

ADVANTAGE DALARNA

DISCOVER BUSINESS IN THE FIRST REGION OF SWEDEN



INVEST IN
DALARNA
AGENCY™



INTRODUCTION

INVEST IN DALARNA

BUSINESS IS GROWING in Dalarna for good reason. We offer a unique combination of three worthwhile areas of quality for businesses - entrepreneurial spirit, industrial strength and a way of life to long for.

Sweden is attractive to invest in and stands out as one of the largest recipients of foreign investments in the world relative to its size. Dalarna's strategic position in Sweden, centrally located in the middle of the

country, provides investors with triple market access to Scandinavia, Northern Europe and the broader European Union.

We invite you to discover what Dalarna can offer. Invest in Dalarna Agency will support you in finding the best investment opportunities that fit with your strategy for development and growth.

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Photos: SSAB, Stora Enso, ABB, SkiStar, Falu Energi & Vatten and Playground Squad.

WELCOME TO DALARNA

WELCOME TO THE FIRST REGION OF SWEDEN

DALARNA HAS A LONG HISTORY in entrepreneurship, innovation and international trade. The Great Copper Mountain in Falun operated for a millennium and in the 17th century, it produced as much as two thirds of Europe's copper. The operations had great influence on the nation's prosperity and success in a number of fields. The world's first limited liability company was established in Dalarna. Dalarna was the first region in Sweden with large scale manufacturing through assembly lines, and the first hospital, pharmacy and alcohol monopoly.

Today, the region is home to world-leading actors in traditional industries such as steel and electric power technology, and industries with a prosperous future such as travel and tourism, mining and the gaming industry. Many of these companies are global actors with a strong presence on the international

market. Through its centers of excellence, Dalarna has a good platform for the development of sustainable business today and tomorrow.

I would personally like to invite you to explore the business opportunities my region has to offer. Welcome to Dalarna!



LEIF NILSSON

President Region Dalarna,
Regional Development
Council of Dalarna County

PROUD TO PRESENT FROM DALARNA

SUCCESSFUL COMPANIES AND ORGANIZATIONS



SWEDEN'S TOP SKIING AREA



Photo: SkiStar

THE TRAVEL AND TOURISM INDUSTRY is Sweden's fastest-growing industry sector. Between 2000 and 2010, total tourism consumption in Sweden grew by almost 70 percent. Visitor volumes and international visitor revenues have more than doubled over a five-year period and are expected to double again by 2020. Sweden is ranked among the top 5 in the Travel & Tourism Competitive Index 2011 according to the World Economic Forum. Dalarna is Sweden's third largest tourist area and most visited outside of the metropolitan regions of Stockholm and Gothenburg. There is great potential for international investors in the travel and tourism industry of Dalarna.

YEAR-ROUND DESTINATION

With its central location in the middle of Sweden and the ideal mix of cultural events, outdoor activities and traditional activities on offer for the domestic or international tourist, Dalarna is a year-round tourist destination. Two of Sweden's most visited tourist attractions are found in Dalarna, Idre Fjäll and Sälen Ski resort, the latter being Sweden's number one ski resort with more than 2 million guest nights in 2010.

TOURISM AT DALARNA UNIVERSITY

At Dalarna University, tourism has been a subject of both education and research for more than 30 years. Today, the university has a strong research

group focusing on different aspects of tourism and also Bachelor and Master programs in International Tourism Management and Tourism Destination Development.

CENTER OF EXCELLENCE

Destination Dalarna is a unique cluster initiative in Sweden's travel and tourism industry. In Destination Dalarna, the industry works together with regional decision-makers and organizations towards the vision to turn Dalarna into Northern Europe's leading tourist region.

WHY INVEST IN DALARNA?

Dalarna is a strong tourism brand in Sweden and the international arena. The travel and tourism industry is a steadily growing industry and is now considered to be one of Sweden's core industries. There are great opportunities for international investors in travel and tourism in Dalarna. Investments are needed to meet the demand for accommodation and services in both existing facilities and new establishments.

Do you want to know more about Sweden's top skiing area? Visit www.investindalarna.se

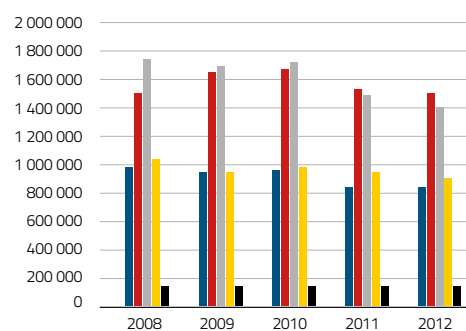
KEY FACTS 2012 - 2013

▶ Commercial guest nights (2012)	4 900 000
of which international nights (2012)	680 000
▶ Total capacity, accommodations (July 2013)	184
▶ Total capacity, available beds (July 2013)	23 900

KEY MARKETS

▶ Norway	■ Camping sites
▶ Germany	■ Commercially arranged rentals in private cottages and apartments (SoL)
▶ Denmark	■ Holiday villages
▶ Netherlands	■ Hotel
	■ Youth hostels

TYPE OF ACCOMMODATION



Source: Tillväxtverket, Swedish Agency for Economic and Regional Growth and SCB, Statistics Sweden

WORLD LEADER IN ADVANCED STEEL



THE STEEL INDUSTRY was historically a necessity in the formation of an industrial nation, today Swedish steel shapes a better future. Sweden is a world leader in the development and production of advanced steel. Around 90% of Swedish steel is exported to 150 countries. The total value of these exports amounted to SEK 51 billion in 2010.

EXCELLENCE IN SEVERAL FIELDS

Within the segment of high-strength steel and special steel applications, the steel industry of Dalarna holds a dominant position. SSAB, a world-leading producer of high-strength steel, world-class stainless steel producer Outokumpu and the leading European producer of long special steel products, Ovako, are all found in Dalarna. The presence of world-class producers enables the continuous development of successful new segments. The region is at the forefront in the segments of roll forming and hydro forming of steel sheet for customers with exacting requirements on tailored designs.

WORLD CLASS RESEARCH

Dalarna and the Bergslagen area host a strong and influential R&D center in steel. At Dalarna University, researchers are exploring applied industrial materials science with a focus on processing, metal forming and surface treatment technology. The devel-

opment of tomorrow's steel industry is the focus of 600 researchers and about 100 professors. The focus on industry collaboration and technology transfer enables new technologies and new applications to rapidly gain a foothold in the market.

CENTER OF EXCELLENCE

Triple Steelix is the leading innovative region in Europe for advanced steel, steel products, industrial service and processing. Through Triple Steelix, the companies get access to expertise and networks to develop successful products and services with a focus on advanced steel and forming.

WHY INVEST IN DALARNA?

The steel industry has traditionally been one of Dalarna's core industries as a result of the prosperous mining operations dating back centuries. The presence of world-class producers enables the continuous development of successful new segments. The success is based on the ability to continuously improve the production processes and develop materials to make the steel lighter, more rigid and stronger to develop smart new products.

Do you want to know more about advanced steel? Visit www.investindalarna.se

KEY FACTS TRIPLE STEELIX INDUSTRIAL REGION

▶ Number of SMEs	700
▶ Number of employees (2011)	18 000
▶ Number of colleges/universities	3
▶ Number of researchers	600
▶ Number of professors	100
▶ Number of industrial doctoral students	30
▶ Completed /on-going R&D projects	>60

Source: Triple Steelix

THE SWEDISH STEEL INDUSTRY



"Sweden is a world leader in the development and production of advanced steel. 90 percent of Swedish steel is exported to 150 countries."

Source: Jernkontoret - the Swedish Steel Producers Association 2014

WORLD LEADER IN ELECTRIC POWER TECHNOLOGY



IN THE LATE 1800S, industry had begun to electrify operations, but there was a serious shortage of reliable suppliers of equipment for electric power. Consequently, the company Elektriska AB Magnet was founded in 1900 and the Ludvika plant in Dalarna was established. Today, the company is called ABB and is a world leader in high voltage power transmission technology and Ludvika is a center for high voltage and electric power technologies.

UNIQUE TESTING POSSIBILITIES

ABB's world leading position and the company's presence in Ludvika promote the development and production of smart solutions in electric power technology that are necessary for an energy-efficient, sustainable future. Good examples of such solutions are SmartGrids and the development of the energy storage solutions of tomorrow.

Dalarna and Ludvika offer a unique testing arena for SmartGrid-solutions, located at STRI and developed in the High Voltage Valley-project SmartGrid - Energy storage. STRI is an accredited high voltage laboratory with testing facilities for dielectric withstanding voltage, pollution, snow and ice, salt-fog and multi-stress testing. Dalarna and Ludvika are also home to the multivendor testing facility for IEC61850. STRI has just recently finished the process of building up a MicroGrid R&D platform which enables testing of different SmartGrid applications with renewable electricity production, electric cars and energy storage.

CUTTING-EDGE R&D

Through cooperation and projects with researchers from the cutting-edge universities in electric power engineering, important skills are tied to the region which is critical to maintaining and further developing the leading position currently held.

STRI was originally founded as a Transmission Research Institute. Today, the company's R&D activities have been extended to cover the complete T&D technology area as well as new technologies such as Power Quality and Distributed Energy Resources. STRI is involved in several R&D and standardization projects to further develop power technology and its applications to provide "green" and

efficient solutions such as cable testing and application, off-shore grid applications, energy storage and SmartGrid applications.

High Voltage Valley operates various strategic research projects such as SmartGrid Energy storage, as well as shorter, needs-based projects in close cooperation with the industry.

CENTER OF EXCELLENCE

High Voltage Valley is one of the world's leading technology clusters and a neutral platform for collaboration between companies, universities and public actors on issues important to securing and further developing the region's position as the global leader in electric power engineering. This is done by integrating world-leading expertise in technology, openness and internationalization with a local presence.

WHY INVEST IN DALARNA?

Ludvika has historically been a pioneer in energy and electric power technology and high voltage. This has attracted businesses and key players in the industry to establish in Ludvika and Dalarna. The unique test arena, with the world's best and most advanced testing capabilities together with the cooperation between the various players in the industry, allows for continued innovation and maintained global competitiveness.

Do you want to know more about electric power technology? Visit www.investindalarna.se

TRADITIONAL INDUSTRY IN AN EXPANDING PHASE



THE HISTORY OF the Bergslagen region, covering the municipalities of southern Dalarna, has medieval traditions of mining for iron, base metals, silver and tungsten. Sweden has the richest mineral fields in Europe and is the dominant internal EU supplier of iron ore, the largest supplier of lead, the second largest supplier of silver, gold and zinc and the third largest supplier of copper.

UNDER-EXPLORED AREA RICH IN IRON ORE

The Bergslagen region is one of three mining regions in Sweden. Iron ore is the dominant mineral resource in the region, but the Boliden mine in Garpenberg, Dalarna, is a non-ferrous ore mine. The mine is Sweden's oldest, still operating mine and mining company Boliden's most profitable mine in Sweden.

Since 2005, the number of exploration licenses has increased by several hundred percent in the region of Bergslagen, as both European and global mining and exploration companies have re-discovered the region. In 2011, exploration in Sweden reached an all-time high. The prospecting and geological investigations made at ongoing mining projects indicate a prosperous future for the mining industry of Dalarna.

MINING AND METALLURGY R&D

The long tradition of the metal mining industry in Dalarna and Bergslagen has produced a well-developed infrastructure with highly advanced mining

and metallurgy R&D. Sweden is home to world class mining companies LKAB and Boliden, as well as world-leading equipment suppliers for underground mining Atlas Copco and Sandvik.

CENTER OF EXCELLENCE

Bergkraft Bergslagen is a publicly financed project with the aim to generate growth in Bergslagen through exploration, mining and mine-related research. The project has extensive experience in working in the area and has created a unique database.

WHY INVEST IN DALARNA?

Sweden offers world-leading mining expertise, excellent metals and mining infrastructure and a long history of political and economic stability. The Fraser Institute's 2013 Annual Survey of Mining companies ranks Sweden as the top political jurisdiction for mining and exploration. Bergslagen is the historical mining region of Sweden. The large mineral deposits in the region, historically and today, suggest that there may be several large high-grade deposits yet to be discovered.

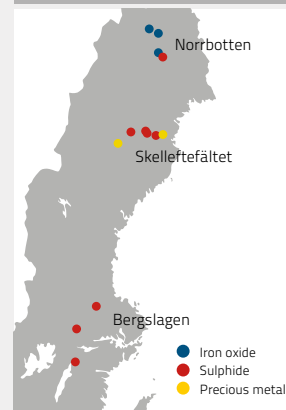
Do you want to know more about the industry of mining? Visit www.investindalarna.se

FRASER REPORT POLICY PERCEPTION INDEX

Top 10 jurisdiction (of 112)	Score
Sweden	95,2
Finland	94,3
Alberta	93,4
Ireland	93,4
Wyoming	92,6
Western Australia	90,3
New Brunswick	90
Nevada	87,7
Newfoundland & Labrador	86,3
Norway	85

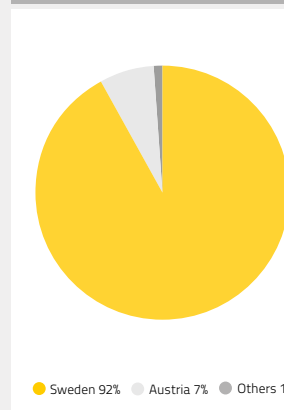
Source: Fraser Institute Annual Survey of Mining companies 2013

MINES IN PRODUCTION 2014



Source: Source: SGU, Geological Survey Sweden

EU, IRON ORE PRODUCTION



Source: Bergsverksstatistik 2011

IDEAL LOCATION FOR GREEN DATA CENTERS



AS THE EUROPEAN LEADER in climate-friendly energy and sustainable technologies, Sweden and Dalarna are an excellent choice for data center operations. Dalarna's central location in the heart of Sweden offers a cool, favorable climate for data centers together with a closeness to Stockholm and Arlanda International Airport.

In 2010, the Swedish government appointed Dalarna the "Pilot Region for Green Development" with the motivation that Dalarna recognizes the benefits in the transition from an economy largely reliant on traditional Swedish base industry into a green economy. The strategy for the future work in the area is set, sometimes with goals much higher than the goals of the EU and the rest of Sweden. For example, for the share of renewable energy by 2020, the goal for the EU is 20 percent, Sweden 50 percent and Dalarna 84 percent.

THE DATA CENTER INITIATIVE

The Swedish Data Center Initiative is a project managed by Business Sweden's investment business unit for IT and Telecom (ICT). The initiative's mission is to, through its expertise and resources, make Sweden a top choice for enterprises considering international expansion in strategic, large-scale data-centers, as well as other types of commercial data center facilities. The project group consists of a few Swedish regions and commercial partners. Invest in Dalarna Agency is part of the project group.

WHY INVEST IN DALARNA?

Sweden has the highest share of electricity generated from renewable sources in Europe. Sweden has a stable power grid, well-developed infrastructure and is the most connected country in the world. Competitive and reliable electricity prices together with a cool climate for free cooling offer ideal conditions for green data centers.

Do you want to know more about the Swedish Data Center Initiative? Visit www.investindalarna.se

THE DATA CENTER RISK INDEX 2013 - TOP 10

Rank	Country	Score
1	US	100
2	UK	89,53
3	Sweden	82,29
4	Germany	81,29
5	Canada	81,16
6	Hong Kong	79,63
7	Iceland	79,47
8	Norway	79,45
9	Finland	78,74
10	Qatar	78,37

Source: Cushman & Wakefield

"...Sweden performs particularly well in sustainability owing to the high percentage of energy coming from renewable resources. It is also considered to be of very low risk in respect of natural disasters and political instability. A number of global players have recognized this and have located data centers in Sweden."

GAMING INDUSTRY STRONGER THAN EVER



SWEDEN IS ONE OF THE LEADING NATIONS in the world in developing internationally respected and accessible games of the highest quality. With AAA productions – large development projects with large budgets – such as Battlefield and small independent projects such as Minecraft, the Swedish gaming industry positioned itself as one of maybe ten nations in the world producing games for a global audience. The market has broadened with new audiences and new opportunities for game developers, while large foreign players such as Rovio (Angry Birds) and Ngmoco have opened offices in Sweden.

Dalarna attracts talented and devoted students to the various institutions for game development. Consequently, the region can offer skilled personnel and unique gaming related resources, such as art, programming and design, which add up to a complete supply chain for the gaming industry.

GAME DEVELOPERS WITH HIGH TECHNICAL SKILLS

The Swedish gaming industry possesses a unique position with innovative mobile and Facebook games, independent game developers with great technical skills and enormous export successes. Sweden's future as a top gaming nation depends on training and educating the right number of game developers with the right level of skill and expertise.

HIGH QUALITY EDUCATION

Dalarna's institutions for game development offer high quality education, unique specialization and the possibility to get access to the GameCubator. PlaygroundSquad has successfully graduated students specifically focused on computer games within the areas of graphics, programming and design. Together with Dalarna University, PlaygroundSquad offers a Sound and Music Production Program, with a unique specialization in sound and music for video games.

CENTER OF EXCELLENCE

PlaygroundSquad Higher Vocational University for Game Development was one of the first partners selected for Sony Computer Entertainment's Worldwide Academic Advisory Board's Playstation First program. PlaygroundSquad was also the first education establishment to publish games on the Playstation Store.

WHY INVEST IN DALARNA?

Dalarna's institutions for game development offer high quality education with unique specializations. More and more foreign companies are recognizing the potential of Swedish game developers and there is an increase in offices opened in Sweden or followed through with acquisitions. Dalarna and Falun have great potential as a future innovative gaming hub. With talented game developers, programmers and designers ready for the opportunities of tomorrow!

Do you want to know more about the Swedish gaming industry? Visit www.investindalarna.se

SWEDISH GAMES INDUSTRY 2010-2012

Key facts	2010	2011	2012
▶ Turnover, million SEK	1181	2317	3715
▶ Number of employees	1203	1512	1967
▶ Number of companies	103	117	145

Source: Game Developer Index 2012, Swedish Games Industry

THE FOREST INDUSTRY



THE FOREST INDUSTRY is a cornerstone of the Swedish economy and one of Sweden's most important base industries that creates employment throughout the country. With its renewable resources, the forest industry also plays a key role in the development towards a sustainable, bio-based society. The forest industry includes companies within the pulp and paper industry as well as the wood- mechanical industry. Of the pulp and paper production, close to 90 percent is exported, and the corresponding figure for sawn wood products is almost 75 percent. Sweden is one of the world's leading exporters of pulp, paper and sawn wood products.

ENERGY, FORESTS AND BUILT ENVIRONMENT RESEARCH PROFILE AT DALARNA UNIVERSITY

Dalarna University's profile field of research for this industry focuses on sustainable energy systems, sustainable forest management and sustainable buildings. Most of the projects are run in close collaboration with companies working with energy technology, electricity, district heating, construction and forests.

WOOD – SAWMILLS AND SAWN WOOD PRODUCTS

With a large part of its area covered by forests with high quality timber, Dalarna is naturally one of Sweden's strongest bastions of the forest industry. A slow growth, nutrient poor soils and a harsh climate have created a timber of the highest quality with high strength and small branches. The sawn timber with its special color and structure is well suited for furniture and carpentry and exported all over the world.

Sweden's most modern small-log mill is located in Dalarna. The region is home to a number of large sawmills of which many are family owned. The sawmills are highly productive as a result of the continuous development and modernization of the industry. Their high-tech saw mill lines mean that the raw material is optimized and higher measurement accuracy is achieved and saw capacity increases. This is a traditional Swedish industry, strongly export oriented and well-adjusted to a global market.

THE FOREST INDUSTRY



PAPER – PAPER AND PAPER-BOARD PRODUCTS

The forest industry plays a key role in the development towards a sustainable society. The forest industry is technology- and knowledge-intensive with high-tech processes and products with a high knowledge content and world-class R&D. The traditional industry has changed over the years to better meet the demands of its customers to find sustainable solutions for the industrial processes, and to find innovative solutions based on renewable materials. The actors in Dalarna are leading the way.

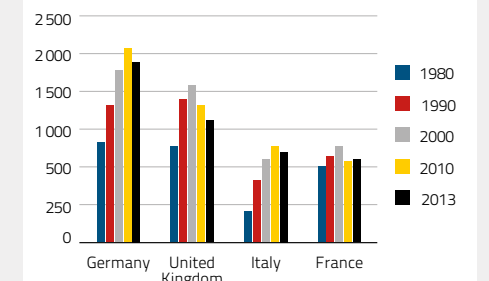
Dalarna is home to three paper mills situated in the south of the region, Stora Enso's mills in Kvarnsveden and Fors and Arctic paper's mill in Grycksbo. Kvarnsveden Mill is one of the largest mills in Europe and one of the world's most modern paper manufacturing plants. Fors Mill is one of the world's largest and most modern facilities for producing carton board for consumer packaging and printing purposes. Arctic Paper Grycksbo AB is striving to become one of Europe's most environmentally friendly paper mills.

KEY FACTS ON PAPER MILLS IN DALARNA

Paper mill, products	Production capacity tonnes/year
▶ Arctic Paper Grycksbo (paper) high-quality coated graphical paper	200 000 – 299 000
▶ Stora Enso Kvarnsveden Mill (paper & pulp) SC-paper and improved newsprint	> 800 000
▶ Stora Enso Fors Mill (paper & pulp) appreciated carton board products	400 000 – 499 000

Source: The Swedish Forest Industries Federation 2014

MAIN MARKETS, 1 000 TONNES



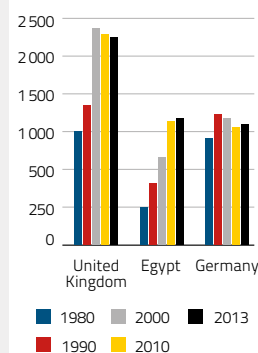
Source: The Swedish Forest Industries Federation 2014

KEY FACTS ON THE SWEDISH FOREST INDUSTRIES 2012

▶ Turnover, SEK Billion	206
▶ Number of employees	58 000
▶ Export Value, SEK Billion	123
▶ Investments, SEK Billion	9

Source: The Swedish Forest Industries Federation 2014

MAIN MARKETS, 1000 M³



Source: The Swedish Forest Industries Federation 2014

SAWN SOFTWOOD

Key facts	1980	1990	2000	2010	2013
▶ Number of Sawmills, >10 000 m ³ /year	283	260	207	150	130
▶ Production per Sawmill, 1 000 m ³ (approx)	40	45	80	110	115
▶ Total Production, Million m ³	11.2	11.7	16.3	17.0	16.2
▶ Exports, Million m ³	5.9	6.5	11.1	11.5	11.6
▶ Export Value, SEK Billion	5.4	11	19.4	24.3	21.8

Source: The Swedish Forest Industries Federation 2014

PAPER PRODUCTION

Thousand tonnes	2011	2012	2013	13/12
▶ Newsprint	2,120	2,013	1,558	-22.6
▶ Mechanical Printing Paper	2,088	2,057	1,975	-4.0
▶ Woodfree Printing Paper	1,281	1,377	1,303	-5.4
▶ Tissue Paper	352	361	353	-2.2
▶ Wrapping Paper	1,013	1,006	972	-3.4
▶ Corrugated Material	1,833	1,914	1,933	1.0
▶ Paperboard for Packaging	2,569	2,630	2,636	0.2
▶ Other Paper and Paperboard	64	59	52	-12.2
▶ Total Paper and Paperboard	11,321	11,417	10,782	-5.6

Source: The Swedish Forest Industries Federation 2014

PAPER

Key facts	1980	1990	2000	2010	2013
▶ Number of mills	62	51	48	40	38
▶ Total capacity, Million Tonnes	7.2	9.5	11.1	12.1	11.4
▶ Capacity per mill, 1,000 Tonnes	115	185	232	295	299
▶ Production, Million Tonnes	6.2	8.4	10.8	11.4	10.8
▶ Exports, Million Tonnes	4.5	6.7	8.9	10.1	9.7
▶ Export Value, SEK Billion	11	33	57	70	65

Source: The Swedish Forest Industries Federation 2014

CLEANTECH

LEADER IN MUNICIPAL UTILITIES AND ENERGY EFFICIENT BUILDINGS



THE WORLD FACES great environmental challenges. Of Sweden's energy consumption, 47 percent is currently sourced from renewable energy resources, placing Sweden first in a European comparison and well ahead of the EU average of 8.5 percent. The target for 2020 is 50 percent.

In 2010, the Swedish government appointed Dalarna the "Pilot Region for Green Development" with the motivation that Dalarna recognizes the benefits in the transition from an economy largely reliant on traditional Swedish base industry into a green economy.

EXCELLENCE IN SEVERAL FIELDS

In unique cooperation in Borlänge between the municipality and world-leading companies SSAB EMEA and Stora Enso Kvarnsveden, an energy system has been designed that makes maximum use of waste heat.

Municipality-owned company Falu Energi & Vatten was awarded the prestigious "Award of Excellence - Municipal scheme serving more than 10.000 citizens - Modernization" at the Global District Energy Awards 2013 in New York for the transforming work and modernization with the Västermalmsverket plant in Falun.

Several companies in Dalarna focus on energy efficient building in different areas, including private home builders with all the latest technology, focusing on solar energy as the main energy source. One of Sweden's most energy efficient industrial buildings is built in Avesta, where the energy consumption is half of what most comparable buildings demand. Sweden's most energy efficient office building is located in Falun.

WORLD CLASS RESEARCH

Research in the solar energy field has been conducted at Dalarna University for 25 years. Today, Sweden's largest research group in solar energy and one of Europe's leading research groups in modern solar energy systems for private homes can be found at the Solar Energy Research Center (SERC) at the Dalarna University campus in Borlänge. Engineering sciences research at the university is active in solar heat and solar electricity, and efficient energy usage in buildings and in industry.

CENTER OF EXCELLENCE

Green Business Region is an innovation and collaboration arena for CleanTech companies in the Dalarna-Gävleborg region. Green Business Region aims at establishing Dalarna-Gävleborg as a leading CleanTech region, where companies create new jobs by developing sustainable solutions for the future.

WHY INVEST IN DALARNA?

Dalarna hosts many innovative small and medium sized companies in a number of fields in the cleantech industry and one of Europe's leading research groups in modern solar energy systems for private homes can be found at the Solar Energy Research Center (SERC) at the Dalarna University campus in Borlänge. Municipal systems such as waste management systems, waste treatment, district heating/cooling, wastewater treatment and energy efficiency in buildings are areas where the companies and municipalities in the region are at the forefront.

Do you want to know more about Dalarna's cleantech industry?
Visit www.investindalarna.se

ABOUT

INVEST IN DALARNA AGENCY

▶ INVESTOR SERVICES

The Invest in Dalarna Agency assists and informs foreign investors about business and investment opportunities in Dalarna. Companies planning to establish or expand business in Dalarna can obtain information and assistance from Invest in Dalarna Agency and its regional and international network free of charge and with full confidentiality.

Our services cover the entire investment process - to ensure long-term investments with sustainable economic growth:

- ▶ We provide comprehensive information on business opportunities in Dalarna, key business sectors, etc.
- ▶ We help to identify investment opportunities in Dalarna that match your interests.
- ▶ We provide decision support services to help you make an informed choice among the available opportunities in Dalarna.
- ▶ We assist you with the practical issues involved in carrying out your investment in Dalarna, such as introductions to relevant contacts with authorities, utility providers and professional service companies in Dalarna such as lawyers, accountants, relocation specialists and recruitment companies.
- ▶ Tailor-made information and practical advice on how to proceed when setting up a business in Dalarna.
- ▶ Assistance in finding and visiting the most suitable locations in Dalarna.

THE INVEST IN DALARNA AGENCY is a foreign direct investment (FDI) agency and a regional partner of Business Sweden, the Swedish Trade and Invest Council. The Invest in Dalarna Agency was first established in Dalarna in 2002. The agency assists and informs foreign investors about business and investment opportunities in Dalarna. The Invest in Dalarna Agency cooperates with the local authorities and the 15 municipalities in the region to ensure long-term investments with sustainable economic growth.

Our mission is to promote an investment-driven internationalization of business in Dalarna and thereby attract foreign investment to the region. We provide unbiased information, knowledge sharing and practical assistance during the entire investment process, free of charge and with full confidentiality. Foreign direct investment can take several forms, such as new establishments, acquisitions, expansions, foreign companies partnering with Swedish companies for franchising, strategic alliances or joint ventures and private equity investments or a merger with a company in Dalarna.

BUSINESS SWEDEN

Business Sweden's aim is to promote Sweden internationally and enhance the image and awareness of Sweden as an attractive, innovative and competitive business partner.

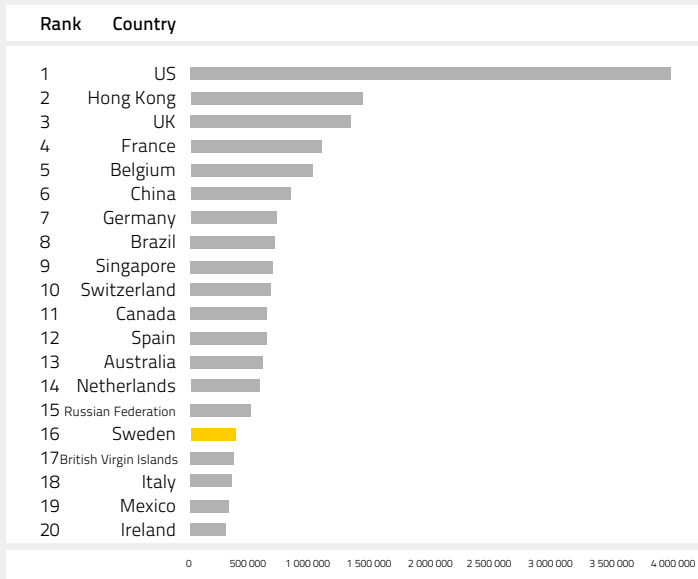
Business Sweden was founded on January 1, 2013, by a merger of the Swedish Trade Council with Invest Sweden. It was the beginning of a common journey in the interest of Sweden. Business Sweden combines both organizations' extensive expertise and experience to offer our clients a more integrated and comprehensive support.

KEY FACTS ABOUT SWEDEN

▶ Official name	The Kingdom of Sweden
▶ Political system	Constitutional Monarchy with Parliamentary democracy
▶ Language	Swedish
▶ Population	9,675,885
▶ Member of the European Union	Yes
▶ Area	450,000 sq.km = 174,000 sq.mi.
▶ Time zone	GMT +1 hour
▶ Currency	1 krona = 100 öre
▶ Largest cities	Stockholm (capital), Gothenburg, Malmö
▶ GDP per capita	SEK 379,300 (2013)
▶ GDP Growth	1,5% (2013)

Source: Statistics Sweden and Ekonomifakta 2014

TOP 20 COUNTRIES IN THE WORLD FOR FDI 2012



Source: UNCTAD 2013

“Sweden is a small country but continues to attract foreign investors. A highly skilled workforce is a contributing factor as well as its strong position as manufacturing country.”
 Masataka Fujita, Head of Investment Trends at UNCTAD

TOP IN GLOBAL INNOVATION INDEX

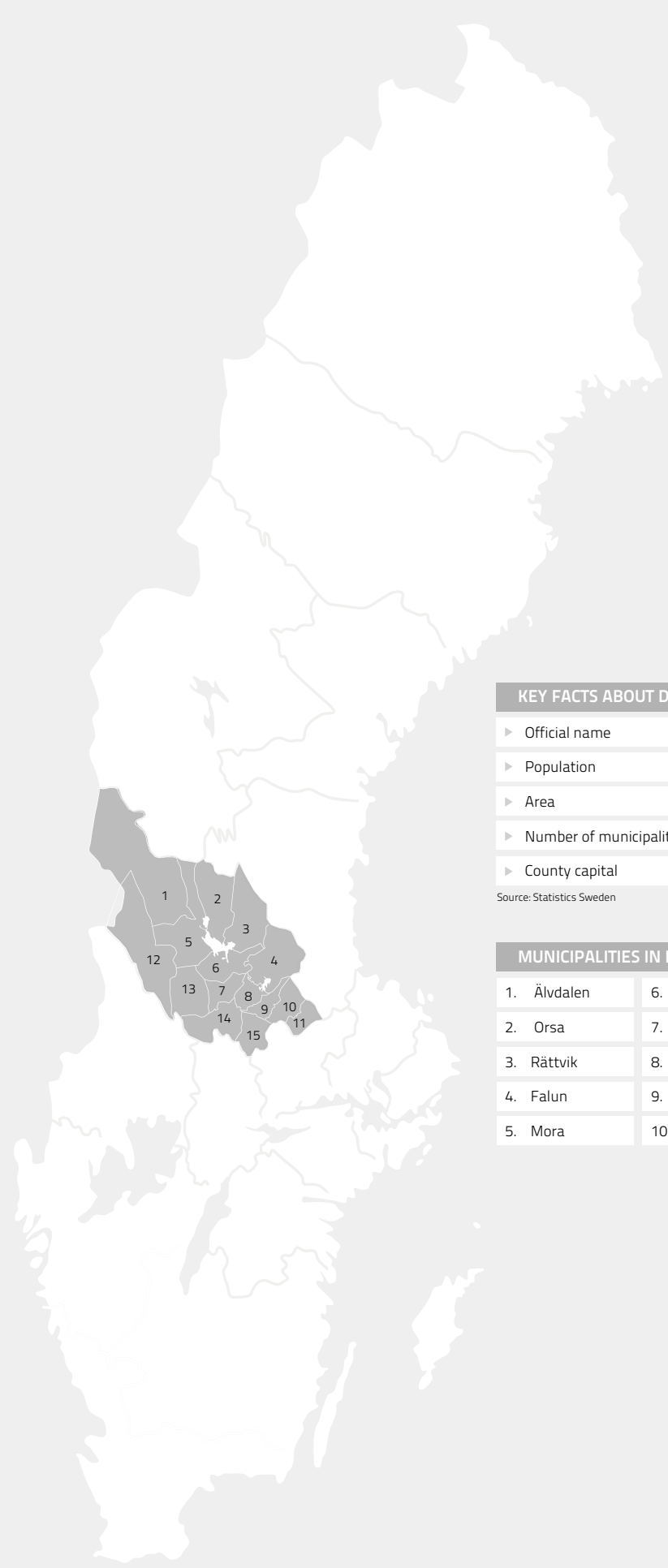
Rank	Country
1	Switzerland
2	Sweden
3	United Kingdom
4	Netherlands
5	United States of America
6	Finland
7	Hong Kong (China)
8	Singapore
9	Denmark
10	Ireland

Source: Insead, Global Innovation Index, 2013

MOST COMPETITIVE ECONOMIES IN THE WORLD

2013-2014, global rank - 144 economies	
1	Switzerland
2	Singapore
3	Finland
4	Germany
5	USA
6	Sweden
7	Hong Kong
8	Netherlands
9	Japan
10	United Kingdom

Source: Global Competitiveness Index; World Economic Forum, 2013-2014



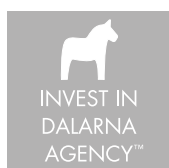
KEY FACTS ABOUT DALARNA

▶ Official name	The County of Dalarna
▶ Population	278 271
▶ Area	31,131 km ²
▶ Number of municipalities	15
▶ County capital	Falun

Source: Statistics Sweden

MUNICIPALITIES IN DALARNA

1. Älvdalen	6. Leksand	11. Avesta
2. Orsa	7. Gagnef	12. Malung-Sälen
3. Rättvik	8. Borlänge	13. Vansbro
4. Falun	9. Säter	14. Ludvika
5. Mora	10. Hedemora	15. Smedjebacken



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The Invest in Dalarna Agency assists and informs foreign investors about business and investment opportunities in Dalarna, Sweden. Companies planning to establish or expand business in Dalarna can obtain information and assistance from the Invest in Dalarna Agency and its regional and international network free of charge and with full confidentiality.



Regional Partner



REGION DALARNA