



INFORMATION TRANSFER

# From one to many – in many ways





## Reliability

Dependable, secure, meticulous, experienced, credible



## Proactivity

Resourceful, far-sighted, precautionary



## Caring

Sincere, warm, enthusiastic, considerate

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Stralfors – part of everyday life 4–5

Welcome to Stralfors 6–7

Business Area Graphics 8–11

Business Area Labels 12–15

Business Area Information Logistics 16–21

Business Area Supplies 22–25

Sustainable development 26–27

Short history of Stralfors 28

Key figures and organisation 29

Senior executives 30

Addresses 31

Information logistics is still a young and growing industry. Using its leading position in the Nordic countries as a springboard, Stralfors plans to continue its expansion out into Europe.

# Stralfors – part of everyday life for five million Scandinavians



Our customers' customers come into contact with us almost every day.



**As a consumer** and member of a customer loyalty club, you receive all sorts of offers. You frequently pay for what you buy with a store card. Or maybe you have an e-gift voucher you'd like to redeem. Stralfors manages and despatches customer mailings and various loyalty cards, administers card terminals and manages electronic payment transactions for a large number of retail chains.

**As a car owner** you regularly encounter our products in the form of information labels and warning stickers inside your car. In Sweden the sticker showing that the vehicle you are driving has been taxed comes from Stralfors, and we have also been involved in developing the Swedish driving licence. Furthermore we deliver euroShell and ExxonMobil (Esso) fuel cards to drivers all over Europe.

**As a phone user** you receive your SIM card for your mobile, a welcome package and regular invoices. These are just a few of the many services that we provide for major telecom operators such as Telenor and TeliaSonera.

**As a user of medicines** you rate safety very highly. We deliver information carriers in the form of miniature fold-out brochures, labels, patient information sheets and

printed packaging to a number of large international pharmaceutical companies.

**As a TV viewer** and Canal Digital customer, you receive your equipment, programme card and invoices direct from us if you live in one of the Nordic countries.

**As a leisure gambler** most of the football pools coupons or gaming slips you use are produced by us. We are one of the market leaders in this field in Europe.

**As a train passenger** travelling with SJ in Sweden, your ticket and invoice come from us if you choose not to buy over the counter. We also handle SJ's business travellers' loyalty programme, Commeo.

**As an air traveller** perhaps you collect points in the SAS EuroBonus programme. We supply SAS flyers worldwide with membership cards and other materials.

**As an office employee** it is more than likely that some of the consumables you use, such as computer and office accessories, are supplied by us. We serve companies throughout the Nordic region.

## Business Concept

Stralfors, a group subsidiary of Posten AB, is an IT-focused business-to-business company with a print heritage providing total solutions within the field of information transfer. Stralfors develops, produces and delivers systems, services and products for the efficient communication of information crucial to operating a business.

## Strategy

- To deliver solutions for information transfer that allow customers to concentrate on their core business. Stralfors collects, processes, stores and delivers customers' information that is crucial for the running of their businesses.
- To offer the appropriate solution for information transfer irrespective of technology and material. To deliver both graphical information carriers and also cards and electronic solutions.
- To combine efficient production with time-saving and cost-saving logistics and delivery solutions.
- To prioritise current and recurring business or transactions.

## Core Values

- **Reliability**  
We keep our promises.
- **Proactivity**  
We take the initiative and participate in the customer's development.
- **Caring**  
A strong sense of commitment is important for us.

# An even stronger Stralfors

There were plenty of raised eyebrows when Posten bid for Stralfors early in 2006. With the takeover now complete, the logic behind the move has become obvious for all to see. Our new owner's long-term perspective has already helped to grow our business. Together we can offer our clients exciting new opportunities in more areas than ever.

The future will see a steep increase in market communication. This is why Stralfors is investing heavily in full-colour printing equipment, for example.

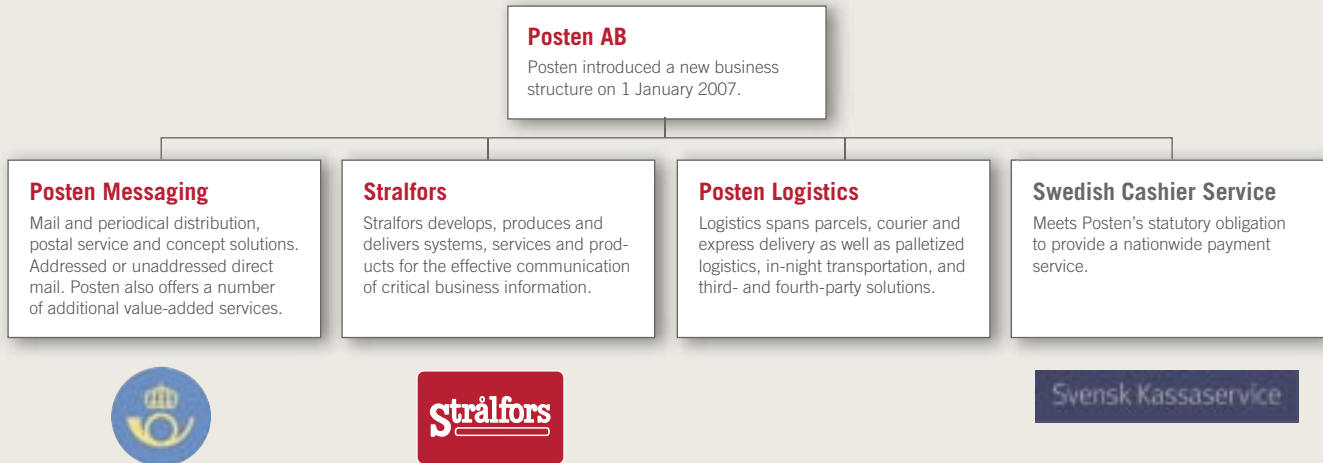


## Number 1 in the Nordic region

Stralfors is the leading player in information logistics in the Nordic region. This position has been strengthened even further by bringing together the whole of Posten's information logistics business at Stralfors. Even larger volumes make our already efficient business more efficient. The mailings that Stralfors now handles for large companies are equivalent to postage costs totalling billions of Swedish kronor every year and, by working together with Posten, we can create more cost-effective solutions, for example when sorting large mailings. Overall, Posten's products and services give us a very stable platform on which to build and, by strengthening our offer to clients, we can add even more value.

## One in three mailings

Approximately one out of every three mailings to households within the Nordic region is now produced by Stralfors. A mailing will generally have a pre-printed content produced by our Graphics busi-



ness area. This part of our operation, which also works closely with the pharmaceutical and gaming/lottery industries, had strong ties with Posten even before the takeover.

Assuming responsibility for the whole of the combined printing operation has meant significantly higher volumes for Stralfors, with particularly strong growth in large-scale personalised market communication and increased demand for full-colour printing. We are well equipped to meet clients' high quality criteria, and our experience of combining different technical solutions for information transfer means that we can offer clients complete freedom in their choice of media.

#### On the right track

By making Stralfors one of the active trading subsidiaries in its new organisational structure, Posten has sent out a clear signal that it is eager to safeguard the Stralfors brand. Our organisation has been preserved virtually intact following the takeover, enabling us to continue to build our Labels and Supplies business areas, both of

which are developing positively. Labels has created a highly market-oriented organisation and is concentrating successfully on selected niches with the aim of being "best in class". And since Supplies has repositioned itself in the marketplace and begun to target medium-sized businesses as well, its earnings are improving all the time.

#### The best is yet to come

The wind is in our sails at Stralfors. The current business climate provides a powerful stimulus to excel even more at what we already do well. As a client and business partner, you can count on continued development of our products, services and solutions. We will also become even more cost-effective and offer even better value for money. And, as we handle critical information about many of our clients' customers, demands on the security and quality of our processes are as high as can be. All of which adds up to one thing: a good company is about to become even better! ■

Per Samuelson, CEO

**"Approximately one out of every three mailings to households in the Nordic region is now produced by Stralfors."**



The pharmaceutical industry needs large quantities of printed matter, such as patient information leaflets, miniature fold-out brochures and packages. Business Area Graphics is winning a growing share of the market and has set its sights on becoming one of Europe's leading suppliers to the pharmaceutical industry.



# International expansion in exciting industries

**Business Area Graphics** has become the Nordic number one in printed business communication for large companies. Stralfors is also one of the leading European suppliers of printed matter to gaming/lottery companies and the pharmaceutical industry.

Stralfors has its roots in the printing industry and Business Area Graphics is the company's second-largest business area. Following the takeover by Posten, the business area was given responsibility for meeting the whole of the group's needs for printed matter and has now become the Nordic region's largest producer of graphical materials.

As well as keeping a strong grip on the overall Nordic market, Business Area Graphics is growing rapidly in two niches – gaming and pharmaceuticals. The focus is primarily European: Stralfors is already one of the leading suppliers to the European gaming/lottery industry, and the acquisition in 2006 of Novo Nordisk's in-house printing works in Denmark has advanced our position as a supplier to the European pharmaceutical industry.

## Shift in demand

Traditionally the business area's operations have revolved around printed business communication – forms, pre-printed rolls or sheets for bills, statements of accounts and special customer-specific solutions. However, demand for this type of printed matter has been declining for a number of years, and now that this kind of information can be published instantly on the Internet, mailings have become less frequent.

On the other hand, companies are increasing their volumes of printed market communication in order, for example, to provide more detailed information about their products and services, and strengthen customer loyalty through special offers. Today, it is not uncommon for companies to cooperate on joint mailings of business and market communication in order to make better use of postage costs.

With full-colour printing gradually establishing itself as the norm for market communication, Business Area Graphics is defending its status as the market leader by working very closely with leading suppliers of printing presses to ensure its staff are well informed and fully familiar with impending technological advances.

## Trouble-free and cost-effective

More and more large companies are realising that it is the handling rather than the actual printed matter that costs most when communicating with customers. Business Area Graphics offers a no-hassle service with total control over costs and quality for supplying its customers with graphical products. The entire process is characterised by high levels of efficiency and security. Most flows are digital and tailored to client needs, with IT solutions that not only give clients' production managers complete control

over versions, volumes and costs, but also enable them to change the layout of a document, initiate reprints, and so on.

## Growth in expanding industries

Gaming/lottery companies and pharmaceuticals – two industries with considerable growth potential in the graphical field – already account for a substantial portion of the business area's volumes. Products for gaming/lottery companies include gaming slips, betting slips and programme sheets. The growth in Internet gaming has not had any appreciable impact on overall demand for printed products, as the current competitive climate also means that new paper-based games are being developed.

Business Area Graphics supplies the pharmaceutical industry with printed patient information leaflets, miniature fold-out brochures and packages. Together with Business Area Labels, Graphics can offer a complete range of secondary packaging for the pharmaceutical industry. Stralfors is in a strong position to meet the very high quality assurance standards required in production.

Security printing is another growth area for Graphics. The newly acquired Tandsbjorns Tryckeri, a specialist in printing giro products for banks, will serve as a new centre for security printing activities. ■



## Dream Number for UK National Lottery and us

Camelot is operator of the UK National Lottery, which last year returned more to society than any other major lottery in the world. The latest addition to its exciting portfolio of draw-based games is the Dream Number draw, a game that Stralfors, Camelot's main supplier, has helped to introduce.

Stralfors helped to develop the equipment and control systems for the game, designed to ensure that each Dream Number lottery ticket has its own randomly-generated 7-digit number.

Stralfors, one of Europe's leading manufacturers of graphic gaming products, is the main supplier to a number of major national gaming companies. ■

## Novo Nordisk – patient safety is the number one concern

For Novo Nordisk, a world leader in the treatment of diabetes, packaging and information leaflets ("printed secondary packaging") are no less important than the medicine itself. Novo Nordisk has to be able to rely on the information corresponding exactly to the contents of the package. The slightest error could have serious consequences.

The packaging and patient information leaflets Stralfors produces for Novo Nordisk's insulin products are distributed worldwide in many languages. Different markets also have different requirements: Japan, for example, applies extremely rigorous quality standards, and in Africa, where illiteracy is still common, insulin packs are colour-coded so patients know which products to use in the mornings and evenings respectively.

The demands on Stralfors – one of two main suppliers of printed secondary packaging to Novo Nordisk in Denmark – are great. Information must be correct, with zero risk of any mix-ups. Stralfors, which also supplies printed secondary packaging to other large pharmaceutical companies, has therefore invested heavily in development and tailored production processes to customer-specific requirements. ■





## Travelling on the Caracas subway with tickets from us

The magnetic strip tickets sold to travellers on the subway in Caracas, Venezuela, are made by Stralfors. Hundreds of millions of the tickets are supplied by Stralfors every year – and not only to Caracas. Many other cities worldwide, from Paris, Bombay and Calcutta to Cairo and Hobart, Tasmania, are using magnetic strip tickets from Stralfors.

Stralfors also supplies magnetic strip tickets for the toll booths on the French autoroutes and to bus operators in France, Italy and Monaco. Some French parking tickets are also produced by Stralfors, which has today established a reputation as Europe's leading specialist in magnetic strip ticketing technology. ■



### Operations and processes

All production facilities in Scandinavia, the UK and France are certified to ISO 9001. In addition, Swedish and UK units have environmental management systems certified to ISO 14001. Projects are under way in France for ISO 14001 certification there, too.

The business area's production processes also conform to the specific demands of customers in the gaming and pharmaceutical industries, and Graphics has its own system to ensure

that the various units can serve as a back-up resource for each other.

Certain of the printing operations in Sweden meet the Swedish Bankers' Association's criteria for "secure paper", an essential requirement when producing cheques and other valuable documents.

Several units are licensed to eco-label printed matter with the Nordic Swan mark.

Customer satisfaction is measured continuously.



Modern labels serve many functions. In addition to providing information about a product, labels can also play a practical role. For example, Stralfors supplies labels to the automotive industry for use in interiors and engine compartments, as well as what are called “safety stickers”. Labels can also be part of an image-building process, fulfilling sales promotion and brand-building functions.

# Innovative partner with total customer focus

**Business Area Labels** is a major player in the label industry, producing more than 5 billion labels a year. The largest clients are in the pharmaceutical, automotive, chemical, beverage and cosmetics industries.

Business Area Labels aims to be one of Europe's leading suppliers in selected niches. Key factors in achieving this aim have been building a highly market-oriented organisation and intensifying product development work. The business area has evolved into an innovative partner that is gradually advancing along the value chain by offering customers intelligent, no-hassle labelling solutions. Added value is provided in the form of cost-effective logistics, on-site printing solutions, e-commerce solutions and much more.

## **Demanding customers**

Over recent years much of the production of straightforward labels has been outsourced to low-cost countries. Stralfors has chosen to focus instead on increasingly advanced products and solutions, developed chiefly for industries with particularly stringent quality and security requirements. This work has been a success. In 2006 the Stralfors production unit in Switzerland was the first in that country – and one of the first in Europe – to be awarded the ISO-based GMP (Good Manufacturing Practice) quality mark for printed secondary packaging for the pharmaceutical industry.

Quality is a top priority, and Stralfors is at the very forefront with specialised

concepts and label production lines for pharmaceuticals and cars/trucks – two industries that are particularly demanding in terms of traceability and eliminating mix-ups. Similar requirements are beginning to emerge in other industries too, a development for which the business area is well prepared.

## **Multifunctional products**

Labels have many different functions. Ultimately they are there to give buyers or users information, but modern labels also serve many other roles.

For example, Stralfors produces labels that change colour to indicate a fault or error, labels that also serve as a seal, labels incorporating Braille script, multi-page labels with multilingual information to meet EU standards – and much more besides.

In the beverage and cosmetics industries, labels can also have a decorative function to help to sell a product. Stralfors delivers label solutions of this kind for global brands and products that include Absolut vodka and Oriflame cosmetics.

One general trend in some industries is for information to be physically attached to the product itself. The business area's investment in multi-page labels means that Stralfors

is well positioned in this respect.

Our Multi-Label, developed in-house as a solution for conveying large amounts of information, increasing security and simplifying logistics flows, is now widely used in the pharmaceutical and agrochemical industries.

## **Pan-European focus**

Business Area Labels commands a strong position in the Nordic market, with efficient, state-of-the-art production facilities in Åstorp and Gothenburg. Its aim is to follow customers abroad as they expand, in the first instance into Europe. Partnerships of this kind are already in place with customers such as IKEA and H&M, where labelling and logistics solutions from Stralfors facilitate the flow of products to distribution centres and stores. The strategic location of a production facility in Switzerland also gives Stralfors geographical proximity to Europe's pharmaceutical heartland.

Stralfors has already built a strong platform for achieving its goal of becoming one of Europe's leading label suppliers in selected niches. Thanks to a resolutely proactive approach, innovative and unique customer solutions, and development work in close liaison with clients, this goal should be within reach within the next few years. ■



## An important information carrier in the car

A car may contain as many as 200 labels informing the owner about various features and functions. Stralfors supplies Saab and others with labels for interiors and engine compartments, as well as various safety stickers. These labels need to cope with oil, acid, salt, solvents, wear and tear, and a variety of climatic conditions, so demands on Stralfors are rigorous.

Thanks to years of expertise and experience of supplying labels to the automotive industry, Stralfors knows exactly what is required in the way of durability, safety and functional integrity in even the most extreme conditions. Autokett®, a separate department at Stralfors, guarantees a high level of security through its stringently regulated order processing and production systems for labels for vehicles. Every label is monitored at every stage in the production process. ■

## Special labels for Novartis on the Japanese market

Stralfors has been supplying Novartis Pharma, the world's fourth largest pharmaceutical company, for many years. Today the partnership between the two companies is evident in the close cooperation between Stralfors and four Novartis plants (three in Switzerland and one in France). Among the many different types of labels produced for Novartis are numerous self-adhesive solutions. These include labels developed specifically for the Japanese pharmaceutical industry, which is renowned for its exacting quality standards.

In order to fulfil the criteria for delivery of its "Lamisil" product to Japan, Novartis Pharma S.A.S in Huningue (France), required a label supplier able to guarantee the high quality demanded by its Japanese counterparts. Stralfors's Pharmakett® marking system together with the company's control functions gave Novartis the assurances it needed. The sensitivity of Stralfors's Vision Control system was upgraded in order to meet the client's expected standard level for this specific medicine and to guarantee optimum quality. ■





## Labels that add “that extra something”

Oriflame is a Swedish cosmetics company that direct-sells natural, high-quality, beauty and skincare products in 59 countries. Labels play a key role, not only in providing information but also in building an image and conveying a sense of “that extra something” for which Oriflame stands – naturalness and high quality.

Stralfors supplies brand-building labels for Oriflame’s toiletries and skincare ranges, which comprise some 30 different products marketed worldwide. Supplying image-building labels to the cosmetics industry – often in different languages and designs – demands high quality, short lead times and considerable flexibility.

Oriflame’s products are sold via sales consultants. Each year Oriflame distributes 100 million copies of its mail-order catalogue in 35 languages to the company’s 1.8 million sales consultants. ■

### Operations and processes

All production units in Scandinavia and Switzerland are certified to ISO 9001 and ISO 14001. The auto line in Åstorp, Sweden, is also certified to ISO/TS 16949, a quality standard specially developed for the automotive industry. Labelling operations in Switzerland have been awarded the ISO-based GMP (Good Manufacturing Practice) quality mark for printed secondary packaging for the pharmaceutical industry.

The quality of pharmaceutical labels is assured by a special production security system that Stralfors has developed, known as Pharmakett®. A corresponding system, Autokett® has been developed for the automotive industry. Quality is measured on the basis of complaints received and delivery reliability. Internal benchmarking is conducted between units in different countries.

Customer satisfaction is measured continuously.



Large companies are increasingly sending their marketing messages to private individuals via e-mail, text (SMS and MMS), the Internet and other technical solutions. It's a quick, secure and cost-effective way to communicate. Stralfors, which handles SMS-based customer offers for sports retailer Team Sportia's many stores, is the Nordic region's leading name in information logistics, offering large companies total freedom in their choice of media.

# Efficient solutions for successful customer care

Large companies are according increasing priority to maintaining and strengthening relations with existing customers. One way of doing this is to communicate with customers efficiently, reliably and effectively. To serve this need a new industry – **information logistics** – has emerged. Stralfors is the Nordic region's leading name in this sector.

Information logistics is ultimately about processing and distributing personalised information to large numbers of customers. For many years this consisted exclusively of posting personally addressed letters containing bills, statements, reminders and other business communication.

Now such communication is increasingly being supplemented with various marketing messages offering all sorts of useful additional information. For example, an electricity bill may be despatched together with a few thought-provoking statistics or tips on how to reduce consumption. Another form of marketing communication is personalised special offers based on an individual's purchasing history. And, as large companies become increasingly keen to produce this information in full colour in order to maximise its value and impact, Stralfors is investing heavily in a new generation of printing machinery to meet this growing demand.

## Computers and mobile phones

Now that so many ordinary people own computers and mobile phones, the number of options for effective personal customer communication has grown dramatically. A personally addressed letter still plays the most important role,

but information is increasingly being e-mailed, texted (SMS and MMS) or published on the addressee's own Internet pages. Stralfors excels in all of these technologies and offers clients complete freedom in the choice of media.

Electronic distribution enables companies to make cost-effective mailings to large target groups very quickly. Stralfors has developed a sophisticated production platform for electronic market communication and is also investing heavily in solutions for more intelligent and efficient paper-based communication with the market.

## Cards and payments

Today relationships between a company and its customers often involve some form of card: for identification, payments, cash withdrawals, membership of loyalty clubs, electronic gift vouchers, SIM and top-up cards for mobile phones, and cards for digital TV subscriptions, to mention but a few.

Information Logistics is expanding as a producer and distributor of personalised cards. The company is certified by Visa/MasterCard Europe and works closely with Oberthur Card Systems, one of the world's largest suppliers of cards. The business area also offers payment services through

Stralfors Payment, which collects around 100 million transactions a year from more than 25,000 checkouts and card terminals throughout Sweden.

## Packed and ready to go

Another growing area is combined logistics solutions, where products are delivered together with – or in connection with – an informative mailing. Stralfors shoulders responsibility for the entire package: from purchasing, receiving and warehousing the goods to packaging and distribution to end-customers.

Clients include the satellite TV company Canal Digital for whom Stralfors distributes not only personal mailings, but also satellite dishes, decoders and smart cards. Telenor and Telia Sonera are other clients who make use of Stralfors's full-service solutions, involving the distribution of both customer information and products.

## Safety first

When large companies outsource sensitive and confidential business communications, the supplier must naturally meet stringent security standards. The right information must reach the right recipient at the right time: quickly, efficiently and cost-effectively. Stralfors offers efficiency and very high levels of reliability, ►►

►► thanks in part to advanced security solutions developed in-house. One of several examples in this respect is the Stralfors Reliable Mailing scanning system, which guarantees that all documents are printed and forwarded for distribution to the right recipient. Stralfors also makes regular and substantial investments in machinery to increase the level of automation and, as a result, improve security.

#### Extensive IT expertise

Undertaking complex information logistics contracts requires not only state-of-the-art graphical equipment,

but also high standards of IT expertise. Stralfors has both. The company's IT expertise benefits clients in the form of both ongoing product developments in business and market communication, and intelligent solutions that provide an insight into outsourced operations. For example, the CardNet system developed by Stralfors allows customers to follow card production stage by stage right through to dispatch.

#### Nordic solutions

More and more large companies are viewing the Nordic region as a single

market. They are also looking to use just one or a small number of suppliers wherever possible. This is good news for Stralfors: Information Logistics not only offers solutions for all media, but similar production facilities in all four Nordic countries give clients a sense of security, create flexibility and provide good back-up options. Information logistics is still a fledgling industry, but by building on the leading position that it has already won for itself in the Nordic region as well as in its operations in Great Britain, Stralfors is now planning to continue its expansion out into the rest of Europe. ■

## First-class service for all travellers

In 2003 the Skånetrafiken regional public transport authority began the process of transforming itself from a production-oriented into a customer-oriented company. Its vision is to be the alternative of choice for travellers in the south of Sweden. This is a vision which Stralfors, as a supplier of all of Skånetrafiken's customer communication – paper-based, card-based and electronic – is already helping to realise.

Every day 220,000 people in southern Sweden travel on Skånetrafiken's city routes, regional buses, local commuter trains, and by taxi or minibus with municipally subsidised mobility services.

A quicker and more intelligent ticketing system, where Stralfors produces and distributes tickets and travelcards, etc. to users' home addresses, will be introduced by early 2008. Prior to this, Skånetrafiken wants to collate details of as many travellers as possible in a database, around which Stralfors is helping Skånetrafiken to build up a large number of information services. One ambition is to allow travellers to plan journeys based on their own specific needs. Using their own special Internet page, passengers will be able to buy tickets and order timetables and customised journey planners either for delivery by post, or in downloadable form to their homepage or mobile phone.

Skånetrafiken's customer information is distributed as an electronic newsletter by Stralfors. Personalised travel data and special offers will be communicated by conventional mail, e-mail, SMS, MMS and interactive voice response. Stralfors already handles payment transactions on local trains in the Öresund region and will also deal with the administration of payments via the web, ticket machines and travel centres. ■





## Telenor customers get their mailings from us

When Telenor bills its customers for their landlines and mobile phones in Sweden, Norway and Denmark, it is Stralfors that takes care of the job. Stralfors prints, envelopes and distributes bills for Telenor in all three countries. In Sweden, business customers can also receive bills electronically, and consumers through Internet banking solutions.

A fulfilment contract with Telenor in Sweden means that Stralfors personalises and distributes all SIM cards, together with the associated information and PIN codes, to households, business customers, resellers and Telenor stores nationwide. The contract also covers the physical handling of brochures and other SP materials for the stores.

Telenor's customer service staff in Sweden handles large volumes of customer communication each day. Thanks to a system developed jointly by Stralfors and Telenor, customer service staff can send their computer files straight to Stralfors, which then prints, packs and distributes letters and other information. Logistics is a key part of the overall package and requires both high levels of security and short lead times.

Stralfors also handles all card payment transactions for Telenor's Swedish outlets. Another area where Stralfors helps Telenor in Sweden is telematics: Stralfors is the main supplier of SIM cards for alarms, electricity meters, vehicles and more for Telenor's Swedish customers.

Swedish telecom operator Glocalnet (owned by Telenor) also uses Stralfors to take care of all logistics and distribution for its SIM cards and broadband modems. ■



## Canal Digital delivers the pictures. We do the rest.

For Telenor-owned TV company Canal Digital, it is important that the entire flow of goods and services to resellers and customers functions quickly and without a hitch. For several years, Stralfors has handled the purchasing, warehousing and distribution of all graphical materials, smart cards, decoders and other accessories for Canal Digital's resellers and customers in the Nordic region. The Nordic solution also includes all customer billing and a web service solution that enables Canal Digital to monitor deliveries, and TV subscribers to log in and open their own page with information about their subscription, channels, movies, etc, so that they can make the desired selections quickly and easily.

Stralfors has also implemented an electronic archive for Canal Digital in Norway and Finland. This makes life easier and saves time, not least for customer service staff when customers call about billing enquiries and the like. ■



## SAS EuroBonus programme in six languages to 200 countries

SAS has outsourced all communication relating to its EuroBonus programme to Stralfors, which supplies members worldwide with material. This includes personalising and mailing all SAS EuroBonus cards, statements, PIN codes, vouchers, baggage labels and more – in principle, everything that membership includes. Mailings are made in six different languages to members in some 200 different countries. Many members prefer to receive their points statements by e-mail rather than by post. The choice is theirs – Stralfors offers both.

When members in the Nordic region order an SAS MasterCard or SAS Diners payment card, Stralfors personalises and distributes the cards together with the relevant information. Stralfors also helps with various campaign mailings to EuroBonus members. ■

## British Gas campaign improves customer relationships

British Gas and British Gas Business are key accounts for DPS Direct Mail, a member of the Stralfors Group. Consumers and businesses are mailed with communications varying from tariff change notices to marketing offers.

British Gas Business is investing significant resources into updating its customer databases and improving relationships with its customers in an effort to reduce churn and gain a single customer view. This investment includes recruiting 350 account managers to be the customers' primary point of contact and a multistage communications program informing customers of the process and enabling them to update their details via a personal website.

A key stage of the process is a "Welcome Letter" sent to all customers from their dedicated account manager. This comprises the account manager's contact information, a login and password for web microsite and an integrated business card, with a full colour picture of the account manager. All handled by Stralfors. ■





## euroShell fuel cards for 6.5 million customers in Europe

Stralfors supplies euroShell fuel cards to a total of 6.5 million private and business customers in Europe. The card has many benefits, and customers have plenty of options as to how they choose to use their cards. Stralfors's web-based support software CardNet allows euroShell to follow the path of a card through production and distribution from order to final delivery. The required security standards are high, and Stralfors has been certified by both MasterCard and Visa.

Stralfors also supplies Esso fuel cards to Exxon Mobil's customers in Europe and various Latin American countries, and fuel cards to Jet's customers in the Nordic region. ■

## SpareBank 1 meets the future with us

SpareBank 1, Norway's largest bank for private customers is working together with Stralfors to meet users' future needs. Stralfors has invested in new technology and highly sophisticated equipment in order to handle the logistics of mailing millions of invoices, insurance policies, payment reminders, etc. to SpareBank 1 customers each year.

Today most documents are paper-based, but SpareBank 1 believes that in the future certain mailings will be made electronically. To stay one step ahead, the bank has therefore started to investigate electronic solutions for distribution and archiving.

For the Norwegian Confederation of Trade Unions, which owns a 10 percent stake in the SpareBank 1 Group, Stralfors already supplies membership cards to 850,000 members, giving them access to a number of benefits and offers. ■



### Operations and processes

All units in Sweden, Norway and the UK are certified to ISO 9001. The units in Sweden and the UK are also certified to ISO 14001. Operations in Denmark and Finland work to ISO 9001 standards.

The business area has one unit that is a certified security printer in accordance with the Swedish Bankers' Association's

criteria for "secure paper", an essential requirement when producing cheques and other valuable documents. Operations are also certified to meet the equivalent UK standard (APACS).

The unit in Uppsala is certified to handle the new EMV cards. Stralfors Payment has been approved for

Payment Card Industry (PCI) certification to meet increased security demands from Visa and MasterCard on players in the card industry.

Customer satisfaction is measured continuously.

Business Area Supplies delivers computer and office supplies to large and medium-sized companies. Rational purchasing saves both time and money for clients. Statoil has commissioned Stralfors to supply and distribute computer and office accessories to Statoil's oil and gas platforms in the North Sea and to all the company's offices in Norway and Denmark. Stralfors also supplies computer accessories to Statoil's offices in Sweden.



# Large volumes at the lowest possible cost

The value of computer and office supplies consumed in the Nordic region is estimated to total almost SEK 15 billion a year. **Business Area Supplies** offers efficient concept solutions to help reduce costs for the largest users.

The market for computer and office supplies is mature. It grew very rapidly during the 1980s and 1990s as offices were computerised, but since the turn of the millennium a new picture has emerged as the numbers of clerical workers – consumers in this context – have fallen. There is excess capacity in the industry and, while the largest players have grown even larger, pressure on prices means that profitability is generally poor. Business Area Supplies is well equipped to handle the very largest contracts, but is now also focusing its sales work on medium-sized companies.

## Need for efficiency

The business area has also restructured its operations and created a much more market-oriented organisation in which the sales team has been given a clear consulting role. As a result, efficient IT solutions and more systematic purchasing procedures are being developed in a win/win dialogue with clients. This is reducing Supplies' distribution costs and enabling it to offer users even better prices. Thanks to simple and efficient IT-based purchasing tools, more than half of all orders are now placed over the Internet, which is also impacting positively on costs.

The key to success in this industry lies in the ability to handle large volumes

at the lowest possible cost. Liaising closely with clients can lead to significant efficiency gains for both parties.

## New contracts with all clients

It is clear that clients appreciate the new approach at Supplies. All of the contracts that the business area has wanted to renew in the last year have been renegotiated and extended, and a further 30 or so large and medium-sized companies in Sweden, Norway and Denmark have chosen to source their computer and office supplies with Stralfors. More and more are also choosing on-site solutions where Stralfors shoulders full responsibility for the provision of the client's computer and office supplies, including stocking up in designated storage areas. Stock-takes are performed on the client's premises using a handheld computer, and new supplies are ordered. In this way Supplies maximises its clients' working capital and ensures a worry-free supply of these necessities.

## No more printer chaos

As a major player in the industry, the business area is in contact with most of the leading branded suppliers and a large number of major consumers. Thanks to its brand independence, Supplies can now offer clients an objective review of their needs for

printing and copying equipment. The service includes the design of a new solution tailored to the company's IT standard, the supply of hardware and consumables, and financing solutions.

This "Print Solution" concept has met with considerable interest, and several contracts have already been signed. Previous purchases of this type of equipment seem to have been uncoordinated in most cases, so undermining both efficiency and the client's finances. The fact that Business Area Supplies can act as an impartial adviser is highly valued.

## Continued efficiency improvements

The market for computer and office supplies has been boosted by the current economic upswing. The problem of excess capacity remains, but the ongoing restructuring in Sweden and Norway suggests that a better balance between supply and demand can be achieved within a few years. In the meantime, Supplies is continuing to hone its efficiency. The product range has been slimmed down from 23,000 to 17,000 items, and the number of suppliers is also to be reduced. Together with opportunities to add value through further user-friendly IT solutions for clients, smarter logistics and new business concepts, this will make Supplies a winner. ■

## Simple, trouble-free solution

The 600 employees at search and directory company Eniro's Norwegian HQ in Oslo need no longer worry about the availability of computer and office supplies. This can otherwise be a source of irritation and a drain on resources: things can easily be missed even with regular stock-takes and orders. Eniro has solved this problem by bringing in Stralfors. Once a week Stralfors makes an inventory of computer and office supplies, and orders whatever is needed. Deliveries are made weekly. Stralfors is also responsible for replenishing paper in around 20 copier rooms.

Eniro has around 1,000 employees in Norway. Orders from the various departmental offices are channelled through Stralfors's own electronic marketplace, Trade-It®. ■



## Full control and lower costs with Stralfors Print Solution

More than one million people in southern Sweden can thank Tidningsbärarna for delivering their morning newspaper in time for breakfast. Each morning, information about any new subscribers or cancellations is communicated to the distribution company's 1,600-strong delivery team via some two dozen printers supplied to Tidningsbärarna's 15 local offices as part of a Stralfors Print Solution.

For Tidningsbärarna it was important to invest in a standardised, automated solution. The Stralfors Print Solution included printers, leasing agreements, services, regular toner deliveries and a custom-made monitoring program that automatically provides both Tidningsbärarna and Stralfors with information about the system's operational status and current consumption.

Tidningsbärarna pays a fixed monthly fee for hardware and service, plus a variable cost based on a unit price per print-out. Stralfors Print Solution means that customers have control over their consumption and pay a lower overall price for the privilege as an independent supplier, Stralfors offers its clients total freedom in their choice of printer. ■





### Operations and processes

The business area is certified to ISO 9001 and ISO 14001. Used ink cartridges, ribbons and toner cassettes are recycled via special environmental contracts with our customers.

Customer satisfaction is measured continuously.



## We help Vattenfall with its computer-related supplies

Vattenfall, one of the four largest electricity producers in Europe, works with hydro-electric, nuclear and wind power. For day-to-day operations to run smoothly, it is crucial that computer-related consumables are always readily available. Stralfors supplies toner, ink-jet cartridges, OHP film, USB memories, keyboards, wrist supports and other essentials to all of Vattenfall's offices and units throughout Sweden. Most orders are placed through Stralfors's own electronic marketplace, Trade-It®.

Certain Vattenfall units subscribe to an on-site service, which means that Stralfors takes care of the entire procurement and supply process, from stocktaking and ordering to delivery and even replenishing products on the storeroom shelves.

Stralfors also delivers toner to most of the Lexmark printers at Vattenfall. A signal is transmitted from the printer directly to customer service at Stralfors, generating an e-mail order every time the toner level begins to run low. ■

# A firm commitment – short term and long term

Stralfors acknowledges its responsibility for sustainable development by integrating financial, environmental and social considerations into the company's strategic and operational work with production and products.

The ability to satisfy far-reaching requirements for quality, risk management and environmental responsibility is one of Stralfors's most important competitive strengths and paves the way for increasingly complex and challenging assignments.

Promoting sustainability is a commitment in both the short and the long term. Demands for profitability are seen against a broader perspective that includes not only financial indicators, but social and environmental considerations as well. As Stralfors enjoys ever closer contacts with the pharmaceutical, vehicle and banking industries, the company's risk management operations – which include the systematic protection of critical resources and secure information management – become increasingly important.

## Business control

Stralfors's business control is predicated on the fact that responsibility for

sustainability is integrated into day-to-day operations. The process-based business support system guarantees a focus on sustainability throughout the entire value chain, and ensures that clients' requirements for delivery precision and production reliability are met. The system's fitness for purpose is constantly followed up. The reliability and efficacy of the processes are monitored against key indicators for goals, strategies, requirements and risks.

## Quality

The right delivery in the right place at the right time, at the right cost and with the right quality are fundamental criteria applied to all Stralfors products, solutions and services. Quality requirements unique to a particular industry or client mean that quality must remain in focus throughout the entire value chain. It is crucial for clients to be able to rely on Stralfors.

All production units work in accordance with ISO 9001 and are, with few exceptions, certified to the same standard. Certain aspects of label operations in Åstorp are certified to ISO/TS 16949, a quality standard specially developed for the automotive industry. The Swiss operations have been awarded the ISO-based GMP (Good Manufacturing Practice) quality mark for printed secondary packaging for the pharmaceutical industry.

## Environment

Environmental work is a cornerstone of the company's sustainability strategy. With the help of ISO 14001 environmental management systems, environmental work is integrated into the business support system, and each business area is tasked with establishing and following up its own environmental goals. By giving priority to issues such as the efficient use of resources, reduced energy consumption, sustainable transport

## Quality and environmental thinking throughout the entire distribution chain

TV company Canal Digital has chosen Stralfors as its full-service partner handling all logistics from warehousing to distribution of documents printed in-house, smart cards, invoices, decoders and satellite dishes. A common ordering system and traceable, jointly planned deliveries via the Stralfors central warehouse ensure that Canal Digital can reach recipients efficiently throughout the Nordic region at the right time, at the right cost and with the least possible environmental impact.

Distribution chain

### Central warehouse

All Canal Digital despatches are handled by the Stralfors central warehouse to minimise intermediate transportation.



### Orders

A common order system enables Canal Digital to trace orders throughout the entire distribution chain to the end customer.



- Customer requirements
- Laws & regulations
- Standards
- Stralfors's criteria and responsibility for sustainable development

## Stralfors business system

- Satisfied customers
- Sustainable development
- Profitability
- Competitive strength

solutions, the correct handling of chemicals and the most rational use of materials, Stralfors can reap major benefits for the environment, clients and the company itself. Stralfors offers customers environmentally approved products in all its Nordic operations.

### Risk management

Risk management at Stralfors is about systematically protecting resources and revenue streams so that targets and requirements can be met with a minimum of disruption. Risk management demands a goal-oriented approach, and is based on risk analyses. It covers all operations (strategic as well as operational), and includes security and contingency work, such as emergency planning and crisis management.

A group-wide control system is used to minimise operational security risks. Information from clients is frequently delivered electronically, and this places high

demands on information security. Contingency plans ensure that the company's obligations to its clients are met even in the event of unforeseen circumstances. The feasibility of these plans is assured through training, exercises and tests.

Certain Stralfors printing operations meet the Swedish Bankers' Association's criteria for "secure paper", an essential requirement when producing cheques and other valuable documents. Stralfors also meets the equivalent UK standard (APACS) and is certified to handle EMV cards. Stralfors Payment has been approved for Payment Card Industry (PCI) certification to meet increased security demands from Visa and MasterCard on players in the card industry.

### Social responsibility

A company's human resources are the most important asset in any competitive business. It is therefore essential for Stralfors to create an environment that

attracts and develops competent co-workers, increases their level of commitment and stimulates them to perform at their peak. In this regard, Stralfors's work with diversity, skills development, co-worker surveys, the working environment and preventive healthcare is very important.

Stralfors is active in issues outside its direct sphere of business via collaboration with municipal authorities, local business, schools, universities and associations. The Group also supports SOS Children's Villages and the Red Cross, and has formulated guidelines for business ethics. ■

### Packing and consignment

For traceability and to ensure the right delivery is sent to the right customer, all products receive their own unique bar-code ID.



### Despatch

Every working day 1,200–1,300 orders are despatched to reach customers in Scandinavia within 24 hours.



### Transport

Canal Digital's goods flows are coordinated with goods from other Stralfors business to minimise transport and environmental impact.



### Home delivery

Transport is minimised further by using local distributors to coordinate deliveries of products to customers' homes in each of the various countries.





Stralfors continues to build on a long tradition. Over the years it has developed from a small local printing shop in provincial Sweden to an international company.

## From 1919 to the present day

In 1919 Thage Carlsson set up a small commercial printing works in Ljungby, in the south of Sweden. Today this has grown into a group with 2,000 employees in eight countries and annual sales of SEK 3.4 billion. Since 2006 Stralfors has been a sub-group in Posten, the Swedish Post Office.

In 1953 Göthe Parkander took the helm and in 1956 he laid the foundation for the Stralfors business concept by producing the first punch cards. Six years later computer forms were added to the range and in the mid 1960s Stralfors pioneered the production of personalised cheques. This paved the way for expansion abroad via new establishments in Denmark, Norway, Finland and Germany. By 1970 Stralfors offered a full range of computer accessories.

The graphics business expanded with the acquisition of the first label maker in 1975. A subsidiary was set up in the UK in 1980 and the first betting slips for horse racing were produced in 1981. Today Stralfors is one of the leading names in Europe in printed products for the gaming industry. In 1984 Stralfors B shares were listed on the Stockholm Stock Exchange and the following year saw the launch of the Lasermax machine system.

Pioneering progress and development is central to the Stralfors philosophy.

The company has been able to offer its clients EDI and e-commerce solutions since 1986. Magnetic-strip and smart cards, electronic payments and database management services were introduced between 1996 and 1998, and have since been integrated with GSM telephony.

In 1999 Per Samuelson took over as President and CEO and continued to develop the business by maintaining a firm focus on information logistics. Today Stralfors is the undisputed leader in this segment in the Nordic countries and also offers chip-based (EMV) bank cards, 3G phone cards, e-gift vouchers and RFID cards. A decision to focus on core business resulted in the sale of Stralfors TradeCom Solutions and Stralfors Collamat in 2005 and the acquisition of information logistics companies in Denmark, Finland and the UK.

At the beginning of 2006 Stralfors acquired Novo Nordisk's internal printing works for pharmaceutical information and packaging in Denmark.

A major change took place in spring 2006 when the Swedish post office, Posten, acquired Stralfors, and the company's B shares were delisted from the Stockholm Stock Exchange. It heralded a positive new era in more ways than one. Stralfors is now one of four subsidiaries in the Posten Group. The takeover means that all of Posten's printing and enveloping business has been transferred to Stralfors's Information Logistics business area. Stralfors was already the Nordic leader in information logistics and has therefore further strengthened its position in this sector.

In 2006 Stralfors sold its computer supplies business in the French overseas departments of French Guyana in South America and Guadeloupe and Martinique in the West Indies. In the autumn of the same year, Stralfors acquired Tandsbys Tryckeri, Edita's printing works for giro products and business communication, so strengthening its position in security printing as well. ■

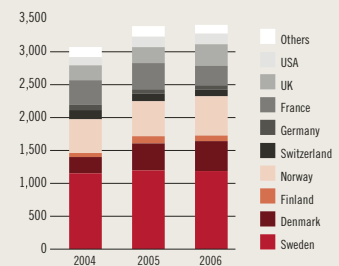
## Key figures

Sales per country MSEK	2004	2005	2006
Sweden	1,147	1,191	1,181
Denmark	246	408	453
Finland	61	109	84
Norway	510	529	594
Switzerland	140	115	103
Germany	79	67	63
France	373	396	297
UK	225	241	325
USA	123	158	160
Others	154	161	133
<b>Total</b>	<b>3,058</b>	<b>3,375</b>	<b>3,393</b>

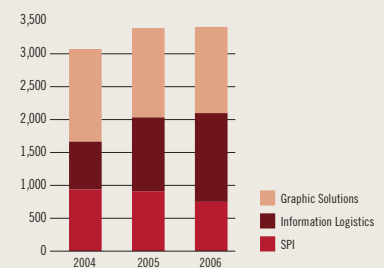
Sales per division MSEK	2004	2005	2006
Graphic Solutions	1,402	1,352	1,305
Information Logistics	725	1,117	1,343
SPI, System- and Product-related Information Transfer	931	906	745
<b>Total</b>	<b>3,058</b>	<b>3,375</b>	<b>3,393</b>

Operating profit, Group MSEK (excl. non-recurring items)	2004	2005	2006
	57	65	82

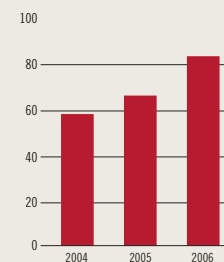
Sales per country, MSEK



Sales per division, MSEK



Operating profit, Group, MSEK



## Business area-based organisation

Stralfors organises its operations by business area (BA). The Group consists of three divisions with a total of four business areas plus the 50-percent owned company, Lasermax Roll Systems. Finance & Administration, IT, Development, Environment, Quality & Security and Human Resources are shared Group functions.



## Objectives

- To hold the leading position in Scandinavia and to be a strong player in other key markets within Europe.
- 15 percent return on operating capital.

## Group Management

**Per Samuelson**  
President & CEO

**Kjell Åke Jönsson**  
CFO

**Ulf Sköld**  
President, Division Graphic Solutions  
and BA Graphics

**Keld Thorsen**  
President, BA Labels

**Steinar Höistad**  
President, Division Information Logistics

**Trond Fikseaunet**  
President, BA Supplies  
and President Strålfors AS, Norway

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President & CEO

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President, Division Graphic Solutions  
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**Steinar Höistad**  
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**Tomas Sjöström**  
CIO

**Håkan Larsson**  
Technical Director

**Ann Katrine Hjelmberg**  
Environmental, Security and Quality Manager

**Rolf Ek**  
Vice President, Human Resources

## Management Group – BA Graphics

**Ulf Sköld**  
President, Division Graphic Solutions  
and BA Graphics

**Maria Holmén**  
Unit Manager, Ljungby. Responsible for  
production and supply in Scandinavia

**Michel Marny**  
President Stralfors SAS, France

**Mike Murphy**  
President Stralfors PLC, UK

**Bo Nilsen**  
Business Development Manager, BA Graphics

**Carl Ekholm**  
Controller

## Management Group – BA Labels

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President, BA Labels

**Eirik Dahl**  
Marketing Director, Labels, Norway

**Stefan Gustavsson**  
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Nordic Manager  
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**Martin Walther**  
President, Stralfors AG, Switzerland

**Petter Strömsnes**  
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## Management Group – BA Information Logistics

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President, Division Information Logistics

**Stefan Lager**  
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**Henrik Sörensen**  
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**Fredrik Romberg**  
President, Strålfors Information Logistics A/S,  
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**Tommi Hänninen**  
President, Strålfors Information Logistics OY,  
Finland

**Mike Murphy**  
President, Stralfors PLC, UK

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## Together into Europe

