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Atlas Copco



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The Swedish Chamber of Commerce is a non-profit organization dedicated to its members since 1960. Our mission is to provide a business and social platform for the advancement of Swedish and Dutch business and between member companies. We promote the trade relations between Sweden and the Netherlands and deliver a unique network based on the combination of Swedish and Dutch cultures.

Colofon

SWEDISH CHAMBER OF COMMERCE

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COVER PHOTO Martin Svalander/imagebank.sweden.se

LAYOUT Nordholm Design & Communication

PRINT Drukkerij Uleman

PAPER: Iggesund



INVENTING TOMORROW'S WORD

A century ago, Sweden was among the poorest nations in Europe. It's a small country, home to just 0.14 percent of the global population. Yet today, it is a world leader in innovation.

Millions of hearts around the world beat with the help of a pacemaker. Candles are lit with the help of safety matches. And innumerable lives have been saved with the help of the three-point seatbelt. These are just a few examples of Swedish innovations that have made a difference. The Innovation Union Scoreboard 2010, an index published by the European Commission, ranks Sweden as the leading country for innovation among EU member states. Reasons for this include a historic tradition of inventors, a commitment to gender equality, and a strong belief in the individual. Close collaboration between research institutes and the private and public sectors is another key factor, setting the foundation for global Swedish companies like AstraZeneca, Ericsson, and Volvo.

Innovation is closely linked to research and development. Sweden is one of Europe's top three spenders in this area, investing 3.6 per cent of GDP in R&D in 2009. Compare this with the EU-wide target of 3 per cent GDP investment by 2020, and it's clear that Sweden is ahead of the game.

Innovation Capacity Index

Each year, Harvard Business School compiles the National Innovation Capacity Index, a study of different countries' innovation potential. In 2010, Sweden was ranked eighth among 173 countries. In terms of the number of trained engineers per capita, Sweden was ranked second, close behind Japan. The study also notes that in the past 15 years, Sweden has had the second-fastest growth rate in the number of patents per capita.

The Swedish Chamber of Commerce is a non-profit organization dedicated to its members since 1960. Our mission is to provide a business and social platform for the advancement of Swedish and Dutch trade relations and between the member companies within the Chamber. The Swedish Chamber aims to inspire, promote the exchange of ideas and to deliver a unique network based on the combination of Swedish and Dutch cultures.

This Annual Report gives a view of the Chamber services and activities during the past year with special thanks for the support and contributions from many of our valued members. But, looking ahead we also offer a glimpse at the fantastic Sweden – the Netherlands 400 Years Anniversary 2014. www.sweden.se

The Swedish Chamber of Commerce

Member List

AKD
 Akzo Nobel N.V.
 ALCES Consulting B.V.
 Anna Skipper B.V.
 Anticimex Benelux B.V.
 APH-Produkter Holland B.V.
 APM Terminal Europe
 Are you Swedish?
 Arentec Management Consultancy
 ATC Corporate Services (Netherlands) B.V.
 ATLAS Tax Lawyers
 Atlas Copco Nederland B.V.
 Atlas Copco Tools Nederlands
 Bavak Beveiligingsgroep B.V.
 Benify B.V.
 Beran BV
 Bilderberg Europa Hotel
 Billerud Benelux B.V.
 BK Corporate International B.V.
 BN Connect
 BOM Foreign Investments
 Bomencentrum Nederland
 Brada LLP
 BTR accounting and payroll services
 Bufab Benelux B.V.
 Business Sweden
 Cadence Marketing & Communicatie B.V.
 CAPTA Management B.V.
 Charter Real Estate B.V.
 Cicerone Noordwijk
 City of Amsterdam
 Crafoord Management BV
 CSMART
 De Neef HRD Consultancy
 DOLK + HESPER B.V.
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 Earth Integrated Archaeology
 Electrolux Holding B.V.
 Electrolux Home Products BV
 Ericsson Telecommunicatie B.V.
 Ernst & Young
 Eurocommercial Properties NV
 Euroflorist Europe B.V.

Eversheds BV
 f.a.x. Translations B.V.
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 Filippa K BV
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 GMS Sweden AB
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 Greenberg Traurig Amsterdam
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 Heussen
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 HR4 Solutions
 Houblon Advocatuur B.V.
 Hyannis Performance consultancy
 If P & C Insurance Ltd.
 Iggesund Paperboard Europe B.V.
 IKEA B.V. Nederland
 IKEA Services B.V.
 Inter-IKEA System B.V.
 Interbosch Beheer B.V.
 InterContinental Amstel Amsterdam
 Intrum Justitia B.V.
 Jan Lindhout
 Joel Beheer Groningen B.V.
 Kinnarps Office Furniture
 Kiwa Sverige
 KPMG Meijburg & Co
 Labelprint B.V.
 Leadership Development Processes and Enablers B.V.
 Logos Communication
 Loyens&Loeff
 Lundin Netherlands B.V.
 Machinefabriek Bosker en Zonen B.V.
 Maes & Lunau Executive Search
 Mazars Paardekooper Hoffman NV
 Mercuri Urval B.V.
 MH Leadership

Moose Färg
 Mr. B.S. Hummel
 Mr. Bo Lindgren
 Mr. Folke Lundberg
 Mr. Hans Duijn
 Mr. Jules Hellendoorn
 Mr. Percy Hamilton
 Mr. Hans Kattemölle
 Mr. Jos Tervoort
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 Nordic Label
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 Noviflora Holland BV
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 Polygon Nederland B.V.
 PriceWaterhouseCoopers BV
 ProMedia Group
 Qvalia BV
 RedBowOne BV
 ReadSoft B.V.
 Renthouse International B.V.
 ReputatieLoods
 Rock PR, Marketing & Communication
 Samskip Van Dieren Multimodal B.V.
 Sandler Training Amsterdam
 Sapor Soghati Beverages
 SCA Graphic Paper Nederland B.V.
 SCA Hygiene Products Zeist B.V.
 Scandinavian Airlines System
 Scandinavian Business Seating B.V.
 Scania Nederland B.V.
 Scania Production Zwolle
 Securitas
 SKF B.V.
 Smoke Free Systems
 Steigenberger Kurhaus Hotel
 Stena Line B.V.
 Stora Enso Amsterdam B.V.
 Sveatrans

TA Hydraulics B.V.
 TeekensKarstens
 Tele2
 Telia Sonera International Carrier Netherlands B.V.
 Tekinoco AB
 Tetra Pak B.V.
 TLO Deen BV
 Toyota Material Handling Nederland
 Translantic Rederi Benelux
 Undutchables Recruitment Agency B.V.
 * Up There, Everywhere
 Van Benthem & Keulen
 Van der Steeg Finance
 vanRinum Institute of Language
 Vattenfall Business Group Benelux
 Visit Sweden
 Vodor Farsta
 Voerman
 Volvo Cars Nederland
 Volvo Group The Netherlands B.V.
 Vorwerk & Co
 Wagenborg Reining B.V.
 WestCord Hotel Delft
 West-Holland Foreign Investment Agency
 Yours
 Zumflow



The Swedish Chamber of Commerce Our Patrons



The Patrons of the Swedish Chamber of Commerce are invaluable. Founded in 2004 the group consists of companies close to the Swedish Chamber who are willing to support the Chamber Mission and activities by contributing with an additional financial funding. Today the Swedish Chamber of Commerce are very proud to count 22 Patron companies.

Patrons of the Swedish Chamber of Commerce for the Netherlands receive additional visibility through the various marketing channels such as Annual Review and The Swedish Chamber of Commerce website. The Swedish Chamber of Commerce produces a Patron Banner each year presenting the logotypes of all Patrons which is present at all Swedish Chamber events.

Furthermore, the Patrons receives invites to exclusive events. This includes among others, the Annual Patron Dinner which is held at the Swedish Ambassador's residence and aims to bring together leading individuals within the industrial companies and the largest companies within the network.

Joining the exclusive Patrons group is possible by invitation or application to the Patron Committee and by approval of the Board.

For more information about the Patrons please visit: www.swedishchamber.nl



The Swedish Chamber of Commerce Board of Directors

The Swedish Chamber of Commerce is governed by the Board of Directors. The Board is elected by the Members at the Annual General Meeting and consists of representatives from large and small Swedish, Dutch and international companies. The Swedish Ambassador to the Netherlands H.E. Håkan Emsgård is Honorary Chairman of the Swedish Chamber of Commerce.



H.E. Håkan Emsgård
Honorary Chairman
Ambassador of
Sweden



Nils van Dijkman
Chairman
Heussen



Ann-Charlotte Runn
Vice Chairman
Iggesund Paperboard



Kathy Dolk
Treasurer
Dolk Hesper



Stefan Fageräng
Tetra Pak



Evert Halvarsson
Scania Benelux



Hannie Kroes
SKF



Mikael Sørensen
Handelsbanken



Peter Smink
Vattenfall



Jan Svärd
Akzo Nobel

Leaving Board Members 2014



Krister Mattsson
IKEA Group



Josette de Goede
Coreness

New Board Member Candidates 2014



Kristina Johansson
Country Manager
IKEA Nederland

In Attendance



Andreas Rentner
Business Sweden



Maurits Hilwig
Chairman of the JCC
Committee

General Manager



Kerstin Gerlagh
kerstin.gerlagh@
swedishchamber.nl

Board of Recommendation



Björn Skala



Michael Treschow



Jeroen van der Veer

Honorary Members

Bert Gort
Ben Hummel
Henk Lokin
Gerard Perik
Claes-Ivar Schultz

The Committees

The Executive Committee

The Executive Committee outlines the work and decisions for the Board and supports the General Manager of the Chamber. The Chairman of the Chamber heads the Committee.

Nils van Dijkman
Ann-Charlotte Runn
Kathy Dolk
Kerstin Gerlagh

The Finance Committee

The Finance Committee oversees the financial administration of the Chamber, including the budget setting on behalf of the Board.

Nils van Dijkman
Kathy Dolk
Ann-Charlotte Runn
Kerstin Gerlagh

The Patron and Member Committee

The Patron and Member Committee develop (new) member strategies, including the acquisition of new members and (new) Patron Companies.

Stefan Fageräng
Kerstin Gerlagh

The Nomination Committee

The Nomination Committee is responsible for the nomination of Board Members, Committee members and functions within the Board.

Nils van Dijkman
Kerstin Gerlagh



ALEX ladeblok
36×58 cm.
70 cm hoog. Wit.
60.-

Een werkomgeving boordevol ideeën

Slimme, functionele meubels en accessoires voor een bedrijf? Kom eens inspiratie opdoen bij IKEA. Want daar vind je heel veel ideeën om je kantoor leuker en efficiënter te maken. En heb je weinig tijd? Dan kunnen we je aankopen verzamelen, bezorgen en voor je in elkaar zetten. Kom dus langs op de afdeling IKEA Zakelijk van IKEA Delft en informeer naar de mogelijkheden. Goed idee!

Nu ook online winkelen. Kijk voor meer informatie op **IKEA.nl**

Openingstijden IKEA Delft

Ma t/m za 10-21 uur, restaurant 9-20.30 uur.
Zo 10-18 uur, restaurant 9-17.30 uur

IKEA Delft,
Olof Palmestraat 1,
2616 LN Delft





8 years in the Swedish Chamber Board

After 8 years as a board member, I have got a lot of knowledge from competent and professional board and Chamber members. An important task for the board is to make the Chamber very business-directed and not only a social meeting place, even if that part is very important as well. By developing the Chamber agenda further with e.g. seminars with important topics and often together with joint forces of other organizations like Swedish Embassy, Business Sweden, the added value for Chamber members has increased over the years.

From a personal point of view, there was a decision in beginning of year 2000 to move IKEA Groups global head quarter from Denmark to Leiden with consequences of moving my family to the Netherlands. After such decision, the normal family discussion of moving started. My wife, Eva who is medical doctor had an interesting job in Sweden and with two teenagers resisting all kind of break-up from their friends in Sweden, the discussions were rather extensive. However, it all settled rather well when we moved to the Netherlands in 2002. The similarities between Sweden and the Netherlands considering people, society, understanding of foreigners situation in a new country made the transfer pleasant.

When I was appointed as a Chamber board member, there was a very good base of activities put in place by former chairman Henk Lokin, that has developed further under Nils chairmanship and Kerstins committed hard work.

There has been an extensive program over the years, adding more seminars, high profile luncheons, political and Ministers events etc and all put together with the strong efficiency of Kerstin and her team. The close co operation with the Swedish embassy including the deep interest in business by our ambassador Håkan Emsgård, is a very good model for other Swedish embassies in order to support the business. The hospitality and co operation of the embassy and the Chamber has been very appreciated and important. An extended co operation with other Scandinavian Chambers in the Netherlands and with the Dutch Chamber in Sweden have given added value for members.

Another example of a close co operation between the Chamber, embassy and Business Sweden will be the 400 celebration of diplomatic relations between Sweden and the Netherlands, which will start with a number of activities in April.

We have extended the board with persons from a variety of mainly multinational companies and we are very pleased being able to include several very competent women in the board. The Chamber shall take care of interests of all its members, resulting in an extensive event program in various fields and topics.

In times with a hard pressure on cost cutting, there have been a lot of efforts to keep the social events like Lucia dinner and the golf event as well as keeping the numbers of members and patrons on a high level and that has been successful. JCC-Young professionals- which started about 6 years ago, has developed in a very positive direction and the mentorship program with JCC has been appreciated.

The world economical development during latest 8 years have been dramatic. A relative long recession period in certain European countries have been unique, but it is easy to forget that there has been a very positive development and economical growth in most of the countries incl Asia, South America, Russia and part of the period in North America, meaning that most of the worlds population has had a very positive improvement, while we have been mainly struggling in Europe. The recession and slow growth have forced several of Chamber member companies to restructure, having cost cutting programs, closing or moving production facilities and looking for new markets etc. During the same period, topics like sustainability and code of conduct have been integrated into most of the daily business as a natural part of operation. The efficiency increase and the cost adjustment have put most of the companies in good shape to meet an upcoming improvement and growth of the economy also in our part of the world. There is so much to learn from each other and I strongly believe that the Chamber is a very good forum to meet and exchange ideas and experiences. Therefore the Chamber will continue developing and supporting the members also in the future.

I will miss all interesting discussions in the board and various committees, but will continue to visit relevant events and look very much forward to the Chambers further development. Good luck and thanks for all great moments I have had in the Chamber meetings and events. Please keep the entrepreneurial spirit!

Krister Mattsson



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The Office



The office is responsible for the day-to-day running of the the Chamber and lead by General Manager Kerstin Gerlagh and supported by four to six interns each year.

In 2013 the Swedish Chamber of Commerce were very pleased to host Axel Hult, Josefin Dahln, Julia Evers and Catrine Blad for one term each at the office in the Netherlands focusing on JCC, Event Managing, Social Media & Communication. All interns come from a variety of backgrounds and collectively they have supported The Swedish Chamber of Commerce in delivering its services to the highest standard possible.

The Members are our priority and we make a conscious effort to provide a first-rate networking platform for Swedish – Dutch Trade relations. We are very pleased to present the activity development during 2013 with an increase at all levels in comparison to the year before. During 2013 more Events were offered due to exclusive co-operations with Tele 2, Scania, Handelsbanken, Up there Everywhere, Euroflorist, the Swedish Embassy, Scandinavian Airlines and Stockholm Chamber of Commerce adding to the regular Swedish Chamber program. Consequently we were also very pleased that more members visited our events and invited their business relations to join them.

The Swedish Chamber has grown with 3.9% and at year end we counted 160 member companies. Through more specialized events we have also been able to reach out to more contact person within the same company which means that more people use the network platform for the advancement of trade opportunities between Sweden and the Netherlands. Finally we are very pleased by the very successful Swedish Chamber of Commerce and JCC Mentorship Program which started its second group in September 2013. In addition to its Mentorships goals it

empowers and supports more interaction between JCC and the Swedish Chamber and helps building a bridge between them for the benefit for all members.



The Swedish Chamber of Commerce Business Plan 2013 – 2015 targets a small increase in the number of members each year taking into consideration the effects of the economic recession. At the same time we do underline the benefits of a Swedish – Dutch Business Network and the positive effects on your business and personal development when taking active part. We therefore encourage all members to endorse The Swedish Chamber of Commerce and JCC to your Swedish related business relations and we will be more than happy to contact them and to welcome them to the Swedish Chamber of Commerce and JCC.

The Finances 2013

Balance Sheet / Profit and Loss

BALANCE SHEET	2013-12-31	2013-12-31	2012-12-31
	Actual	Budget	Actual
	EUR	EUR	EUR
<i>Assets</i>			
Bank	21.088	26.000	24.690
Debtors	6.777	9.000	13.683
Prepaid cost	768	-	-
Total Assets	28.633	35.000	38.373
<i>Liabilities and Equity</i>			
Creditors	-	3.000	1.050
Other liabilities	7.360	9.386	15.059
Equity	22.264	22.264	20.280
Result	(991)	350	1.984
Total Liabilities and Equity	28.633	35.000	38.373

PROFIT AND LOSS	2013	2013	2012
	Actual	Budget	Actual
	EUR	EUR	EUR
<i>Income</i>			
Membership Fee	61.451	65.400	61.955
Patronships	30.000	33.800	33.750
Advertisements	5.315	4.350	4.775
Activities	45.708	44.800	45.737
Sponsoring	1.200	3.700	1.072
Interest	-	400	255
Total income	143.674	152.450	147.544
<i>Expenses</i>			
Office costs & salaries	80.354	80.700	86.843
Activities	53.071	60.600	49.380
Marketing	10.270	8.200	6.826
Web Page & IT	970	2.600	2.511
Total expenses	144.665	152.100	145.560
Result	(991)	350	1.984

Amsterdam February 2014

Nils van Dijkman
Chairman

Kathy Dolk-Hesper
Treasurer

Treasurer Report

The Swedish Chamber had a diverse and interesting program in 2013 and more new members joined than in 2012. The financial crisis is noticeable however also in our association. Two patrons cancelled their membership during the year, one of them due to a bankruptcy. Also, relatively more zzp members have joined, a group for which a lower membership fee was introduced.

Overall, income was in line with budget. Despite lower sponsoring income, the Board decided to keep the annual Golf Tournament, as it has always been an important event of the Swedish Chamber. There was more income from advertisements for the Annual Review, but the costs for the production were higher, so we end up with a loss of 991 Euro.

Overall our cash position and equity is adequate, so we can state that our financial position is sound.

Kathy Dolk-Hesper
Treasurer



Our Network in the Netherlands

The Swedish Chamber of Commerce is working closely with the official Swedish organisations in the Netherlands in order to support the Swedish Brand and the image of Sweden abroad as well as to support and increase the Swedish – Dutch trade relations.



Illustration:
Swe-Cham Relations
with other organizations

Our External Network

The Swedish Chambers International – Swedish Chambers of Commerce all over the world.

www.cci.se

Swedish companies and Swedish brands are equally well known and respected as the country of Sweden. Wherever in the world you are - you are constantly reminded of Swedish companies and Swedish innovations. The SKF logo is clearly visible on a facade of Chongqing in China, Volvo buses rolls in Sao Paolo, Brazil, H&M opens a store in New York City, Ericsson has built telecom networks in Nairobi and IKEA stores are to be found in every major city - Swedish business is in the middle of a global change and development. Trade and exchanges with other countries - near and far - has been and still is, an important part of Sweden's success story. We are the Swedish Chambers International (SCI) and we represent a significant part of the Swedish business community, outside of Sweden. The SCI consist of Swedish Chambers of Commerce in 38 key locations where companies with Swedish connections do business. Our Swedish partner is the Stockholm Chamber of Commerce and Maria Rankka, President of Stockholms Chamber of Commerce is the Chairman of SCI.

The Dutch Chamber of Commerce in Sweden

www.dutchchamber.se

The Dutch Chamber of Commerce in Sweden primarily promotes, stimulates and facilitates Dutch business in Sweden in all its forms and entities and secondarily Swedish business towards the Netherlands. The Dutch Chamber of Commerce in Sweden is represented in the Netherlands by Kerstin Gerlagh, General Manager Swedish Chamber of Commerce and Lukas Joel, Honorary Consul for the provinces of Groningen, Friesland and Drenthe.

The Swedish Associations Network

The Swedish Chamber of Commerce meets the Swedish Church and the Swedish Associations (Svenska Klubben, Svensk-Nederländska föreningen, SWEA, Svenska Skolföreningen, Svenska Golfklubben,) at the Swedish Embassy a few times per year to exchange program information and discuss co-operation possibilities and support. An example of this co-operation is the annual Crayfish Party in co-operation with JCC and Svenska Klubben.

The Nordic Network in the Netherlands

The Swedish Chamber of Commerce meets annually with representatives of the Danish Dutch Business Club and The Finnish Dutch Trade Guild to discuss co-operation possibilities and Nordic Events. The organizations have agreed to organize at least one Nordic event per year open for all members.

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A special Year

- for Atlas Copco, Netherlands



2013 was a memorable year for Atlas Copco. Globally, the Atlas Copco Group celebrated their 140th anniversary and Atlas Copco Netherlands celebrated their 100-year presence with innovations on the local market. In three regional meetings, Atlas Copco's innovative capabilities were demonstrated to clients and trade press. The last regional meeting in September, organised by Atlas Copco Compressors Netherlands in Zwijndrecht attracted a great crowd.

This meeting started with a special lunch, served by chef Herman den Blijker, who demonstrated how compressed air may be utilised for the preparation of Peking Duck.

Work of Art

Subsequently, on the occasion of the anniversary, the glass sculpture 'Light-hearted thumbing through time' unveiled by the Swedish Ambassador Håkan Emsgård, the Commissioner of the King Jan Franssen and the Mayor of Zwijndrecht, Dominique Schrijer. All this happened under the supervision of Bob van Wijnen, General Manager of Atlas Copco Compressors Netherlands. 'From past to present and future', this is represented by the glass statue of expressive artist Ellen Brouwers from Oisterwijk. Brouwers based her inspiration for this work of art on the book 'Atlas', of Aktiebolaget Atlas Diesel Stockholm, published in the year 1931.

Words of Praise

The Swedish ambassador Håkan Emsgård expressed the following words of praise about the company during the unveiling of a work of art: "I am very proud to be present here. The fact that Atlas Copco have existed for so long is celebrated as a special event in Zwijndrecht. Atlas Copco is a key company in the

tradition of Swedish engineering and is crucial for the brand in Sweden. In Sweden, people are quite proud of this company. Atlas Copco is a strong market leader and a good example of the excellent economic relations existing between Netherlands and Sweden. I wish the company much success in the next 100 years as a globally operating market leader in the field of industrial productivity solutions."

Keynote Speaker

After the unveiling of the work of art, the audience listened with bated breath to guest speaker André Kuipers, the first Dutchman with two space missions to his name. Kuipers explained to hundreds of clients and invited guests his experiences with 'Monitoring and Control' in the ISS space station. With impressive images from space, he provided the audience with a unique view of the world of manned space travel and shared his story about the run-up, the mission and his perspective of our planet.

News Videos

After the keynote speaker's contribution followed a news video about the central theme of the day 'Monitoring & Control'. Next, various papers on industrial practice were delivered by Atlas Copco customers and employees. The topics ranged from 'Monitoring and Control has the Future', 'Profitable Optimization of Compressor Network', 'Subsidies for Sustainable Solutions within Reach', 'Energy Efficient Solutions within Reach', 'Energy Efficient Combination of Compressed Air and Vacuum', 'Compressed Air and Vacuum in Applied Practice by O-I', to 'Success of Total Solution Projects by Concentration of Forces'. In the adjoining product exhibition, customers, invited guests and the trade press delegates were able to learn more about the field of products and services provided by Atlas Copco. Moreover, members of the audience could enjoy a ride in a pneumatically driven race simulator. An opportunity which many would not pass up.

Other Regional Meetings

The festivities in September formed the climax of an 'innovative trip through the Netherlands'. Atlas Copco Compressors Netherlands organised two regional meetings for customers earlier this year. The Westergasfabriek in Amsterdam was the backdrop for the first regional meeting. This meeting was fully devoted to the theme of 'Energy Savings'. On May, 22nd, Atlas Copco Compressors Netherlands opened the doors of Cultuurfabriek Dru in Ulft for lectures and presentations on the theme of 'Sustainability'

All regional meetings were directed by former news reader and TV personality Milka Peterzon, who always interviewed special speakers during a news video on the theme of the day. Guests were among others, Bernard Fortuyn, member of the Board of Siemens, Pier Nabuurs of TopTeam Energy, André Vene-man, Director Sustainability of Akzo Nobel and Peter Zuur, Utilities Managers of SCA HP Hoogezaand. After these interviews, Atlas Copco employees and clients gave lectures on topics related to the theme of the day.

The Oldest Atlas Copco Compressor in Operation

In order to attract maximum attention from the clients, a search was organised in 2013 to find the oldest, operating Atlas Copco compressor in the Netherlands. Various customers responded. The customers had a chance to win a new product or service from Atlas Copco by uploading a picture of their old machine via Facebook. Competition winner was Nuon Energy with an NT 7 compressor dating back from the year 1956.

Video Impressions

Video impressions of all regional meetings are available at: www.atlascopco.com/100jaarn/



IKEA:

always working on a better tomorrow

Interview with Torbjörn Lööf, CEO of Inter IKEA Systems B.V.

By: Hans Duijn

Delft is a true IKEA town: it not only houses one of the largest and oldest IKEA stores in the Netherlands, but also, since many years, the IKEA Concept Center and the office of Inter IKEA Systems B.V.

Inter IKEA Systems B.V., part of the Inter IKEA Group, was established in 1983 in the Netherlands, is the owner of the IKEA Concept and is the worldwide IKEA franchisor.

Next to the IKEA buildings in Delft stands a hotel, built, furnished and owned by Inter IKEA Systems and managed by WestCord.

Kerstin Gerlagh, General Manager of the Swedish Chamber of Commerce in the Netherlands and I visited Torbjörn Lööf (48), the newly appointed CEO of Inter IKEA Systems B.V., for an interview on a rainy day in mid-January 2014. The meeting was fixed at 8:30 am, which was a challenge for us with the rush hour traffic in the Netherlands, but we made it in time to meet a relaxed Torbjörn in his office in the middle of the Concept Center: “My working day usually begins at 7:00 am, which

gives me a headstart before the bustle begins”. He succeeded Thomas Bergström, who was CEO of Inter IKEA Systems B.V. since 2005. Torbjörn joined the IKEA Group in 1989 and has held several management positions: he was amongst others during 6 years Managing Director for IKEA Trading Services Italy Srl and acted the last six years as Managing Director for IKEA of Sweden AB with responsibility for the IKEA range of products. “I arrived in September 2013 in Delft and used my first 100 days to get to know the organisation and the people. I visited 25 different stores in 12 countries. When travelling I also visit the IKEA people and their friends at home, listen to their stories, which gives me always a lot of inspiration.”

When asked about the function of CEO of Inter IKEA Systems B.V., he replied that his assignment is the same as his predecessor’s, but the scope of the job has changed tremendously over the years: in the past 10 years the number of countries, where IKEA is present, increased from some 30 to 43 and the number of stores from 200 to 349. The turnover increased from € 12 billion to almost € 30 billion and the number of staff more than doubled to over 150,000.

“But the biggest changes took place on the side of the customers: today customers increasingly visit the IKEA website first, exchange ideas on social media or take a stock check with their mobile phone before they visit the store and do a planned purchase of the products of their choice.” Of course, tak-

ing into account the more than 775 million global store visits last year, the stores remain the most important source of inspiration for living ideas. “Notwithstanding the changes in shopping patterns, it proves that the IKEA stores continue to provide different needs in different situations for the same customer.”

Global economic developments are of course also reflected in the activities of a global company like IKEA: “In some of our traditional markets in Europe, such as the Netherlands and the Southern European countries, general consumption is lagging. We see that also back in the stabilizing turnover of the IKEA stores in those countries. That is, however, more than compensated by the growth in our new markets: for example Russia is today the fourth largest IKEA market.”

Markets in Asia-Pacific and the Middle East are increasingly important for IKEA: a total of 46 stores (13% of the total) are now located in those regions. Last year IKEA opened in Egypt and Qatar and Jordan follows in March of this year.

“How can you maintain the global IKEA imprint with this increasing diversity?”, we asked. “Well”, Torbjörn replied, “When looking at customers in the different IKEA markets the similarities are much bigger than the differences: all people have the same dreams and needs in life, which relate to building a family, housing, sleeping and eating. The strength of IKEA is that we offer a whole spectrum of products at a good quality and a low price.”

Foto Torbjörn Lööf ?



IKEA, of course, adapts to the preferences of the various markets: the biggest differences are in bedrooms (different sizes of beds, mattresses and bed linen) and kitchens (the same building blocks, but differences in combination, also depending on the available space). Worldwide IKEA offers in a store on average 8000-8500 products out of a total range of 9500. Gradually the global products model is complemented with regional and local products, but all are truly IKEA.

“How does IKEA manage the unique IKEA concept and culture while growing so fast globally?” was our next question. “The founder of IKEA, Ingvar Kamprad, established the Inter IKEA Group to secure a long life of the IKEA Concept. Inter IKEA Systems B.V., the owner of the IKEA Concept, safeguards the IKEA trademarks globally and franchises the systems, methods and solutions to franchisees worldwide. All these functions are performed out of the Concept Center and Inter IKEA Systems office in Delft. Of course a trademark - and certainly a growing international one as IKEA - evolves over time and adapts to its demographic changes. With 349 stores worldwide the average manager is no longer a Swede: there are many nationalities among IKEA managers as we operate in a multi-national and multi-cultural environment. Moreover, IKEA is proud that the number of women in leading positions is increasing.”

A key function of the IKEA Concept Center

is training. Not so long ago the training was largely centralized in Delft. In the meantime, Inter IKEA Systems has embraced the train-the-trainer concept to fulfil the growing international needs for training: staff, trained in Delft, replicate their training in newly established regional and local training centers.

Global studies indicate that sustainable companies perform better in the long run. “How is IKEA performing in sustainability?” “IKEA has always been in the forefront”, replies Torbjörn, “but is not communicating its milestones in this respect aggressively. I personally feel that a certain humbleness, which is part of the IKEA values, should apply to the broadcasting of durable achievements: society-at-large is so complex and so much is not yet done collectively, that we prefer to remain modest on our results.”

IKEA focuses especially on ‘a more sustainable life at home’, for example by providing products which reduce water and energy consumption and separate and treat waste. This way IKEA is also able to influence both the conduct of suppliers and customers.

“In our sustainability direction we have set clear targets to which everyone, operating under the IKEA Trademark, has to adhere. As an example, there is a clear goal to become completely resources and energy independent, which means: ‘putting back in, what we take out’. Another example is that the IKEA Group, the biggest group of franchisees, is

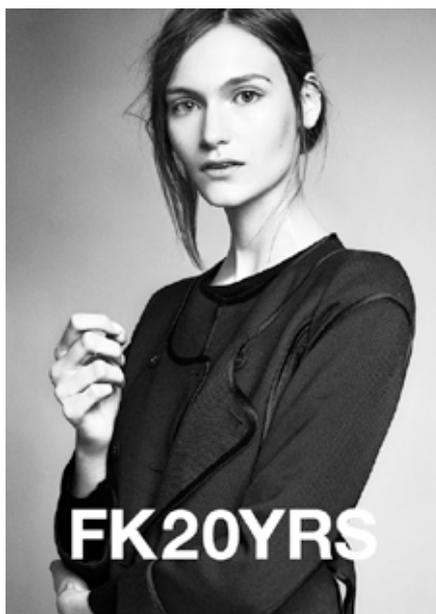
investing substantially in solar panels and windmill parks.

Recycling of renewable materials is another priority: IKEA of Sweden, which is responsible for the development of the IKEA products, is continuously developing new ways to make all the IKEA products more sustainable. We are doing quite well with materials such as wood and paper and are now for example investing in the development of technology to recycle foam. Our goal is that all the main materials in the IKEA home furnishing products will be recyclable by 2015 and we reached 98% in 2013.”

We are approaching the end of our interview and Kerstin takes the opportunity to emphasize the importance of IKEA for the Swedish Chamber of Commerce and to thank for the continuous support of the Inter IKEA organization for the Chamber. “My approach will not be different from my predecessors”, answers Torbjörn. “Large international companies are not standing alone: they are part of the global, regional and local communities. For IKEA the interaction with the community at the local level is a key value and as such we are gladly performing our roles in this respect. Personally I am looking forward to get acquainted with the activities of the Chamber and to meet its members. I am also curious to the events as part of the celebration of 400 years of Swedish/ Dutch friendship. It will give an opportunity to learn about this unique history.”



FILIPPA K 20 YEARS



“Inspired by my own needs, I set out to build a brand that had substance and truth, not dependent on the superficial trends of the fashion industry.” Filippa Knutsson, founder of Filippa K.

Last year it was 20 years ago since Filippa Knutsson together with her former husband Patrik Kihlberg started Filippa K with designer Karin Segerblom joining in an early stage. The first products they produced were a small line of tight stretch jeans that immediately became very popular in Stockholm. This was the ground for the success of Filippa K. The brand grew quickly and basic styles of knits and jersey were added on. Today, more than 20 years later, the brand is still growing strong. The success factor has been that we have always been consistent in what we do and we stick to our style and what we are good at, says Nina Bogstedt our Range Manager.

We celebrated the 20 years anniversary by launching a small collection of reproduced favorite pieces. A coat, a pair of classic Filippa

K jeans, a blouse, a cashmere knit and a dramatic open back dress for women. For men a smart tuxedo was made. All timeless trademark pieces with a casually elegant look that have been carefully chosen by Filippa Ks design team and that really points out some of the foundations in the long lasting wardrobe.

Filippa K is a company based on strong values and culture where our product is the core of our business. Style, Simplicity and Quality are three values that characterize everything we do and serve as a guide each day in our efforts to meet our own requirements and those from society to running a sustainable business. We are a company with a passion for design and our strategy has always been to make clothes that can live for a long time both in style and quality, to offer a style rather than a trend, to be timeless within our own time. We want our customers to trust us and to feel satisfied with their purchase so that the product will be used for a long time and become a wardrobe favorite that will be used season after season.

Our goal to contribute to a long-term sustainable future for all our stakeholders, with minimal negative impact on our surroundings is clear. Though there are many challenges in being a part of the textile industry, an industry that has a long and complex history and that leaves a large footprint on its surroundings. We try to reduce our negative impact through the materials we choose, how our products are produced and by whom. But perhaps the most important aspect is to not produce more than needed, not to contribute to over-consumption and to offer long lasting products. For our part, that means to increase the purchasing precision, ensuring that our products have a long life and to offer them a second life through our second hand store for example.

During the autumn of 2012 Filippa K decided to conduct a lifecycle analysis in collaboration with The Natural Step. In this project we followed one of our products, the plum collared scoop neck top, from the cotton field through the production phase, user phase and to the product “end of life” where most products in Sweden are burned and used as energy. This analysis was made from a sustainability perspective looking at the challenges and opportunities our products have in all life steps.

This project was a great learning process and resulted in increased knowledge about both the sustainability challenges of our products and possible solutions for the problems. The outcome of the project was the Filippa K Circle – a forum where we among other things make products with the utmost sustainable consideration through the whole lifecycle and where we remake our processes and question our normal way of working to create alternative and more sustainable ones.

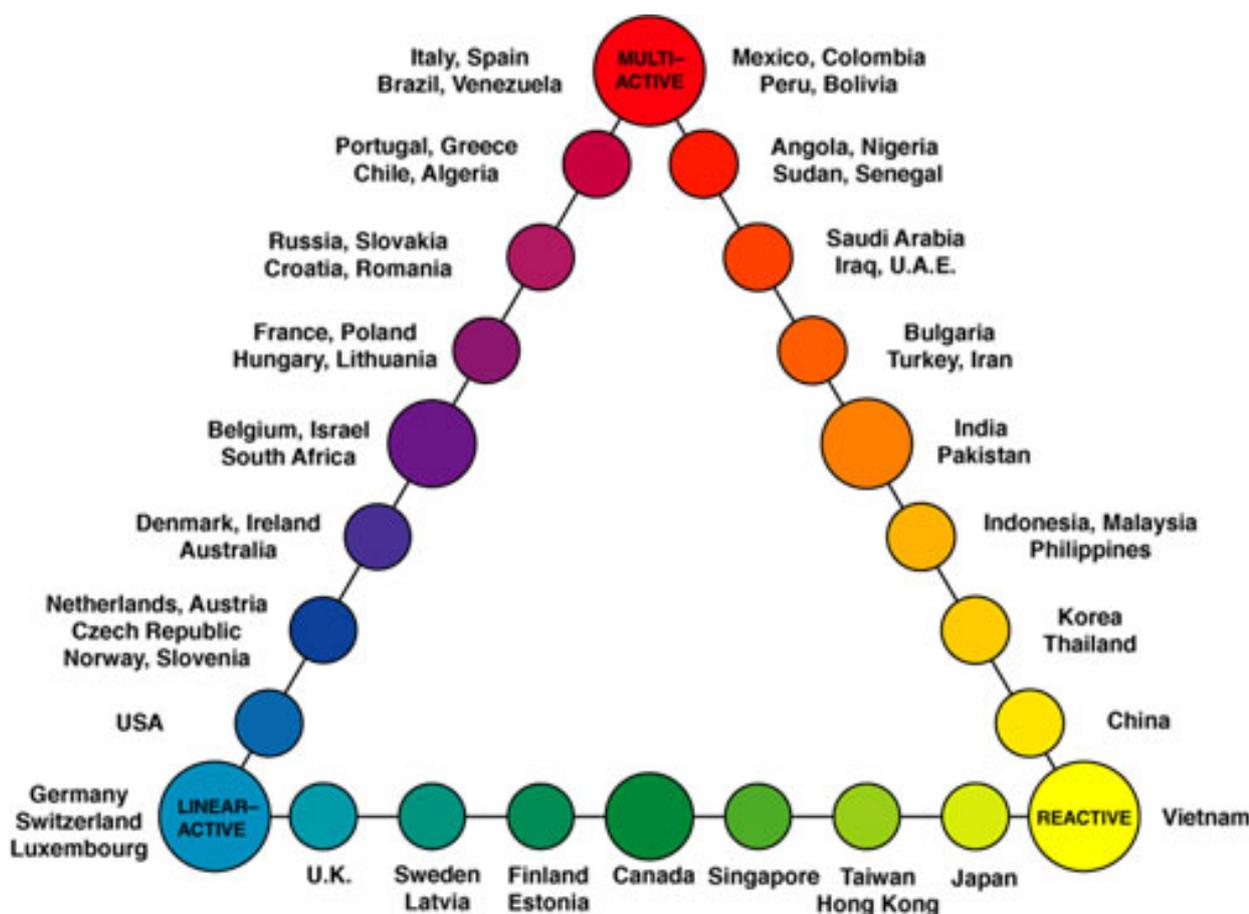
The aim is to use our learning as a benchmark towards all of our products. One important objective is to be transparent towards all our stakeholders while doing this journey. By doing so we can also show our customers what it takes to make one piece of garment and show what a handicraft a garment really is to create the respect it deserves.

Our objective is to become champions of long-lasting fashion, and I think we’re on a good way.

Per Cederlund
Country Manager



Business Culture: Are we alike?



Like any international business, my legal practice gets me in touch with people from across the world, but especially Sweden and other Nordic countries. It's interesting, inspiring and often quite surprising to see how business life (and life in general) is approached by people from other cultures, near or far. For anyone open to this, it broadens the view on the world and makes you more effective.

The way we behave in certain contexts is called "culture". This contribution being for the Swedish Chamber of Commerce Annual Review, we will focus on cultural differences between Sweden and The Netherlands. "Cultural differences?" I can hear you think-

ing. Do not both the Swedes and the Dutch emphasise that doing business with each other is so easy because we are culturally so close? But are we, really?

In this contribution I hope to explain on the nature and impact of cultural differences between our two countries. I will be using archetypes and clichés to make my point clear. You may or may not agree with the examples, but what it is really about is to make the reader aware of the often subtle but important distinctions between two beautiful cultures.

One of my reasons for being is to help resolve negotiation situations or dispute resolution.

One would think rationality, logic and the rule of law should automatically bridge any gap. But that is not the case. There are many soft factors that have a solid effect on the outcome of any matter. Dutch directness can ruin a negotiation because the other party interprets it as an attempt for insult. Swedish strive for consensus could come across as indecisive. Being aware of things like helps achieve your business goals. Being able to point out the culture differences makes a difference between trouble and a good laugh about cultural characteristics.

Much has been written about cultural differences across the world. One of my favourite



sources in this area is Richard D. Lewis' book "When Cultures Collide". He distinguishes three main types of cultures, i.e. the linear-active, multi-active and reactive variations. Let me try to explain as much as the limited framework of this contribution allows.

Reactive cultures are usually listening cultures, where patience, courteousness, amiability, compromise and accommodation are paramount. If you should be from a multi-active culture, you'd be multitasking a lot, mixing business and private life, letting emotions flow. You'd be impulsive, loquacious. As a result, you'd be late a lot, but your fellow multi-actives wouldn't care. They've got lots of other things on their mind too. Not so the linear actives. They are focussed, job-oriented, they stick to the facts, they are good planners, and their meetings start right on time and according a proper agenda. They won't let emotions get in the way.

Lewis has put a number of important business cultures in a schedule. Have a close look. Are the Swedes and the Dutch close to each other? Well, quite so. They are in each other's proximity in the bottom left corner of the schedule. But... on different lines. The Swedes are something between linear-active and reactive. The Dutch are also close to linear-active, but tend towards multi-activeness. And here you touch on the differences that Swedes and Dutch must be aware of when interacting.

The Swedes are much more reflective on what they do. It fits in the picture. The Dutch are much more decisive. Often they tend to act when they are 80% ready. A Swede typically will wait to move until he is 100% certain.

Both the Swedes and the Dutch are industrious, avant-garde, proud, we share a good welfare level, we are egalitarian, democratic, to the point, honest, tolerant and informal.

But there are also differences we should keep in mind. The most important is probably that Swedes are rather indirect, especially when they disagree. A Dutchman would typically express his disagreement right away. And expects the other party to do the same.

The Swede may show his disagreement in an indirect way, but this may not be understood by the Dutchman. A conflict may be born this way, but cultural awareness helps to explain and find a way to seek understanding after all.

There are many more cultural contrasts, which, in the limited framework of this article, I should not even begin to explain. However, here are some contrasts that, over the years, caught my attention. I note these carefully – you may or may not recognize them or you may even not agree with them. Please note none of the cultural properties of one country is superior to the other. Here we go.

- The Swedes are the producers, the Dutch the sellers.
- For the Dutchman quality is important, for the Swede quality is essential.
- Principle is important to both, but the Dutchman shall be more inclined to compromise.
- The Swede will go a long way to reach consensus. The Dutch may too – but at some point, someone gets impatient and will seek to decide, even if not everyone is yet in.
- The Dutch will happily seek debate, whereas the Swede will avoid confrontation.
- A Swede will be spot on time, even a bit early for an appointment. Being ten minutes late is perfectly excusable for a Dutchman – you can always blame the traffic.

All of these properties and contrasts are the result of a long history and certain geographical and economical settings of two exquisite nations that have been working together for 400 years now. This collaboration has been very successful and both nations have been in the world's avant-garde. Why? I am convinced this is because the cultures are very much complimentary. It is a great mix that has already yielded many a success and will remain doing so in the time to come.

Kees van Oosten
TeekensKarstens
Law Firm



Holmen



Sustainability is integral to Holmen's operations and to its strategy for growth and creation of value. These efforts are driven by desire to improve competitiveness, to reduce the costs and level of risk, motivate and involve staff, and make sure that production is in line with requirements of the world around us.

Holmen's operations are based on the natural and renewable raw materials provided by the forest.

The business concept is to sustainably process these raw materials into products and energy that fulfils important functions in society and generate value for customer, shareholder and other stakeholders.

Through its business, Holmen makes its own contribution to the important transition to a society with a bio-based economy.

This involves moving from an economy largely based on fossil raw materials to a resource effective economy based on renewable raw materials produced by sustainably using eco system services from land and water.

one of the best in the world at sustainable business



The expectations and demands of customers and the world as a whole for products and manufacturing processes to be made environmentally sound are placing further pressure on sustainability efforts across the Group's various operations. Ambitious sustainability work is an important engine for strengthen the Group's profitability.

Holmen has been affiliated to the UN Global Compact since 2007, and also to its corresponding Nordic network. As such, the Group has undertaken to contribute actively to the implementation of the ten principles of the Global Compact. Through this Holmen takes a clear position on issues relating to human rights, social conditions and the right to establish trade unions. During 2013 the UN's Global Compact 100 launched a new global stock index which combines sustainable business and financial performance. It lists the top 100 companies in the world. Holmen is one of the companies included in the list.

This is a receipt after many years of focused sustainability work says Lars Strömberg, Holmen's director of sustainable and environmental affairs.

"Naturally we're delighted and proud to be included in the new GC 100 index; this is an

acknowledgment that many years of focused sustainability work is paying off says Lars Strömberg,

Good economy, focus on the environmental issues and social responsibilities are dependent on each other's. Highly skilled employees with a broad mandate creates the condition for high productivity and world class products. In all countries Holmen complies with local laws and agreements, and are continuously working towards improvements of its managements systems regarding quality, environment and energy. Today's focus is on the work environment within the group.

The Group's forestry activities and the environmental impact of its facilities meets the international regulatory environmental requirements. Lars Strömberg comments that the Swedish forest industry has a long history of sustainable work ever since the first environmental legislation came into force in Sweden 1969.

In recent years sustainability work within Holmen has gained increasing weight in the assessments made by customers, investors and analysts, looking to established relationships with sustainably companies. This serves an important input to the continuing dialogue with stake holders and provides valuable

indicators of how the work on such issues may be developed.

Holmen's inclusion, for several years now, in a number of sustainability indexes can be seen as testament to the company's systematic handling of sustainability issues over a long period of time. Appearing in such indexes gives the work a stamp of quality and shows that the company is able to manage risks and opportunities alike says Lars Strömberg.

Clear communication about the initiatives being implemented strengthens brand and goodwill. Information concerning sustainability is presented and constantly updated on Holmen's website and it is also since several years' part of the Annual report.

Lars Strömberg
Director of
Sustainable and
Environmental Affairs



Load the dishes any way you want.

The new Electrolux RealLife® Dishwasher.



EVENTS 2013

Whether you are looking to make new contacts, inspiration, exchange business ideas, stay on top of the latest developments, get insights from top executives, or entertain clients and business partners, the Chamber has an event for you. There have been countless profitable connections made at the Chamber events over the years and many Swedish companies with an active presence in the Netherlands as well as Sweden oriented Dutch companies have experienced the advantage of participating in our conferences, luncheons, and dinners.

For more information please contact Kerstin Gerlagh at info@swedishchamber.nl.

Recurring Events

- CEO Luncheons
- "ZZP" Program
- Nordic Events
- Study Trip to Sweden
- Swedish Business in Brabant
- Women Leadership & Entrepreneurship Seminar
- The Swedish Chamber of Commerce Innovation and Sustainability Program
- Company Presentations
- Company Visits
- Tax and fiscal update
- The Swedish Chamber of Commerce Patron Events
- JCC Young Professionals

Annual Events & Programs

- New Years Reception
- Annual Golf Tournament
- The Swedish Chamber Export Prize Award
- Annual Lucia Dinner & Dance
- Crayfish Party & Dance
- The Swedish Chamber of Commerce and JCC Mentorship Program

Word of a Board Member Swe-News Number 3, 2013

Dear members of the Swedish Chamber. Are we living in a period of transformation? Or is this from all times? Was it something our (great) grandparents also experienced around e.g. 1908 when they saw the first car driving in their home towns.

Did you know that the car was not well accepted in the Netherlands in its early days. Municipalities, they levied high toll charges permits, traffic accidents were widespread. The car was seen as a speed monster can't even imagine this "picture".

Or what about the people in the movies concerning working in the really understand what the impact on the self-esteem of the individual. growth was made but do we really and the organizations have adapted

Most probably not. We have to deal with chances and difficulties. Although I do believe that we live in an accelerating period. One could say transformational. The impact of IT on our lives and for instance the globalization are changing many dynamics. We need all our creativity, capabilities, find new business models, should be agile, adaptive etc. We need entrepreneurship and we need all our resources (and I'm not even talking about greening of CSR). So we also need female intellect, approaches, their way of thinking and acting.

On May 15th VNO-NCW Women's Network, The Embassy of Sweden and the Swedish Chamber of Commerce are organizing a unique

Plats för saknade ord av a board member

conference on *women's entrepreneurship*. Annie Lööf, Swedish Minister for Enterprise is one of the keynote speakers. Many other experts are contributing in their unique way.

The goal of this conference is to improve women's entrepreneurship through comparing the situation in Sweden to the situation in the Netherlands? If this is the case, what are the differences in business culture, governance there other reasons.

illustrated the importance of diversity. In particular? A very interesting *women!* We hope to see you all.

farewell. A last farewell to three (or four?) boardmembers who are resigning this year, Henk Lingbeek and Leif Darner. Boardmembers, great and wise for their integrity and their visions to

create an inspiring business network. Thank you.

And of course a warm welcome to our new Boardmembers. We will build on their legacy and at the same time we will adapt to the new times.

Josette de Goede

Ps. In 'On no rented chest was ever fed a child', Ina Brouwer explains the historical roots of work and motherhood in the Netherlands, compared with developments in other European countries, especially Sweden.



9 January, 2013 Swedish Chamber of Commerce New Year's Reception

The traditional Swedish Chamber of Commerce New Year's Reception hosted by the Swedish Ambassador H.E. Håkan Emsgård at Lange Voorhout in The Hague is always a cheerful and pleasant event for members and relations to meet and enjoy a drink with delicious finger-food. Extra ordinary winter weather was gripping the Netherlands at this special day and made the traffic situation challenging, to say the least, and therefore, unfortunately many guests had difficulties to come through to the Hague or had to stay home.

31 January, 2013 Breakfast Meeting

The Swedish Chamber of Commerce was very proud to welcome Øystein Løseth, President and CEO Vattenfall to a Chamber breakfast Meeting on January 31, 2013. Mr. Løseth gave an extended presentation about Vattenfall's vision and the current Energy situation in Europe. The Swedish Chamber of Commerce would like to thank Øystein Løseth and the more than 50 Chamber members and guests who attended the early breakfast meeting.

12 February, 2013 JCC and Swedish Chamber of Commerce Mentorship Program

The participants of the JCC and Swedish Chamber of Commerce Mentorship Program gathered for the first Follow Up and Evaluation Meeting at the Swedish Chamber for Commerce office in Amsterdam. Kristina Zumpolle, Zumflow Coaching, who is supporting the JCC and Swedish Chamber of Commerce Mentorship Program guided the participants through the interactive evening program.

7 March, 2013

Food and Lifestyle Coach Anna Skipper



A fully-seated assembly gathered at the Swedish of Chamber office in Amsterdam on Thursday March 7 2013 to get inspired by and learn from food and lifestyle coach Anna Skipper

known from Swedish television series "You are what you Eat". By demonstrating a "disgusting table" and "good table", Anna kept the audience entertained for two hours sharing her expert advices on the keys to a healthier lifestyle. No one in the audience was safe when Anna illustrated how you could best understand your body type and its needs.

22 April, 2013 Swedish Business in Brabant



On April 22, 2013 "Swedish Business in Brabant #4" was organized by the Swedish Chamber of Commerce, BOM and Handelsbanken. The program "Internationalization of Transport" was hosted by Scania at their headquarters in Breda where nearly 40 guests listened to the presentation. The program included presentations by Evert Halvarsson, Managing Director of Scania Benelux, Tom van de Mosselaar, Director Sales Benelux, Bert Peeters, Managing Director Finance Scania Belgium, Marie-Jose Rutten, Director Human Resources & Organisational Development at Scania Benelux and Cees Meeuwis Alderman Employment and Enterprise, Breda. After the presentations the guests mingled, enjoyed drinks and exclusive finger food.

Word of a Board Member Swe-News Number 2, 2013



Stefan Fageräng
Managing Director Tetra Pak

Dear Chamber Members,

It has been a very interesting year since I last had the opportunity to write a few words for the Swedish Chamber of Commerce. The economy has not really improved and the challenges remain, I believe we will need to accept that the current situation is the new normal and continue to drive innovation and growth to be successful.

The Chamber has focused on sustainability and the environment over the last few years, strong values in both Sweden and The Netherlands. The highlight coming in October last year, when Akzo Nobel hosted a number of prominent speakers to discuss the current status of legislation and what to do about it. This was followed up by a seminar with Østein Løseth, CEO of Vattenfall/Nuon who to our surprise showed that currently the most cost efficient solution is to run coal fired plants at full capacity to the detriment of solar and wind energy, this driven by legislation with good intentions by politicians with sometimes an unpredictable outcome. In Tetra Pak why are experiencing the same situation, albeit at a much smaller scale when it comes to the recycling of beverage cartons for juice and milk.

The Netherlands is a leading recycling nation in Europe, with a recycling rate of paper and board of above 90%. To my surprise

beverage cartons are not collected and as such not recycled, leading to The Netherlands having one of Europe's lowest recycling rates for beverage cartons, at below 5%. In Belgium, we have the European leaders in beverage carton recycling, reaching a recycling rate above 80%. The system in Belgium has been designed to collect all packages; carton, metal and plastic into one system as such sharing costs for the expensive part of the recycling chain, the household collection. In the Netherlands there is a separate system for plastics, one for paper and one for metal (at the household incineration plants) driving up cost and making it near impossible for any other categories to enter and become recycled. For the beverage carton industry 2013 is a crucial year as the Dutch Government has established a commission to review the options for recycling additional amounts of material, including beverage cartons. As Tetra Pak, a member of beverage carton industry, we hope that The Netherlands will join the rest of Europe and recycle our cartons. Beverage cartons have the lowest environmental impact of all beverage packaging as they are made almost entirely from renewable material, paper, and the missing link is now to re-use the material here in The Netherlands.

On behalf of the Board I wish you a great business year and hope to see you at the Women's Entrepreneurship Event on May 15th.

Stefan Fageräng

Word of a Board Member Swe-News Number 3, 2013



Josette de Goede
Director Coreness and
Director Client Programs UvA Business School

Dear members of the Swedish Chamber. Are we living in a period of transformation ? Or is this from all times? Was it something our (great) grandparents also experienced around e.g. 1908 when they saw the first car driving in their home towns.

Did you know that the car was not well accepted in the Netherlands in its early days. Municipalities imposed all kind of prohibitions, they levied high toll charges, the government did hard on permits, traffic accidents were widely reported and generally the car was seen as a speed monster and a toy for the rich. I guess you can't even imagine this "picture".

Or what about the people in the industrial era. We have images via movies concerning working in the factories in England but do we really understand what the impact was on society, on family live, on the self-esteem of the individual? We know that huge economic growth was made but do we really understand how the individuals and the organizations have adapted these changes?

Most probably not. We have to deal with our own era, with all the chances and difficulties. Although I do believe that we live in an accelerating period. One could say transformational. The impact of IT on our live and for instance the globalization are changing many dynamics. We need all our creativity, capabilities, find new business models, should be agile, adaptive etc. We need entrepreneurship and we need all our recourses (and I'm not even talking about greening of CSR). So we also need female intellect, approaches, their way of thinking and acting.

On May 15th VNO-NCW Women's Network, The Embassy of Sweden and the Swedish Chamber of Commerce are organizing a unique

conference on *women's entrepreneurship*. ? Annie Lööf, Swedish Minister for Enterprise is one of the keynote speakers . Many others experts are contributing in their unique way.

The goal of this conference is to improve women's entrepreneurship through comparing the situation in Sweden to the situation in the Netherlands. Is the number of female entrepreneurs growing more in Sweden than in the Netherlands? If this is the case, what are the reasons? Is there a difference in business culture, government policies, traditions or are there other reasons.

Science has sufficiently demonstrated the importance of diversity. But how do we stimulate this in particular? *A very interesting seminar for business men and women!* We hope to see you all.

Rest me a very important remark. A last farewell to three (or four? Jesse Kuipers) of my fellow Boardmembers who are resigning the Board of the SCC: Folke Lundberg, Henk Lingbeek en Leif Darner. Three active and very valuable Boardmembers, great and wise men who I especially admired for their integrity and their visions to create an inspiring business network. Thank you.

And of course a warm welcome to our new Boardmembers. We will build on their legacy and at the same time we will adapt to the new times.

Josette de Goede

Ps. In 'On no rented chest was ever fed a child', Ina Brouwer explains the historical roots of work and motherhood in the Netherlands, compared with developments in other European countries, especially Sweden.

15 May, 2013 Women's Entrepreneurship Conference



SIEMENS VNO NCW

The Swedish Chamber of Commerce, Vrouwennetwerk VNO-NCW and the Swedish Embassy are delighted that more than 150 guests participated in the Swedish Dutch Conference Women's Entrepreneurship on May 15, 2013. The Conference offered an interactive exchange of experiences between Sweden and the Netherlands together with inspiring and personal presentations by prominent keynote speakers.

Keynote speakers

Anna Steele, Swedish MP for the liberal party Folkpartiet
Kees Verhoeven, Dutch MP for the liberal party D66
Kristina Johansson, Country Manager IKEA
Heleen Dura van Oord, Founder DQ&A Media Group, Dutch Business Women of the Year 2013
Caroline Krensler, Deputy CEO of Vinngroup AB, Female Entrepreneur of the Year in Sweden 2013

Break-out sessions:

1. The Competitive Advantage of Gender Intelligence
Chair: Carien van der Laan
2. Is your business going where you want it to go?
Chair: Hanneke de Boer
3. How female leadership is instrumental for renewal of global governance
Chair: Dr. Karin Jironet
4. Increase customer value and increase your own profit
Chair: Caroline Krensler

30 May, 2013 The Swedish Chamber Annual Golf Tournament

Handelsbanken Eindhoven wins the Swedish Chamber of Commerce Company Golf Tournament 2013. Proud winners Hans van de Ven and Paul van den Nieuwenhof Team Handelsbanken 040 together with Swedish Chamber of Commerce Chairman Nils van Dijkman.



SINCE 1952



ONZE KARTONNEN VERPAKKINGEN LEVEREN BEWEZEN IMPACT OP HET SCHAP. MARKTONDERZOEK TOONT AAN DAT EEN BIJ HET MERK AANSLUITENDE VERPAKKINGSVORM DE KEUZE VAN DE SHOPPER IN BELANGRIJKE MATE BEPAALT. WANT DE MEESTE BESLISSINGEN KUNNEN WORDEN BEÏNVLOED OP HET MOMENT VAN AANKOOP. IN EEN OVERVOL SCHAP, DAT VEEL SIGNALLEN AFGEEFT, WENST ELK MERK ER DAAROM UIT TE SPRINGEN EN DE VOORKEURSKUZE TE ZIJN. DE JUISTE VERPAKKING IS ESSENTIEEL IN DIT KEUZEPROCES.

WILT U OOK MEER IMPACT OP HET SCHAP? NEEM CONTACT OP MET MONA VAN WIJK OP 0168-386.500

www.tetrapak.be

Photos by Rebke Klokke





Words of the Chairman Swe-News Number 4, 2013

Nils van Dijkman
Chairman

The Swedish Chamber of Commerce Board of Directors

Dear Members,
Most Swedes are already getting in the mood for the summer holidays. Children finish their last days in school and Midsummer festivities are not far away. In the Netherlands we have welcomed the first warm days of the year and let's hope that after a long winter we can enjoy a long summer.

It has been exciting times at the Swedish Chamber of Commerce with our Annual General Meeting and the Swedish Chamber Export Prize Dinner on June 4th as one of the highlights. At the AGM we thanked our loyal Board Members who have been serving the Swedish Chamber for many years. As you may know Board Members are elected for a period of 4 years and can be re-elected one time. Due this rule we had to say goodbye to Folke Lundberg and Jesse Kuijper who served the Chamber for 8 years. Folke has done an amazing job as Treasurer precise and accurate, but always with a human touch. Jesse has been the conscience of the Chamber for many years and has a long history at the Chamber with Kinnarps, one of our Patrons. Leif Darner, former Board Member of Akzo Nobel returned to Sweden in April and we appreciate it enormously that he shared his broad experience with us during his membership of the Board. Henk Lingbeek was a very active Board Member during the period that SCA De Hoop was part of the SCA Group. Since the company that he is heading does no longer form a part of SCA, Henk left the Board as well. Although he may not accompany us on the study trips as he (and his wife) has done for many years, I am sure we will meet him –just as the other leaving Board Members- in the future again. I wish them all the best, privately and (if applicable) in business!

The Nomination Committee had a tough task to find replacement for the leaving Board Members, but we are extremely happy that we were able to find very suitable candidates who were appointed at the AGM. I welcome Hannie Kroes SKF, Evert Halvarsson, Scania Benelux, Kathy Dolk, Dolk+Hesper, Jan Svård, Akzo Nobel and Peter Smink, Vattenfall and wish them good luck in their new role at the Swedish Chamber.

After the AGM the Swedish Chamber Export Prize was awarded to Scania at the very festive dinner party at the Apollo Wyndham hotel in Amsterdam. The new Head office in Breda, the innovative solutions Scania offers to their customers and the focus on sustainability were factors that the jury took into consideration. The prize was awarded in cooperation with the Embassy of Sweden and Business Sweden and the Ambassador of Sweden, Håkan Emsgård handed the beautiful glass bowl and certificate over to Evert Halvarsson.

With our new Board Members we look forward to a bright future and especially to the celebrations of 400 years of diplomatic relations between Sweden and the Netherlands with a Royal visit to the Netherlands in April 2014.

I wish you a warm and nice summer and look forward to meeting you at the Crayfish party on the 31st August or any of the other events of the Swedish Chamber in the autumn.

Warm regards,
Nils van Dijkman

4 June, 2013 Swedish Export Prize Dinner

The Swedish Chamber of Commerce, Business Sweden and The Swedish Embassy are very proud to award Scania Nederland B.V. with the Swedish Chamber Export Prize 2013. Scania Nederland B.V. was awarded with the Prize at the Swedish Chamber Export Prize Award Dinner on June 4, 2013 at the Apollo Wyndham Hotel in Amsterdam.



4 June, 2013 Annual General Meeting

During the Annual General Meeting, held June 4, 2013 at Wyndham Apollo Hotel in Amsterdam five new members were elected to the Board of The Swedish Chamber of Commerce for the Netherlands. The Chamber welcomes Kathy Dolk, Dolk+Hesper, Evert Halvarsson, Scania Benelux, Hannie Kroes, SKF, Peter Smink, Vattenfall and Jan Svård, Akzo Nobel.

At the same General Meeting the Swedish Chamber cordially thanked Folke Lundberg, Leif Darner, Jesse Kuijper and Henk Lingbeek who all official left the Board of the Swedish Chamber of Commerce.



11 June, 2013 JCC and Swedish Chamber of Commerce Mentorship Program

The participants of the JCC and Swedish Chamber of Commerce Mentorship Program gathered for the third Follow Up and Evaluation Meeting at the Swedish Chamber for Commerce office in Amsterdam. Kristina Zumpolle, Zumflow Coaching and Josette de Goede, University of Amsterdam, guided the participants through the interactive evening program, including a self exercise on becoming more aware of ones strengths. The Swedish Chamber of Commerce and JCC would like to thank Kristina Zumpolle and Josette de Goede for their professional support of the Mentorship Program.

12 June, 2013 Nordic Business Luncheon

The Finnish Dutch Trade Guild invited their members together with the members of the Swedish Chamber of Commerce and the Danish Dutch Business Club to a Nordic Business Luncheon. Key note speaker was Mr. Harri-Pekka Kaukonen, President and CEO of the Sanoma Group who presented Sanomas work in a changing media market and the exciting challenges they face. The luncheon was held at Auberge De Kieviet in Wassenaar and

included a delicious two course lunch. The Swedish Chamber of Commerce would like to thank the Finnish Dutch Trade Guild, Mr. Harri-Pekka Kaukonen and all the guests who attended this event.

30 August, 2013 Annual Swedish Crayfish Party



The Swedish Chamber of Commerce, JCC and Svenska Klubben would like to thank all guests of the Annual Swedish Crayfish party for a wonderful evening of Swedish taste and tradition! A special thank to DJ Percy for the great music mix!

The Swedish Chamber of Commerce, JCC and Svenska Klubben cordially thanks Inter-IEKA Systems for their generous support and for making the Swedish Crayfish Party to a great success.



Words of a Board Member Swe-News Number 5, 2013

Evert Halvarsson
Managing Director Scania Benelux

In my first words as board member, I want to thank you all for the nomination for the Board of the Swedish Chamber of Commerce. I consider it an honour and I will do my best to contribute to the promotion of the Swedish origin in the Dutch society.

Furthermore, I can tell you that I was sincerely surprised learning that we were awarded the Export Prize 2013. It was an impressive ceremony and the motivation of the jury was a confirmation of our strategy over the years. This strategy indeed comprises a sustainable focus, a lot of flexibility, an innovative focus and the will to invest (in a tough market). Being a proud bearer of Swedish origin is illustrated by a strong focus on quality and attention for employee well-being. Not a coincidence that these two items are two of our three core values: Quality in all details and Respect for the individual.

The worldwide Scania dealer network operates by a philosophy called Scania Retail System (SRS). This is a process focussing on continuous improvement based upon methods and principles. In the heart of this process are our four priorities. Ranked from four to one these priorities are:

- 4) Cost
- 3) Delivery / Reliability
- 2) Quality
- 1) Safety / Health / Environment (SHE)

Although the other priorities are almost even important, SHE is a subject that is close to my heart. When producing a truck or when maintaining it, it may, for example, never ever jeopardize the safe working place of our mechanics; not in the factory, not in the workshop and not on a highway when a truck or bus incidentally breaks down.

But safe and unsafe is not black and white. There is a large grey zone and each individual has another perception of safety and health. Environmental impact in India might mean something different in The Netherlands.

And that is exactly the reason why the worldwide SHE guidelines have been launched. We want to avoid these grey zones and define for each of these elements what the Scania standard is.

There are of course differences for employees working in an office and employees working in workshops.

By nature the focus in workshops with their heavy equipment and trucks and buses driving around, differs from the focus in an office environment.

However, there are also a lot of similarities. Employee well-being is not defined by safety only. Health plays a large role in this matter. Health at work, but also health at home. A healthy lifestyle means balance. Balance in work and private life. Balance in food. Balance in mindset. Health and safety often go hand in hand because a safe way of working is always a healthy one. Ergonomic instructions cover both areas. For example: The right working instructions to repair a truck means the use of the right and safe tools, but also covers the best method to spare shoulders and back when lifting those tools and parts.

SHE incorporates a lot of training and 'on the spot' audits. Good practices are important because they show the right solutions and environment in recognizable settings. A strong leadership approach is important to stimulate a bottom-up flow.

Evert Halvarsson

8%

With the new Scania Streamline you can improve your fuel consumption with up to 8%. This is made possible by refining key components that together make the difference. It all adds up, to bring you superior fuel economy.

New cab corners and redesigned sun visor.

Second generation Scania Euro 6 engines.

Scania Opticruise with new Economy mode.

Optimised oil levels in the gearbox.

It all adds up.

SUPERIOR FUEL ECONOMY FROM EVERY ANGLE.

The new Scania Streamline is up to 8% more fuel efficient than its predecessor, a truck still considered to be a leader in fuel economy. That's no small feat. Simply put, Scania has raised the bar to stay ahead of the competition. For you, it means outstanding operating economy.

Maximise your productivity by cutting your fuel consumption with up to 8%. Boost your uptime with maintenance planning. Utilise the power of the second-generation Euro 6 engines. Experience a truly aerodynamic cab design.

Watch the journey continue at www.scania.com/streamline.

Scania. King of the Road



SCANIA



PRESS RELEASE
Amsterdam June 10, 2013

The Swedish Chamber Export Prize 2013 awarded to Scania Nederland B.V.

The Swedish Chamber of Commerce, Business Sweden and The Swedish Embassy awarded Scania Benelux with the Swedish Chamber Export Prize 2013 at the Annual Swedish Chamber Export Prize Award Dinner on June 4, 2013 at the Apollo Wyndham Hotel in Amsterdam.

The Swedish Chamber Export Prize 2013 was given to Evert Halvarsson Managing Director Scania Benelux by H.E. Ambassador of Sweden Mr. Håkan Emsgård.

The Swedish Chamber Export Prize jury motivation:

- **Scania** is sustainability focused – in the forefront of development of sustainable trucks
- **Scania** is flexible – partly transformed from being a manufacturer to become more of a service provider
- **Scania** is innovative – development of a new communication tool to among other optimize fuel consumption
- **Scania** invests in the market – new head office in Breda
- **Scania** is a proud bearer of the Swedish origin – Scania is a good marketer for Sweden and Swedish export and clearly communicate their origin by having Swedish flags hanging outside their service stations and offices

About the Award

The annual Swedish Chamber Export Prize Award was launched in 2012 in co-operation with The Swedish Chamber of Commerce, The Swedish Embassy and Business Sweden. The Swedish Chamber Export Prize aims to strengthen the Swedish-Dutch business relations and can be awarded to a Swedish related company in the Netherlands which fulfills the following criteria:

- Companies awarded should meet high standards of Innovation and Sustainability.
- The company must have shown a positive development of export and trade with the Netherlands during for, at least, three years.
- The company must have a solid financial base, well established trade actions in the Netherlands as well as positive performance and profit on the Dutch market.

An independent jury announce the Awarded Company who will receive the Swedish Chamber Export Prize at a Ceremony at an Exclusive Swedish Chamber Event in conjunction with the Swedish Chamber of Commerce Annual Meeting.

Members of the Jury:

H.E. Ambassador of Sweden, Mr. Håkan Emsgård
Mr. Nils van Dijkman, Chairman Swedish Chamber of Commerce
Mr. Andreas Rentner, Area Manager Central EU, Market Unit Manager Benelux, Business Sweden

About Scania Nederland B.V.:

Scania was founded in 1891 and has since then built and delivered more than 1,400,000 trucks and buses for heavy transport work globally. Today Scania is one of the world's leading manufacturers of heavy trucks and buses with a global head office in Södertälje, Sweden. In the Netherlands, Scania has approximately 2,500 employees spread at 44 sales and services locations and the factory. The factory in Zwolle is the largest Scania factory in the world and it has the capacity to produce over 150 trucks a day. Scania's head office in the Benelux region is located in Breda.

Scania plays a leading role in the development of vehicles for sustainable transport. Decoupling mobility from emissions, noise and congestion is a formidable challenge – but one that Scania is fully engaged in tackling and an important way of contributing to society. Scania's vision for the transport industry is to reduce carbon emissions per tonne transported by 50 percent between 2000 and 2020 by investing in driver training, vehicle technology and efficient logistics. Scania has launched a range of new services designed to support drivers and operators alike. The Scania Communicator is fitted as standard on most Scania vehicles sold in Europe today. This 'black box' provides a flexible platform ensuring maximum support for drivers and operators, now as well as in the future. Scania Active Prediction is another tool to boost fuel efficiency, a unique advanced cruise control system that cleverly helps the driver to optimize the speed of a vehicle. Fuel savings of 2-3% are possible without any special effort on the part of the driver or any significant loss of time.



Speech by Evert Halvarsson: EXPORT PRIZE AWARD



Your Excellency, ladies and gentlemen,

It is with great pleasure and sincere honour that I stand here before you today. Scania has a long and successful tradition in The Netherlands. In 1946, right after the second World War, a certain Mr. Beers, located at the Hague, contacted the factory in Södertälje to start commercial activities for Scania-Vabis in The Netherlands. And so they decided.

The first Scania-Vabis models that entered the Dutch market were the robust and courageous trucks that paved the path for the ultimate King of the Road as we know him today. The cradle of this Swedish Chamber Export Prize 2013 was founded in this period. I consider this award a reward for entrepreneurship, persistence and determination. Nowadays Scania is much more than only a truck, or a bus, or an engine; much more. Customer demands and society requirements have changed dramatically over the years. And Scania has changed accordingly. This is most reflected in each of the motivations that the jury issued when awarding Scania Nederland.

Sustainability focused – Scania is in the forefront when it comes to developing both products and production methods that are lasting sustainable. Scania has always been ahead of legislation. The best example today is the Scania Euro 6 engine platform that is on the market for two years now while it's only mandatory from coming January.

Flexible – Over the years Scania has moved from a truck manufacturer to a full service supplier in transport and logistics. Scania is involved in the entire chain from the development all the way to the recycling of the truck. This has been a big journey and it will continue to be one. Demands and requirements will change and so will Scania. Customers will re-locate their fleets more and more in East-European countries, so we have to operate more international. Internal collaboration will become more and more important, simply because the customer demands it.

Innovative – Fuel consumption and CO2 reduction are important focus points. The modern Scania trucks and buses are optimized when it comes to the highest operational economy.

But what about the driver? He or she has the biggest impact on the fuel consumption of a vehicle. Fleet Consultancy by Scania is a new tool that supports a haulage company into motivating their drivers to drive in a more economical and defensive way. A game is part of this tool. Recently, Fleet Consultancy by Scania received the 'Lean and green' award.

Scania invests in the market – Did I already mention that Scania's largest production facility in the world is located in The Netherlands? Over here we produce more Scania's than in Sweden or in any other production facility. Scania acknowledged the importance of The Netherlands with its good infrastructure and governmental support by investing heavily in the Zwolle factory. With a total production capacity of 160 trucks per day it is an important corner stone in Scania's worldwide ambition. When it comes to investments I must, of course, also mention the new Scania Benelux head office in Breda, together with a new dealer workshop in Nijkerk that will start their operations this month. Again an ongoing journey.

A proud bearer of Swedish origin – Yes, we are indeed proud to have Swedish roots. But we are evenly proud of our Dutch heritage. Sometimes one plus one is more than two. From 2004 till 2009 I was Managing Director of Scania Production Zwolle and Scania Production Meppel and now from 2012 I'm Managing Director of Scania Benelux. I have some experience with Dutch entrepreneur mentality and the synergy of those two elements pays off. Every Scania on the Dutch market is produced in Zwolle and we call them 'Swedish trucks from Dutch soil'.

Scania people are proud people.

Pride and Trust are our brand values, and each of the 2.500 employees of Scania Benelux, Scania Production Zwolle and Scania Production Meppel carries this in his or her heart. With this award the Pride was boosted once more. I thank the jury, The Swedish Chamber of Commerce, the Swedish Embassy and Business Sweden for their motivation. We proudly accept the Award.

17 September, 2013 JCC - Swedish Chamber Mentorship Program

On September 17, 2013 JCC – Swedish Chamber of Commerce Mentorship Program 2012 – 2013 finished and we would like to thank all Mentors and Mentees for their participation and contribution to the Program. We welcome them to continue to develop your JCC and Swedish Chamber of Commerce Network and we are looking forward to welcoming them at our up-coming events. At the same time JCC - Swedish Chamber of Commerce Mentorship Program 2013 - 2014 kicked-off with 10 new pairs from JCC and Swe-Cham. We welcome the new enthusiastic group who will be coached by Kristina Zumpolle from Zumplow who is continuing coaching the program.

27 September, 2013 Nordic Breakfast Conference

On September 27, 2013 The Swedish Chamber of Commerce, The Danish Dutch Business Club and The Finnish Dutch Trade Guild featured a Nordic Breakfast Meeting about Social Media’s increasingly important role for business. SAS Scandinavian Airlines, LinkedIn and the Danish company Ubivox presented their successful Social Media Strategies. For this exclusive event, the three Ambassadors Håkan Emsgård, Sweden, Ole Moseby, Denmark and Liisa Talonpoika, Finland were all present.

The Breakfast Meeting was held at the large Pavilion by Caught by Umea at Museumplein, Amsterdam. Caught by Umea visited Amsterdam from September 26 – 29 with reference to Umea becoming European Capital of Culture 2014.

Keynote Speakers:

Elisabeth Milton, Scandinavian Airlines, William Reed, Regional Marketing Manager Scandinavian Airlines Western Europe, Simon Yule, Online Marketing Manager Scandinavian Airlines Western Europe, Lena Olivier LinkedIn, Kasper Falke Ubivox nt.



2 October, 2013 Breakfast Meeting The Hague

Inspirational Talk: “Secrets Revealed: The Inside Story of Sweden’s Game Boom”. Keynote Speaker: Per Strömbäck, spokesperson for “Swedish Game Industry”.

Sweden is one of the leading nations in the world when it comes to the development of internationally respected and accessible games of the highest quality. This is due to many things but because, among other things Sweden has a culture not too dissimilar from most other Western countries, Swedes are people with high technical skills, good at working collectively, often deliver on time and of course we have a great entrepreneurial approach. However, in order to maintain that position we need to have good education and research methods within the gaming. Swedish game developers continue their strong growth and

all figures point upwards. As spokesperson for “Swedish Game Industry” Per Strömbäck held a very interesting and appreciated presentation and offered the present members and guests a view behind the screens.

The Swedish Chamber of Commerce would like to thank the Swedish Ambassador Mr. Håkan Emsgård for hosting this most contemporary event at his beautiful residence in the Hague.



7-8 October, 2013 Do Business with the Netherlands

On October 7, 2013 the Swedish Chamber of Commerce welcomed about 30 members and guests to a Network Dinner at Hotel Sheraton, Stockholm where Keynote Speaker Thomas Andersson, CEO Kista Science City held a very On October 8, 2013 Stockholm Chamber of Commerce welcomed the members of the Stockholm Chamber, Swedish Chamber of Commerce for the Netherlands and Dutch Chamber of Commerce in Sweden to a “Do Business with the Netherlands” Seminar.

The more than 50 participants listened to the interesting presentations by H.E. Flip de Heer, Dutch Ambassador, Per Cederlund, Country Manager Filippa K and Lars de Vries, Brabant Foreign Investments and other members of the Swedish Chamber of Commerce. Also participating were the 3 General Consuls for Sweden in the Netherlands, Mr. Ben Vree, Mr. Lukas Joel and Mr. Edgar Peer. After the presentations the program continued with a Networking session where lots of new contacts were made and business information was shared. After the lunch the group headed for Handelsbanken HQ at Kungsträdgårdsgatan where Gunnar Tersman, Senior Analyst gave a very interesting presentation about the latest economic developments.

The Swedish Chamber of Commerce would like to thank Stockholm Chamber of Commerce and all participants for their great contribution to the program and for participating in the Swedish Chamber of Commerce Stockholm Program 2013.





6 November, 2013 CEO Luncheon

Keynote Speaker: Mr. Ronnie Leten, CEO and President Atlas Copco. See further the article about Atlas Copco 100 Years.

7 November, 2013 A Night at the Opera

The Swedish Chamber of Commerce was very pleased to present an exclusive Night at the Opera featuring the Houblon Ensemble performing a short version of Mozart's Die Zauberflöte: sung told and played at the beautiful residence of the Swedish Ambassador followed by a delicious Swedish Buffet.

The Houblon Ensemble:

Marike Verbeek (soprano),
François Soons (tenor),
Loulou Rhemrev (actress),
Martijn Hop (bass)
Howard van Dodemont (actor)
Bert Mooiman (piano)



12 November, 2013 Challenges and Leadership in International E-Commerce

By JCC Member, Laszlo Varga Online Director Euroflorist who has become a new member of Swedish Chamber of Commerce.



Word of a Board Member Swe-News Number 6, 2013



Krister Mattsson
IKEA Group

Dear Swedish Chamber members,
The world economy is showing signs of improvement and recovery in Europe and North America and a continuous growth in Asia and South America ,but there is still a bumpy road forward in the EURO zone in the next years to come. Since IKEA Group moved its global head office to Leiden from Scandinavia in 2002, there has been an amazing development in the global economy and also of the expectations of multinational companies. IKEA Group has about 140.000 employees and we have about 760 million visitors annually in the stores plus 1 billion visitors on IKEA.com web pages, so there is a very big social responsibility and focus on sustainability in order to live up to expectations. IKEA Group has launched a sustainability strategy and has worked for a long time with a code of conduct with all our suppliers requiring both social and environmental responsibility in order to enable the suppliers to trade with us.

In order to cope with one of the biggest challenges in the 21st century of expected shortage of resources and climate change, we focus on securing sustainable raw material, promoting recycling, produce as much renewable energy as IKEA Group consumes and drive energy efficiency in the whole value chain. The renewable energy production is crucial for us and we have about 140 large wind turbines in operation and in construction in 8 countries and 500.000 solar panels installed on our IKEA stores and warehouses. There are other sustainability initiatives such as in the cotton area, wood certification, lighting etc. As an example, all lighting that will be sold in IKEA stores will be converted to LED in 2016.LED consumes about 85% less energy than traditional lighting and lasts up to 20 years per bulb.

I assume that most of the member companies have various small or extensive efforts ongoing in this field. The Chamber will continue to focus on sustainability events , women in business, leadership & entrepreneurship and other relevant directions in coming years. I believe there is a lot to learn from each other in order to develop in a good way. There is an extensive autumn program in the Chamber and I hope we will meet at some of the events including the traditional Lucia event in Nordwijk in December. Furthermore, the Chamber board also look very much forward to the events related to the celebration of 400 years of diplomatic relation between Sweden and the Netherlands including a planned visit of the Swedish King and Queen.

Krister Mattsson

BRANDING SEMINAR

Building Brands: B2B and B2C are dead. It is all about P2P.

A full room of chamber members and guests came together on 31 October 2013 to listen to Julian Stubbs, brand strategist and one of the founding members of UP THERE, EVERYWHERE to have a deeper think around branding - a topic that always generates a great deal of energy and passion. The audience's attention was immediately grabbed by Julian's thought provoking statement around P2P (People to People). Today, it's not about B2B or B2C, it's about people. And whether you are in business or a consumer, you're first a person, and it's about connecting, engaging, and communicating on a personal level. And at this level, emotion counts.

Brands exist in people's minds, and that's a really important aspect to understand. So, with that in mind, what does one need to know in order to create a strong brand? Julian walked the audience through the CRISP model to help people and organizations focus on how to build strong brands. First of all, brands need to be Consistent. Brand identity plays a strong role in providing consistency around look and feel. And products and services need to deliver on that consistency. Secondly, brands need to be Relevant. They need to resonate with the target audience, otherwise they simply won't even register on the radar screen. Next, brands need to be Intimate. Brands need to portray emotion to create strong connections. Going beyond the functional aspects of the brand and leveraging the emotional aspects will help to build this intimacy. Brands also need to be Simple. People are being bombarded with an enormous amount of messages today. You need to keep things simple to cut through the sheer volume of noise. Make choices about what you stand for, and don't make it too complex. Lastly, brands need to be Persistent. Don't give up, and don't change things too often. It takes time to build a strong brand.

One of the most difficult things about branding is positioning. But it's also one of the most interesting, requiring a deep dive into your business and the competitive landscape. Carving out a unique and relevant positioning is one of the most important things you can do for a brand. And when you really nail it, and stay the course, brand identity and all the communications that follow comes much more naturally.

Julian also briefly spoke about his new book, e-ployment. It's about what UP is doing, and the new business model that UP is using to make it happen. In



the digital age of today, work and life have merged together. E-ployment talks about how technology has enabled and empowered people to live and work pretty much anywhere today. But it also requires a great deal of self discipline and responsibility.

Before ending, Julian asked how many people in the audience are in marketing? He reminded us that everything we say and do effects the brand, and that means that all of us are in marketing. Remember that the next time you post something on Facebook.

Seminar recap video:

<http://www.upthereeverywhere.com/video-branding-seminar-amsterdam/>

Julian Stubbs

Up There, Everywhere



About UP THERE, EVERYWHERE

UP is the world's first global cloud based agency. It was launched in 2011 and provides integrated brand, creative, design and digital services that are delivered via the cloud globally, for clients with sophisticated ideas, products, services or organisations. UP is part of a completely new way of working. Not a typical advertising or creative services agency, it is a globally connected community of like-minded

people who work through the cloud 24/7 across international time zones. UP forms custom-tailored distributed teams to provide strategic branding, communications, public relations, and digital media services for clients around the world. Our working structure allows us to be more flexible than any other creative services agency in the world. It's a flexibility and resource our clients value.

Today UP and its partners have over 130 people based in Europe, the USA and Asia and the company continues to grow at a dynamic pace. UP is a proud member of the Swedish Chamber of Commerce in the Netherlands.

Lawrence Masle

Up There, Everywhere



20 November, 2013 Global Macro Outlook 2013



On November 20, 2013 Handelsbanken and the Swedish Chamber of Commerce invited their members and business relations to Handelsbanken's HQ at Schiphol WTC for a Global Macro Outlook by Chief Economist Jan Häggström. The very much appreciated Global Macro Outlook Presentation by Mr. Häggström has become a yearly update for many of the more than 100 guests and from the many questions one could conclude that the analysis and insights by Mr. Häggström are most appreciated and welcome. The Swedish Chamber of Commerce would like to thank Handelsbanken for the excellent co-operation and the pleasure of mixing business networks.

Words of a Board Member Swe-News Number 7, 2013



Mikael Sørensen
Handelsbanken

Dear members of the Swedish Chamber,

During this time of year many of our members are busy with or have just finalised their budgets for the coming year. It is often a considerable amount of time and resources that are used in this process. Time that maybe could have been used on something more productive or resources that could have been saved all together!

A budget can be described as a plan that outlines the financial goal of an organisation expressed in estimates of income, costs, assets, liabilities, cash-flow etc. These estimates are based on various prognoses done either within or outside the organisation. The budget is used as a management tool to steer and control the organisation. The budget gives the employees a target towards which they should strive and the management a tool to evaluate the performance of the employees.

Simplified (and a little provocative) you can say that the real aim with the budget is to get the employees to act in a different way than they would have done without any budgets. If their actions are not affected, the budget will be a waste of resources. If this definition is correct the budget must be a tool for the management in a centralised and top-down organisation to manipulate the employees.

One of the problems you will face when making a budget is that the prognoses, on which the budget is based, always will be a projection of what we have experienced and observed in the past, no matter how developed and sophisticated our prognoses techniques are. There are numerous examples of budgets that turned out completely wrong because the future didn't resemble the past. It can be difficult, if not impossible, to predict what impact technological inventions, new market participants, political interference,

changes in consumer behaviour, nature catastrophes etc. will have on the future figures.

So why is it that the majority of companies put so much effort into something that is not only very time-consuming but where the reliability, to a large extent, can be questioned?

Up until 1970 Handelsbanken was a centralised bank using budgets, product targets and long-term forecasts as steering and control tools. For different reasons we decided to decentralise the whole organisation, take away all absolute goals and abandon budgeting. Since then we haven't used any time or resources on budgets. Instead we introduced another steering and control tool primarily based on benchmarking and relative goals. The advantage with this is that it is self adjusting to changes both internally in the organisation as well as in the surrounding market. Our overall goal is to have a profitability that is better than average of our peers. If the average moves up or down because of a financial crisis or a booming economy, so does our goal.

Our extreme decentralisation has been the main driver for our successful financial performance since 1970. But the decentralisation would never have worked with traditional budgets. One side affect of abandoning the budgets has been that we annually save more than 200 man-years. Time we can use on our customers instead! Anyway, if your company still belongs to the group that makes budgets, I wish all the best of luck with process.

The Swedish Chamber has many interesting upcoming events, both of the serious and of the social kind. I hope that you will all take the opportunity to participate!

Mikael Sørensen

13 December, 2013 Swedish Chamber of Commerce Lucia Dinner and Dance

Ingen text????

Words of a Board Member Swe-News Number 8, 2013

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This time of the year you often reflect on the year that has passed and at the same time you raise your eyes towards the 2014. What an exciting year to put behind us when we now are facing the new year ahead of us.

Two words spring immediately to my mind, innovation and celebration. The Chamber has during 2013 successfully created an excellent program with innovation and sustainability as a consistent theme. As an acknowledgement of the good work done we have experienced that a number of new members have joined us during the year.

The Nobel Peace Prize 2013 was awarded to Organisation for the Prohibition of Chemical Weapons "for its extensive efforts to eliminate chemical weapons". The OPCW headquarter in The Hague has been in the centre of attention and celebration during the last weeks.

Holmen, the forest industry group to which Iggesund Paperboard belongs, is one of the 100 world leaders in sustainability. The UN's Global Compact 100 is a new global stock index which combines sustainable business and financial performance. It lists the top 100 companies in the world. Holmen is one of five Swedish companies, and the only forest industry company based in Sweden, to be included in the top 100 judged to be the best at creating good returns through sustainable business practices. We are delighted and proud to be included in the new GC 100 index.

Holmen's mill in Workington, Cumbria, UK was awarded the 'UK Packaging Award for the Investment Project of the Year', for the investment in the biomass boiler. It is an honour to be recognized for this achievement but there is still hard work ahead to realise new innovations that will create a future sustainable business.

One of the focus areas the coming year will be water. Availability of sufficient water supplies is something that companies in the western world take for granted. A 2013 World Economic Forum report names water scarcity one of the top global risk facing companies in the 21st century. More companies are increasingly aware of the impact of irresponsible water use. Companies have to deploy their philanthropic and corporate social responsibilities in a more innovating way in the future to address these considerations.

I would also like to think that the next year entails that Women's entrepreneur empowerment will be at the front. According to Global entrepreneurship there are 125 million women operating new businesses. Still we are facing a huge equality gap. In only seven countries do women take part in business at rates equal to men. If we can narrow the gender gap in employment it will increase global income per person by as much 20% by 2030. This is not the only benefit. Not only are they inspiring other women to pursue their dreams, but in emerging markets, women reinvest 90% of their earnings in their families and communities which means that investing in women is investing in our collective future.

The future is hard to predict, but one thing is sure, the words of Charles Darwin "It is not the strongest or the most intelligent who will survive but those who can best manage change." will prevail. An example that everything is changing fast and that flexibility is the name of the game, is Hatsune Miku. She is not a person of flesh and blood but a computer generated hologram lead singer in Japan and in a concert 2010 all the tickets was sold out. Perhaps we can stay at home in The Hague in the future and perform as a speaker in the shape of a hologram in South Korea instead of moving physically by air travel around the world.

Talking about aeroplane, the first commercial space flight is to be launched in US in 2014. Sir Richard Branson, founder of Virgin Galactic, has made this promise. Perhaps it is not only new innovations, which will form the future. Who knows, perhaps the typewriter or tapes will make their comebacks.

Enough of speculating, one activity in the near future that we do have control over, is that Sweden and The Netherlands will be celebrating 400 years of diplomatic relations in 2014. The celebration year will see various activities focusing on the relationship between the two countries. The main celebration event will take place in the beginning of April. The chamber can promise you a royal celebration.

Thank you for contributing and supporting toward the successful 2013. It has been a real pleasure and joy. I would like to wish everyone a very Merry Christmas and a prosperous and healthy New Year.



TELECOM

today and tomorrow



The first Business event of the Swedish Chamber after the summer featured a very interesting and on the dot presentation by Mats Granryd, CEO & President Tele2. The Swedish Chamber was very proud to welcome Mats Granryd to address the members of the Swedish Chamber on the evening before Tele2's analyst and journalist meeting where the operational developments in the Netherlands with a focus on mobile will be presented.

Mats Granryd presented the rapid developments of the telecommunications sector including the challenges for Tele2 since Jan Stenbeck founded the company in 1993. Tele2 has been listed on the NASDAQ OMX Stockholm since 1996. In 2012, the net sales of SEK 31 billion and reported an operating profit (EBITDA) of SEK 6 billion. Tele2 is a true challenger – having challenged former government monopolies and other established providers and done several greenfield projects. During spring 2013 the company sold off its Russian business, something that led to an increased focus on the remaining 10 markets. Sweden is the home market and also the largest market. Together with Norway, the Netherlands and Kazakhstan it represents the four core markets for Tele2. Within these countries the company sees the largest growth opportunities during the coming years.

Tele2's Dutch mobile business is currently going through a major transformation from being a so called mobile virtual network operator (without its own physical mobile network) to a mobile network operator. A new 4G-only network is being rolled out and the sites are shared with T-Mobile Netherlands to ensure a cost efficient way of providing the mobile services. In Sweden, where Tele2 already have a 4G network with 99.9% population coverage, the traffic on the 4G network has surpassed the 3G traffic by far and keeps growing with an exponential growth rate. Data is the future; there is no doubt about that. The shifts from voice to data and from fixed to mobile are going very fast.

However, fixed broadband is currently the largest area in terms of revenue for Tele2 Netherlands. Tele2 Netherlands B2B is number two in the market with a broad service spectrum stretching from ATM's to health care.

Mats Granryd also described some of the key factors to Tele2's success; the importance of profitable growth, having a clear focus in what you do and making sure you have a nimble and flexible organization ready to adapt quickly to new challenging situations. Mats Granryd finished his session with answering many interesting questions from the audience, for example regarding how Tele2 works with privacy and integrity matters. Mats stated that he believes that the Swedish Chamber of Commerce has an important role in encouraging and enabling entrepreneurship as well as cooperation between Swedish industries in the Netherlands and the Dutch administrative system.

Mats Granryd
President and
CEO Tele2



HAND

Meet Mikael Sørensen, Executive Vice President and CEO of Handelsbanken in the Netherlands.

Handelsbanken was founded in 1871 and was listed on the Stockholm Stock Exchange two years later. This makes Handelsbanken the oldest listed company in Sweden. Today Handelsbanken is the financially strongest bank in Europe (according to Bloombergs) with total assets of over SEK 2.000 billion and more than 11.000 people working in 24 countries. Handelsbanken is known for its decentralised organisation focusing on customers rather than on products and on profitability rather than volume. The banks current business model and decentralised organisation was introduced by CEO Jan Wallander in 1970. Mr. Wallander divided Handelsbanken's branches into a number of so-called Regional Banks, each covering a geographical part of Sweden and consisting of around 70 branches. The Regional Banks was established with their own Supervisory Board and a high degree of independence. The objective for the Group was, and still is, to have a return on equity that exceeds the average of the competitors. This should be achieved by having more satisfied customers and lower costs than the competitors.

By the end of the 1980's Handelsbanken decided to export its business model first to Norway and a few years later to Finland and Denmark. In 1998 these 3 countries were included in the banks home market, and today Handelsbanken has a nationwide branch network and is among the largest banks locally in each of the Scandinavian countries. In 2002 Great Britain became part of the home market as well, and since then the bank has expanded to currently 170 branches in Britain. In 2013 the Netherlands became the sixth home market of Handelsbanken.

The journey in the Netherlands started in December 2002 when the first branch was opened in Amsterdam Zuid primarily servicing customers from the home markets in Scan-

ELSBANKEN

at your
service
in the
Netherlands
since 2002



and excluding the latter have made it easy for us also to skip bonuses. Another problem with bonuses in risk taking organisations like banks is that they create a wrong incentive for the staff. Looking at what happened to many banks in Europe and USA during the financial crisis confirms this”.

What is Handelsbanken’s ambition in the Netherlands?

- “Being part of Handelsbanken’s home market means that we want to offer a full scale of products for both private individuals and corporate customers. We are quite close to this ambition when it comes to corporate customers, whereas we are still developing the product offering for private individuals. It will probably take a couple of years before we can claim to be a full-service bank also for private individuals”.

And how many Handelsbanken branches do you foresee in the Netherlands?

- We will continue to open new branches as long as it makes sense from a customer perspective. We don’t have an absolute target in this respect. We want to be close to our customers, and if we find a suitable Branch Manager with good local knowledge and network on a location where we are not present we will open a new branch”.

Mikael Sørensen ends our conversation by complementing the Swedish Chamber of Commerce for its professional organisation, high quality events and their broad mix of member companies.

- “The co-operation with the Swedish Chamber of Commerce has been, and still is, of great importance to Handelsbanken. We meet many of our existing customers during the events arranged by the Chamber, and it is of course a fantastic network to create new business contacts”.

Kerstin Gerlagh

dinavia and Great Britain. In 2007 the bank decided to expand its activities to include local Dutch companies, and to gradually open new branches across the country. In 2009 the first products for private individuals were launched as well. Today Handelsbanken has 18 branches in the Netherlands and offers full service banking for corporate customers. Mortgage loans, savings and internet banking are among the products currently offered for private individuals. During the coming year the bank expects to launch debit cards as well as an app for private individuals.

I asked Mikael Sørensen the reason for the banks success in the Netherlands.

- “Our business model with local branches focusing on the needs of each individual customer fits very well here in the Netherlands. The Dutch really appreciate having people in a local branch with whom they can discuss all their banking business regardless if it is their own private mortgage loan or a complex cash management solution for their company”.

All business decisions in Handelsbanken are made in the local branch.

- “The Branch is the Bank” says Mikael Sørensen. “Each branch has a well defined market area in which they do business. We call it the church tower principle. The branch should be able to see all their customers from the top of the local church tower. All customers, no matter size or complexity, are placed in the local branch, and more or less all decisions regarding the customers are made locally. This gives more flexibility and faster decisions – something that benefits the individual customer”.

Is it true that Handelsbanken does not work with product or sales targets or pay bonuses to its staff?

- “In our opinion product and sales targets do not go hand in hand with customer focus. Most banks say they focus on their customers, but at the same time they set up sales targets for their staff. If they sell X number of a certain product they are awarded with a bonus. In our bank we always offer the product which is best for the customer even if it doesn’t benefit the bank here and now. In the long run it creates more satisfied customers. Bonuses are normally closely linked to sales targets



WORDS OF JCC CHAIRMAN



*Dear Members of the Swedish Chamber,
especially those who are member of the JCC,*

Greetings, I hope you all enjoyed 2013 just as much as I did. Both in Sweden and in the Netherlands many memorable events took place. Let's think about Sweden winning the world championships in Ice hockey and the inauguration of his majesty the king Willem Alexander of the Netherlands. Besides many other national highlights we, the JCC of the Swedish chamber in the Netherlands, also managed to provide our members with some memorable moments and inspiring meetings.

The JCC Committee



Vice Chairman
Sara Leander-
Pehrson



Malin Steendam



Anna Heijning-
Fröberg



Vendela Eklund

We kicked off the year 2013 with our annual New Year's drink, at the Conservatorium Hotel in Amsterdam. Shortly after that, many JCC members joined a Swedish Dinner prepared by the Swedish ambassador's chef for the occasion at café Quirly in The Hague. As an extra bonus the famous Swedish classical guitar player Johannes Möller played some of his own compositions after dinner. On a sunny Sunday afternoon in April more than 20 members gathered for an exclusive presentation at Hermitage Amsterdam about all the challenges it takes to create great exhibitions followed by a tour. Business Sweden organized their annual BBQ in June on the Beaches of Scheveningen. Thanks to the nice weather, inspiring presentation from Business Sweden and the relaxing lounge area at Twins Beach Club, this event turned out to be a great summer afternoon.

Not long after that, we celebrated Midsummer in Amsterdam. Usually we ask our trainees every year to improvise by building a midsummer pole in the Sarphatipark. A nice pole was built but unfortunately I arrived too late and they accidently placed the pole on the only spot dogs are allowed to run free. You can imagine it was difficult to dance around the pole watching your steps. On top of that a new sign told us it was prohibited to grill on this side of the park. That meant no hotdogs this year.

In august we celebrated our annual crayfish party together with the Swedish chamber which happened to be a great party (again). Throughout the year many nice and easy going "after works" took place in Amsterdam. To mention a few bars we visited ; café Stevens, Kobalt, kamer 401, het paardje, de Ysbreker, de Magere Brug and café Zouk. Besides all these social events we also participated in some very interesting business events, some together with the Chamber like the branding seminar form Julian Stubbs, the Global Macro Outlook Seminar at Handelsbanken, an inspiring presentation at Euroflorist and many more. On top of all that we also continued the mentorship program which has become a great asset for future JCC member to join us. Both mentor en mentees are enthusiastic and we will continue the program in the current season. If any of you are interested to hear more about the program feel free to contact us.

For this moment I would like to take the opportunity to thank the trainees for their great efforts and also my fellow committee members. I truly appreciate all the time and dedica-

tion you have put in the JCC especially for our members. Vice-chairman Emma Hamilton decided to leave the committee and that is why I specially would like to thank you Emma, for all your great ideas, enthusiasm, energy and I hope you will stay on as a member, your presence is more than welcome whenever you find the time to do so. I wish you all the best. Because Emma leaving the committee and a vacant position of vice-chairman I'm very happy to introduce our new vice-chairman Sara Leander Pehrson. She has been a regular committee member quite a while now and I'm sure she will do a great job as vice-chairman too.

The year 2014, as probably most of you know, will be a very special year due to the celebration of 400 years diplomatic relations between our great nations Sweden and the Netherlands. Therefore a program has been put together in collaboration with many organizations linked to Sweden and the Netherlands. The JCC has also assembled an exciting program shown on our

website. We are also participating in many events together with the Swedish Chamber. Therefore I would like to invite all JCC members to come along and celebrate this year. Be inspired by the great values both countries have to offer.

The field of entrepreneurship is continuously evolving and expanding which makes it a great theme to focus on throughout the year. Both Sweden, with a conscious reputation for design and putting the user in focus and the Netherlands, known for their innovative regions and high-tech knowledge, stand out globally. Make sure you take part in this 400-years jubilee, so I hope to see you soon again.

Yours sincerely,

Maurits Hilwig
Chairman JCC committee



****NEW****

BOOK about Swedish-Dutch relations

“THE SWEDES AND THE DUTCH WERE MADE FOR EACH OTHER!”

400 YEARS OF SWEDISH-DUTCH RELATIONS

What do Cornelis Vreeswijk, Louis de Geer, Ove Kindvall, IKEA, Akzo Nobel and the Rembrandt painting “The Conspiracy of Claudius Civilis” have in common?

They all have strong Swedish-Dutch connections! But why? This book, produced to mark the celebration of four hundred years of diplomatic relations between Sweden and The Netherlands, will tell you the story of these and many other interesting connections. Authors from a variety of fields reflect upon the shared history, bringing characters to life and highlighting events that have had an impact on the relationship, both historically and in modern times.

Starting in the dramatic seventeenth century with its mixture of entrepreneurship, trade and war, religion and architecture, the story continues to the contemporary era. It covers the transmission of ideas, the movement of goods, and migration across four centuries. The banker and entrepreneur, Louis De Geer, in the seventeenth century, the scientist, Carl Linnaeus, in the eighteenth, the troubadour, Cornelis Vreeswijk, and the football player ,Ove Kindvall, in the twentieth century, are examples of the many individuals who lived their lives with one foot in the Netherlands and the other in Sweden.

Publisher: Nordic Academic Press (NAP)

Paperback: 332 pages

Language: English

The book will be available in April 2014.



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400



WORDS OF THE HONORARY CHAIRMAN

H.E. Ambassador of Sweden for the Netherlands Håkan Emsgård

2014 is a very special year. We are celebrating 400 years of diplomatic relations between Sweden and the Netherlands. A milestone in the relations between our countries, but also an excellent opportunity to look forward together.

On April 5, 1614 a treaty on defense, trade and shipping was signed between Sweden and the Netherlands. As part of this treaty, it was decided to exchange resident ambassadors, which makes the Netherlands the first country with which Sweden exchanged ambassadors in this way. Relations between the countries have since then remained close. The extensive trade has been a common thread throughout the centuries. During the Dutch golden age in the 17th century trade with the Baltic region was the main source of wealth and prosperity for the Netherlands. Today, a large part of the Swedish foreign trade passes through the port of Rotterdam. Bilateral trade stands for close to seven billion euro per year. Sweden and the Netherlands rank among each other's 10 largest export markets. Allow me to look at what lies ahead of us.

The celebrations 2014 will focus on the excellent relationships that exist between our two countries. Rather than looking back we will focus on finding areas of mutual interest and where both countries face similar challenges - in order to shape our common future. Business between our two countries is central in this respect.

Our three priorities will be: Innovation and research, with particular focus on sustainability – both Sweden and the Netherlands ranking high on the Global Competitive Index. What can we do in order to maintain these positions? Creative industries, film, music, fashion, design. Here in the Netherlands we benefit

from a large number of Swedish artists that have established themselves in this country and pursue their artistic career from here. There are also a number of Swedish shops promoting and selling Swedish fashion and Swedish design. During the 400-years celebrations we also wish to focus at public sector challenges, such as healthcare, ageing populations, education, local government, labor market participation. These are all challenges our two societies share and where joint solutions are needed. To learn from each other is a key.

The highlights of the celebrations will be on 4th and 5th of April when the Swedish Majesties will pay an official visit to the Netherlands. They will be accompanied by Swedish Minister for Trade, Dr. Ewa Björling.

In addition to this, I am looking forward to a number of activities, ranging from a Swedish month in The Hague, focus on Swedish film for a young audience at the international Cinekid festival in Amsterdam, business events in cooperation with the Brabant region and the Royal School of Technology, a digital bridge between The Netherlands and Sweden and much, much more.

The business aspect is a very important part of the celebrations and I feel content knowing that that Swedish Chamber of Commerce, with its more than 155 Swedish and Dutch companies will take an active part in the celebrations.

Håkan Emsgård



Haag

The Hague
The Ambassador

2014 Sweden and the Netherlands - 400 years

The overall purpose of the celebration year is to **broaden and deepen** the image of Sweden in the Netherlands, with emphasis on Sweden as a **modern and progressive country**. The celebrations will focus on issues related to **competitiveness and open markets** both in Europe and globally with highlight on Sweden as a **reliable and interesting** partner in areas such as:

- **Innovation and** research, with particular focus on sustainability
- **Creative industries**, film, music, fashion, design, etc.
- **Public sector challenges**, healthcare, ageing, education, local government, labor market participation

On April 5, 1614 a treaty on defense, trade and shipping was signed between Sweden and the Netherlands. As part of this treaty, it was decided to exchange resident ambassadors, which makes the Netherlands the first country with which Sweden exchanged ambassadors in this way.

Relations between the countries have since then remained close. The extensive trade has been a common thread throughout the centuries. During the Dutch golden age in the 17th century trade with the Baltic region was a main source of wealth and prosperity for the Netherlands. Today, a large part of the Swedish foreign trade passes through the port of Rotterdam. Bilateral trade stands for close to 7 billion euro per year. Sweden and the Netherlands rank among each others 10 largest export markets.

Sweden and the Netherlands are also close allies within the European Union, especially within the area of economic policy. Both countries have a strong interest in the development of the internal market and promoting trade and investment both in Europe and globally.

There is already a strong interest for Sweden among people in the Netherlands. Areas of particular interest includes environment, technology and research but also social issues including gender draws attention from the public. Interest in the creative industry is increasing and includes music, dance, literature, art and film. The Dutch are the fourth largest tourist group visiting Sweden and about 1500 Dutch move to Sweden every year.

The general knowledge about Sweden in the Netherlands is good, providing a useful starting point to further develop cooperation and interaction. However, the image of Sweden is still fairly traditional. The 400-years anniversary is a unique opportunity to broaden and deepen this picture.

Throughout the year, a number of events will take place under the generic heading "Sweden - Netherlands 400 years". The implementation should take as its point of departure the extensive relationships that already exist between our two countries.

Swedish associations, organizations, businesses, cultural centers that are based in the Netherlands will be given a prominent role. A logo will be developed. As a highlight of the celebrations the Embassy is planning for a possible visit by the Swedish Royal family in April 2014.

During the same period parallel events will take place in Sweden, organized by the Embassy of the Netherlands in Stockholm.

Interdependence, continuity and ingenuity



The Dutch – Swedish partnership has a long history but must also look towards the future.

Already 400 years ago Swedish copper and iron ore, timber and furs and other raw materials were exported to and processed in Amsterdam, the leading European market place of the day. Thus started an economic and political relationship which grew and deepened over the centuries. And it led Sweden to establish its first permanent diplomatic residence abroad in the Hague, the 400th anniversary of which is being celebrated this year.

In 1614 and thereafter, Sweden needed capital and arms for its involvement in the 30 Years' War on the European continent, it needed engineering and management skills all of which it found in the Dutch Republic. Smart as ever, the Dutch merchant houses bought the Swedish ores cheaply and sold back the refined products such as guns and cannons at a high price. And at times, when Sweden threatened to become too dominant and an impediment to Dutch trade in the Baltic Sea region, the Netherlands sided with Denmark and led by legendary Admiral Tromp and others routed the Swedish navy. But in a more positive vein, the rise in trade and contacts also led Dutch entrepreneurs to move to Sweden, to found industries, to spread their technical

knowledge and gradually to occupy leading positions in economic and political life. An early case of interdependence developed between two nations which between 1648 and 1809 were important actors on the European scene.

In to-day's Europe and EU, this interdependence and the contacts between two countries of similar political, economic and social structures and mentalities is all-embracing. In the EU context, there are few countries with which Sweden has more in common than with the Netherlands with its wide expertise in all EU related matters. We are confronting similar economic and social problems in a globalizing world. And, as always, we Swedes have reason to listen to and learn from Dutch experience and open debate on issues of current interest, be they economic or social such as immigration and integration of new-comers.

In this context, the Swedish Chamber of Commerce in the Netherlands plays an important role. Besides being a natural forum for joyful celebration, it is a fruitful meeting place between Dutch and Swedish industry and management in promoting cross-fertilization, introduction of new concepts and mutual

preparation for difficult times ahead.

It is a sobering idea to realize that in a world which will soon count 10 billion inhabitants, the Netherlands and Sweden combined will not count for more than some 3 pro mille. We (as well as the EU as a whole) will need all our joint skills, inventiveness and organizational talent to survive and to maintain our standard of living and our democratic and egalitarian way of life in a world of fierce competition for resources and markets and even spiritual values.

The SCOC is, of course, in the first place a forum for current contacts between business people and for joyful celebration, but it should, in my view, also increasingly direct its attention towards this wider perspective and thus create awareness and a sense of future direction for Dutch and Swedish companies and decision makers. If we cannot charter the course of our continued relationship for the next 400 years, we can at least try to map the general direction of economic and political developments in the next decade or two and their implications for our two countries.

Björn Skala

1614: a day in the life of the first Swedish ambassador to the Netherlands

by Hans Duijn

This year Sweden and the Netherlands are commemorating 400 years of diplomatic relations with the establishment of the Swedish Embassy in The Hague in 1614. Besides, this was Sweden's first embassy in the world. On 5 April 1614 the Kingdom of Sweden and the Republic of the Seven United Provinces of the Netherlands signed a co-operation treaty, which inter alia included the establishment of mutual embassies. The first Swedish ambassador was a Dutchman by the name of Jacob van Dijck. He received his accreditation in The Hague on 28 July 1614. The setting of this article is historic, but the visit of Jacob van Dijck on 12 March 1614 has been made up by the author.

The winter of 1614 was unusually cold, also for the first quart of the 17th century, which counted many icy winters as we can see from the winter landscapes of contemporary painter Hendrick Avercamp. But on Wednesday 12 March 1614 the sun was shining in the canals of Amsterdam, finally melting the ice away. Amsterdam was bustling of activities. The population had grown from 40,000 at the end of the 16th century till close to 100,000 in 1614. The economic downturn and lack of religious freedom in the Spanish Southern Netherlands caused an enormous stream of refugees from the rich cities of Antwerp, Bruges and Ghent to the cities in the North. Especially Amsterdam benefited from the influx of craftsmen, merchants, artists and scientists and the town developed in a few decades into a truly cosmopolitan and economic centre. The establishment of the V.O.C. (Dutch East India Company) in 1602, the expansion of the harbour and the proliferation of ship building activities attracted many labourers and craftsmen from all over Europe.



The announcement of the truce between Spain and the Republic of the Seven United Provinces sparked the trading activities in Amsterdam even further and with the opening of the Stock Exchange in 1611 Amsterdam rapidly became the world's most important trading place for a wide variety of commodities. As the city became unbearably overcrowded, the regents of Amsterdam approved in 1613 an extension of the city outside the walls by digging new canals. This work was in full progress early 1614.*

Jacob van Dijck, ambassador-in-spect of the Kingdom of Sweden to the

Netherlands, enjoyed his early spring visit to Amsterdam, so different from his residence The Hague. The purpose of his trip to Amsterdam was to prepare the visit, later in the year, of Axel Oxenstierna, the newly appointed *Rikskansler* (Lord High Chancellor) of Sweden. During his visit to the city Van Dijck stayed in the house at the Kloveniersburgwal of his friend Jacob Boelens, one of the four annually elected mayors of Amsterdam.

At 11.30 am Jacob van Dijck had just finished his two hour meeting in the East India House, the headquarter of the V.O.C., with two of the most prominent members of the 'Heeren XVII', the governors of the V.O.C.: Isaac le Maire and Willem van Vierssen. He was particularly impressed with Isaac le Maire, who was not only a V.O.C. governor, but also a successful merchant on the Baltic Sea. Le Maire owned several Amsterdam-built fluyts, slender and rapid vessels, especially built for the Baltic Sea trade. Le Maire had reacted favourably on Van Dijck's inquiry to increase the trade of copper ore from Sweden to the Republic. After all,



his proposed appointment of ambassador was closely related to his successful efforts to increase the export of Swedish copper, which was an important source of income for Sweden to finance its expansion around the Baltic Sea.

“Hurry up driver, I am going to be late for my luncheon appointment”. “Apologize, your excellence, but the traffic in Amsterdam is impossible today. Three V.O.C. vessels just arrived, fully loaded with spices from the Banda islands, and also two fluyts with wood from Sweden for the city expansion. Everybody is rushing to the port”. Van Dijck could only sit and wait and look around in amazement to the crowds. Finally he arrived at Singel 24, the house of mayor Hendrik Cromhout for a private luncheon with the regents of Amsterdam. He was able to secure that one of the new canal houses along the Heerengracht could be acquired by the Swedish representative to the Amsterdam Commodity Exchange.

After luncheon he visited the recently built Commodity Exchange, designed by the famous city architect Hendrick de Keyser, and met with the High Commissioner of the precious metals trade,

Jacques de Velaer, a keen merchant originating from Antwerp. He was pleased to learn that the price for copper had increased 50% in the last three years and that more than 80% of the coppertrade was taking place in Amsterdam.

Jacob van Dijck was quite pleased with the results of his visit to the Commodity Exchange and he decided that there was some time left for relaxation before his appearance at the official dinner given in his honour.

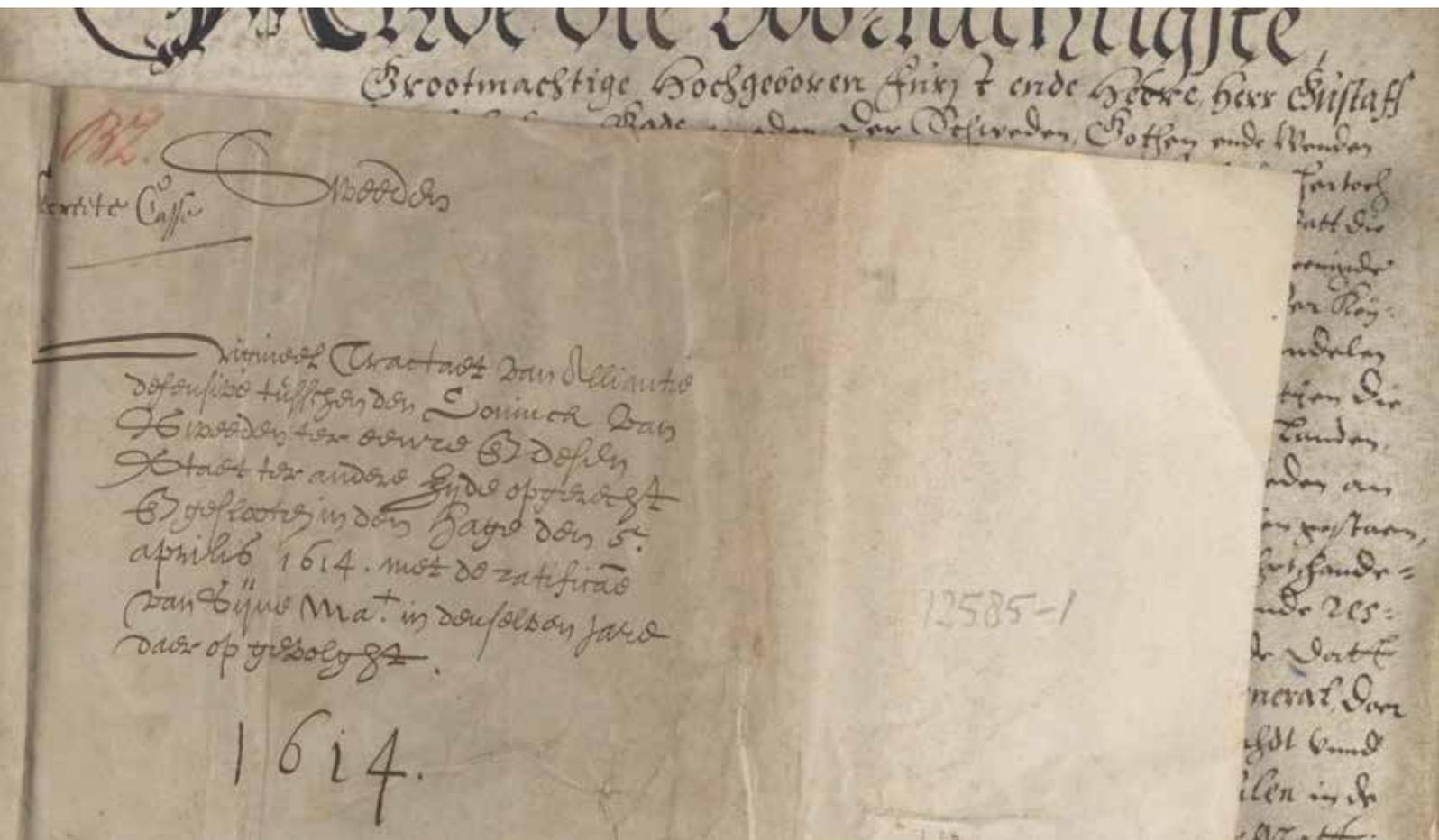
He directed his driver to the building place of the city expansion, which had begun the previous year. He was awestricken by the enormous activity: the digging of the new canals of Heerengracht, Keizersgracht and Prinsengracht and the simultaneous building of the canal houses. Thousands of workers were swarming over the area in a seemingly incoherent way, but the contours of the new canals and buildings were already becoming clear.

The dinner in his honour was taking place at the East India House. The building and surroundings were beautifully illuminated by candlelight. The dinner was of course behind closed doors, but the

crowd of spectators got a glimpse of the many illustrious guests: the writer Joost van den Vondel arrived early, soon to be followed by the city architect Hendrick de Keyzer. The famous painter Frans Hals entered, obviously after a few visits to his favoured pubs. He had to be supported by his fellow painter Hendrick Avercamp. The historian and writer Pieter Cornelis Hooft made his entrance in style and the spectators saw a very young Louis de Geer quickly disembarking from his coach and rushing into the building. The entrance of the fleet commodore Piet Hein was on the other hand impressive. A fine impression also made the eminent international jurist Hugo Grotius, who would, in his later life, become the ambassador for Sweden in Paris.

The Swedish Chamber of Commerce in the Netherlands wishes you a memorable commemorative year of Swedish-Dutch friendship.

*The museum Het Grachtenhuis, www.hetgrachtenhuis.nl, gives an interesting picture of the development of the city of Amsterdam.





OFFICIAL VISIT TO THE NETHERLANDS



Bild: Kungliga Hovstaterna, Alexis Darfos

King Carl XVI Gustaf and Queen Silvia will be paying an official visit to the Netherlands from 4 to 5 April 2014, at the invitation of King Willem-Alexander and Queen Máxima.

The visit will mark the 400th anniversary of diplomatic links between Sweden and the Netherlands. Minister for Trade Ewa Björling will also take part in the visit.