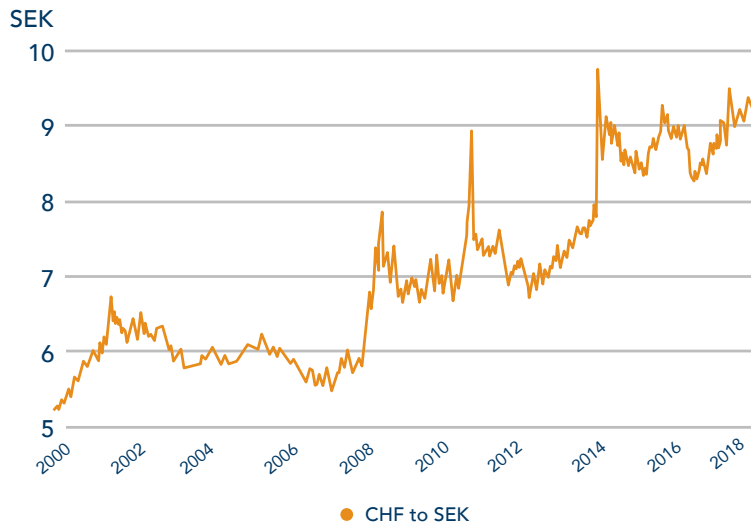
Top 10 companies in terms of FTEs

The below list shows the top Swedish and Swiss listed companies in terms of Full-Time employee Equivalents (FTEs) on 16 May 2019. All values in Mio USD.

	Company	FTEs on 16 May 2019	Sector	Country
1	Securitas AB	313,000	Commercial Services & Supplies	
2	Nestlé SA	308,000	Food Products	
3	Hennes & Mauritz AB	177,000	Specialty Retail	
4	ABB Ltd	146,600	Electrical Equipment	
5	Novartis AG	130,000	Pharmaceuticals	
6	Volvo AB	106,280	Machinery	
7	SGS SA	96,492	Professional Services	
8	Telefonaktiebolaget LM Ericsson	94,580	Communications Equipment	
9	Roche Holding AG	94,442	Pharmaceuticals	
10	Kuehne + Nagel International AG	82,458	Marine	

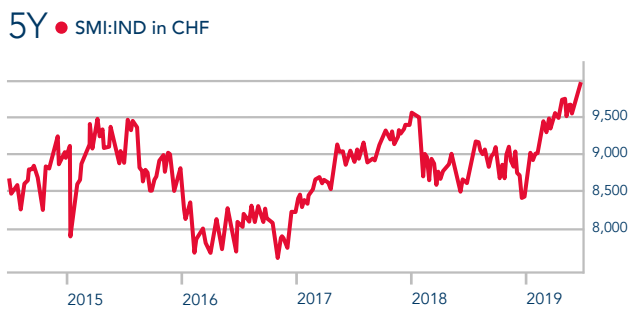
Development currency exchange CHF to SEK

The following diagram shows the currency exchange development for CHF to SEK for the period 1 February 2000 to 16 May 2019.



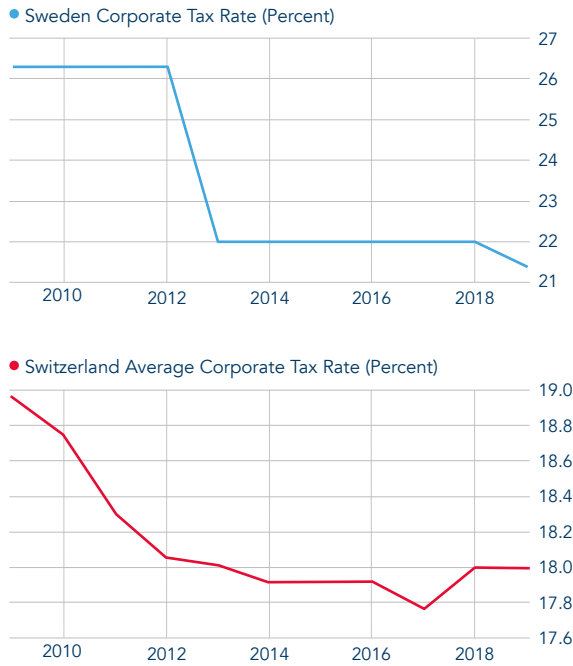
Source: Skandinaviska Enskilda Banken S.A.;
Graphics: POPELIX GmbH

Development of the Swedish and Swiss stock markets



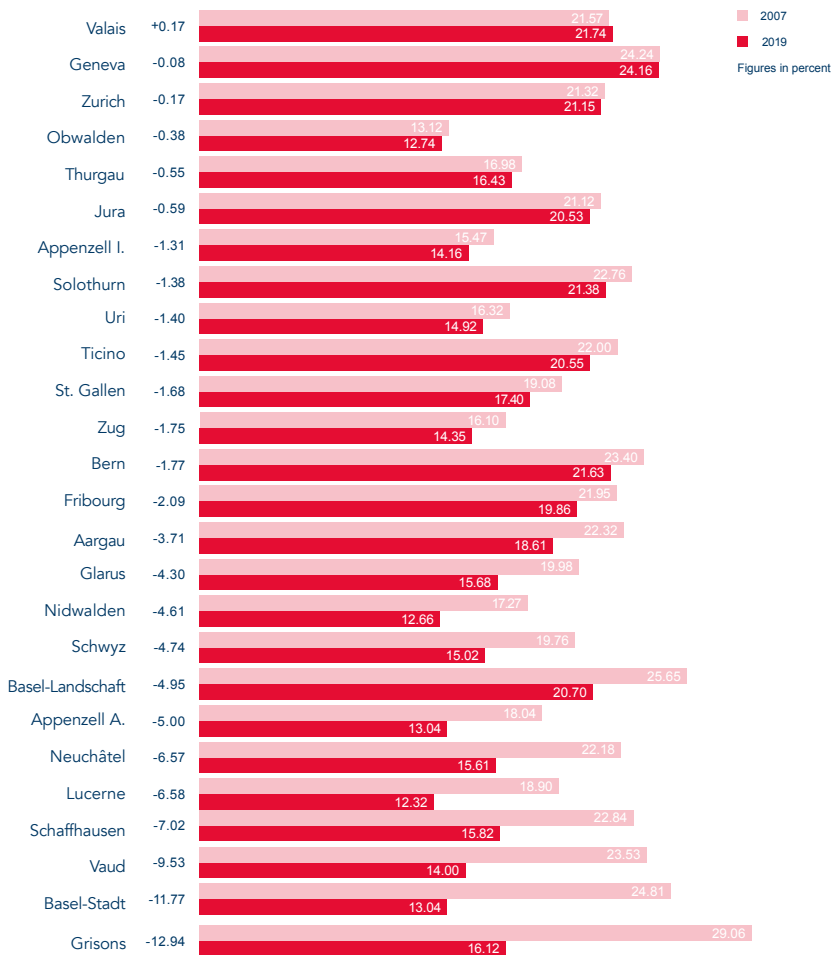
Source: <https://www.bloomberg.com/quote/SMI:IND>
Graphics: POPELIX GmbH

Corporate tax rates in Sweden and Switzerland



Source: tradingeconomics.com; Graphics: POPELIX GmbH

Corporate tax rates in the Swiss cantons – trend 2007 to 2019

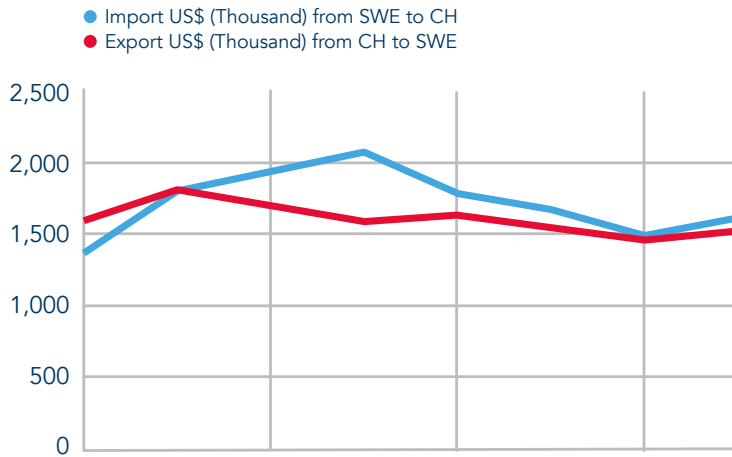


Source: KPMG; Graphics: POPELIX GmbH

Country statistical profile comparison		Switzerland			Sweden		
	unit	2016	2017	2018	2016	2017	2018
Production and income							
GDP per capita	USD current PPPs	64'216	66'300		49'084	51'405	53'171
Gross national income (GNI) per capita	USD current PPPs	64'675			49'620	52'134	
Household disposable income	Annual growth %	3			4	1	
Economic growth							
Real GDP growth	Annual growth %	2	2	3	3	2	2
Net saving rate in household disposable income	%	19			16	15	
Gross fixed capital formation	Annual growth %	3	3	2	4	6	3
Economic structure: share of real value added							
Agriculture, forestry, fishing	%	1	1		1	1	
Industry including energy	%	20	21		18	19	
Construction	%	5	5		6	6	
Trade, repairs, transport, accomm., food services	%	20	20		18	18	
Information, communication	%	4	4		7	7	
Finance and insurance	%	9	9		4	4	
Real estate	%	8	8		8	8	
Professional, scientific, support services	%	10	10		12	12	
Public admin., defence, education, health, social work	%	19	19		22	22	
Other services (ISIC Rev.4 R - U)	%	3	2		3	3	
Government deficits and debt							
Government deficit	% of GDP	0	1		1	1	
General government debt	% of GDP	42	43		60	58	
General government revenues	% of GDP	35	35		51	51	
General government expenditures	% of GDP	34	34		50	49	
Expenditure							
Government/compulsory expenditure on health	% of GDP	8	8		9	9	
Voluntary expenditure on health	% of GDP	5	5		2	2	
Public social expenditure	% of GDP	16	16	16	26	26	26
Private social expenditure	% of GDP						
Public pension expenditure	% of GDP						
Private pension expenditure	% of GDP						
Net official development assistance (Aid)	% of GNI	1	0		1	1	
Taxes							
Total tax revenue	% of GDP	28	28		44	44	
Tax on personal income	% of GDP	9	9		13	13	
Tax on corporate profits	% of GDP	3	3		3	3	
Taxes on goods and services	% of GDP	6	6		12	12	
Taxes on the average worker	% of labour cost	22	22	22	43	43	43
Trade							
Imports of goods and services	% of GDP	54	54	53	40	42	44
Exports of goods and services	% of GDP	66	65	65	44	45	47
Goods trade balance: exports minus imports of goods	Bln USD	51	50	58	12	11	9
Imports of goods	Bln USD	266	266	274	141	154	170
Exports of goods	Bln USD	317	316	332	152	165	178
Service trade balance: exports minus imports of	Bln USD	20	18	21	11	4	3
Imports of services	Bln USD	99	103	103	62	70	71
Exports of services	Bln USD	119	122	124	73	74	74
Current account balance of payments	% of GDP	9	7	10	4	3	2
Foreign direct investment (FDI)							
Outward FDI stocks	Mln USD	1'111'955	1'137'243		340'610	374'490	
Inward FDI stocks	Mln USD	925'681	1'001'113		286'866	325'107	
Inflows of foreign direct investment	Mln USD	60'688	38'999		17'346	12'074	
Outflows of foreign direct investment	Mln USD	88'554	-34'916		3'236	22'769	
Prices and interest rates							
Inflation rate: all items	Annual growth %	-0	1	1	1	2	2
Inflation rate: all items non food non energy	Annual growth %	-0	0	0	1	1	1
Inflation rate: food	Annual growth %	0	0	1	1	2	2
Inflation rate: energy	Annual growth %	-4	4	8	1	6	11
Producer Price Indices (PPI): manufacturing	Annual growth %	-1	-0	1	-1	4	6
Long-term interest rates	%	-0	-0	0	1	1	1
Purchasing power and exchange rates							
Purchasing power parities	CHF per USD	1	1		9	9	
Exchange rates	CHF per USD	1	1	1	9	9	9
Indices of price levels	OECD=100	142	139	137	120	119	116

Country statistical profile comparison		Switzerland			Sweden		
	unit	2016	2017	2018	2016	2017	2018
Energy supply and prices							
Total primary energy supply (TPES)	Mtoe	24	24		49	47	
TPES per unit of GDP at 2000 prices and PPPs	Toe per '000 USD	0	0		0	0	
Renewable energy	Ktoe	5'332	5'383		18'282	18'426	
Crude oil import prices	USD per barrel	45	56		42	54	
Information and Communications Technology (ICT)							
Households with access to computers	%					93	
Households with access to internet	%		93		94	95	92
Environment							
Water abstractions	Mln m ³						
National fish landings in domestic ports	'000 tonnes				92	84	
National fish landings in foreign ports	'000 tonnes				106	138	
Aquaculture	'000 tonnes	2			16		
Municipal waste total	'000 tonnes	6'056	5'992		4'393	4'551	
Municipal waste total per capita	Kg	721	707		447	459	
CO ₂ emissions from fuel combustion	Mln tonnes	38			38		
Education							
Tertiary attainment in population aged 25-64	%	41	43		41	42	
Expenditure per student: primary, 2010 prices	USD constant						
Expenditure per student: secondary, 2010 prices	USD constant PPPs						
Expenditure per student: tertiary, 2010 prices	USD constant						
Youths 15-19 not in education nor employment	%		5			4	
Youths 20-24 not in education nor employment	%		9		11	10	
Employment							
Employment rate in population aged 15-24	%	63	63	63	44	45	45
Employment rate in population aged 25-54	%	86	86	87	86	86	87
Employment rate in population aged 55-64	%	71	72	73	75	76	78
Incidence of part-time employment	%	26	27		14	14	
Self-employment rate: total employment	%	15	15		10	10	
Self-employment rate: male employment	%	17	17		14	14	
Self-employment rate: female employment	%	13	13		6	6	
Unemployment							
Unemployment rate: total labour force	%	5	5	5	7	7	6
Unemployment rate: male labour force	%	5	5	4	7	7	6
Unemployment rate: female labour force	%	5	5	5	7	6	6
Long-term unemployment: total unemployed	%	39	38		17	17	
Labour compensation and hours worked							
Labour compensation per unit labour input, total	Annual growth %	-0			2	3	3
Average time worked per person in employment	Hours per year	1'590	1'570		1'465	1'453	
Research and Development (R&D)							
Gross domestic expenditure on R&D	Mln USD				14'559	15'128	
Researchers: full-time equivalent	Per '000				14	15	
Population							
Total population	'000 persons						
Population growth rates	%						
Total fertility rates	Children	2			2		
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		5	5	
Unemployment rate in population of foreign-born men	% of labour force	8	7		17	16	
Unemployment rate in population of native-born	% of labour force	3	3		5	4	
Unemployment rate in population of foreign-born	% of labour force	9	9		15	15	
Health							
Life expectancy at birth	Years	84			82		
Life expectancy at birth: men	Years	82			81		
Life expectancy at birth: women	Years	86			84		
Infant mortality	Per '000	4			3		
Overweight or obese, % of population aged 15 and	Measured						
Suicide Rates	Per 100 000				11		
Transport							
Goods transport	Mln tonne-km	29'519			60'695	60'403	
Passenger transport	Mln passenger-km	122'088			137'929	139'996	
Road Fatalities	Per mln	26			27		

Total trade between Sweden and Switzerland between 2010 and 2017



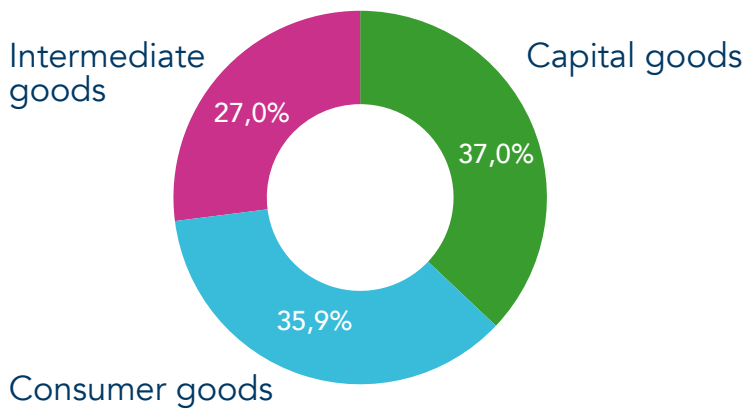
Main export products to Sweden

- Chemicals
- Mach and Elec
- Metals
- Food Products
- Plastic or Rubber
- Transportation

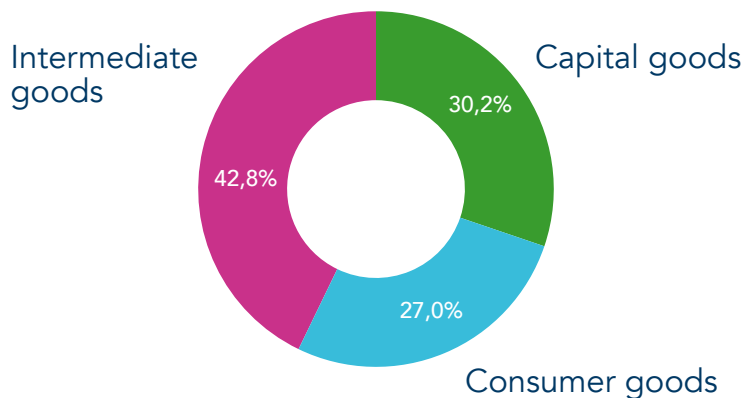
Main import products from Sweden

- Stone and Glass
- Mach and Elec
- Transportation
- Chemicals
- Wood
- Metals

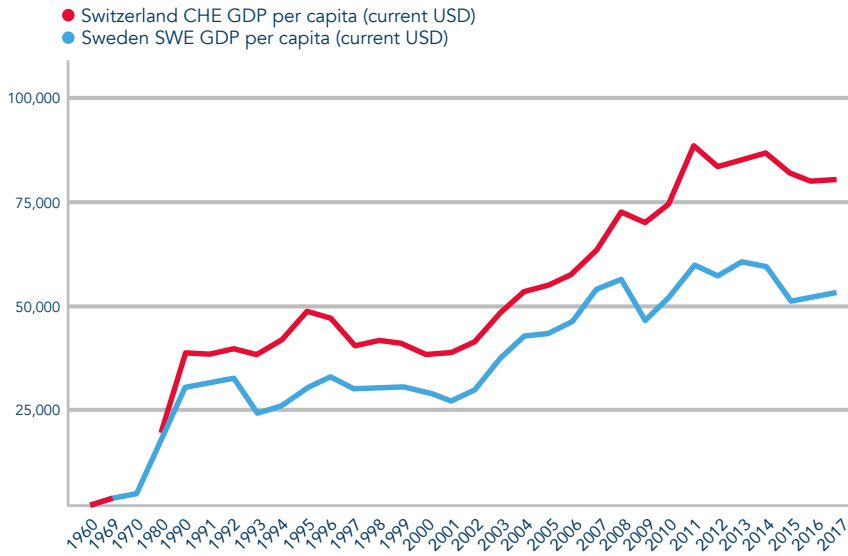
Exports from Switzerland to Sweden in 2017



Imports to Switzerland from Sweden in 2017



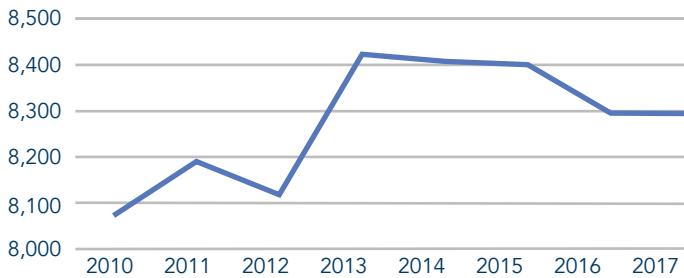
Development of the Swedish and Swiss GDP per capita



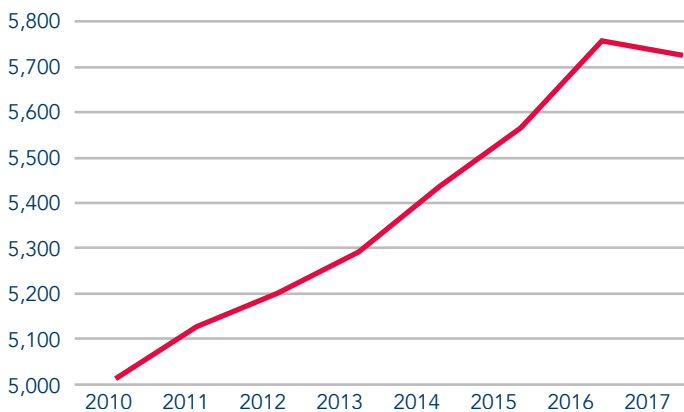
Source: worldbank.org;
Graphics: POPELIX GmbH

Swedes residing in Switzerland between 2010-2017

(Both permanent and non-permanent)



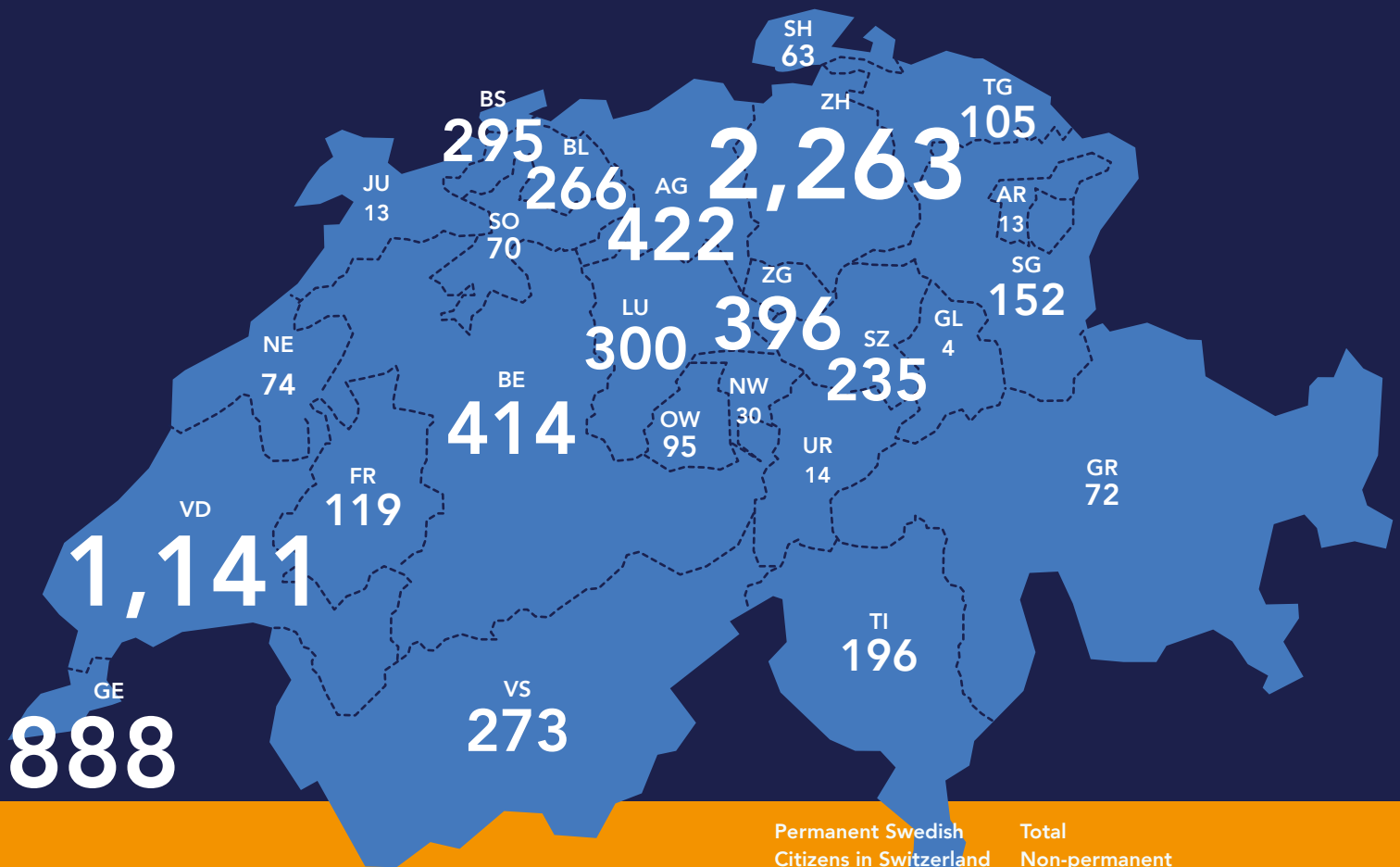
Swiss residing in Sweden between: 2010-2017



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

Swedish Citizens in Switzerland

2017



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

Canton	Total	Women	Men	Total Non-permanent Swedish Citizens
ZH Zürich	2,263	1,025	1,238	103
BE Bern	414	195	219	26
LU Luzern	300	159	141	7
UR Uri	14	7	7	2
SZ Schwyz	235	102	133	1
OW Obwalden	95	35	60	22
NW Nidwalden	30	13	17	0
GL Glarus	4	2	2	0
ZG Zug	396	194	202	8
FR Fribourg	119	64	55	2
SO Solothurn	70	29	41	3
BS Basel-Stadt	295	142	153	15
BL Basel-Landschaft	266	135	131	6
SH Schaffhausen	63	34	29	1
AR Appenzell Ausserrhoden	13	3	10	0
SG St. Gallen	152	76	76	8
GR Graubünden	72	34	38	27
AG Aargau	422	184	238	13
TG Thurgau	105	53	52	3
TI Ticino	196	101	95	4
VD Vaud	1,141	632	509	46
VS Valais	273	130	143	70
NE Neuchâtel	74	38	36	2
GE Geneva	888	468	420	16
JU Jura	13	9	4	0
Switzerland Total	7,913	3,859	4,054	385

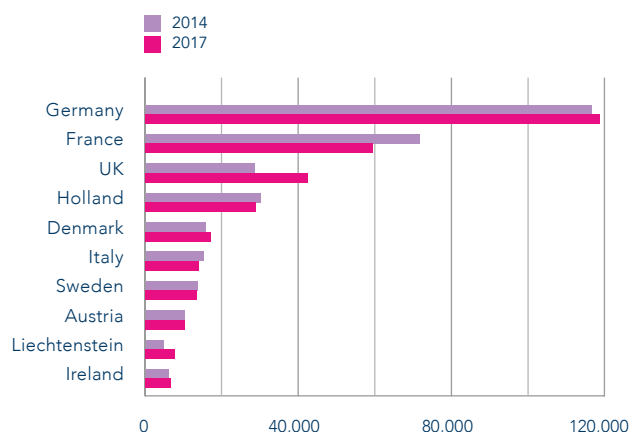
5,920
Swiss people
living in Sweden
in 2018

Foreign and Swedish companies in Switzerland

In Switzerland, enterprise groups account for around a third of employment and almost nine tenths of international trade in goods.

At the end of 2017, 46 614 enterprises in Switzerland were part of an enterprise group. They accounted for just over one third of total employment. From 2014 to 2017, major shifts took place between the countries of ultimate control of foreign multinationals. Enterprise groups are of paramount importance to cross-border goods trade in which they handle almost nine tenths of the trade volume.

Number of foreign-controlled jobs and enterprise groups in Switzerland by country of origin (country selection) in 2014 and 2017



Development of corporate groups, 2014-2017

Year	Corporate Groups Total			Groups under domestic control			Groups under foreign control		
	No. of groups	No. of companies	No. of employees	No. of groups	No. of companies	No. of employees	No. of groups	No. of companies	No. of employees
2014	20,282	42,119	1,771,650	12,834	30,479	1,305,468	7,448	11,640	466,182
2015	21,407	43,731	1,780,143	13,880	31,931	1,312,847	7,527	11,800	467,296
2016	22,457	45,432	1,796,630	14,719	33,447	1,327,448	7,738	11,985	469,182
2017	23,746	46,614	1,810,976	15,863	34,507	1,332,111	7,883	12,107	478,865
Annual growth rates, in %									
2015	5.5	3.8	0.5	8.2	4.8	0.6	1.1	1.4	0.2
2016	4.9	3.9	0.9	6.0	4.7	1.1	2.8	1.6	0.4
2017	5.7	2.6	0.8	7.8	3.2	0.4	1.9	1.0	2.1

Development of foreign-controlled corporate groups by country of residence (selection), 2014-2017

Country	2014			2017			Average annual growth rate in %		
	No. of groups	No. of companies	No. of employees	No. of groups	No. of companies	No. of employees	No. of groups	No. of companies	No. of employees
total	7,448	11,640	466,182	7,883	12,107	478,865	1.9	1.3	0.9
Europe total	5,807	8,860	330,354	6,058	9,002	336,934	1.4	0.5	0.7
Other countries	894	1,164	16,787	949	1,225	18,237	2.0	1.7	2.8
Austria	325	434	10,391	346	448	10,392	2.1	1.1	1.0
Germany	1,791	2,616	11,683	1,847	2,669	118,637	1.0	0.7	0.6
Denmark	101	164	15,847	93	151	16,989	(3)	(3)	2.3
France	604	1,460	71,839	662	1,428	59,551	3.1	-0.7	-6.1
UK	941	1,240	28,587	982	1,319	42,438	1.4	2.1	14.1
Ireland	61	183	6,164	57	166	6,603	-2.2	-3.2	2.3
Italy	376	482	15,446	430	520	14,138	4.6	2.6	-2.9
Liechtenstein	169	122	4,847	198	259	7,753	5.4	5.4	16.9
Holland	440	697	30,216	379	611	28,864	-4.9	-4.3	-1.5
Sweden	105	199	13,647	115	206	13,332	3.1	1.2	-0.8
rest of the world total	1,641	2,780	135,828	1,825	3,105	141,931	3.6	3.8	1.5
other countries	608	886	36,011	732	1,034	28,882	6.4	5.3	-7.1
China	20	27	1,815	36	75	13,965	21.6	40.6	97.4
Japan	127	208	9,484	142	227	10,333	3.8	3.0	2.9
USA	886	1,659	88,518	915	1,769	88,751	1.1	2.2	0.1

Foreign and Swiss companies in Sweden

Increase in foreign ownership

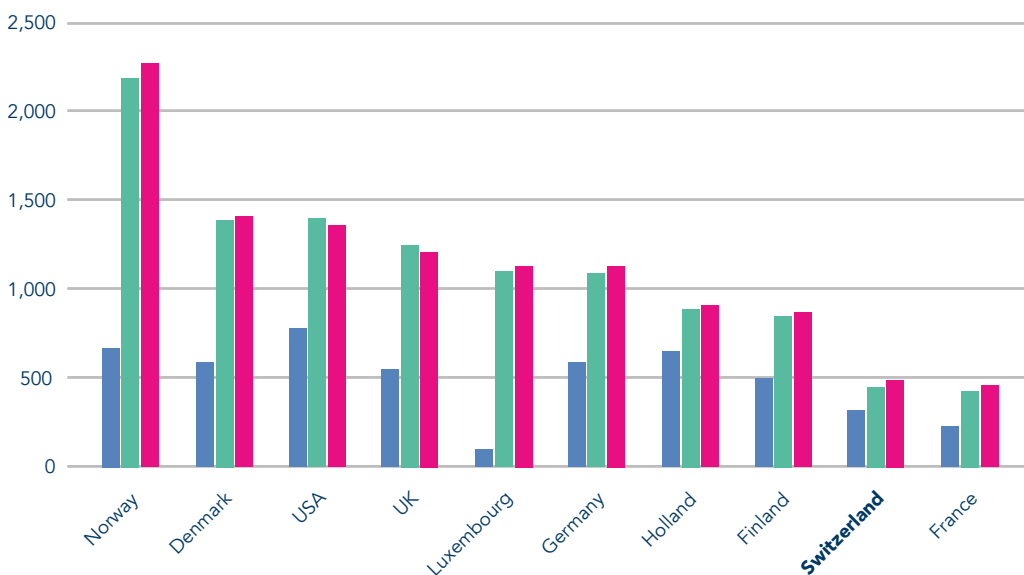
Foreign control of enterprises increased in Sweden with 277 enterprises in 2017. After the increase there were 14,388 foreign controlled enterprises in Sweden. The number of employees in the foreign controlled enterprises increased with 39,204 persons, which was an increase with 6 percent compared to last year's survey. This meant that there were 672,420 employees in foreign-owned companies in Sweden in 2017.

Most enterprises in the service sector

Of all foreign controlled enterprises 79 per cent belonged to the service sector and 10 percent to the manufacturing industry in 2017. 64 per cent of all employees in foreign controlled enterprises were employed in the services sector, 30 percent in the manufacturing industry, and 4 percent in the construction industry.

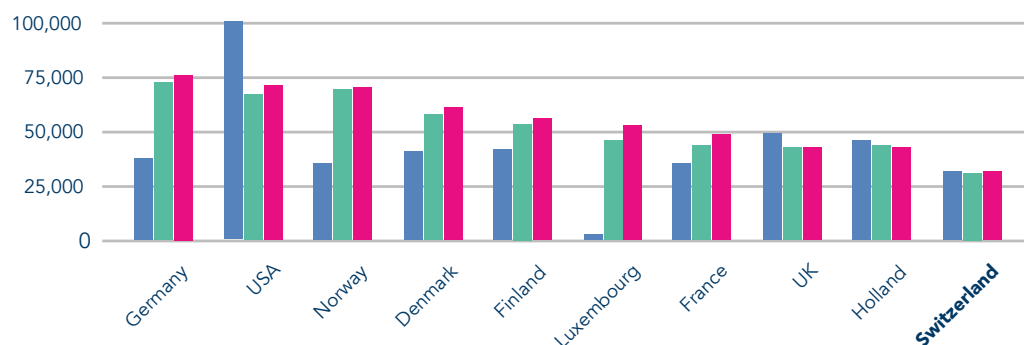
Top 10* foreign-controlled companies in Sweden, 2000, 2016 and 2017 number of companies

■ 2000 ■ 2016 ■ 2017



Top 10* foreign-controlled companies in Sweden, 2000, 2016 and 2017 number of employees

■ 2000 ■ 2016 ■ 2017



* Ranking is based on the 2017 numbers

Source: Tillväxtanalys; Graphics: POPELIX GmbH

Foreign-controlled enterprises and employees by country of origin, 2000, 2016 and 2017

Owner Group /Owner Country	2000			2016			2017		
	No. of companies	No. of employees	Share of Employees	No. of companies	No. of employees	Share of Employees	No. of companies	No. of employees	Share of Employees
Norway	668	35,048	8	2,186	69,616	11	2,267	70,763	11
Denmark	591	41,320	9	1,390	57,487	9	1,410	60,927	9
USA	775	100,805	23	1,395	67,336	11	1,359	71,326	11
UK	550	49,717	11	1,248	42,535	7	1,211	43,156	6
Luxembourg	101	2,252	1	1,097	45,798	7	1,132	52,490	8
Germany	588	37,453	8	1,090	72,803	11	1,130	76,640	11
Holland	644	46,041	10	884	43,899	7	912	42,683	6
Finland	493	42,035	9	852	53,711	8	867	56,368	8
Switzerland	313	31,622	7	448	31,008	5	490	31,952	5
France	223	35,213	8	427	43,911	7	456	48,934	7
Cyprus	36	2,543	1	318	2,177	0	309	2,765	0
Jersey	4	27	0	-	8,163	1	194	15,129	2
Bahamas	3	10	0	170	208	0	181	211	0
Japan	105	4,670	1	154	11,817	2	169	14,009	2
Belgium	61	1,389	0	170	2,351	0	154	2,401	0
Italy	36	1,506	0	145	5,153	1	151	5,313	1
Austria	57	3,102	1	142	5,351	1	143	5,568	1
Malta	0	0	0	124	989	0	134	1,172	0
Canada	35	3,099	1	108	-	0	118	-	0
Ireland	18	284	0	99	2,836	0	109	3,566	1
China	4	13	0	85	18,843	3	108	21,418	3
Spain	6	61	0	-	2,501	0	97	2,554	0
Estonia	2	..	-	64	530	0	61	346	0
Australia	9	22	0	54	1,091	0	58	1,128	0
Hongkong	6	41	0	51	5,001	1	58	6,887	1
India	2	-	-	51	2,182	0	54	3,214	0
Singapore	3	5,005	1	28	282	0	50	478	0
Poland	4	38	0	48	311	0	45	231	0
Gurnsey	0	0	0	69	11,664	2	32	1,389	0
Iceland	7	253	0	31	741	0	28	653	0
Lithuania	0	0	0	26	291	0	28	198	0
Latvia (lettland)	8	37	0	24	93	0	25	110	0
Liechtenstein	10	210	0	13	482	0	21	565	0
Turkey	-	-	0	15	271	0	20	401	0
Bermuda	8	273	0	22	1,247	0	19	1,206	0
British Virgin Islands	8	51	0	18	457	0	18	365	0
Cayman Islands	2	0	0	15	120	0	16	196	0
South Korea	6	62	0	15	485	0	16	455	0
Czech Republic	-	-	0	15	46	0	16	57	0
Monaco	-	-	0	26	314	0	15	111	0
Taiwan	-	-	0	14	240	0	15	239	0
Gibraltar	14	326	0	16	248	0	14	194	0
Israel	7	100	0	11	103	0	11	140	0
Saudi Arabia	34	961	0	20	1,404	0	10	1,489	0
Russia	7	16	0	-	-	0	-	-	0
Thailand	1	-	0	-	-	0	-	-	0
Other Countries	45	638	0	149	1,340	0	144	2,003	0
Unspecified Country	24	468	0	494	627	0	476	681	0
Shared Ownership	-	-	0	54	5,415	1	37	5,185	1
TOTAL	5,519	446,893	100	41,111	633,216	100	14,388	672,420	100

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PROTECTING FOOD RESPECTING TOMORROW



At Tetra Pak, our promise to protect what's good is grounded in protecting food as well as the planet we all share. We believe that true, impactful change is best achieved through collaboration with partners and across industries. That is why we support initiatives aimed at improving recycling infrastructure and raising consumer awareness around recycling. We are also working to deliver a package with the lowest comparable carbon footprint, that is, a package made entirely from renewable and recycled materials that is fully recyclable without ever compromising on food safety requirements. By working together, we can make tomorrow better, smarter, and brighter.

Learn more at connectingthefoodindustry.tetrapak.com



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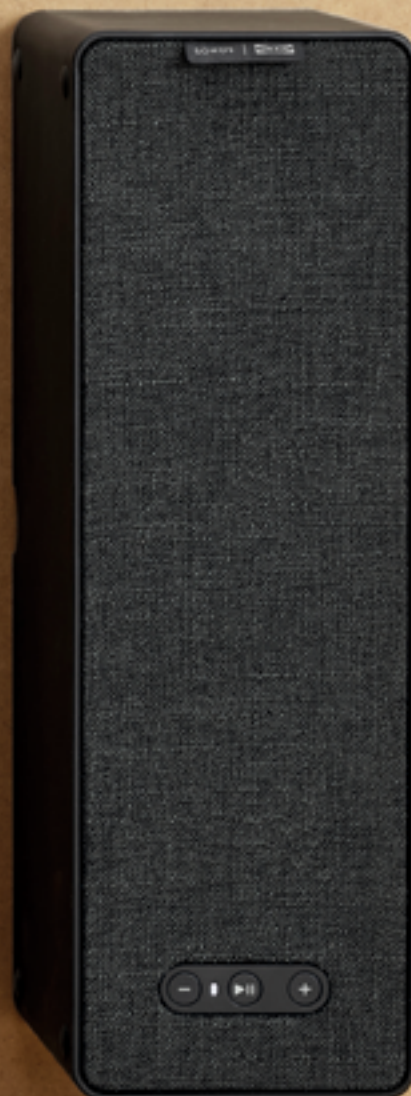
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