



Invest in Sweden

Report 2005/06

Business and investment opportunities

Introduction

- 1 Introduction by the Prime Minister

Investment environment

- 2 International competitiveness
- 4 Cost attractions
- 6 Market potential
- 10 Investment prospects
- 12 Economic outlook

In the spotlight

- 15 Comment from the Director-General
- 16 Base for advanced manufacturing
- 18 Promoting functional and operational safety worldwide

Business opportunities

- 20 Business services
- 22 Venture capital
- 24 Life sciences
- 26 Information and communication technologies
- 28 Automotive/IVSS
- 30 Wood, paper and packaging
- 32 Real estate
- 34 Oil and petrochemicals

Doing business in Sweden

- 36 Working environment
- 38 Setting up business
- 39 Your guide to Sweden
- 40 ISA's regional network

ISA contacts



Key facts Sweden

Official name The Kingdom of Sweden	Population 9 million	Exchange rates (average 2004) \$ 1 = SEK 7.34 € 1 = SEK 9.13 JPY 1 = SEK 0.07
Political system Constitutional Monarchy	Population density 22 per sq. km	Currency 1 krona = 100 öre
Head of State King Carl XVI Gustaf	Area 450,000 sq. km (174,000 sq. mi)	Largest cities Stockholm (capital) 765,000 (1,873,000 Stockholm county)
Central government The Social Democratic party, ruling with 39.8 % of the seats in Parliament (2002–2006)	Time zone GMT + 1 hour (end October-end March) GMT + 2 hours (end March-end October)	Göteborg 481,000
Prime Minister Göran Persson	GDP per capita (2004) SEK 271,500 (€ 29,629; \$ 36,855)	Malmö 269,000

Responsible publisher: Invest in Sweden Agency. **Editor:** Susanne Roglar. **Design and production:** Intellecta Communication. **Printing:** Edita, Västerås. **Photos:** Cover: Matton. Page 1: Pressens Bild. Page 2: Niall McOnegal, Lucky Look, Page 4: Phototheque – Ina Agency. Page 6: Lennart Hyse, Pressens Bild. Page 8: Stig Hammarstedt, Pressens Bild. Page 9: © Bosch, DHL imagebank, Biovitrum/Fredrik Eriksson, Samsung Image Bank. Page 10: www.imagebank.sweden.se © Bengt af Geijerstam/Bildhuset. Page 12: Jan Johannessen, Aftonbladet. Page 15: Thomas Carlgren. Page 16: Carl-Erik Andersson © Scania CV AB. Page 17: BT Industries Image gallery. Page 18: © Autoliv. Page 19: www.imagebank.sweden.se © Bo Lind/Swedish Travel & Tourism Council, Mats Lundqvist © Securitas, Matton, www.imagebank.sweden.se © Nina Broberg/Edsbacka Krog, © Cypak AB, Jakob Fridholm. Page 20: Copenhagen Malmö Port Image Bank. Page 22: Matton. Page 24: Mark Harmel, Lucky Look. Page 26: Matton. Page 28: Mikael Ullén. Page 29: © Bosch. Page 30: www.imagebank.sweden.se © Håkan Sandbring/Position Skåne/sydpol.com. Page 32: HSB Turning Torso. Page 34: Terje S. Knudsen © Norsk Hydro. Page 35: www.imagebank.sweden.se © Patrick Trägårdh, www.imagebank.sweden.se © Hans Pettersson/Nobel Foundation, www.imagebank.sweden.se © Alex Brandell/Malmö Turism. Page 36: © Hufvudstaden, www.imagebank.sweden.se © Per Dahl/Johnér Bildbyrå. Page 37: www.imagebank.sweden.se © H&M, www.imagebank.sweden.se © Henrik Trygg.

INTRODUCTION BY THE PRIME MINISTER

Gateway to a dynamic region



In just over a decade, the Baltic Sea/Northern Europe region has emerged as one of the most dynamic and fastest growing regions in Europe. The mature economies of Scandinavia and northern Germany have successfully linked up with the young market economies of the Baltic states and Poland. On the eastern shore, St. Petersburg and western Russia provides a market

that will attain considerable importance in the near future. Most countries in the region are members of the European Union, which further boosts integration.

As accelerating globalization leaves its footprint on every government's agenda, I feel confident that Swedish-based companies – large multinationals as well as small and medium-sized companies – are taking advantage of the many opportunities that globalization presents. Swedish business is doing well. Manufacturing output reached an all-time high in 2004 and exports of goods and services totaled almost SEK 1,200 billion (€ 130 billion/\$ 160 billion) or 46 percent of GDP. Sweden has emerged as an important base for advanced industrial operations and services. Business is further strengthened by Sweden's central position in the region and the opportunities offered by new and expanding markets.

The Baltic Sea/Northern Europe region allows investors to conduct their entire range of operations in a geographically confined area and thereby harness the diverse comparative advantages of the region's neighboring countries. In this regard, I believe that you will find Sweden an excellent spot for conducting high value-added operations in goods or services or for establishing competency centers to serve the whole region.

In almost ten years as prime minister, I have seen Sweden transform itself from sole reliance on outward investment into one of Europe's main destinations for direct investment from abroad. In fact, Sweden has been one of the world's largest recipients of foreign direct investment in the last decade. In ten years, the number of foreign-owned companies has risen from 2,500 to more than 10,000. It is obvious that Sweden has much to offer the investor. I invite you to explore the many business and investment opportunities in Sweden and the Baltic Sea/Northern Europe region. You may find that there is no need to go anywhere else.

Welcome to Sweden.

A handwritten signature in black ink, appearing to read 'Göran Persson'.

Göran Persson

INTERNATIONAL COMPETITIVENESS

In the major league

In brief

- Edge in skills-intensive operations
- Home base of major multinationals
- Attractive prospects for R&D



Well-known brands...

Sweden's business sector is unique for its large number of multinational corporations in relation to the relatively small size of the national economy. The 1990s were characterized by a rapid transformation of Swedish business, with the dominance of basic industries such as heavy manufacturing and engineering being complemented by the emergence of industries such as information and communication technologies (ICT) and life sciences. New technologies were successfully assimilated in "old" industries, increasing international competitiveness. Sweden is home to many leading brands such as AstraZeneca, Ericsson, H&M, Ikea, Saab, SCA, Scania, Securitas and Volvo.

...supported by competitive SMEs

The performance of Sweden's small and medium-sized enterprises (SMEs) provides the bedrock for the successful expansion of its multinationals. The Swedish automotive industry is a case in point. A number of Swedish suppliers deliver world-class products and services in terms of innovation, expertise and quality. And Swedish SMEs are increasingly taking advantage of the opportunities offered in the Baltic Sea/Northern Europe region to optimize their operations.



These are some examples of companies of Swedish origins. Today, some of them are foreign-owned.

Staying ahead

Over the years, the Swedish business community has demonstrated a consistent ability to accommodate change and promote innovation. Reared in an open economy, Swedish industry has a tradition of organizing production and distribution to meet international competition. The business culture is experiment-oriented in its quest to achieve efficiency gains. Features include delegation of managerial responsibility and flat organizations to foster initiative and promote problem-solving. Relations between Swedish employers and unions are traditionally good, with few working days lost to labor disputes. A widespread willingness exists to try new technologies and to work with new ideas and solutions.

Diverse is beautiful

The solid expansion of internationally competitive clusters – including ICT, engineering, life sciences, automotive, paper and packaging, energy and food, among others – illustrates that the Swedish economy is highly diversified. The achievements of leading entrepreneurs, strong traditions in education and research, cooperation between business and academia, and access to venture capital and financing are key factors behind this development. Sweden has subsequently benefited from the huge impact of ICT and rise of the high-tech industry.

In good company

Sweden holds an advanced position in most internationally recognized surveys on international competitiveness, business climate quality and growth potential. The World Economic Forum (WEF) in 2004 ranked Sweden in third place after Finland and the US in its survey of 104 economies and their capacity for growth in the medium term. According to WEF, Sweden's prosperity rests on high productivity and the extensive participation of citizens in the work force. Major strengths include a large supply of advanced technologies, high innovative capacity and good infrastructure. In its recent economic outlook for 2005–2009, the Economist Intelligence Unit (EIU) listed Sweden among the world's most attractive countries for business.

R&D achievements

Due to consistent, long-term investments in R&D, higher education and ICT, Sweden is today regarded as one of the world's most knowledge-based economies. Sweden invests more in R&D as a proportion of GDP – 4.3 percent – than other OECD countries and ranks as number one in innovation performance among EU member states, according to the European Commission. After Japan and South Korea, Sweden accounted for the highest share of R&D expenditure by the business sector (72 percent) in relation to public funding. Sweden is among the top OECD countries regarding its per capita number of scientific publications and patents lodged at the European Patent Office.

Capacity for innovation

2003, score

1. Finland	6.1
2. Sweden	6.0
3. Germany	5.9
4. Japan	5.8
5. Switzerland	5.8
6. France	5.8
7. US	5.7
8. UK	5.5
9. Denmark	5.5
10. Israel	5.3

Note: Companies are innovative in the sense that they apply new technology to create previously non-existent products. Countries with high score generally constitute suitable environments for conducting product development and R&D.

Source: World Economic Forum, 2004

Growth competitiveness

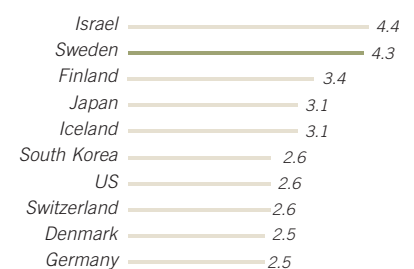
2003, ranking

1. Finland
2. US
3. Sweden
4. Denmark
5. Taiwan
6. Singapore
7. Switzerland
8. Iceland
9. Norway
10. Australia

Source: World Economic Forum, 2004

Total per capita expenditure on R&D

2003, percent of GDP



Source: IMD, World Competitiveness Yearbook 2005

COST ATTRACTIONS

Value for money

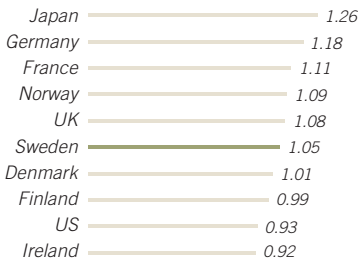


In brief

- Competitive costs for skilled staff, rents and other major business expenses
- Low corporate taxation
- Favorable cost-of-living

Wage cost for basket of 15 positions

€ million, 2004



Note: Annual total wage cost including social charges for 15 different company positions including chief executive, project manager, controller, buyer, receptionist and production plant manager.

Source: Watson Wyatt, 2005

Industrial property rents in major European cities

Total occupancy costs in euros per square meter/year

1. London, UK	236
2. Dublin, Ireland	141
3. Moscow, Russia	125
4. Paris, France	120
5. Zurich, Switzerland	117
6. Oslo, Norway	115
7. Helsinki, Finland	102
8. Stockholm, Sweden	99
9. Madrid, Spain	96
10. Milan, Italy	91

Note: Rents calculated on a net internal basis. Rents represent the top rent in each location, with each location being the most expensive in their country or region.

Source: Cushman & Wakefield, 2005

Competitive overall salary costs

Over the course of recent decades, Sweden's cost position has become increasingly competitive. Total salary costs in Sweden for a basket of 15 professional and administrative jobs are considerably below those found in Japan, Germany and France. Costs for manufacturing labor show an even more competitive pattern, with Swedish salary rates placed second-lowest among ten European nations assessed by a group of Swedish labor unions.

Attractive salaries for specialists

Sweden is particularly well suited for skills-intensive and specialized tasks. A survey comparing total salary costs for 16 different jobs in the information and communication technologies (ICT) sector showed Sweden among the top tier of countries with the lowest total salary costs. A similar comparison for the life science sector, benchmarking Sweden against Ireland, the UK and Germany, placed Sweden second. Moreover, the competitiveness of Swedish engineers has been verified on numerous occasions.

Low business costs

Sweden also scores well in regard to other business costs. Rents for industrial and office space are relatively low. Sweden ranks for instance eighth in a European comparison of rents in different industry locations. The Swedish financial sector and other business suppliers are recognized for offering advanced services that make strong contributions to increased internal efficiency. In terms of overall infrastructure quality, executives interviewed for *the World Economic Forum's Global Competitiveness Report* placed Sweden in the world's top ten. Sweden is also attractive from an infrastructure cost perspective, ranking third and fourth, respectively, in a 2004 global benchmarking study of international phone and electricity costs. Among others, Sweden had the lowest national phone costs.

Living well in Sweden

Compared to its northern European neighbors, Sweden is inexpensive to live in.

Sweden's best kept secret?

Low levels of corporate tax, the absence of withholding tax on dividends and a favorable holding company regime combine to make Sweden particularly attractive for doing business.

Competitive taxes

At a flat 28 percent, Swedish corporate tax rate is significantly lower than in many other European countries and OECD nations. Possibilities to defer taxation of profit reduce Sweden's effective corporate tax rate to about 25 percent.

Tax relief for experts

Key foreign personnel, including foreign

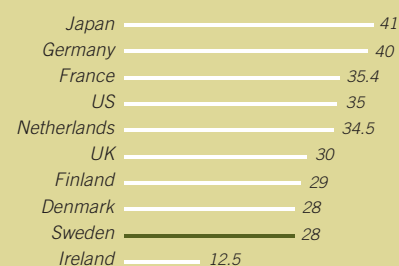
executives, experts and researchers employed in Sweden, may be entitled to a special 25 percent rate of income tax relief for three years. This facilitates expatriate staffing of Swedish operations.

Favorable holding company regime

New corporate legislation makes Sweden a highly attractive holding company regime. No taxes are levied on dividends, and share sales are exempt from capital gains tax. There are no thin capitalization rules – interest paid is a tax-deductible cost. These advantages are linked to Sweden's extensive global network of double taxation treaties.

Corporate tax rates

2005, percent



Source: Deloitte, March 2005

*Find out more about the Swedish corporate tax package at www.isa.se and in the ISA publication *Corporate Taxes in Sweden*.*

An international survey by Swiss bank UBS of costs of goods, services and rents, placed Stockholm well behind Oslo and Copenhagen, the capitals of Norway and Denmark. A similar survey by Mercer in 2004, placed Stockholm 22nd.

Efficient public services

Sweden's public sector service is known to be efficient, prompt and non-bureaucratic. Swedes are among the world's most advanced users of ICT, demanding extensive and easy access to interactive government services. A 2005 study by Capgemini on behalf of the European Commission ranked Sweden's public sector as having the most advanced electronic services in the EU and also offering the best online access to citizens. A total of 14,000 websites in 28 countries were assessed for the survey. An increasing number of Swedes file their annual tax returns electronically and in 2005 one in three Swedes did so.

Cost-of-living ranking

Index Zurich = 100

1. London, UK	122.4
2. Oslo, Norway	109.4
3. New York, US	105.0
4. Tokyo, Japan	104.6
5. Copenhagen, Denmark	104.1
6. Hong Kong, China	100.6
7. Zurich, Switzerland	100.0
8. Paris, France	99.3
9. Chicago, US	99.1
10. Geneva, Switzerland	98.2
11. Dublin, Ireland	97.5
12. Stockholm, Sweden	95.2
13. Basel, Switzerland	92.8
14. Helsinki, Finland	91.8
15. Vienna, Austria	90.8

Note: Cost of a basket of 115 goods and services, including 3 rent categories.

Source: UBS, "Prices and earnings", February 2005

MARKET POTENTIAL

Revival around the Baltic



In brief

- Triple-market access: Scandinavia, the Baltic Sea/Northern Europe region and the European Union
- Strong development and growth potential
- Platform for regional action

The table is set

The Baltic Sea region includes Scandinavia (Sweden, Denmark, Norway, Finland), the Baltic states (Estonia, Latvia, Lithuania), northern Poland, regions of western Russia (including the St. Petersburg area) and northern Germany. Business links within the region were formed as early as the 14th century. The geographical proximity, shared cultural and commercial heritage and the region's rapidly expanding economies offer many trade and investment opportunities.

Look no further

The Baltic Sea/Northern Europe region embraces some 100 million consumers in countries with highly divergent comparative advantages. Wide differences in cost structures, industrial specialization and value-chain positioning foster a diversity that is one of the region's greatest strengths. Together, the countries can meet any investor's needs – from low-cost production to leading technologies and R&D. The cost-effectiveness of Sweden's most successful companies can be partly explained by their strategies in locating operations to different markets in the region based on the comparative advantages offered.

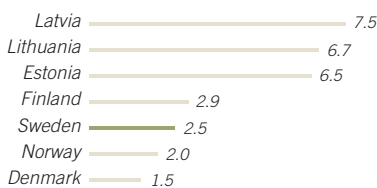
Advantage Baltic Sea region

According to *the State of the Region Report 2004*, published by the Stockholm School of Economics, the Baltic Sea/Northern Europe region has registered the strongest prosperity, labor productivity and innovation growth among four selected European peer regions – UK/Ireland, Central Europe and Portugal/Spain – in recent years. Although the pattern of specialization varies in the region, there are some interesting complementarities arising from clusters overlapping between the Scandinavian countries and the Baltic states. In May 2004, ten new countries, including the Baltic states and Poland, joined the EU. The enlarged union now constitutes a market of 450 million consumers. While Sweden and the other Scandinavian countries offer the competencies and prospects typical of advanced



GDP growth in the Baltic Sea region

2002–2004, percent



Note: Average growth rate
Source: Eurostat, 2005

economies, emerging markets such as Russia, the Baltic states and Poland offer considerable growth potential. The mature Scandinavian economies are projected to grow at a healthy rate of 2–3 percent in the coming years, while growth in Russia and the Baltic states is expected to be between 5–7 percent.

Sweden's strategic location in the region

Sweden's position as a key regional player and major link between the Baltic Sea/Northern Europe region and the EU underpins its attractiveness to investors. Sweden offers widespread use of advanced technologies and innovative solutions in business and the public sector. In addition, Sweden's qualified workforce, R&D facilities, advanced test market and sophisticated customers and suppliers provide the foundation for business operations of high international caliber.

Interconnection a key to success

For simplicity and cost-cutting, many multinational companies choose to concentrate certain functions to strategically located regional headquarters. As a result, Sweden has become the natural hub for the Baltic Sea/Northern Europe region. Road infrastructure is of a high standard and high-speed motorways connect the major logistics centers without the congestions often experienced in other parts of Europe. Road and rail connections to and from Sweden are supported by several high-frequency ferry links and an extensive port network. All major cities in the region are no more than two hours apart by air. Road transport can reach the entire area within 24 hours.

Regional solutions and Swedish expertise

Sweden's regional attraction includes an efficient outsourcing market for functions such as customer support, purchasing, treasury and logistics. A study by A.T. Kearney of leading business executives in 2003 placed Sweden in top in terms of logistics bases for the region. Criteria included access to logistics expertise, service capability and relative cost position. Across-the-board advantages include access to a competitive, internationalized business community and world-class infrastructure, including advanced ICT solutions. The Swedish banking system is recognized for its efficiency and offers an extensive regional network.

Proof in the pudding

There is ample evidence of Sweden's strong position in the region. The country hosts 12 of the region's top 20 innovative companies, has the highest number of US patents, and received almost 50 percent of FDI inflows in 1999–2003. A survey by ØresundsInstitutet in 2004 revealed that two-thirds of the large international companies that were active in the Baltic Sea/Northern Europe region chose Sweden for their regional headquarters (see page 20).

“Sweden is right in the middle of the future, likely massive flows of goods expected for markets in major Eastern European economies.”

**Bill A. Blomquist,
Managing Director, DHL Express Nordic**

After analyzing the effects on goods flows that would occur as a result of the 2004 entry of ten new EU member states, DHL decided to merge its operations in the Nordic countries, including Iceland, with the Estonian, Latvian and Lithuanian operations. The “new” DHL Nordic, comprising eight countries and a total of over 30 million consumers in northern Europe, is managed from Sweden.

FDI inflows to the Baltic Sea region

1999–2003	\$ billion	Percent
Sweden	111.0	47.3
Denmark	71.3	30.4
Finland	27.0	11.5
Norway	19.2	8.2
Estonia	2.4	1.0
Lithuania	2.2	0.9
Latvia	1.7	0.7
Total	234.8	100.0

Note: Sweden attracts more than 47 percent of total FDI in the Baltic Sea region.

Source: Unctad, 2004



Financial capital of Northern Europe

The Stockholm region is the commercial and financial center of the Baltic Sea/Northern Europe region, an emerging marketplace with a total population of some 100 million.

Host to some of Europe's largest stock and derivatives exchanges, Stockholm is an important stage for foreign banks and financial institutions. Its financial services companies employ more than 45,000. Attracted by Sweden's multinational industrial base, many of these companies use Stockholm as the platform for their activities in the region. The major Swedish banks – FöreningsSparbanken, Handelsbanken, Nordea and SEB – have already built a presence across the region. SEB and FöreningsSparbanken, for instance, have an estimated 70 percent of the banking market in the Baltic states.

Largest Nordic stock market

Stockholm-based OMX has created a pan-Nordic and Baltic marketplace that provides access to all the region's securities markets. OMX owns and operates the stock exchanges in Stockholm, Helsinki (Finland), Copenhagen (Denmark), Tallinn (Estonia), Riga (Latvia) and Vilnius (Lithuania), which together comprise approximately 80 percent of the Nordic-Baltic market. The OMX exchanges have the seventh largest turnover in Europe and the market capitalization of the Stockholm Stock Exchange is € 280 billion/\$ 360 billion (March 2005). Stockholm is also a major center for northern European venture capital activity, while the Stockholm Stock Exchange has nearly 50 non-Swedish member companies – twice the level in 1997. The IPO market is expected to improve in 2005, following low levels of activity in previous years.

Favorable infrastructure

Stockholm's financial infrastructure is more developed than that of any other Nordic capital. It caters to all the needs of corporate banking and investment banking services, as well as qualified insurance brokerage and specialized advisory services. The world's largest accounting firms and major international law firm networks are fully established in the city, as are the major global real estate advisors. The Stockholm region can draw on all the back-up functions of a financial services hub. The most famous business school in the region is the Stockholm School of Economics, the only Nordic university that is part of the International Consortium for Executive Development Research (ICEDR), an association formed by the world's 25 top business schools and 40 leading companies.

Sweden's financial services sector is a leader in technology-based financial services. The country boasts Europe's highest penetration of Internet banking with 5.3 million private Internet accounts in 2004. The online brokerage sector is also well developed. Currently, almost 60 percent of all equity trading in Sweden takes place via Internet brokerages.

“Stockholm is an excellent hub for our activities in the Baltic Sea region. The qualified workforce that is required in order to be competitive in the international market for financial trading software is readily available here.”

Magnus Böcker
CEO, OMX

“The Nordic region is still a growth market. We have been here since 1998 and see great opportunities.”

Paul Bateman CEO,
JP Morgan Fleming Asset Management
(Dagens Industri, April 22, 2005)

Attractive test market

Sweden is often seen as a frontrunner in adopting new technologies and setting new consumer trends more broadly. Recent research shows that new products take off faster in Sweden than almost anywhere else in Europe.

Product launches always involve an element of risk. Test methods are costly, uptake times are unpredictable and culture clashes can arise. Yet, in virtually every business segment and consumer niche, the need for dependable test markets is growing.

Marketing specialists agree that a good test market should mirror our increasingly global culture. Ideally, the market would be an educated, multiethnic society that is open to new influences and is located in a region in which it is easy to follow, measure and document findings. Experts say Sweden offers these advantages, which together with other assets make it unrivalled as an early adapter in many segments, from commercial foods to telecommunications.

Examples of companies already utilizing this advantage:



German automotive specialist Bosch has been testing electrical systems in harsh winter conditions in Sweden since 1974 and recently invested € 17 million/ \$ 21 million to expand its winter-testing facility in northern Sweden. "Sweden is a top location for automotive design, research, safety testing, development and manufacturing – and the largest market in Scandinavia – so we want to be here," says Stefan Seiberth, managing director for Bosch Sweden.

German logistics company DHL recently located its new Northern Europe headquarters in Stockholm. "Sweden is one of a select few DHL countries used for pilot tests and new product development," says Bill Blomquist, managing director at DHL Express Nordic.



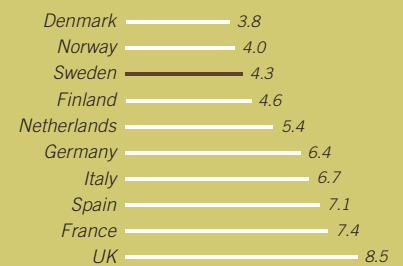
More than 30 large drug companies perform clinical testing in Sweden. In fact, all of the world's best-selling drugs have been preliminarily tested on Swedish patients. "A respected regulatory agency and high quality in clinical trials make Sweden an excellent choice for the European portion," says Christopher Round, managing director of Merck, Sharp & Dohme in Sweden.



South Korea's Samsung gathers vital intelligence from Sweden. Samsung has forged links with large Swedish-based corporations as a step in its product development process, including the testing of prototypes. A joint venture already exists between Sweden's TCO, the organization behind TCO electronic product certification, and Samsung's R&D unit in South Korea.

Fastest time to takeoff

In years



Source: "The International Takeoff of New Products: The role of Economics, Culture and Country Innovativeness" by Tellis, Stremersch and Yin, 2003.

Takeoff rates for about 137 new products in ten consumer-durable categories from 16 European nations were examined.

"Sweden is an excellent barometer of future trends. You are not only technically advanced but are also bold when it comes to experimenting with new program concepts."

Anita Davison
Head of Marketing, BBC World

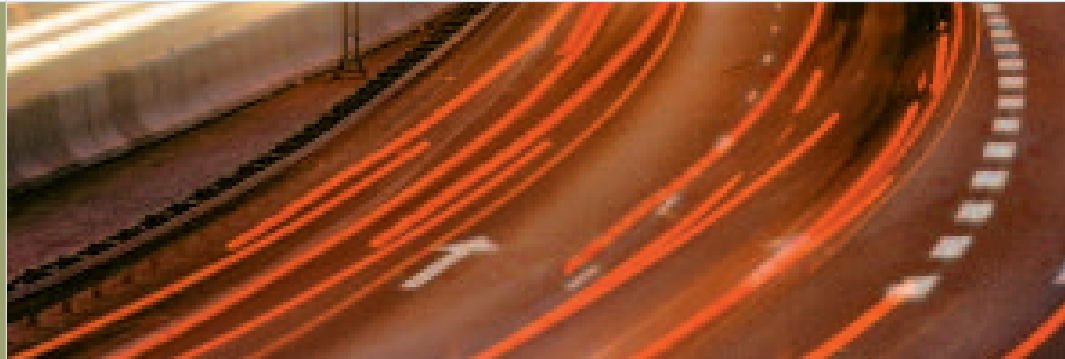
Sweden's television market has emerged as an important barometer for the British Broadcasting Corporation when it takes strategic decisions on the worldwide marketing of its programs.

"Consumer trends in the Nordic countries, and Sweden in particular, are monitored very closely. A trend spotted here, can be expected to spread to other countries."

Uitack Kim
President, Samsung Nordics

INVESTMENT PROSPECTS

Improvement expected

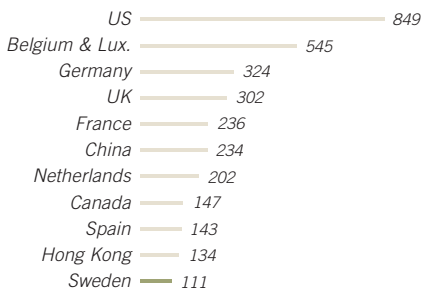


In brief

- One of the world's most internationally integrated economies
- Sophisticated products and technologies
- World-class infrastructure

The largest recipients of FDI, worldwide

1999–2003, \$ billion



Note: Figures for Belgium/Luxemburg are not comparable since the registered capital flows to a large extent are channelled to other countries.

Source: Unctad, 2004

Accumulated FDI flows to and from Sweden

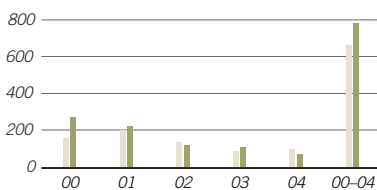
1995–2004, SEK billion



Source: Central Bank of Sweden, 2005

Cross-border M&A's in Sweden

2000–2004, number of transactions



Foreign M&A's in Sweden: 664
Swedish M&A's abroad: 781

Source: Förvär & Fusioner, 2005

Global decline

Global inflows of foreign direct investment (FDI) amounted to € 450 billion/\$ 560 billion in 2003, down from € 545 billion/\$ 679 billion in 2002. Inflows to the European Union amounted to € 237 billion/\$ 295 billion (53 percent of the world total), down from € 301 billion/\$ 374 billion in 2002. The largest recipient countries in 1999–2003 were the US, Germany, the UK, France and China.

Attracting interest from abroad...

FDI inflows into Sweden surged in the second half of the 1990s, a trend fuelled by accelerating globalization, liberalization and deregulation measures in Sweden and the country's membership in the European Union. Sweden received FDI inflows of € 89 billion/\$ 111 billion in 1999–2003, putting it in 11th place in a global ranking of recipient countries in absolute terms. FDI inflows were uneven, however, with a substantial decrease recorded in 2003 and 2004. According to data from Förvär & Fusioner, foreign investors acquired an average of 135 Swedish companies annually in 2000–2004. The stock of inward FDI as a percentage of GDP increased from 12 percent in 1995 to 48 percent in 2003. This can be compared with an EU average of 33 percent in 2003.

... and an important outward investor

Despite the substantial FDI inflows of the last decade, the stock of Swedish assets held abroad still exceeds the stock of foreign assets in Sweden by some 16 percent. With outward investment totaling € 14.0 billion/\$ 17.4 billion, Sweden was the world's 10th largest investor country in absolute terms in 2003. A broad spectrum of Sweden's corporate sector is capitalizing on the opportunities provided by the global restructuring of business. Swedish interests are acting as buyers and sellers, with Swedish companies acquiring an average of 160 foreign companies annually between 2000 and 2004.

Mixed origins

Key foreign investors in Sweden in the five-year period 2000–2004 originated from

Germany, Finland, the US, the UK and the Netherlands. Norway and Denmark are also highly active in Sweden. Companies from about 40 nations, including China, Japan, Australia and Saudi Arabia, are now established in Sweden.

More than 10,000 foreign-owned companies employ close to 600,000 Swedes – almost 25 percent of all employees in the private sector. In 2003, US corporations alone employed 106,000 people, while French and German companies each employed about 40,000 people.

Potential in services

Foreign investors are active in a number of sectors: ICT, advanced manufacturing and engineering, pulp and paper, pharmaceuticals and biotechnology, transportation, energy, mining and minerals, hotels and restaurants, retail and real estate. The services sector as a whole offers growth potential and stands to attract increased interest from foreign investors.

Good international reviews

Sweden's business and investment climate and FDI prospects are well approved in most internationally recognized studies or surveys. Unctad in 2004 ranked Sweden tenth in its inward FDI potential index for 2000–2002, relating Sweden's FDI potential to its historic performance. The Economist Intelligence Unit (EIU) in 2004 expected Sweden to hold 13th place in its FDI intensity index for 2004–2008, among 60 selected economies. The EIU index measures a country's share of world FDI inflows divided by its share of world GDP. The International Institute of Management Development (IMD) ranked Sweden as the 14th most internationally competitive economy in 2005. Sweden receives particularly high rankings for its well-developed infrastructure.

Upturn expected

Continued caution among international investors and subdued cross-border merger and acquisitions activity has resulted in substantially lower levels of inward investment to Sweden in the last few years, as in the European Union as a whole. However, the situation is expected to improve in 2005, as many companies are due to enter a more expansionary phase.

Find out more at www.isa.se

FDI in Sweden, by country

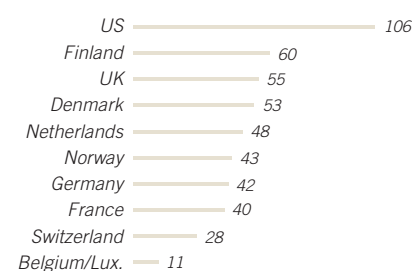
2000–2004, SEK billion



Source: The Central Bank of Sweden, 2005

Employment in foreign-owned companies

2003, employees in thousand



Source: Swedish Institute for Growth Policy Studies, ITPS, 2004

FDI stock in Sweden, by business sector

2003

Business sector	SEK billion	%
Pharma and chemicals	306	28
Machinery and equipment	197	18
Pulp and paper	94	9
Food	25	2
Other manufacturing	70	6
Energy	106	10
Trading	74	7
Building and construction	52	5
Banking and insurance	14	1
Other services	156	14
Total	1,094	100

Source: Central Bank of Sweden, 2005

ECONOMIC OUTLOOK

Good performance

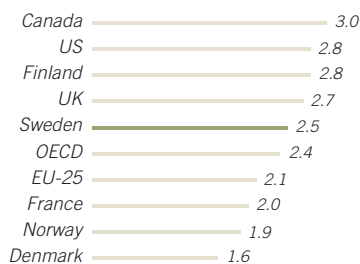
In brief

- Growth rate in the EU's upper range
- Trade at record levels
- International confidence in the Swedish economy



Annual average GDP growth

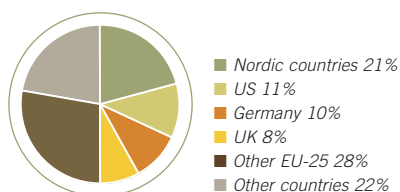
2000–2004, percent



Source: National Institute of Economic Research, 2005

Swedish exports of goods

2004, percent of total



Note: Swedish exports of goods amounted to SEK 901 billion in 2004.

Source: Statistics Sweden, 2005

Stable growth expected

Sweden's economic growth rate reached 2.9 percent in 2004 and is expected to be 3.0 percent in 2005 and 3.2 percent in 2006. The primary drivers of this upswing are high capacity utilization and surging exports, including exports of services.

Record exports

Swedish exports of goods and services reached a record SEK 1,184 billion (€ 130 billion/\$ 161 billion) in 2003 or 46 percent of GDP. Imports totaled SEK 974 billion (€ 107 billion/\$ 133 billion), contributing to a significant current account surplus of 7.8 percent in 2004.

The largest trading partners are EU economies, which account for 60 percent of exports and 75 percent of imports. The US remains Sweden's largest single trading partner, absorbing 11 percent of total exports.

High employment rate

The employment rate (as a percentage of the population aged 20–64) is high by international comparison and totaled 77 percent in 2004, down slightly compared to previous years. The unemployment rate was 5.5 percent in 2004 and is forecast to decline to 5.1 percent in 2005 and 4.6 percent in 2006.

Low inflation, strong currency

The Swedish inflation rate reached a low of 0.3 percent in 2004. Inflation is expected to climb slightly to 0.7 percent in 2005 and 2.6 percent in 2006. The Swedish currency, the krona, strengthened against both the euro and the US dollar in 2004.

Economic performance wins acclaim

Sweden meets all financial criteria for membership of the eurozone but voted to abstain from adopting the euro in a referendum in 2003. Sweden's convergence program for 2005 to 2007 was approved by the European Commission in January 2005. Sweden is a net contributor to the EU budget.

Key economic indicators

	2004	2003	2004	2005*	2006*
	SEK bn	Annual change (%)			
National economic statistics					
GDP at market prices	2,543	1.6	2.9	3.0	3.2
Private consumption	1,224	1.5	1.8	2.6	3.1
Real gross fixed investment	405	-1.5	5.1	7.6	6.7
Real exports of goods and services	1,176	5.0	10.2	6.7	6.1
Real imports of goods and services	972	4.9	6.7	8.0	6.9
Prices					
Inflation rate		1.3	0.3	0.7	2.6
Production					
Goods and service industries	1,705	1.9	3.8	3.7	3.9
		2003	2004	2005*	2006*
Employment					
Unemployment rate (% of workforce)		4.9	5.5	5.1	4.6
Labor market programs (% of workforce)		2.1	2.4	2.5	2.5
Public finance					
Expenditure (% of GDP)		55.9	54.5	54.4	54.1
General government net lending (% of GDP)		-0.1	1.1	0.3	0.4
Central government debt (% of GDP)		48.6	47.7	46.9	46.0
Balance of payments					
Current account (% of GDP), market prices		5.9	7.8	6.9	6.3
Interest rates					
Bond rates (10-year) (%)		4.9	3.9	4.1	4.9
Short interest rates (3-months) (%)		4.1	3.0	2.1	3.3

*Forecast

Source: National Institute of Economic Research, the Central Bank of Sweden and OECD, 2005.

Significant developments 1995–2004**1995–1999**

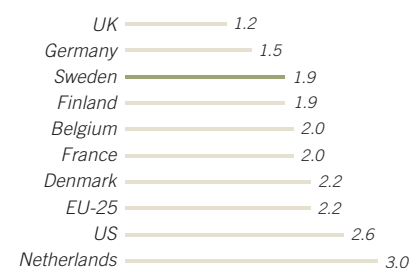
- Membership in the European Union.
- Macroeconomic stability achieved.
- Continued deregulation of energy, transportation, ICT, postal services and other important sectors.
- Institutional changes – independent Central Bank, pension reform, government expenditure ceiling.
- Economic expansion, fuelled by new high-tech products and services, especially in ICT.
- Large inflows of foreign direct investment.
- Emergence of advanced venture capital market.

2000–2004

- Economic slowdown, followed by recovery in 2004–2005.
- Growth and increasing diversity in basic industries and the retail sector.
- Business consolidation: return to expansionary strategies expected in 2005.

Inflation rate

2000–2004, annual average inflation rate, percent



Source: National Institute of Economic Research, 2005

“Strong growth has resumed after a brief pause last autumn. The export sector is projected to remain robust, with business investment playing an increasing role. Household consumption will be supported by low interest rates, rising house prices and tax cuts.”

OECD Economic Outlook,
No. 77, May 2005

Examples of investments 1995–2004

Company	Country of origin	Sector	Type of investment
Accor	France	Services	Acquisition/Expansion
ASUS Tek Computer	Taiwan	ICT	Greenfield
Bauhaus	Germany	Retail	Greenfield
BioMérieux	France	Life sciences	Expansion
Ford Motors	US	Automotive	Acquisition
Geab The Phone House	UK	Telecom	Acquisition/Expansion
Huawei Technologies	China	Telecom	Greenfield
Kaupthing	Iceland	Financial services	Acquisition
Kesko K-Rauta	Finland	Retail	Greenfield
Kuwait Finance House	Kuwait	Real estate	Acquisition
Lidl	Germany	Retail	Greenfield
Maersk Logistics	Denmark	Logistics	Greenfield
MIC (Mobile Internet Capital)	Japan	ICT	Strategic alliance
Minmet	Ireland	Mining	Expansion
Moelven Industrier	Norway	Wood processing	Acquisition
Morton	US	Automotive	Merger
NEC	Japan	ICT	Acquisition
Pfizer	US	Life sciences	Acquisition
Preem Petroleum	Saudi Arabia	Petrochemicals	Expansion
Robert Bosch	Germany	Automotive	Expansion
Rodamco	Netherlands	Real estate	Acquisition
Royal Bank of Scotland	UK	Financial services	Greenfield
Sodexo	France	Services	Greenfield/Expansion
Sumitomo Pharmaceuticals	Japan	Life sciences	Strategic alliance
Sweden House/Tomoku Hus	Japan	Wood processing	Greenfield
Ticketmaster	US	Services	Acquisition/Expansion
Trustline	Norway	Contact center	Greenfield
Yokogawa Electronic Corp.	Japan	Electronics	Greenfield
Zeneca	UK	Life sciences	Merger
ZTE	China	Telecom	Greenfield

Source: Invest in Sweden Agency, 2005

These are some examples of investments in Sweden in the last decade. They include a mix of small and large investments from various industries and service sectors.

COMMENT FROM THE DIRECTOR-GENERAL

A range of opportunities

Dear Client,

Whether you are a potential investor or an investor already established in Sweden, it is our business to provide you with specialist and professional assistance. In today's competitive global marketplace we need to be meticulous in answering your questions, facilitating your decisions, or presenting business and investment opportunities in Sweden.

The *Invest in Sweden Report* is our business card. It presents facts regarding the presence of international businesses in Sweden, information on conditions for investing in Sweden and data on sectors of particular interest to foreign investors. In this context, I would draw your attention to a few specific points.

Thanks to low corporate taxes and business costs, new holding company legislation and an efficient venture capital market, Sweden in recent years has received important inflows of venture capital from abroad and attracted a number of foreign holding companies. Interesting developments are being seen in customer-driven manufacturing – an area that demands high productivity and integration between R&D, design and production. Other prominent growth areas include: safety and security services and products; information and communication technologies; life sciences and business services.

It is my hope that this report will serve as a taster and raise more questions than it answers, thus exciting your curiosity and prompting you to contact us for further information. I can assure you that we at Invest in Sweden Agency (ISA) and our regional agency partners will do our utmost to serve you in the best possible way. Ever since ISA was founded ten years ago, our goal has been to act as a facilitator, matchmaker and effective source of information. We aim to continue pursuing this objective.

Welcome to Invest in Sweden.



Kai Hammerich



Base for advanced manufacturing

The Swedish manufacturing industry has extensive experience of developing complex products and production systems and is recognized as a global leader in productivity enhancement.

Throughout the 20th century, Sweden built core manufacturing competency clusters in the pulp and paper, telecommunications, automotive, pharmaceuticals and machinery industries. Today, manufacturing output from companies such as Ericsson, SCA, Scania and Volvo accounts for 20 percent of national GDP and 50 percent of exports.

Sweden has long excelled in developing complex products and advanced production systems. A range of factors has combined to forge the country's manufacturing advantages. To begin with, many businesses successfully integrate systems thinking into complex industrial and development processes. It is also common to group

“Sweden as a manufacturing base can be both profitable and beneficial for developing your company.”

Hans-Olov Olsson,
CEO, Volvo Car Corporation.
(Volvo Cars has its headquarters
and main manufacturing facility
in Göteborg, Sweden)

R&D, design, construction and production together in industrial clusters. Modern management and a focus on consensus-building have resulted in flexible working methods, few hierarchies and efficient production. Strong exposure to international trade has also compelled industry to develop good logistics know-how and

efficient handling of complex materials flows.

Over the past decade, Sweden has outperformed most other industrialized nations in manufacturing productivity growth – a success due in part to extensive use of ICT and increased automation and robotization. ABB developed its first industrial robot in Sweden 25 years ago and the country is today a leading supplier of industrial automation technologies.

In spite of outsourcing trends, many corporations have developed their manufacturing activities in Sweden in recent years. They include ABB, AstraZeneca, Atlas Copco, Ericsson, GE Healthcare, Sandvik, Scania and Toyota Industries Corporation.

Scania: Sourcing production to Sweden

Scania, the Swedish truck manufacturer, employs a production system that has contributed significantly to its outstanding performance. Productivity has tripled in 20 years and the company has recorded more than 50 years of consecutive profits. The Scania Production System is based on four main principles, including standardized working methods, work to maximize fault-free production and continuous improvements by more than 1,000 improvement teams. The entire production chain is built around the principle of customer-driven production. In recent years, Scania has sourced some of its foreign production to Sweden, e.g. all production of cabs has been concentrated to Oskarshamn.

www.scania.com



Toyota Industries: Acquired Swedish facility and increased production



The Swedish subsidiary of BT Industries, the world's leading supplier of warehouse trucks, has increased truck production from 24,000 units to 38,000 in five years. During this period the company's workforce has risen from 1,200 to 1,400. Since 2000, the company is owned by Toyota Industries Corporation.

Håkan Schill, president of BT Products, the group's largest manufacturing unit, attributes this performance to R&D investment and the introduction of new production technology. "We invest 3 percent of our revenues in R&D. In addition to providing our customers with a better product, our objective has been to simplify production and assembly. We are also increasingly applying the Toyota production philosophy to our manufacturing activities."

Founded in the city of Mjölby in southern Sweden in 1952, BT Products develops, manufactures and distributes warehouse trucks mainly for European markets. Ninety-five percent of production is exported. Håkan Schill says Toyota ownership has been beneficial in many areas, including manufacturing, quality control and product development. Dave Nakamura, Toyota's coordination officer for BT, says Sweden is well served by high-quality production infrastructure.

"Sweden offers great production know-how and workmanship quality. It is also very customer-friendly, with an ability to tailor products to customer requirements."

Dave Nakamura, Coordination officer, BT Industries

www.toyota-industries.com www.bt-industries.com

GE Healthcare: Important part of production and R&D in Sweden

Low-cost engineering skills and process manufacturing know-how are prime advantages of Sweden, according to Peter Ehrenheim, president for GE Healthcare's protein separation business.

GE Healthcare is a leading supplier of medical equipment, with more than 42,500 employees world-wide. It is a unit of General Electric Company. The Swedish subsidiary has more than 1,700 employees and extensive facilities in the cities of Umeå and Uppsala. Its primary business is to develop and manufacture systems and chemicals for the purification and analysis of proteins and scientific instruments for drug discovery. Since 2001, GE Healthcare has transferred much manufacturing to Sweden. "We chose to centralize production in Sweden, which offered better competence overall, and where our production infrastructure was superior," explains Peter Ehrenheim. He cites Swedish engineering skills as a particular advantage to companies that consider establishing manufacturing sites in Europe.

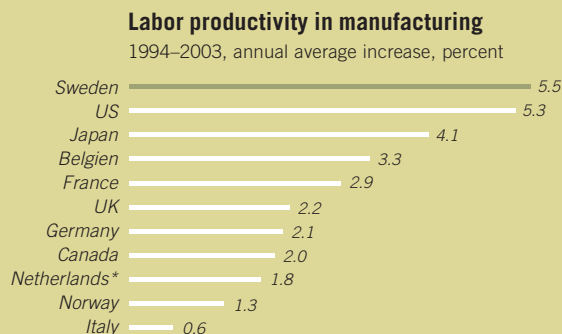
"Sweden offers knowledgeable engineers in all relevant areas, including biochemistry, chemistry, electronics and machine design. Swedes work well in teams and costs are highly competitive by western standards."

Peter Ehrenheim, President, Protein Separations, GE Healthcare

www.gehealthcare.com

Strong productivity growth

According to the US Department of Labor, productivity in Sweden's manufacturing sector increased by 5.5 percent annually between 1994 and 2003. In the same period, annual productivity growth amounted to 5.3 percent in the US, 4.1 percent in Japan and 2.1 percent in Germany. According to OECD forecasts, Sweden will experience further productivity gains in the future. Sweden's extensive use of ICT, deregulation of formerly protected sectors, large public and business sector R&D spending and the achievements of a skilled workforce help explain these strong productivity gains.



*2002
Source: US Department of Labor, 2004

Promoting functional and operational safety worldwide

Sweden has amassed an impressive track record in safety innovation since Gustav Erik Pasch invented the safety match in 1853. The pacemaker, airbag and seat belt are among a long list of Swedish inventions that have helped make the world a safer place and resulted in several commercial success stories.

Safety is a deeply rooted concept in Swedish society and affects customer requirements, regardless of service or product delivered. Human aspects of safety, such as prolonging life expectancy, reducing injuries from traffic accidents and securing personal integrity, are key to Swedish safety developments. Swedish inventions in the safety field include the artificial kidney, the safety belt, the data link navigation system and much more. Everyday, people around the world use Swedish products that render their lives safer and improves quality of life.

Perhaps the area where Sweden's safety focus has gained the most widespread attention is in cars and trucks, an area where Swedish manufacturers such as Saab, Scania and Volvo enjoy outstanding worldwide recognition. However, for a country of only 9 million inhabitants, Sweden boasts an impressively diverse range of products emphasizing reliability and safety. The commitment to safety goes far beyond the commercial sector, and Sweden is among the top nations in health and food safety.

Vehicle safety

Ever since Volvo introduced the three-point seat belt in 1958, Swedish car manufacturers have pioneered safety solutions. Today, Volvo hosts one of the world's most advanced crash test centers at its headquarters in Göteborg. Saab, the other Swedish car maker, has seen its 9-5 model being named the "safest car" on multiple occasions. Its 9-3 model was the first car ever to earn the "double best pick" ranking in the side-impact crash tests conducted by the US-based Insurance Institute for Highway Safety. Cab strength test were first launched in Sweden in the early 1960s by the two Swedish truck makers Scania and Volvo Trucks. Among numerous safety milestones, Scania and Volvo were the first to introduce front underrun protection systems to protect car occupants in collisions with trucks.

The presence of a strong Swedish automotive sector, in which all four makers are strongly committed to safety, has been instrumental in the rise of Autoliv, a leading automotive safety products company. While today's safety systems are all reactive, i.e. designed to work during a crash, tomorrow's systems are supported by proactive protections that can act before a crash takes place. Sweden has taken a lead in this area as well. *Read more on page 28.*

Traffic safety

Traffic safety is another area in which Sweden scores highly. The rate of traffic accidents per capita is more than 50 percent below the US rate. The country's goal is to end all road fatalities or serious injuries. To accomplish this, the Swedish Parliament passed its "Vision Zero" resolution in 1997. Until intelligent vehicle and road safety systems are fully realized, Vision Zero's objective is to create a road system that allows for human error without serious injuries resulting.



Swedish auto safety innovation milestones

- Three-point seat belt (patented by Volvo in 1958)
- Creation of auto accident investigation team (Volvo, 1970)
- Side-impact protection (Saab, 1972)
- World's first side-impact air bags (Volvo/Autoliv, 1995)
- Inflatable curtain for side-impact head protection (Volvo/Autoliv, 1998)
- First active head restraint (Saab, 1998)
- First anti-whiplash seat (Volvo/Autoliv, 1998)
- First whiplash protection system for rear-seat occupants (Autoliv, 1999)
- Blind-spot information system (Volvo Cars, 2004)

Maritime safety



The Swedish inventor Gustaf Dalén pioneered maritime safety in the early 1900s with his invention of the sun valve, used for automatic flashing beacons in lighthouses. Today, Håkan Lans is the name to remember for breakthrough maritime inventions. His STDMA system for satellite navigation and location-tracking provides collision avoidance information and warning for ships and aircraft. STDMA was accepted as a world standard for sea traffic by the International Maritime Organization (IMO) in 1999. Now known as the Automatic Identification System (AIS), it has been made compulsory for all ships from 2008, under IMO rules. AIS-equipped ships continuously transmit information about their position, speed and direction of travel. AIS is also of great commercial use to ports since it allows ships movements to be tracked and facilitates arrival times estimates. Swedish company Saab Transponder Tech sells AIS base stations and systems to national coast authorities and port operators all over the world. Its products have also been fitted on 8,000 ships.

Security solutions

As the home of the world's leading security company, Securitas, and the leading supplier of locking solutions, Assa Abloy, Sweden can certainly claim a forefront position in the security industry. Securitas' supplies guarding services and alarm systems to customers in more than 20 countries in Europe and North America. Assa Abloy sells mechanical, electromechanical and electronic products for locking, identification and passage control and operates in 40 countries. Other security providers include Gunnebo, a global security products supplier, and Cashguard, which provides solutions for secure cash-handling.



Health safety



Swedes enjoy some of the best and safest health services in the world. Sweden has the world's second-lowest infant mortality rate and records the lowest number of child deaths by injury. Examples of Swedish health safety inventions include the artificial kidney, the pacemaker and the gamma knife.

IT safety

Of the many firms active in IT safety, Columbitech provides Swedish parliamentary delegates with high-security wireless communications for independent access to Parliament's corporate network. Cypak is a company that develops high-end RFID (Radio Frequency Identification) solutions to turn paperboard packaging, cards and other items into secure data collection devices, capable of interacting with the user. Cypak has been awarded the European Information Society Technologies Prize twice and was also recently identified by Fortune magazine as one of the world's 25 "coolest companies". A third company, Precise Biometrics, develops biometric security solutions for authentication using fingerprints.



Product certification



The TCO label for the quality and environmental certification of office equipment was created in Sweden in 1992. It was then that the Swedish Confederation of Professional Employees (TCO) began developing end-user and environmental standards for computers and computer screens. Today, the TCO label is an acknowledged world leader in office equipment certification and extends to office furniture and IT equipment including keyboards, peripherals, IT systems and mobile phones.

Safety design

Sweden's strong emphasis on safety has spurred many manufacturers to develop products to improve functional safety. Pfizer's Genotropin Pen was designed by the Swedish company Ergonomidesign and is a highly acclaimed pen-shaped injection tool for administering the human growth hormone Genotropin. The pen's easy handling and the accuracy of its digital display guarantees high safety during daily injections.



Food safety



Provision for health and well-being stretches to the food sector, in which national production and quality demands are very stringent. Sweden has the lowest incidence of salmonella and has practically eliminated this bacterium from its poultry industry.

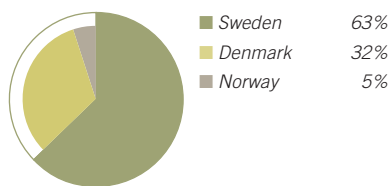


BUSINESS SERVICES

In brief

- Regional headquarters to obtain economies of scale
- Qualified and experienced staff; the best availability of Nordic/Baltic native speakers
- One of Europe's most advanced logistics sectors

Hub for regional headquarters



Source: Øresundsinstitutet, 2004

Examples of foreign investors

Regional headquarters:

- General Motors (US)
- IBM (US)
- Mitsui (Japan)
- Procter & Gamble (US)
- Unilever (Netherlands)

Contact centers:

- Manpower (US)
- Sitel (US)
- Sykes (US)
- Teleperformance (France)
- twenty4help (Germany)

Supply chain/Logistics:

- DHL (Germany)
- Goodyear Dunlop (US)
- Honda (Japan)
- Thomson (France)
- Prologis (US)

The obvious regional hub

The global outsourcing trend is an important consideration for all businesses. At the same time, companies are increasingly realizing the benefits of a regional approach to service provision. There is also a trend from pan-European towards regional solutions. Establishing regional centers close to specific markets offers major benefits. Studies have shown that a catchment area of 50–100 million people is ideal, in order to reap economies of scale. The Baltic Sea/Northern Europe region, with Sweden as a center, constitutes such a region.

Serving the entire region

Sweden is a natural center for activities in northern Europe. Multinational corporations often look to regionalize their headquarters in order to save costs in centralized functions such as administration, customer support, accounting and finance. A number have chosen to do this in Sweden. A recent study by Øresundsinstitutet of 102 large international companies found that 65 had established a Nordic organization. Sixty-three percent of these companies had chosen Sweden as a headquarters location. The study pinpointed factors such as Sweden's status as the largest market in the region and its geographical location between the other Nordic countries as important advantages. The Stockholm region is the regional base for companies in consumer electronics, ICT, life sciences and logistics, Göteborg is the center for shipping and automotive, and the Malmö/Öresund region is the base for food and life sciences.

Preferred platform for shared service centers

Sweden has become the preferred platform for shared service centers covering the Baltic Sea/Northern Europe region. Offering qualified and experienced staff, the best availability of Nordic and Baltic native speakers, and a business environment that is tailor-made for international business operations, Sweden is a competitive choice for business-critical and customer-oriented shared service functions. Corporations such as BASF, GE, Honda, Henkel, and Motorola are some examples. The business activities that are most commonly centralized are finance, accounting, marketing/PR, human resources, ICT, customer service and logistics. Normally, the markets covered are Sweden, Denmark, Finland and Norway and increasingly also Estonia, Latvia and Lithuania. Many companies

establish shared service centers as part of a business restructuring initiative and transition to regional organization structures.

Multi-country contact centers

Multinationals such as Microsoft, DHL, UPS and American Express have chosen to regionalize their customer support centers to Sweden. These operate as independent entities and provide support across northern Europe. From Sweden, contact centers can be run with high levels of quality and service. A well-educated workforce with strong language and computer skills, together with competitive operating costs and world-class telecommunications, make Sweden the perfect location for complex contact center tasks.

Contact centers employ 90,000

In 2003, the Swedish contact center market employed 90,000 full-time equivalents, according to consultant data. The number of outsourced full-time equivalents was 9,500 in 2003. Fifty-five percent of all contact centers in Sweden provide services in several Nordic languages. The outsourced market grew 30 percent annually from 1999 to 2003, attracting close to 20–30 new contact centers per year. Most are international businesses, drawn to Sweden by local language skills, low employee turnover, high computer literacy, technically advanced infrastructure and competitive business costs.

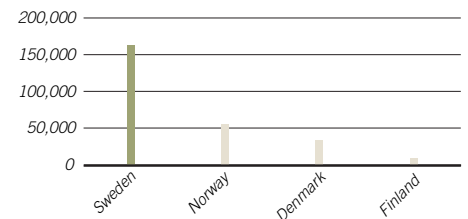
Logistics software expertise

Large Swedish industrial customers, such as SKF and Scania, have promoted advanced ICT use in their logistics solutions. Today, logistics providers and their Swedish customers are pioneering solutions that fully integrate the flow of information with money and goods, including suppliers, consumers, logistics providers and banks. Existing warehouse infrastructure and reasonable wage levels mean it is attractive to establish new distribution centers in Sweden.

ISA actively markets business services opportunities in Sweden. Find out more at www.isa.se and in the ISA publications Shared Services, Contact Centers and Logistics.

Best recruitment base for Nordic native personnel

January 1, 2003 by citizenship



Note: The graph presents the size of the population originating from other Nordic countries.

Source: Nordic Statistical Yearbook, 2003

“Centralizing logistics activities to Sweden has shortened delivery lead times, reduced warehouse costs and increased total delivery quality. In Sweden we find all the expertise and supplier networks that we need to operate and further improve our logistics operations.”

Hideo Masuka,
Managing Director, Honda Nordic



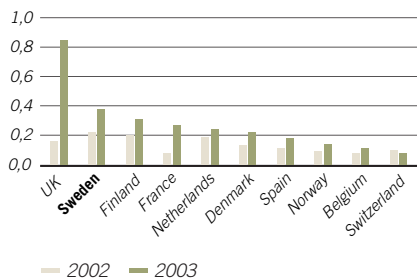
VENTURE CAPITAL

In brief

- Cost-efficient access to Swedish technology
- One of Europe's most efficient venture capital markets
- Experienced venture capital management teams

Venture capital investments

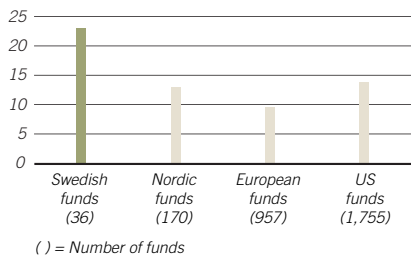
Venture investments in Europe 2002 and 2003, percent of GDP



Source: European Venture Capital Association (EVCA), 2004

Swedish funds show strong returns

Fund performance: IRR since inception for a selection of funds



Note: Data is continuously updated and is therefore subject to change. Nordic includes Norway, Sweden, Finland and Denmark. Calculation in euro for European funds, in US dollar for US funds, as of 31/12/2003. Note that the analysis is based on a sample of funds.

Source: Thomson Venture Economics, 2004

Attractive investment opportunities

Opportunities in venture capital are attracting important flows of funds to the Swedish market. During the past decade, total inflow to the private equity industry (including venture capital and buy-out) have increased from € 2.4 billion/\$ 3 billion to almost € 24 billion/\$ 30 billion. The rise of successful venture funds has played a key part to the growth of Sweden's venture capital sector. Today, Swedish venture capital firms manage funds of € 9 billion/\$ 12 billion compared to practically zero ten years ago. A recent survey by Thomson Venture Economics showed strong returns from a sample of Swedish funds, with an IRR (Internal Rate of Return) since inception of 23 percent.

Top position in Europe

Venture capital growth, together with highly capitalized buy-out funds such as EQT, Industrikapital and Nordic Capital, has contributed to a highly active and efficient private equity market. Activity in the private equity segment (investments/GDP) is ranked second only to the UK in Europe. Syndication levels (deals involving two or more investors in the private equity market) account for two-thirds of total investments.

Technology deals dominate

Sweden's solid track record in technology innovation offers a clear incentive to invest. Investments in ICT and life sciences projects totaled 33 percent of European private equity fund investments during 2003. In comparison, the proportion of Swedish fund investments in these sectors amounted to 69 percent. International venture capital firms have also focused their attention on Swedish technology companies. One example is Mobile Internet Capital (Japan), which invested in ipUnplugged and Columbitech as part of its collaboration with Swedish VC Ledstiernan. Strong technologies and Sweden's overall innovative climate were pinpointed as key factors. VC firms from the US, France, the Netherlands and Israel have also invested in Swedish ICT companies.

Industrial focus

The majority of Sweden's venture capital firms focus either on the ICT sector or on biotech and medical equipment. Typically, the managements of companies in these sectors comprise experienced industrialists and entrepreneurs. Investment managers with a life-science focus have a background in either the pharmaceutical industry or biotech research, while venture capital firms with a wireless edge consist of partners from the wireless industry to ensure requisite technical know-how. Proximity to industry and the university sector ensures a strong flow of deals. Swedish venture fund investments represent a major proportion of total European investments, accounting for 12 percent of the life science sector and 6 percent of ICT projects in 2003. The success of VC portfolio companies is also feeding through into recent exits, such as All Set Marine Security (General Electric), Smartner (Seven), Neopharma (Solvay) and Entific (Cochlear Corporation). Several other VC-backed companies are expected to complete exits in 2005 and 2006.

International investors

Swedish buy-out funds have been dependent on international capital for at least a decade, and greater international attention is now turning toward Swedish venture capital. According to the Swedish Venture Capital Association, SVCA, 70 percent of venture capital originated from investors outside Sweden in 2004.

The prevalence of standardized, Anglo-Saxon fund structures lowers entry barriers for international investors into Swedish venture funds. Management fees are on a par with international rates. This, together with an extensive pool of Swedish private equity legal advisors, guarantees efficiency and reliability.

Major funding rounds in 2005

While the buy-out sector has weathered the recent years of global economic stagnation relatively well, venture capital investments have halved. This can be partly ascribed by falling valuations and the need to increase emphasis on existing investments. However, the total number of investments remains high and expectations of a positive investment and exit climate in coming years is encouraging venture capital firms to plan new rounds of financing. In 2004, private equity and venture capital funds raised € 3.7 billion/\$ 4.7 billion.

*ISA actively markets venture capital opportunities in Sweden. Find out more at www.isa.se and in the ISA publication *Venture Capital*.*

Swedish deals attract international VCs

Life sciences

Arexis

3i (UK)

Biolipox

Sofinnova (France)

Apax (UK)

Biovitrum

MPM BioEquities (US)

Alta Partners (US)

HBM Bioventures (Switzerland)

Global Genomics

ABN Amro (Netherlands)

Nordic Biotech (Denmark)

Gyros

3i (UK)

Schroder Ventures Life Sciences (UK)

Bankinvest (Denmark)

Xcounter

Abingworth (UK)

ICT

Appium

Innovacom (France)

Carmen Systems

Gilde Investment Management

(Netherlands)

GE Capital (US)

Spotfire

Atlas Venture (US)

Sprout (US)

Cooper Hill (US)

Pequot (US)

Quantum (US)

Visual Wireless

Vision Capital (US)

ipUnplugged

MIC (Japan)

NEC (Japan)

Xelerated

Atlas Venture (US)

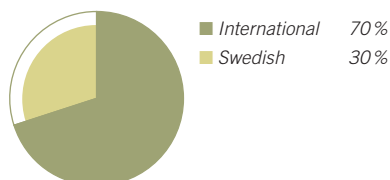
Alta Partners (US)



LIFE SCIENCES

In brief

- Clinical trials with superior biotech tools and supplies
- Drug discovery in neuroscience, metabolic and infectious diseases
- Internationally focused life science industry with some 400 companies

Ownership of the life sciences industry

Source: Invest in Sweden Agency, 2005

Examples of foreign investors

- Advanced Medical Optics (US)
- AstraZeneca (UK)
- Fresenius Kabi (Germany)
- GE Healthcare (US)
- Merck Sharp & Dohme (US)
- Octapharma (Switzerland)
- Pfizer (US)
- SHL Medical (Taiwan)
- Sumitomo (Japan)
- Syngenta (Switzerland)
- Tamro (Finland)

A European biotech leader

The genomics revolution and the introduction of specialized technologies throughout the product development chain are transforming the economics of pharmaceutical R&D. As these advances become manifest, drug development becomes faster, more predictable and less expensive. Swedish access to these technologies helps boost efficiency and success in almost every stage of the product development cycle.

One of Europe's strongest biotech clusters

The growing importance of biotech in the pharmaceutical industry has been advantageous for Sweden. After rapid expansion in recent years, Swedish biotech industry today comprises some 400 companies (the Swedish Agency for Innovation, Vinnova, 2005). It is Europe's fourth-largest in size and the largest in relation to population and to GDP. This success is the result of several factors: a deep tradition in biotech research; strong consolidation in the pharmaceutical sector; intense entrepreneurial activity; and access to venture capital. According to the Boston Consulting Group, three of Europe's strongest biotechnology clusters are found in Sweden: Stockholm/Uppsala, Göteborg, and Malmö/Lund. In addition, the Swedish Medical Products Agency (*Läkemedelsverket*) upholds the highest standards and quality for drug approval within the EU.

Academia and corporations united

The Swedish system of granting academic researchers the right to commercialize their discoveries, has been one of the cornerstones of the biotech industry. The free movement of researchers between academia and corporations generates a stream of new biotech start-ups. A survey by Vinnova found that as many as 93 percent of all Swedish biotech companies are involved in R&D collaborations with academic researchers. High-profile biotech companies, such as GE Healthcare (formerly Amersham Biosciences), have a strong tradition in collaborating with universities.

Origin of AstraZeneca and Pharmacia

Swedish biotech traditions are also highly influenced by the presence of two global pharmaceutical companies, AstraZeneca and Pharmacia (today part of

Major center of neuroscience discovery

Brain science – one of the broadest and most complex fields of research – offers tremendous commercial opportunities. Disorders of the brain and central nervous system result in more hospitalizations than any other disease group. The cost of treatments is a substantial burden on society and is set to rise as a result of the developed world's aging population. Swedish researchers are at the forefront of several key neuroscience disciplines and their achievements across a broad spectrum of fields have considerable scope for direct clinical applications. Particular strengths include research into the origin and repair of nerve cell damage following strokes and spinal cord injury and into major

degenerative diseases such as Parkinson's and Alzheimer's. Sweden holds a large share of human embryonic stem cell lines eligible for US public funding and has been selected by the National Institutes of Health (NIH) for research cooperation.

Swedish Brain Power A program to bring out the best in Swedish research into brain diseases has been launched by a consortium led by Bengt Winblad, professor at Karolinska Institutet. Seventy-three research groups participate in Swedish Brain Power and the program will bring together an unprecedented range of researchers, practitioners and business people. The project is unique in that

it unites experts in "hard" scientific disciplines with experts in the "soft" disciplines of the social sciences. The aim is to tackle neurodegenerative illnesses and the researchers are drawn from a wide variety of disciplines, ranging from brain imaging to genetics. The project's benefactors include Invest in Sweden Agency (ISA), the Swedish Knowledge Foundation (KK), the Swedish Agency for Innovation Systems (Vinnova), the Vardal Foundation, the Knut and Alice Wallenberg Foundation (KAW) and the Swedish Foundation for Strategic Research (SSF).

For further information, please visit www.isa.pdf/SwedishBrainPower.pdf

Pfizer). When Pharmacia focused its research operations on later-stage drug development in the late 1990s, several related business, including Biacore and Biovitrum, were spun off. Subsequently, a number of new biotech companies began emerging, staffed by previous Pharmacia employees. AstraZeneca has also promoted biotech market growth by concentrating four of its seven global R&D areas to Sweden.

Enabling technologies

Several Swedish companies have been formed to identify disease targets and candidate drugs in order to create enabling technologies. Examples include companies such as GE Healthcare, Perbio Science and Gyros, which supply biotech researchers with a range of systems and services in genomics, proteomics and drug discovery.

Clinical practice

Sweden is renowned for its ability to apply research progress in clinical practice and thereby stimulate the development of drugs and innovations across a broad front. A centralized public health system has established a reliable system of medical records and these databases constitute a unique collection of medical and genetic information. Also, the Swedish population is generally positive to participating in clinical trials. A number of companies, including Clinical Data Care, Scandinavian CRI and Quintiles, have established clinical research organizations in Sweden.

*ISA actively markets Swedish life sciences, with a special emphasis on biotech tools, drug discovery and bioproduction. Find out more at www.isa.se and in the ISA publications *Biotechnology*, *Stem Cells*, *Neuroscience*, *Clinical Trials*, *Metabolic Disease* and *Biotech Tools*.*

Swedish life sciences

Employment fulltime private sector, 2004

Pharmaceuticals	23,000
Biotech	7,000
Medical equipment	11,000
Total sector	41,000

Employment, share of total private sector workforce	1.8%
---	------

Turnover private sector, 2004

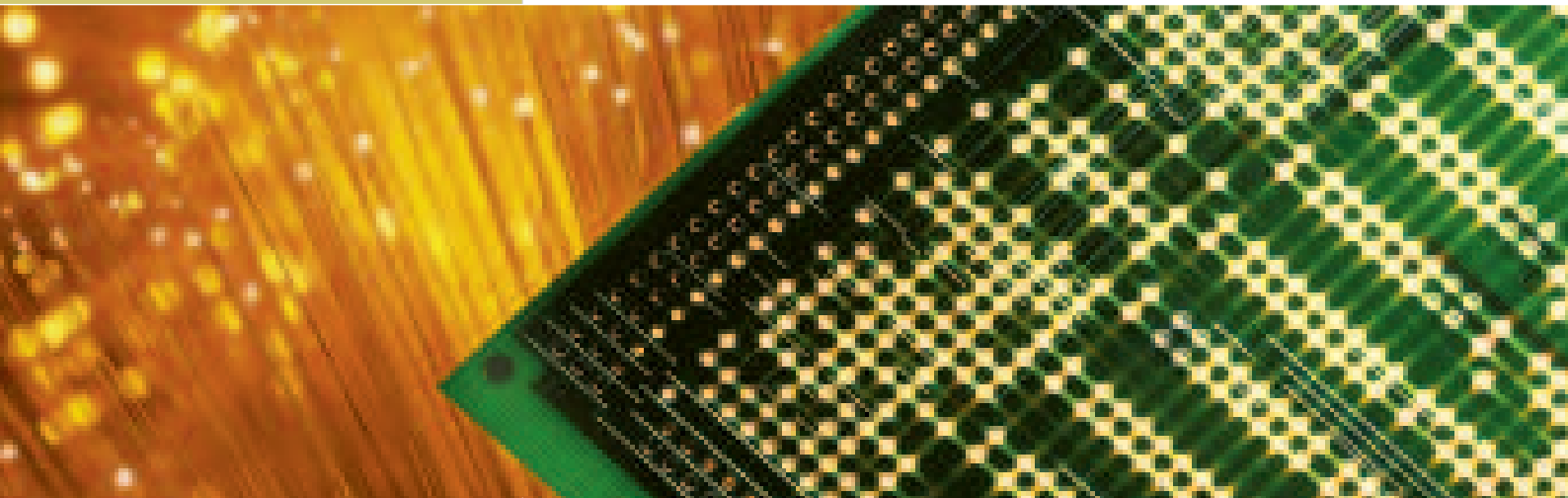
€ m	
Pharmaceuticals	9,000
Biotech	1,000
Medical equipment	1,500
Total sector	11,500

Account of Swedish total export, 2004	7.1%
---------------------------------------	------

Largest life sciences companies in Sweden, 2004

AstraZeneca (UK)
Pfizer (US)
GE Healthcare (US)
Gambro (Swedish)
Fresenius Kabi (Germany)

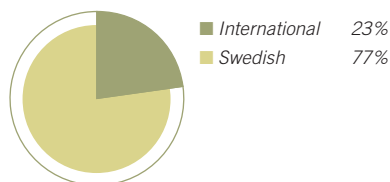
Source: Statistics Sweden, Vinnova and ISA, 2005



INFORMATION AND COMMUNICATION TECHNOLOGIES

In brief

- Excellence in mobile terminals, photonics, system-on-chip and network infrastructure
- World-leading R&D in wireless, mobility and broadband
- 1,200 ICT companies to partner with

Ownership of ICT industry

Source: Invest in Sweden Agency, 2005

Examples of foreign investors

- Huawei Technologies (China)
- Hutchison Whampoa (China)
- IBM (US)
- Intel (US)
- LG Electronics (South Korea)
- MIC (Japan)
- NEC (Japan)
- Samsung (South Korea)
- Siemens (Germany)
- ZTE Corporation (China)
- Vodafone (UK)

Leader in integrated solutions

The ICT sector is one of Sweden's largest industries and encompasses some 1,200 companies. It offers myriad business opportunities for those searching for excellence in this sector. Sweden is the most digitally-savvy nation in Europe, according to Jupiter Research, and this top-rank position is driven by high adoption rates for high-speed Internet broadband access and brisk uptake of mobile handsets and pocket-sized digital assistants. Sweden is also synonymous with cutting-edge wireless research and innovation, which has compelled many international players to establish wireless development centers here.

Attractive ICT market

The size of Sweden's private and public sector IT market is about € 14 billion/\$ 18 billion. In addition to a general drive to capitalize on IT investments to reduce costs, the high-priority areas the next years are expected to be security, IP telephony and mobile solutions. For example, the majority of Swedish companies will have wireless LANs and wireless telephony installed within two years.

World class infrastructure

No other country can compete with Sweden's fiber optic infrastructure, with some 200 metro networks in more than 100 towns. In Stockholm, more than a kilometer of fiber per inhabitant lies hidden beneath the streets. Third-generation (3G) telephone coverage reached 85 percent of the population in January 2005, the highest figure in Europe. There are currently 420,000 3G subscribers in Sweden (March 2005) divided between the operators TeliaSonera, Vodafone and 3, a joint venture between Chinese Hutchison Whampoa and Swedish Investor. Additionally, a large number of hot-spots are being rolled out in Sweden. The northern Swedish town of Skellefteå is the location for the first roll-out in Europe of WiMAX to households.

Terminal excellence

Sweden is a pioneer in mobile platform design, telematics platform design, terminal industrial design and integrated bundled applications. Development is currently strong and places high demands on integration between different cellular standards and wireless standards for data communication. When volumes increase, so

will demand for physical integration in terms of software-defined reconfigurable platforms. Sweden's 40+ terminal companies are mainly concentrated in the Skåne and Stockholm regions and in Göteborg (telematics). Examples of interesting companies include SonyEricsson, Obigo/Teleca, Neonode, OceanObservations and Pilotfish.

Network infrastructure for broadband and wireless

Sweden's leadership in mobile telephony has spawned a wide portfolio of wireless patents. The WCDMA third-generation mobile technology now being deployed was largely developed by Swedish companies Ericsson and TeliaSonera, as were the preceding wireless technologies NMT, GSM, GPRS and EDGE. The Bluetooth standard is another Swedish wireless invention. When Intel decided to open a wireless center outside California, their obvious choice was Stockholm/Kista Wireless Valley. Fast-growing Chinese telecom equipment manufacturers ZTE and Huawei Technologies also opted to exploit the availability of wireless know-how around Stockholm, the country's strongest wireless competency area. In broadband, Sweden houses a vibrant cluster specializing in photonics and networking technologies, and demonstrates particular strength in the optical equipment sector. Examples of interesting broadband and wireless companies are i3micro, Swedish, Net Insight, Possio, Repeatit, Packetfront and Transmode.

Innovative operator systems

Swedish companies develop unique solutions for operators in mediation, billing, collection, gateways and Value Added Services (VAS). Examples of interesting companies are Drutt, Visual Wireless, Operax, Mobilaris, Hotsip and IpUnplugged.

Leading edge in business applications and services

Swedish industry is leading the way in adopting ICT and digital techniques to gain competitive advantage in industries such as processing forest products, health care, logistics, defense and automotive. The widespread use of ICT in manufacturing and industry, combined with Sweden's wireless edge, has also fuelled the evolution of many mobile application companies. The field of telematics is a growing area in which advanced wireless applications are integrated with the automotive industry.

*ISA actively markets Swedish ICT, with special emphasis on wireless technologies and applications. Find out more at www.isa.se, www.isa.se/ict and in the ISA publications *ICT, Wireless Sweden, Telematics, Gaming, Socware, Broadband and Photonics*.*

Swedish ICT and electronics

Employment fulltime private sector, 2004

Electronics	41,072
Services	121,193
Retail	28,167
Total industry	190,432

Employment, share of total private sector workforce	8.2%
---	------

Turnover private sector, 2004

€ m	
Electronics	14,683
Services	29,948
Retail	13,270
Total industry	57,901

Industry account of Swedish total export, 2004	12.8%
--	-------

Largest ICT companies in Sweden, 2004

Ericsson (Sweden)
TeliaSonera (Sweden/Finland)
Flextronics (Singapore)
IBM (US)
Volvo Information Technologies (Sweden)

Source: Statistics Sweden, Vinnova and ISA, 2005

“Sweden has a well known reputation for pioneering wireless technologies and applications. We therefore see a lot of opportunities for business ideas here.”

Dr. Dietrich Ulmer,
CEO, Siemens Acceleration in
Communications GmbH

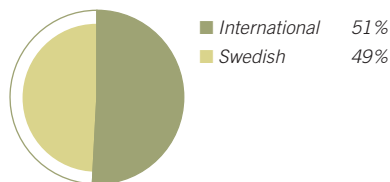


AUTOMOTIVE/INTELLIGENT VEHICLE SAFETY SYSTEMS

In brief

- Strong high-tech automotive cluster
- Intelligent vehicle safety research and winter testing
- Vehicle telematics and wireless ICT hotbed

Ownership of automotive industry



Source: Invest in Sweden Agency, 2005

Examples of foreign investors

- Bosch (Germany)
- Brose (Germany)
- Denso (Japan)
- Faurecia (France)
- Ford Motors/Volvo Car (US)
- General Motors/Saab (US)
- Johnson Controls (US)
- Knorr-Bremse (Germany)
- Kongsberg (Norway)
- Toyota Industries (Japan)
- Valeo (France)

Pioneering vehicle safety

The automotive industry has been a principal Swedish trademark for many years. With two premium automakers, Volvo and Saab, and two leading heavy truck manufacturers, Volvo Trucks and Scania, conditions are ideal for continued success in this industry. Emphasizing safety and other vehicular refinements, the Swedish automotive sector has not only produced two of the world's safest car brands and the most secure cabs for heavy trucks but also nurtured Autoliv, a major global provider of vehicle safety systems. It has also attracted several top international corporations and become a global development center.

Mergers and acquisitions

Globalization has seen international corporations step up their presence in Sweden in the last decade. M&A activity includes the acquisitions by US automakers General Motors (GM) and Ford Motor Company of Saab Automobile and Volvo Cars respectively, the merger of Volvo Trucks with RVI (France) and Mack (US), and the acquisition by Volkswagen (Germany) of shares in Scania.

Design and engineering

Sweden's automotive industry is highly respected for its design and engineering know-how. The Scania R-series truck, for instance, was named International Truck of the Year in 2005 and Haldex, a drive components specialist, has helped cement Sweden as the global center for development and manufacturing of transmissions for Ford four-wheel-drive cars. Engineering skills are also evident in the production of the Volvo XC90, the sports utility vehicle (SUV) praised for its design and safety features. It entered production one year faster than would usually be the case after Volvo reduced the production lead-time by devising a digital preproduction facility. This groundbreaking technology is being adopted by Ford for use at locations around the world. Engineering skills have also made Sweden a center for premium cars, both for Ford and GM. Today, Volvo Cars and Saab Automobile premium models are manufactured in Sweden.

Intelligent vehicle safety systems (IVSS)

Sweden is now moving ahead rapidly into the new era of intelligent vehicle design focused on active safety development, and has launched a € 70 million/\$ 90 mil-

lion five-year program to develop the next generation of intelligent vehicle safety systems (IVSS). Leading players in this cluster include Volvo, Saab, Scania, Autoliv, Ericsson, Chalmers University of Technology in Göteborg, the Royal Institute of Technology in Stockholm, the Swedish National Road Administration, the Swedish Agency for Innovation Systems and Invest in Sweden Agency. The IVSS program is located at Lindholmen Science Park in Göteborg and is open to Swedish as well as international participant companies.

Vehicle telematics

Telematics is another high-potential area because accessing wireless data is a necessity for next-generation vehicles. Sweden offers all the essential requirements: several leading automotive companies in combination with Ericsson's unique wireless expertise. Göteborg has a leading telematics tradition and here the world's first mobile data communication system (Mobitex) was developed by Ericsson nearly 20 years ago. The establishment of Telematics Valley in Göteborg's Lindholmen Science Park has proved highly popular, attracting 60 international ICT and automotive producers as members. Drawn by the cluster's industrial competencies, Ford Motors has located its global telematics center for premium cars here.

Sweden has what it takes

Sweden has a top-class development climate for active automotive safety. Cross-fertilization from the aviation and space industries has fostered a highly respected research and engineering community in dependable electronics system design. Many universities and specialist institutes focus on this field and provide a number of education and training programs in close cooperation with vehicle industry partners. Chalmers University of Technology's reputation in dependable systems research led it to become General Motors' sole European partner in this field. Chalmers carries out about one third of all engineering research in Sweden.

ISA actively markets the Swedish automotive industry, with an emphasis on vehicle safety, telematics and design. Find out more at www.isa.se, www.telematicsvalley.org and in the ISA publications IVSS and Telematics.

Swedish automotive industry

Employment fulltime private sector, 2004	72,000
--	--------

Employment, share of total private sector workforce	3.1%
---	------

Turnover private sector, 2004 € m	26,000
--------------------------------------	--------

Account of Swedish total exports, 2004	13.2%
--	-------

Largest automotive companies in Sweden, 2004

Volvo Cars (US)

Scania (Sweden)

Saab Automobile (US)

AB Volvo (Sweden)

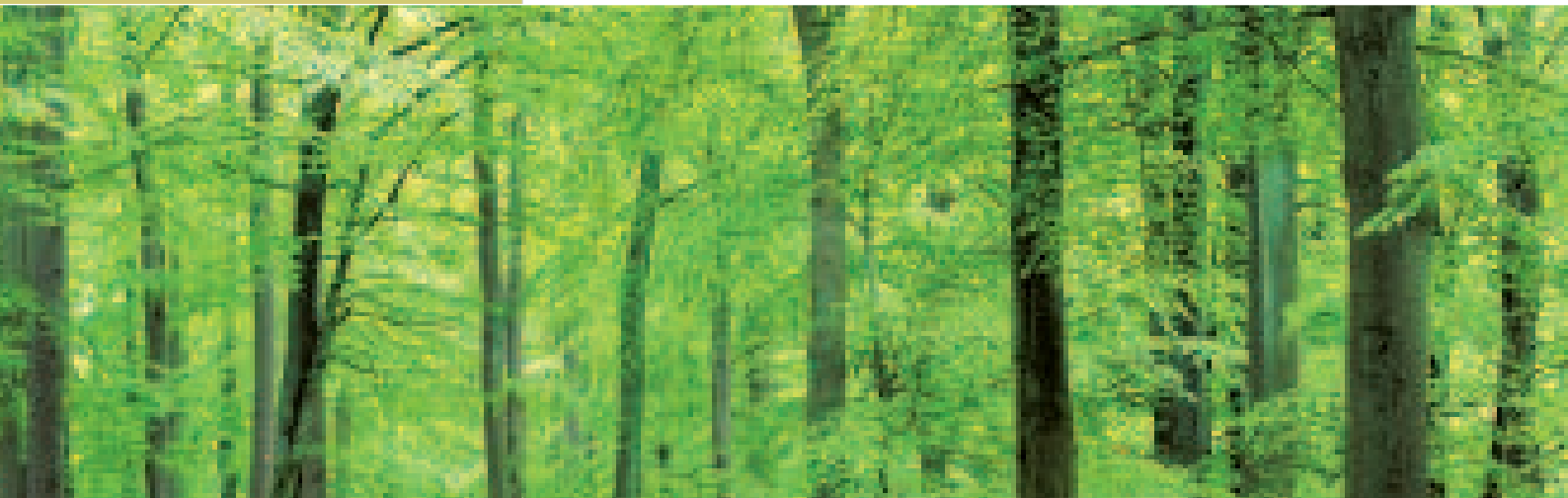
Autoliv (US)

Source: Statistics Sweden, Vinnova and ISA, 2005

Arctic winter testing



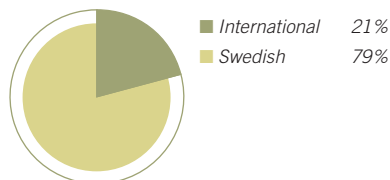
A varied climate and the availability of appropriate testing areas make Sweden a unique environment for trialing automotive systems. Arvidsjaur-Arjeplog, south of the Arctic Circle, is the center of a region that hosts Europe's largest winter testing operations. More than 30 leading automotive companies are present here, including BMW, DaimlerChrysler, Ford, GM, PSA and Volkswagen.



WOOD, PAPER AND PACKAGING

In brief

- Access to primary fibers from slow-growth forests
- Opportunities in saw mills, wood building components and furniture
- Wood component suppliers with export experience

Ownership of wood industry

Source: Invest in Sweden Agency, 2005

Examples of foreign investors

- Acton (Canada)
- Berkshire Hathaway (US)
- Fenster (Germany)
- Kappa (Netherlands)
- Metsä-Särila (Finland)
- Moelven (Norway)
- Nybron Flooring (Switzerland)
- Sommer (France)
- Tomoku (Japan)
- VestWood (Denmark)

A major Swedish industry

Sweden is a major power in the global forest industry, ranking as the world's fourth largest paper and pulp exporter and second-largest exporter of sawn softwood timber. The nation's vast forest resources and extensive forest industry are of considerable economic importance and account for more than 4 percent of national GDP. Large parts of the countryside are covered by managed forest, and wood supply continues to increase steadily – unlike in many other parts of the world. Environmental initiatives, including ecological landscape planning and pollutant reduction, have led to widespread eco-certification of forests and given Swedish wood and paper a strong advantage on the international market. Large forest owners include the government (Sveaskog) and other large paper companies. More than half of the productive forest land remains privately owned, however.

Concentrating pulp production

Ranked third in Europe after Germany and Finland, Sweden's pulp and paper industry maintains a strong competitive edge. A decade-long round of restructuring has resulted in the global industry becoming highly concentrated to a few players and production plants. In Sweden, the six largest pulp mills account for almost 60 percent of national capacity, which in turn is close to the current annual production level of 11.4 million tonnes. The largest pulp producers are Södra and Stora Enso. Concentration is almost as high in the paper sector, with the 12 largest paper mills (out of a total 47) accounting for 65 percent of the national 11.5 million tonne capacity.

Dominating in paper

Some of Europe's largest paper producers are located in Sweden. The merger of Swedish Stora with Finnish Enso in 1998 created a giant that is now the world's second-largest paper producer, specializing in publication and fine papers (in addition to packaging boards and wood products). Swedish producers have also taken the lead in other niches, aided by the country's strength in research and biotechnology coupled with high-tech chemical processes and supply of primary fiber from native slow-growth forests.

Strength in packaging

Forest resources and a long tradition in paper and pulp manufacture are key factors that underpin the competitiveness of Sweden's packaging industry. A high degree of specialization has been necessary; the region of Värmland, for example, is known for its strong focus on consumer packaging. Linkages between the forest industry, ICT, design and graphic production have become increasingly significant in recent years. The combination of companies active throughout the entire packaging value chain and the presence of research institutes and universities with a strong packaging focus is a crucial national asset. New materials, human product interaction (HPI), security/traceability/indicators/logistics and reuse/recycling are specific Swedish strengths.

Wood processing opportunities

In contrast to pulp and paper, the wood-processing sector remains fragmented and consists of many small producers. Swedish producers of doors, kitchens and window panels have merged to increase their critical mass in recent years, but in other areas the restructuring process is just beginning. The ten largest sawmill companies – which operate some 60 mills – are responsible for half the country's sawn wood output. Deliveries from Swedish mills account for some 14 percent of EU sawn timber consumption.

Building components and furniture

Wooden building components and wood furniture production are additional wood-processing areas that offer opportunities for domestic and foreign investors. Japanese interests such as Tokomu Hus (Sweden House) have entered the market for prefabricated wooden houses. The furniture industry, largely located in south-central Sweden, has not only a large global presence but also a reputation for innovative design.

Experienced exporters

International home centers or chains of do-it-yourself stores such as Bauhaus (Germany) and Kesko (Finland) have much to gain from the Swedish wood-processing market. In addition to establishing in Sweden, these retailers benefit from choosing Swedish suppliers in their European store networks. For instance, Swedish suppliers can provide strong export experience and world-class know-how in design, production and material combinations.

ISA actively markets Swedish wood processing opportunities. For further information, please visit www.isa.se

Swedish wood industry

Employment fulltime, private sector, 2004

Forest	15,000
Pulp and paper	40,000
Wood processing	38,000
Packaging	6,000
Total industry	99,000

Employment private sector, share of total workforce

4.2%

Turnover private sector, 2004

€ m

Forest	5,000
Pulp and paper	13,000
Wood processing	8,000
Packaging	2,000
Total industry	28,000

Account of Swedish total export, 2004

9.3%

Largest wood and paper companies in Sweden, 2004

Stora Enso (Finland)

SCA (Sweden)

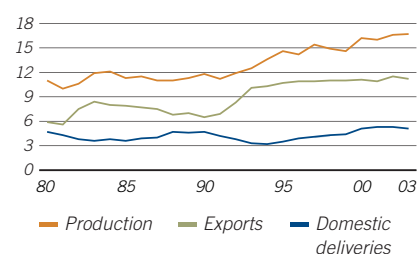
Holmen (Sweden)

Södra Skogsägarna (Sweden)

Metsä Särila (Finland)

Source: Statistics Sweden, Vinnova and ISA, 2005

Swedish production and exports of sawn timber

Million m³Production 2003: 16.7 million m³Exports 2003: 11.2 million m³

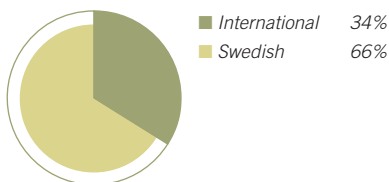
Source: Swedish Forest Industries' Federation, 2004



REAL ESTATE

In brief

- Liquidity comparable to the largest EU countries
- Transparency and low transaction costs
- Efficient business procedures and multiple financing alternatives

Ownership of institutionally held properties

Source: Invest in Sweden Agency, 2005

Examples of foreign investors

- Acta (Norway)
- Cardinal Capital Partners (US)
- Deutsche Bank (Germany)
- GE Capital (US)
- Kuwait Finance House (Kuwait)
- London & Regional Properties (UK)
- Rodamco (Netherlands)
- Royal Bank of Scotland (UK)
- Vital (Norway)
- Whitehall Funds (UK)

One of Europe's leading investment markets

Foreign investment in Swedish real estate has been steadily increasing since the first major transactions took place in the late 1990s. Capital inflows in the five years to 2004 totaled € 12 billion/\$ 16 billion. Investments in 2004 were the second-highest ever recorded at € 2.8 billion/\$ 3.6 billion. By value, cross-border investments accounted for nearly 30 percent of total transactions.

All investor types

International investors have been active in Sweden since 1997 and today fill the entire spectrum, ranging from open-ended public funds seeking high-quality, newly built properties in prime locations to highly leveraged third-party managed closed-end funds that often invest in large property portfolios dispersed across the country. US, UK and Danish investors are the largest foreign investors, and industry data shows that first-time real estate investors in Sweden rarely stop at a single investment. Buyers that have built on prior investments with follow-up acquisitions include Acta, Deka, Deutsche Bank, GE Real Estate, Goldman Sachs' Whitehall Funds, London & Regional Properties and Rodamco.

Eleven percent of Europe's deals

Sweden was Europe's fourth-largest recipient of cross-border real estate investment in 2004 and accounted for 5 percent of all property purchases by foreigners. Together with the UK, France, the Netherlands and Germany, Sweden ranks among Europe's most attractive real estate investment destinations. Foreign investors currently own real estate assets valued at € 15 billion/\$ 19 billion, equivalent to 34 percent of all institutionally held property.

Efficient business procedures

Sweden's real estate market distinguishes itself in a variety of ways. Whether gathering information, completing an acquisition process or negotiating tenant contracts, international investors will find Sweden an easy country in which to operate. The combination of skilled professionals, language acumen and a practical approach to doing business contributes to smooth procedures.

Good market liquidity

Domestic real estate company restructurings and increased international investor activity have benefited market liquidity. Almost 90 transactions with a minimum value of € 25 million/\$ 32 million were concluded in 2004. Data show that Sweden has Europe's third-most liquid real estate market.

Sizeable investment market

In terms of office-space stock, Stockholm is one of Europe's ten largest markets. There is also substantial office and commercial stock in other metropolitan areas, such as Göteborg and Malmö/Lund. Almost two thirds of commercial property assets are owned by institutional investors and listed real estate companies, contributing to Sweden's position as Europe's sixth-largest investment market for real estate.

High degree of transparency

Precise and detailed property market information is available at the click of a button. Public property records, accessible via the Internet, are open to all and contain a wealth of information about specific properties. The IPD standard for real estate performance measurement was introduced in 1997 and covers nearly half the holdings of Sweden's major owners.

Low total transaction costs

Use of standardized contracts and documentation, simple and straightforward handling of mortgages and title registrations, and non-bureaucratic public authorities facilitate and accelerate transaction processes. As a result, advisory fees are comparatively low. In addition, there are no thin capitalization rules which, combined with other fiscal and legal mechanisms, creates opportunities for attractive financial solutions.

Excellent exit opportunities

Several large international real estate investors in Sweden have completed successful exits. In 2004, some ten divestments were made by foreign investors, in most cases to other international buyers. Tornet, formerly one of Sweden's largest listed property companies and now majority-owned by LRT Acquisitions, a joint venture including Lehman Brothers Real Estate Partners, is an active seller. Other exit examples include divestments by Whitehall Funds and Blackstone Group.

ISA actively markets real estate opportunities in Sweden. Find out more at www.isa.se and in the ISA publication *Real Estate*.

Office stock European cities

Million square meters, 2004

1. Paris	48.2
2. London	27.4
3. Munich	17.7
4. Berlin	16.4
5. Hamburg	13.5
6. Madrid	13.3
7. Brussels	11.5
8. Frankfurt	11.4
9. Milan	11.3
10. Stockholm	10.2
18. Göteborg	3.1
23. Malmö	1.4

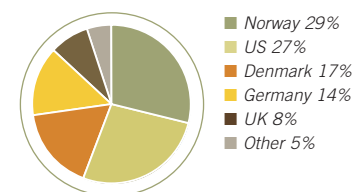
Source: Jones Lang Lasalle, 2005

“In terms of liquidity, transparency and ease of doing business, Sweden is one of Europe's most highly developed markets for real estate.”

Philippe Camu,
Managing Director,
Real Estate Principal Investments
Goldman Sachs

Investor origin

2004



Source: Jones Lang Lasalle, 2005



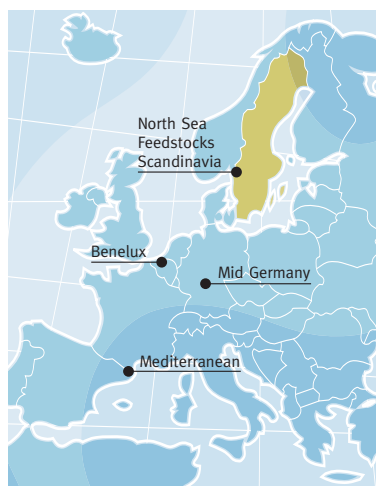
OIL AND PETROCHEMICALS

In brief

- Center for international oil and petrochemical industries with high-quality products and cutting-edge expertise
- Access to large volumes of raw materials and specialty chemicals
- Well-established networks spanning industry, public authorities and universities

Examples of foreign investors

- Akzo Nobel (Netherlands)
- Borealis (Denmark)
- Grace (US)
- Hydro (Norway)
- Jacobs Engineering (US)
- Linde Gas (Germany)
- Nynäs Group (Finland/Venezuela)
- Preem (Saudi Arabia)
- Shell (UK/Netherlands)
- Statoil (Norway)



An expanding industry

Centered in Göteborg, Stenungsund and Lysekil, Sweden's west coast region has seen a continuous flow of investments from the oil and petrochemical industries. This has considerably expanded production capacity and accelerated new product development and launches. A major share of the petrochemical sector is under foreign ownership, reflecting a broad international trend in the heavy chemicals industry towards fewer and larger players.

Large ongoing investments

Twenty-first century investments, some completed and others still in progress, amount so far to SEK 7 billion (€ 767 million/\$ 954 million). The refining and petrochemical industries have also stimulated the growth of service industries by increasing their purchasing of external services such as maintenance, construction, security and ICT, and also by outsourcing new products to downstream converters.

*ISA actively markets oil and petrochemical opportunities in Sweden. Find out more at www.isa.se and in the ISA publication *Oil and Petrochemicals Sweden*.*

"Super poles" – a future scenario for the European petrochemical industry

According to a 2004 study by UK consultants Nexant Chem Systems, the European petrochemical industry must pool and concentrate its resources to a couple of "world scale super sites" in order to strengthen industry competitiveness. Western Sweden and south-east Norway is one of four such possible future European petrochemical "super poles". Key success factors include:

- Proximity to feedstock sources
- Good bulk shipping facilities
- Trade access – coastal location
- Low cost labor/services
- Environmental acceptability
- Land availability
- Infrastructure (utilities, services, etc.)



Living and working in Sweden means being part of an open society in a truly dynamic and international environment. Quality of life is an important feature of life in Sweden and is found in areas ranging from education, healthcare and housing to culture, the environment and opportunities for personal fulfillment.

Starting a new business in Sweden is easy and business procedures are simple and transparent. Invest in Sweden Agency, ISA, is ready to provide you with professional and business oriented assistance, free of charge.

ISA strives to facilitate your investment in Sweden and has put together a comprehensive toolkit for this purpose. Publications, slide presentations, fact sheets, case studies, regional statistics, etc. are available on the ISA website at www.isa.se

Sweden's national image tops the charts

The first survey of the world's leading nation brands ranked Sweden in top position, saying the country is almost universally admired. According to the Anholt-GMI Nation Brands Index, few other nations can match Sweden's healthy balance between basic reassurance and a touch of vibrancy, adventure and youthful spirit. Ten thousand people were asked for their views on the cultural, political, commercial and human assets, investment potential and tourist appeal of 11 countries.

"Sweden's brand image boasts a rare combination of stable and responsible governance, honest and trustworthy people, successful cultural exports, a prime location for investment and yet isn't seen as boring or predictable, but young and dynamic."

Simon Anholt, report author and marketing expert
(BBC Online, May 26, 2005)

1. Sweden

2. UK

3. Italy

4. US

5. Germany

Japan

6. China

7. India

8. South Korea

9. Russia

10. Turkey

Source: Anholt-GMI Nation Brands Index

WORKING ENVIRONMENT

Space for minds

*Creative working atmosphere*

Sweden provides a stimulating job atmosphere. Creativity and skills thrive in flat, non-hierarchical organizations with decentralized responsibilities. This creates a corporate culture with emphasis on teamwork and knowledge-sharing. Swedish management is internationally recognized for its informal relations and open, straightforward communication. Working in teams has made it easy for Swedes to adopt modern networking cultures and methods.

Work towards common goals

Swedes set great store by organizing to achieve common goals. Industrial relations are characterized by cooperation and willingness to compromise, and labor unions are forward-looking and receptive to new technologies. This is one reason why large-scale confrontations in the labor market are unusual and few days are lost due to strikes.

Advanced in gender equality

Sweden offers an efficient and professional work environment along with good scope for balancing career and family life. In a recent survey by the World Economic Forum, Sweden was named the world's most equal society. All children have the right to attend a day-care center, and this of course enhances women's opportunities to work.

Life-long learning

Sweden has a long tradition of education and respect for knowledge and is recognized as a true knowledge-based economy. One in two Swedes participates in adult education and training and a large amount is invested annually in educational programs to improve employee skills. Most Swedes have a good command of the English language, and companies with a global outlook use English as their corporate language. Conducting business in English is therefore rarely a problem.

Open and caring society

Sweden is a safe and open society characterized by trust and cooperation. It is also one of the least corrupt societies, according to Transparency International. Sweden's comprehensive system of social welfare contributes to a high living standard and long life expectancy. A United Nations report ranks Sweden as the world's second most advanced country in terms of human development. The global study, covering 177 countries, based its findings on a wide range of factors including human rights, the rule of law, economic progress, education, gender equality, health and tolerance. In 2004, Stockholm was ranked as Europe's second best city in terms of the quality of life for employees and the

“Employee representative groups and unions in Sweden understand the macro-economic picture. They were pretty easy to work with. This was a surprise and a plus.”

Steve Buffington, Regional Director
Bottling Investment for Asia and Latin
America, The Coca-Cola Company
(Computer Sweden, IT industry guide 2005)



best in terms of freedom from pollution. (Cushman & Wakefield Healey & Baker, “European Cities Monitor 2004”).

At the forefront of development

Swedish design has gained global recognition and is visible not only in clothing, furniture, lighting and the applied arts, but also in vehicles, tools and machinery. Companies such as Ikea and H&M are continually expanding into new markets with innovative design at affordable prices. Swedes are trend-sensitive, open to new influences and quick to adopt the latest products and technologies.

Untouched accessible nature

Thanks to abundant natural and wildlife resources, Sweden is well equipped for recreational activities. It is one of the largest countries in Europe in area, but has only nine million inhabitants. So there is plenty of room for all. Recreation is important to Swedes – and there is easy access to hiking, biking, fishing, sailing, climbing, skiing and golf.

More information about Sweden is available at www.sweden.se – the official gateway to Sweden. The website includes basic facts about society as well as information on business issues, politics, news, cultural life and current affairs.



“The key to competition in the future is who can attract creative people on a global scale.”

Professor Richard Florida
(Financial Times, February 2004)

Magnet for talent

Sweden is the most creative country in Europe, able to attract the world’s most talented workers and gain a competitive economic edge, according to a report by Professor Richard Florida of Carnegie Mellon University in Pittsburgh. The report ranked European countries according to the 3Ts of economic growth – talent, technology and tolerance – regarded as indicators of a country’s creative potential.

The report identified Sweden, Finland, Denmark and the Netherlands as the “creative crescent” of Northern Europe: countries that are challenging the economic power of the United States and “old Europe”. In forming their conclusions the researchers looked at a range of indicators, including investment in R&D, patents and the proportion of university-educated people, as well as attitudes to immigrants and freedom of expression.

Most creative places

1. Sweden
2. US
3. Finland
4. Netherlands
5. Denmark
6. Germany
7. Belgium
8. UK
9. France
10. Austria
10. Israel

Source: The Euro-Creativity Index, “Europe in the Creative Age”, 2004, by Professor Richard Florida, School of Public Policy at George Mason University

SETTING UP BUSINESS

Smooth and rapid process

Useful addresses

Almi Företagspartner ABwww.almi.se

Financing and business development consultation for SME's.

Central Bank of Swedenwww.riksbank.com/swedishstat

Economic and financial data for Sweden.

Statistics Swedenwww.scb.se

Statistics from most economic sectors of Swedish society.

Swedish Agency for**Innovation Systems (Vinnova)**www.vinnova.se

Integrates R&D in technology, transport and working life.

Swedish Business**Development Agency (Nutek)**www.nutek.se

Sweden's central public authority for industrial policy issues.

Swedish Companies Registration Officewww.bolagsverket.se

Agency granting patents and registering limited companies and other forms of companies requiring registration.

Swedish Export Credits**Guarantee Board (EKN)**www.ekn.se

EKN provides financial solutions tailored for the public and private sectors, including foreign investors.

Swedish Migration Boardwww.migrationsverket.se

National authority responsible for visas, work and residence permits and Swedish citizenship.

Swedish National Labor Market**Administration (AMV)**www.ams.se

Informs about the Swedish labor market.

Swedish National Tax Boardwww.skatteverket.se

Agency responsible for the tax administration, the enforcement service and population registration.

Swedish Trade Councilwww.swedishtrade.com

Promotes Swedish exports.

Sweden is one of the world's least-regulated countries, according to a World Bank comparison of business indicators in 130 countries in 2004. A new company can be fully functional within two to three weeks.

1 Meet with ISA

Contacting ISA either in your country or via our Stockholm headquarters is the first step when considering investing in Sweden. It gives you the opportunity to present your plans and discuss the best way to realize them with us. It is also an excellent opportunity to acquire information about relevant rules and regulations in Sweden, obtain a market overview of your sector and receive advice on whom to contact in Sweden (lawyers, accountants, consultants, etc.).

2 Register a company

Incorporating a limited liability company (the legal format form chosen by the vast majority of foreign investors) in Sweden is very straightforward. The application is filed at the Swedish Company Registration Office, Bolagsverket, and is usually drawn up with the help of a lawyer. It takes an average of one to two weeks following Bolagsverket's receipt of the application for the company to be established. Another option is to buy an off-the-shelf company, already fully organized and registered, from a law firm or specialist consultancy.

Generally speaking, no operating licenses are required to conduct business in Sweden. There are exceptions for specific areas such as insurance, banking and financial services, though investors approved by other EU countries may benefit from mutual recognition of such licenses. Sweden applies the principle of non-discrimination unilaterally and under international agreements with the European Union, the WTO, etc., which means that foreign investors receive the same treatment as Swedish investors.

3 Find an office/premises

ISA works closely with regional investment promotion agencies throughout Sweden, which means that you may be presented with several alternative locations chosen to suit your needs, in different parts of the country. In the larger cities, it is also easy to find companies that specialize in finding suitable office premises.

4 Hire local staff

Foreign companies can enlist the help of several agencies to find suitable staff at all levels of their business, whether on temporary or permanent contracts. All unemployed Swedes are registered at the local state employment center (*Arbetsförmedlingen*) and companies can advertise here free of charge for staff.

5 Apply for financial incentives

Businesses located in less populated parts of Sweden may be eligible for investment and employment grants. Information can be found in the ISA "Financial incentives" fact sheet and on the website of the Swedish Business Development Agency (Nutek). Grants are also available for special activities such as research and development.

Please contact Establishment Services at ISA for more information.

YOUR GUIDE TO SWEDEN

ISA – business facilitator

If you are a foreign investor planning to establish or expand business operations in Sweden, Invest in Sweden Agency (ISA) is ready to provide you with professional assistance, free of charge. ISA is the government agency responsible for promoting business opportunities to foreign investors. Companies planning to start or expand operations in Sweden can obtain information and assistance from ISA and its regional and international network.

Headquartered in Stockholm, ISA has offices in London, New York, Shanghai and Tokyo and representation in Denmark, Finland, Germany, Iceland, Italy, the Netherlands, South Korea and Taiwan. Throughout the world, ISA also cooperates with Swedish embassies and consulates.

The vast majority of ISA staff have a background in the corporate sector and expertise in the investment process. These attributes help ensure professional guidance for successful business launches in Sweden.

ISA seeks to deliver excellent levels of service to foreign investors. In a 2005 study, ISA was ranked as the world's leading national inward promotion agency. The study, carried out by MIGA, a division of the World Bank, and GDP Global Development assessed 178 different agencies.

Since 1995, ISA and its regional partners have contributed to a large number of investments and establishments in Sweden from around the world. Examples include new investments, expansions, venture capital funding, joint ventures and strategic alliances in key areas such as R&D, business services and core industrial sectors.

ISA services

- **Comprehensive information on business opportunities** in Sweden, key business sectors and the Swedish economy.
- **Tailor-made information** and practical advice on how to proceed when establishing a business in Sweden.
- **Introductions to relevant contacts** with Swedish authorities, utilities and professional service companies such as lawyers, accountants, relocation specialists and recruitment companies.
- **Assistance in finding and arranging visitation programs** to the most suitable locations in Sweden.
- **Help in finding companies for possible joint ventures** or other forms of cooperation.
- **Contacts with ISA's regional network** throughout Sweden.

Fact sheets available on the ISA web site

Establishing a business:

- Establishing a business in Sweden
- Guidelines for starting a limited liability company
- Guidelines for opening a branch office
- Guidelines for opening a representative office
- Costs of establishing a business
- Financial incentives
- Useful addresses when setting up a business

Working in Sweden:

- Working in Sweden
- Labor costs
- Taxes in Sweden
- Tax relief for foreign key personnel
- Visas and work permits

ISA Board of Directors

Jan-Åke Kark

Chairman, Former President and CEO, the Telia group

Monica Caneman

Board member of several companies

Marie Granlund

Chairman, Parliamentary Standing Committee on Industry and Trade

Lisbeth Gustafsson

Sales Director, Posten Sverige

Göran Johansson

Chairman of the Göteborg City Council

Maria Khorsand

President Financial Markets, OMX Technology

Olof Sjöström

Chairman and Board member of several companies

Hans Wigzell

Professor, Karolinska Institutet and Director CMI (Center for Medical Innovations)

Kai Hammerich

President and Director-General, ISA

ISA's regional network

Sweden provides extensive local assistance for the duration of an establishment or expansion process. The ISA network of regional partners is presented below. More information about the regions is available on the ISA website.

North Sweden Inward Investment Agency (NSIIA)

Jim Wallström
+46 920 24 42 59
jim.wallstrom@nsiia.se
www.nsiia.com

Midscand Business Network

Christian Plüschke
+46 63 57 11 28
christian.pluschke@midscand.com
www.midscand.com

Invest in Dalarna Agency

Ingela Mästerbo
+46 243 735 99
ingela.masterbo@investindalarna.se
www.investindalarna.se

Invest in Värmland Agency (INVA)

Gun-Marie Östedt-Axelsson
+46 54 22 14 87
gun-marie@vermland.cci.se
www.investinvarmland.com

Business Region Göteborg (BRG)

Petra Sedelius
+46 31 61 24 22
petra.sedelius@brg.goteborg.se
www.businessregion.se

Sjuhärads kommunalförbund

Per Wallinder
+46 33 48 09 51
per.wallinder@sjuharad.com
www.sjuharad.se

Position Skåne

Douglas Almqvist
+ 46 40 20 96 08
douglas.almqvist@positionskane.com
www.skane.se

Invest in Skaraborg

Ingemar Fredriksson
+46 500 49 72 02
ingemar@tsp-consultancy.com
www.investinskaraborg.se

Invest in Småland Agency

Karin Darlington
+46 470 72 33 29
karin.d@kfk.se

Invest in MidSweden

Robert Nordin
+46 70 379 40 19
robert.nordin@positionvasternorrland.se
www.midsweden.com

Invest in Gävleborg Agency (IGA)

Bruno Ahlqvist
+46 26 66 20 91
bruno.ahlqvist@mhk.cci.se
www.iga-sweden.com

Business Region Örebro (BRO)

Nicklas Forsling
+46 19 21 40 44
nicklas.forsling@br-orebro.se
www.centrawestsweden.info

Business Arena Stockholm (BAS)

Per-Axel Dahlberg
+46 8 508 280 82
per-axel.dahlberg@bas.stockholm.se
www.businessarenastockholm.se

East Sweden Development Agency (ESDA)

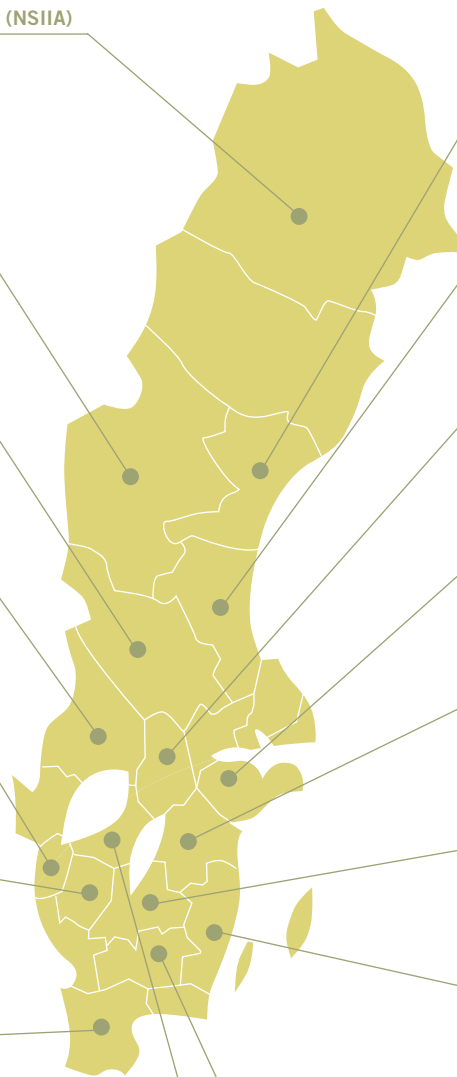
Mary Spaeth
+46 13 200 707
mary.spaeth@eastsweden.com
www.eastsweden.com

Location Scandinavia

Anne-Marie Hagström Hirschberg
+46 36 30 14 30
am.hh@location-scandinavia.se
www.location-scandinavia.se

Invest in Kalmar County

Magnus Gustafson
+46 480 44 83 91
magnus.gustafson@kalmar.regionforbund.se
www.investinkalmarcounty.se



ISA contacts

HEAD OFFICE



Sweden (Stockholm)

Invest in Sweden Agency

P O Box 90
101 21 Stockholm
Tel: +46 8 402 78 00
Fax: +46 8 402 78 78
isa@isa.se

Kai Hammerich

President and Director-General
kai.hammerich@isa.se

Viveca Rostén

Dep. Director-General,
Head of Administration
viveca.rosten@isa.se

Bengt-Åke Ljudén

Director, International
Marketing & Sales
bengt-ake.ljuden@isa.se

Thomas Ahlberg

Manager Intl. Marketing & Sales
thomas.ahlberg@isa.se

Niklas Johnsson

Head of ICT project
niklas.johnsson@isa.se

Magnus Runnbeck

Head of Research
magnus.runnbeck@isa.se

Sigvard Beck-Friis

Head of Establishment Services
sigvard.beck-friis@isa.se

Annika Rembe

Head of Market Communications
annika.rembe@isa.se

Börje Svanborg

Head of Regional Cooperation
borje.svanborg@isa.se

Per Hedblom

Manager Venture Capital Relations
per.hedblom@isa.se

Rolf Rising

Head of Business Analysis &
Development
rolf.rising@isa.se

Ylva Williams

Head of Life Sciences
ylva.williams@isa.se

Johan Hultstam de Valcy

Head of IVSS project
johan.hultstam@isa.se

Lennart Witzell

Head of Wood Processing Project
lennart.witzell@isa.se

INTERNATIONAL OPERATIONS



China

Invest in Sweden Agency
Shanghai, China
Tel: +86 21 6390 6598
Fax: +86 21 6390 6592
shanghai@isa.se



Japan

Invest in Sweden Agency
Tokyo, Japan
Tel: +81 3 5562 5014
Fax: +81 3 5562 5130
isa@isatokyo.org



UK

Invest in Sweden Agency
London, United Kingdom
Tel: +44 20 7723 2000
Fax: +44 20 7723 2099
isa.uk@isa.se



US

Invest in Sweden Agency
New York, USA
Tel: +1 212 702 8780
Fax: +1 212 702 8783
isa@usa.isa.se

REPRESENTATION



Denmark

Ove Hänel

Danske Bank
Copenhagen, Denmark
Tel: +45 3344 3130
Fax: +45 3344 3133
denmark@isa.se



Germany

Jörn Gallwitz

German-Swedish Chamber
of Commerce
Stockholm, Sweden
Tel: +46 8 665 18 00
Fax: +46 8 665 18 06
germany@isa.se



Italy

Caterina Gorni

Ambrosetti
Milano, Italy
Tel: +39 02 467 53 218
Fax: +39 02 467 53 333
italy@isa.se



South Korea

John Kim

Swedish Trade Council
Seoul, Republic of Korea
Tel: +82 2 739 1460
Fax: +82 2 739 1463
korea@isa.se



Finland

Hannu Thorén

Nordea Bank Finland Plc
Helsinki, Finland
Tel: +358 9 1655 2921
Fax: +358 9 1655 2924
finland@isa.se



Iceland

David Levinger

Kaupthing Bank hf
Reykjavik, Iceland
Tel: +354 444 6107
Fax: +354 444 6119
iceland@isa.se



Netherlands

Elisabeth Hammer-Kjellberg

CDI Global
Amsterdam, Netherlands
Tel: +31 20 662 5536
Fax: +31 20 662 1779
netherlands@isa.se



Taiwan

Henrik Byström

Swedish Trade Council
Taipei, Taiwan
Tel: +886 2 2757 6573
Fax: +886 2 2757 6723
taiwan@isa.se

For a complete list of addresses and contacts: www.isa.se

www.isa.se