

SFÄRNYTT

NO. 75, JUNE 2016

TO ALL EMPLOYEES IN THE STENA SPHERE

STENA LINE'S NEW

VISION FOR A SUSTAINABLE FUTURE

**STENA FASTIGHETER
BUYS 1225 APARTMENTS**

**STENA INVESTS IN
FUTURE LEADERSHIP**

**DIGITAL SALES TOOL
WITH FOCUS ON VALUE**



CUSTOMER SATISFACTION

Keep the clients
Repeat business
Performance benefits
Constant interaction

QUALITY

Assets
Operations
Management
Decisions (timing and preparation)

COMMITTED PEOPLE

Competence
Consistency
Clarity
Care

INNOVATION

Determination
Energy/Creativity
Initiative

RESULTS / BUSINESS ACUMEN

Make money for the company
Short term and long term objective achievement
Continuance, durability
Business enjoyment

EDITORIAL STAFF

Please contact the editorial staff if you have an article idea or editorial material for SfärNytt.

PUBLISHER AND EDITOR Linda Mickelson,
phone: +46 31 85 51 05,
e-mail: linda.mickelson@stena.com

EDITORIAL BOARD Victoria Edström,
Annica Nordqvist, Maria Stahre Krupa

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"Summer, summer, summer"

THE SWEDISH RADIO SHOW "SOMMAR" (Summer) had this song as its theme and began using it in the 1960s. The song has become a Swedish classic and what could be more suitable now that summer is finally here? I'm looking forward to relaxing in the sun and listening the sound of waves lapping against the shore.

Our training programs – Stena Leadership Program, GROW, Stena's Mentor program and Stena Challenge – constitute important collaboration between the different Stena companies. You can read more about these in this number of SfärNytt.

Stena's Mentor program is being expanded this year and a total of 20 persons will participate in the program this autumn. Having a mentor in a Stena company where you are not employed both stimulates personal development and provides a better insight into the Stena Sphere's different activities. The mentors are key persons with valuable expertise and experience who have been selected from different Stena companies. The mentees are chosen by their superiors for their willingness to develop and their commitment. If you would like to nominate an employee for the Mentor program, please get in touch with the undersigned.

I wish you a pleasant summer.

Linda Mickelson
Publisher and editor



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Stena Perros and Stena President on a visit to Gothenburg 9 – 11 May.

CONCORDIA MARITIME REPORTS BEST YEAR SINCE 2001

At the end of March, Concordia Maritime published its annual report for 2015 and the company recorded its best result since 2001, excluding years with ship sales. A strong market, a successful fleet and chartering strategy and a smoothly functioning operation were some of the main reasons.

Text Birgitta Plyhm/partly a summary from Concordia Maritime's annual report 2015.
Photo Simon Hammarlund and Solbergs

LOOKING AT THE YEAR AS A WHOLE, revenues in the MR and Suezmax segments were around 50 per cent higher than in 2014 due to a strong demand for oil and petroleum products, which, in turn was driven by a low oil prices.

During the year, Concordia Maritime took delivery of *the Stena Image* and *the Stena Important*, which are IMOIMAX tankers representing the next step in the development of the fleet. In recent years, almost all the vessels in the fleet have been employed on the spot market. To optimise the utilisation of each vessel, both owned and chartered, they have been employed in pools together with Stena Bulk and Stena Weco.

Concordia Maritime's collaboration with Stena Bulk, Stena Weco, Stena Teknik and Northern Marine Management gives it access to leading and worldwide expertise and generates large value for the company's customers.

"In 2015, most of the stars aligned for a good tanker market. 2016 is also looking good, although not as good as last year. We expect oil prices to continue to be low and the change in the global infrastructure in the petroleum refining industry will continue to result in a growing demand for the transportation of oil and refined petroleum products", says Kim Ullman, CEO, Concordia Maritime. ■



Kim Ullman, CEO, Concordia Maritime, establishes that the result for 2015 is the best since 2001.

Concordia Maritime posted a profit of MSEK 174.3 before tax compared to 2014, when the profit amounted to MSEK 16.5.

New premises a boost for Gothenburg's largest music shop

Johan Herner, Stena Fastigheter,
Bert and Lars Andréasson,
Kim Olsson, Stena Fastigheter.

The move to Stena Fastigheter's premises on Odinsgatan in Gothenburg meant that Andreassons Musik was able to get just the tailor-made premises it wanted – among other things, larger floor space, better soundproofing and better logistics. The lease has also been a success for Stena Fastigheter – for several reasons.

Text and photo Sara Bergqvist

ANDREASSONS MUSIK is the largest music shop in Gothenburg. Here, everything from recorders to grand pianos is in stock together with a large number of related services and even a music school. Last summer, the brothers Bert and Lars Andréasson, who run the shop, began looking around for new premises. One reason was the sharp increase in rent where they previously had their premises, another was the need for larger premises. Rapidly approaching comprehensive roadwork and refurbishment work in the vicinity of the shop were also worrying.

“When we found these premises, at first we thought they were too good to be true. I was on holiday in Småland so Lars went and checked them out. We felt that you only get a chance like this once so we decided pretty quickly”, says Bert Andréasson.

One of the advantages was the floor space. The new premises were nearly 200 m² larger. In addition, it was possible to drive right up to the shop, which was difficult in the old location.

“That certainly saves us a 10 km walk every day during the Christmas season”, says Bert Andréasson and laughs.

When they had made their decision,

Stena Fastigheter brought in architects who presented several different proposals in consultation with Bert and Lars. After having arrived at a good solution, the conversion work began in December 2015 and they moved in in the middle of April. Both Bert and Lars are very satisfied with the end result.

“They really listened to all our ideas. The

ANDREASSONS MUSIK, Odinsgatan 9, Gothenburg

History: The shop was started up when Hagströms closed down in 1982. Yngve Andréasson, who has worked there since 1949, took over the business and changed its name to Andreassons Musik. Today, his sons Bert and Lars Andréasson run the shop.

Business: A full-service shop with all types of instruments and related services. Also installs sound systems and has own music school.

Employees: 11 full-time employees and a number of hourly employees.

STENA FASTIGHETER'S COMMERCIAL FLOOR SPACE

- In addition to 23,000 apartments, Stena Fastigheter has 700,000 m² of commercial floor space.
- This accounts for 20 per cent of the total rentable floor space.
- In Gothenburg, where Andreassons Musik is located, the occupancy ratio is 96 per cent.

shop now looks just like we want it, we have a really good working environment and the soundproofing has made it a lot more quiet. Our customers are also happy. Everybody who visits us thinks the premises are great”.

To include the much-desired piano room, Stena Fastigheter built in part of the grounds floor in an adjacent atrium. There are now plans to build a glazed-in lobby on top for the tenant who leases most of the remaining property.

“This also means that we have been able to increase our rentable floor space on two floors”, says Johan Herner, Commercial Letting, Stena Fastigheter Göteborg.

He says that Stena Fastigheter had been looking for a long time for a tenant for the premises. There had been a lot of interest, but it was felt that the businesses that had been interested were either unsuitable or did not have a long-term approach. They now have a tenant that both has a long-term approach and will be a good complement to existing business activities in the building.

“We are very happy to have Andreassons Musik as a tenant. We have now signed a 10-year lease – and we hope that it will be 30 years”, says Kim Olsson, Property Manager at Stena Fastigheter Göteborg.

When we visit the premises, three weeks have passed since the shop opened. Everything is ready, apart from the unique piano room where the carpenters are busy putting up panels.

“The interest for acoustic grand pianos and pianos are far greater than people might think, and it continues to grow. That’s why we think it’s the perfect timing for our grand piano room”, says Bert Andréasson. ■

STENA FASTIGHETER ADDS NEW DEPUTY MANAGING DIRECTOR POSITION AND APPOINTS NEW MANAGING DIRECTOR IN STOCKHOLM

In May, Nils Pers took up the newly added position of deputy Managing Director of Stena Fastigheter. He was previously Managing Director of Stena Fastigheter Stockholm. The new Managing Director of Stena Fastigheter Stockholm is P G Sabel, previously Regional Manager at Klöver AB.

Text Sara Bergqvist
Photo Stena Fastigheter

NILS PERS HAS BEEN the Managing Director of Stena Fastigheter Stockholm since 2009. In May, he took up the new position of deputy Managing Director of Stena Fastigheter.

“I’m happy to have been entrusted with this task. Stena Fastigheter has experienced very expansive development in recent years and it will be exciting to continue to drive developments forward at the group level”, says Nils Pers.

This appointment is a consequence of the healthy development in progress as regards construction as well as development of the existing properties. As deputy Managing Director, Nils Pers will be responsible for, among other things, for property management questions and transactions, which will make possible a greater focus on these areas.

The new Managing Director of Stena Fastigheter Stockholm is P G Sabel, who comes from the position of Regional Manager at Klöver AB. He brings with him long and broad experience of the property business where he has previously worked for, among others, AP Fastigheter and Skanska Öresund. ■

Nils Pers, dep. MD,
Stena Fastigheter



BACKGROUND: Active for 30 years in the real estate business as Managing Director of Stena Fastigheter Stockholm AB, LR Properties and Brostaden. He has an MSc degree with a focus on real estate economy.

AGE: 56

FAMILY: Wife and three children

LIVES: Nacka (Stockholm)

INTERESTS: Skiing, golf and walks in the forest.

IMPORTANT QUALITIES FOR A LEADER: Clarity and credibility.

OWN STRENGTHS: Goal-oriented and not prestige minded.

P G Sabel, MD,
Stena Fastigheter
Stockholm AB



BACKGROUND: Many years' experience of the real estate business such as deputy Managing Director of Klöver AB, director of project development at AP Fastigheter, and property manager at Skanska Fastigheter. He has an MSc degree with a focus on real estate economy.

AGE: 51

FAMILY: Partner, 2 children.

LIVES: Lidingö (Stockholm)

INTERESTS: Skiing, cycling, architecture and design, cities.

IMPORTANT QUALITIES FOR A LEADER: Straightforward, attentive, receptive, enthusiastic, empathetic.

OWN STRENGTHS: Passionate about developing areas/urban development and working with people.



Karin Björk and Jan Hedenskog.



Dag Wetterholm.

PARTICIPANTS FROM STENA

GöteborgsVarvet 21 km: 219 registered runners.

StafettVarvet 5x3,7 km (relay): 30 participants divided into 6 teams.

Göteborgsgiro (bike races) 140 km, 70 km, 35 km, 50 km MTB:
57 registered Stena employees divided among the different bike races.

Races this spring: GöteborgsVarvet StafettVarvet Göteborgsgiro

Text Maria Stahre Krupa
Photo Ann-Charlotte Ytterberg



Thomas Liljeqvist.



Anna Eriksson, Frida Lidén, Bjarne Koitrant, Mikael Blomberg and Håkan Ekdahl.

IN THE CROWD...

...Håkan Ekdahl, Stena Line

Have you run the relay StafettVarvet before?

"No, this was the first time".

How did it go for your team?

"We were beaten on the home-stretch and came fourth".

Did you run GöteborgsVarvet too?

"No, a knee injury put a stop to that".

What was best about the day?

"I've run a lot of races but it being a relay was really cool. And it was cool meeting people you never meet otherwise".



Anne Larsson och Hanna Edlund.

BEST TIME, GÖTEBORGSVARVET 2016

Stena Line: Camilla Åsviken, 1:46:48 and Johan Svensson, 1:29:16

Stena AB: Katarina Myhre, 1:45:29 and Tobias Bogeskär, 1:24:20

Stena Fastigheter: Sara Crusell, 1:54:48 and Alexey Ostrovskiy, 1:28:18

Stena Metall: Lisa Axelsson, 1:37:39 and Johan Skårbratt, 1:23:38



Anna Järnsson, Alie Edvardsson and Marita Liepold ran the half marathon.



Peter Claesson ran the half marathon.

Robert Almström, Stena RoRo

Which race did you choose?

"I entered for the Stadsgiro 70 km".

Was it the first time you cycled in GöteborgsGiro?

"Yes, but I've taken part in many other cycle races through the years".

How did you do?

"I reached the finishing line! I had an average speed of 20 km/h and I'm satisfied bearing in mind how little time I've had to train".

What did you think of the day?

"The course was a bit too hilly to be a city bicycle race but the event as a whole was great. It was particularly nice to meet other Stena colleagues in our tent after the race".



Robert Almström entered the bike race Stadsgiro 70 km.



Tobias Bogeskär, with the best time at GöteborgsVarvet half marathon: 1:24:20.

Tobias Bogeskär, Stena Renewable

How many times have you run GöteborgsVarvet?

"I counted 9 times since 2008".

How did you do this year?

"Very well! I beat my own record with a time of 1:24:20".

What was best about the day?

"The festive atmosphere! GöteborgsVarvet has become a routine event and it feels relaxed. Stena is well established and our tent plays a central role where you have the opportunity to meet everybody from work".



Niklas Jensie ran the half marathon.

Ulrika Backman, Stena Line

How many times have you run?

"This was my sixth time".

How did you do this year?

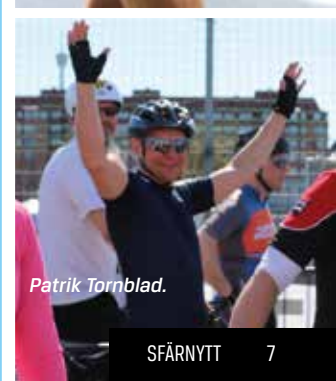
"I ran in 2:03, which was worse than expected because it was a bit too hot for me. My goal was under two hours, which I've managed before".

What was best about the day?

"The service we at Stena get! Everything from being able to fetch our bib numbers at the office or in the tent to the nice clothes we get, free access to beverages and hamburgers when you've crossed the finishing line and massage for those of us who want it".



Per Ahlquist.



Patrik Tornblad.

STENA FASTIGHETER BUYS 1,225 APARTMENTS IN LANDSKRONA

Stena Fastigheter has purchased 1,225 apartments from the municipal housing company Landskronahem. There was strong competition from several other interested parties. The deciding factor was Stena Fastigheter's long-term approach, good reputation and capacity to contribute to actively developing the town.

Text Sara Bergqvist
Photo Martin Larsson

"WE ARE VERY HAPPY to have been given this opportunity and that Landskronahem see us as an important strategic partner in the continued development of the town. This acquisition, which is our first in Landskrona, is in line with our investment in attractive accommodation in central locations in the three metropolitan regions. It is also one of the largest acquisitions we have made in the region", says Christel Armstrong Darvik, CEO, Stena Fastigheter.

The acquisition comprises 1,225 apartments and a home for people with disabilities in the districts Pilängen and Sandvången. The day of taking possession is expected to be 1 September 2016.

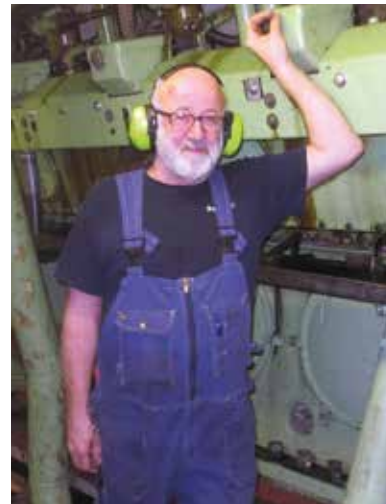
"Stena Fastigheter is a long-term property owner that is good at social sustainability, which was decisive for us. We feel that we have done right by the tenants and we now have resources that will enable us to focus on the next step in our action plan for the town", says Kenneth Håkansson, chairman of Landskronahem. ■



A SAGA WITH A HAPPY ENDING

In May 1979, *the Stena Saga* sailed on her first voyage between Oslo and Frederikshavn. As did the young motorman Per Edelsten. After 52 times around the world on the same route, he sailed on his last voyage in the middle of May, at least in the engine-room.

Text and photo Stena Line



"I BEGAN AS a summer stand-in as motorman at Stena Line as long ago as in 1975 and sailed on *the Stena Germanica* when she began sailing on the Gothenburg-Kiel route", says Per Edelsten and looks back.

After having sailed another couple of years on the same ship, although chartered to a service between Algiers and Marseille in the Mediterranean, and on the Irish Sea between Swansea and Cork, he

signed on to *the Stena Saga* when Stena Line began sailing on the Oslo-Frederikshavn route in May 1979. Since then, he has made sure that the engines in the three generations of *the Stena Saga* have kept going.

"A motorman keeps an eye on the engine, that it functions when it should and carries out some mechanical work and maintenance. In port, we among other things take the septic tanks ashore as well as waste oil and fill up with bunkers and water", says Per. "Basically, my job has been the same through the years, it has just got better with time. With more and better technology, there are fewer of us working, but at the same time the environment has got a lot better and the work less strenuous".

After 40 years employed at Stena Line, he is just as proud as when he signed on.

"Stena has always been ahead of everybody else, regardless of whether it is ferries, tankers or drill rigs. And always with the environment in mind. It feels good and I'm happy to have been part of the company for such a long time", says Per and gazes out over Oslo. We have gone up on deck and Per points and explains how Oslo has changed.

Where once low cargo ships were moored along the quayside there is now a promenade and the Norwegian opera house shines with its white marble. And the Oslo Fjord in particular is something he will miss.

"I never tire of it; whatever the season, it's always beautiful". ■

Enter the Dragon

Emboldened by fresh coats of paint, the fiery dragons blazoned on either side of the *Stena Crystal Sky's* hull are more striking than ever.

Text Andrew Gibson
Photo Northern Marine



AND WHILE the livened aesthetics may be one of the more noticeable outcomes of extensive dry dock projects, also involving the *Stena Blue Sky* and the *Stena Clear Sky*, much more has been achieved behind the serpent scenery.

By mid-June each of the three ultramodern, ice classed LNG tankers will have undergone their own respective dry docking project directed by Northern Marine Management. At the time of writing, the *Stena Blue Sky* has replaced the *Stena Crystal Sky* in dry dock at Sembcorp, Singapore, while the *Stena Clear Sky* is due for dry docking in late May at Ferrol repair yard, Spain.

NMM's operational managers and superintendents, in close correspondence with Stena Bulk, ensure these multi-million dollar projects – five years in the making – are meticulously planned and executed on time and on budget.

Sean McCormack, NMM General Manager – Gas Fleet, said: “As with all major projects the Stena values are the cornerstones of our approach and therefore customer satisfaction, quality, committed employees, innovation and result are all considered in our dry dock preparation. The dry dock specification for each vessel is developed and refined in the five years leading up to dry dock so the vessel is well placed to meet the statutory classification requirements, legislation changes, commercial trading upgrades and owner specific upgrades or efficiency enhancement upgrades.”

The main work-scope for the *Stena Crystal Sky* repair period was to complete the classification special survey requirement allowing the vessel to enter the next five year survey cycle with a clean bill of health. A number of commercial upgrades are planned for completion on all three vessels allowing greater

compatibility with worldwide terminals and thus improving customer satisfaction. The commitment to innovation is evidenced by the installation of Propeller Boss Cap fins to reduce drag and consequently improve fuel economy. In addition to updated hull paint schemes a number of important control system upgrades will also be completed.

Sean explains: “The LNG carriers have hugely complex control systems which need to be kept up to date to allow the vessel to successfully trade. Like any standard home ‘personal computer’ the ship’s control system computers, software and hardware have a limited life span. Therefore every five years we look at what upgrades are required to ensure the vessel remains in an evergreen condition.”

While the exterior of the impressive vessels display a flaming dragon, their interior has a contrasting climatic feel with tanks built to carry liquefied natural gas (LNG) at a temperature of –160 Degrees Celsius. Given this precious cargo, NMM must take special consideration in deciding which dry dock to use.

Sean added: “LNG vessels are very specialised tankers. Therefore when we select a repair yard they need to have a good track record in the maintenance and repair of LNG carriers. Along with the standard considerations of geographical location, costs, experience and most importantly safety record, the repair facility also needs to be accredited by the particular maker of the vessel’s cargo tank containment system. The working relationship between NMM and the repair facility is crucial to delivering the project safely, on time and on budget.”

With up to 20 appointed contractors to manage, a large work scope and a deadline to meet, the projects are not without their challenges

and NMM’s allocated superintendent must work effectively with a number of parties to ensure a successful outcome.

AND WHAT IS A DRY DOCK EXPERIENCE LIKE FOR A SHIP'S CREW?

Sean, himself a former Chief Engineer, answered: “For the ship’s staff it can be a very alien experience. The ship’s team are familiar with the standard vessel operations and the normal day to day routine of being at sea but when you arrive in the yard this routine is altered dramatically as you can have hundreds of new personnel working on the vessel. Whether experienced or new to the job, ship’s staff can also find this an exciting period where they grasp the opportunity to learn more about the dry dock experience and vessel in the dry dock condition.” ■



Sean McCormack, NMM and Jan Sonesson from Stena Bulk.

Northern Marine

Education Programme Director with a busy schedule

Name: Thomas Campbell
Title: Manager, Fleet Training and Cadets
Years at Stena: 3
Age: 26
Interests: Cycling, hillwalking, reading and flying

A former deck officer himself, Thomas Campbell is responsible for the Northern Marine Cadet Programme, as well as the Northern Marine Fleet Training Programme. With a wide remit Thomas travels often, working with a range of professionals, from excited young seafarers about to embark on their careers, to influential industry heads, responsible for ensuring training standards.

Text and photo Thomas Campbell

MONDAY

After the hour long morning drive to the city I make a quick stop for coffee and head into Northern Marine head office in Clydebank, Glasgow. It is a routine Monday beginning with an early morning conference call with our team in Mumbai. We discuss the fleet training agenda for the week, and recap on our position with the training programmes

for the crews aboard the newbuild tanker vessels, as well as compliance reports for STCW implementation in 2017. I spent last week in Gothenburg on the Stena GROW Programme, which we also discuss. Following the call I leave to visit the Russian Consulate in Edinburgh to prepare my visa for an upcoming Cadet Seminar in St Petersburg.

TUESDAY

Most of my day is spent finalising the details of a special programme we have been working on. For the past 6 months our Training and Recruitment teams have been working on a project to initiate a trainee ratings programme for Stena Line operations in the Irish Sea. After many meetings with maritime colleges and trips to London to meet with the Merchant Navy Training Board, we are now ready to submit a Training Programme which will be opened up to local communities that the Stena Line fleet serves. Before leaving the office for home I briefly meet with the Operations team in Northern Marine Ferries to discuss fleet developments and future training requirements. It's an early start tomorrow, so I take the evening to relax. For me, this is a brief walk with my dogs.



WEDNESDAY

It is a 4.00 am start to be at Glasgow Airport for the first leg of my journey to St Petersburg. I use the quiet time during the flight to prepare final notes and make small adjustments to my presentation for the Cadet Seminar tomorrow.

THURSDAY



We make our way to Makarov University to meet with the latest intake of Stena cadets. In less than one month they will join our vessels to begin their sea-going training. This is our opportunity to induct the cadets to Stena. We discuss the company, their careers and the White Book. This is a particular highlight of my role – meeting the cadets, discussing their future, sharing experiences I have had and trying to prepare the trainees for what lies ahead for them. One of the university's recently-graduated cadets who is joining our fleet as a deck officer gives a presentation on his time with the company so far and the future that lies ahead for him. We finish the event with a meal and an informal Q&A session before joining senior staff from the University for an evening meal to discuss the developments within the University.

FRIDAY

The end of another busy week approaches. I travel to London from Russia to meet with the UK Chamber of Shipping and the Merchant Navy Training Board to discuss training matters which are developing in the industry at legislative and best practice levels. Here, we have an opportunity to feed into the legislation and ensure that the voice of our sectors in the industry are heard. Following the meetings, I head back home to the south-west coast of Scotland. The weekend forecast looks good, so I am planning to head to the North of Scotland to attempt another of our famous Munro mountains.

DID YOU KNOW?



- Stena's fleet sails 270 laps around the globe every year.



- Stena has reduced its CO2-emission with 15 percent during 2015 and reduced its fuel consumption with 2,8 percent.
- During 2010-2015 Stena Fastigheter has reduced its power consumption with 20,1 percent.
- The food waste at Stena Line's ferries is separated to become biogas. The amount of 1 ton biogas produced is equivalent to 110 litres of petrol.



- Stena's Methanol project has been awarded 6 times since the start in early 2015.



Dan Sten Olsson together with the mentors Louise Brudö, Visit Technology Group, David Brudö, Remente and Darko Radovic, Skill Island.

Photo: Ann-Charlotte Ytterberg

Let us transform our mindsets and mindfulness into new actions

Our business areas are ferry lines, shipping by tankers and ro-ro ships, real estate, recycling, new businesses and finance. These business areas will continue to exist.

DIGITALIZATION SEEMS NEVERTHELESS to be the word on everyones lips. Seldom or never has one heard one word come up so often. At the same time not many really understand what it means. Why is that? Why is it so hard to really understand, what Digitalization means?

Most people mistake it to be an effect of technology. This might be partly true, but the reason it is hard to grasp is that only one part is technology. Technology though is useless unless it is transformed by people and in our case used to transform the way we do business and produce our goods and services. It leads to transformation of processes, transformation of society, people and mindsets. As long as it is comfortable we have no problems in transforming our mindsets. But outside our zones of comfort, mindset is hard to change. As humans we find comfort and security in habits and routines. Nothing strange really, part of our success as a specie on this planet is the ability to find the easiest way to fulfil our desires and needs. As a company we can offer all our employees fair treatment and support a sense of dignity and human value. Forces from outside we can unfortunately never prevent. On the contrary, our survival as a company is based on adaptation and taking advantage of new trends

Times are changing and continue to change rapidly. As a mature organization we need sometimes to do something radical, when things change and start making changes to really get things done. This is why we are launching the “Stena Turntable” program. The idea is to create a great opportunity for leaders of Stena to get their very own “Startup person”

as a mentor to guide, challenge, educate and inspire on new aspects of the business.

Many organizations view startups as competitors to be nervous about. That is right. They will not go away and if they go bust, new companies will turn up. So we must learn from the startup community and ask them for help and partner with them. In effect we are already partnering with them such as Google and Facebook for instance.

Startups have ”a pay it forward mentality” and they are thrilled to be working together with us, says Eva Hansdotter, HR Director Stena AB, taking the role as turntable facilitator.

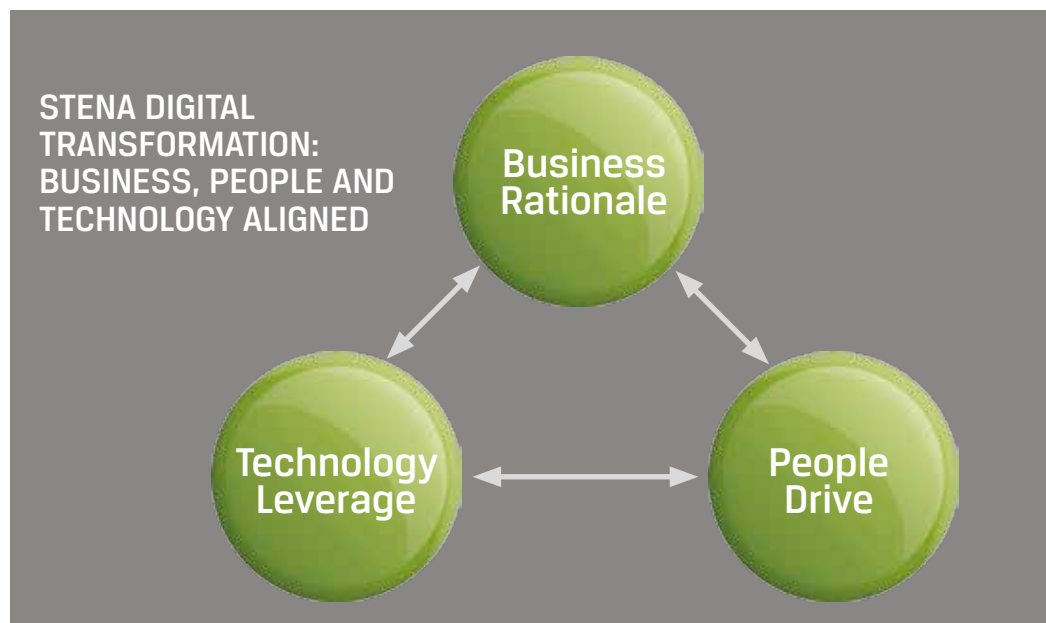
The program is going to run for 9 months and the goal is to transform our mindset. To help us be more lean, data-driven in our decisions, learn about new possibilities, understand the newer generation and challenge our own business by asking why?

Will it work?

Well, who knows. That’s the point. Let’s try and see what happens!

After all. We have transformed our business many times before. Let us do it again!

*Dan Sten Olsson
Gothenburg in May 2016*





WORLD WIDE GATHERING

Meetings between people develop and facilitate the day-to-day work

Stena Bulk, Stena Weco, Stena Sonangol and Golden Stena Weco have expanded enormously, which means, among other things, the addition of many new employees. For this reason, new and old employees from all the offices around the world met in Sweden in March for a World Wide Gathering.

Text Maria Stahre Krupa
Photo SilverBullet

STENA BULK HAS ARRANGED a World Wide Gathering every third year and now the concept has been expanded to include Stena Weco, Stena Sonangol and Golden Stena Weco. This year, 90 persons met in Sweden to get to know each other and Stena.

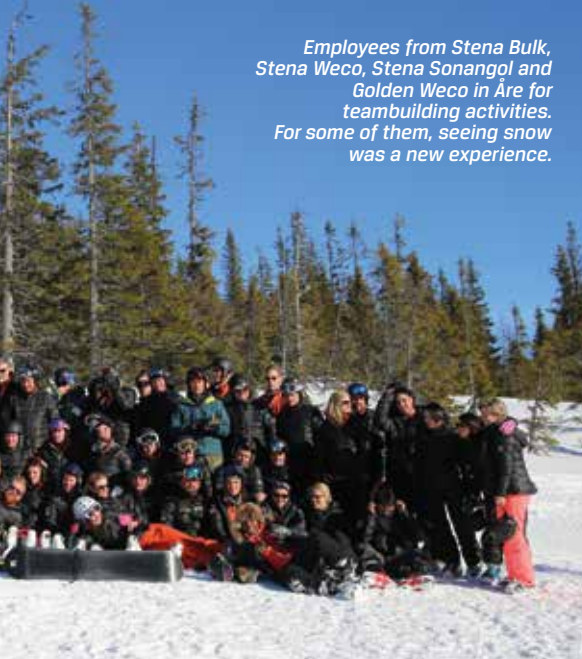
“We began with a conference day during which the participants were, among other things, given an insight into Stena as a group and what Stena stands for. Gunnar Krantz, who has sailed as skipper in four round the world yacht races and two Americas Cups, talked about how to handle different nationalities and personalities in order to reach a common goal. There was also a visit to the head office where the participants had the opportunity to meet other Stena companies with activities closely related to ours”, says Lena Alving.

That evening, the participants took the train northwards. It was time to show them a different environment compared with the West Coast and since many of them had never seen snow, the choice fell on Åre, in the north of Sweden. The time in Åre was spent on teambuilding activities – the actual reason behind the meeting.

“Since we have expanded heavily and work a lot together over national and corporate borders, having this time together to build relations is extremely valuable. Putting a face to a person you talk to really facilitates our work”, says Erik Hånell. ■



Employees from Stena Bulk, Stena Weco, Stena Sonangol and Golden Weco in Åre for teambuilding activities. For some of them, seeing snow was a new experience.





New digital sales tool with a focus on value

An iPad-based sales tool for Stena Recycling's salespeople is now being launched. Anna Gustavsson is one of the salespeople and she sees several advantages. Stena Sales Tool, as it is called, is part of a larger digitalisation project in progress in the Stena Metall group.

Text and photo Stena Metall

"STENA SALES TOOL will support the salesperson before, during and after customer meetings. During a customer meeting, Sales Tool helps the salesperson to have a constructive dialogue based on the challenges facing the customer and how Stena Recycling can add value to the customer's business. When the customer realises that we have an insight into the challenges facing him, other values become the subject of discussion, not just price", says Magnus Rundberg, Sales & Marketing Director, business area Recycling.

Each meeting will at the same time be more effective for both the salesperson and the customer as more questions can be solved

directly during the meeting. The answers can be found in Stena Sales Tool.

Anna Gustavsson at Stena Recycling in Gothenburg is on her way to the day's third customer meeting. Instead of lugging a round a laptop bag, all she needs with her is her iPad. She has just spent some time sitting in her car in the car park answering e-mails. Now she is going to present Stena Recycling to a potential customer with the help of Stena Sales Tool.

"The sales tool helps me to be more efficient both before and after my meetings, but above all to present Stena in a professional way", she explains and clicks on the app on the screen.

"It starts here.", Stena Recycling's new

communication concept, is displayed in large letters on the first screen. At the bottom or in a popup menu, there is a clearly indexed list of contents to choose from. At present, there are just under 100 slides, or pages, in the app. They cover the different industries of the customers, Stena Recycling's solutions, product facts and several different customer cases. Thanks to the register, it is simple to switch between slides that are relevant to each specific customer.

"I usually present our offer using three, four slides. This means that from the beginning of the meeting I can find out what is important for the customer and adapt my presentation

"The iPad is like a mobile office. During a workday, there will be a lot of customer visits and not so much time spent in the office. Now, I get a lot more done instead of being dependent on a computer or being at the office", says Anna Gustavsson, salesperson at Stena Recycling in Gothenburg.



Stena Sales Tool helps the salesperson show how Stena Recycling can add value to the customer's business in a simple and elegant way.

DIGITALISATION AT STENA METALL

The Stena Metall group has begun a digital transformation with the aim of raising efficiency in all the areas in its business and creating both new digital business models and ways of communicating. The strategic work is being done in three areas: Digital Business, Digital Marketing and Digital Operations. Some of the concrete results of this Digital Marketing work, which is now being rolled out, are the presentation tool Stena Sales Tool, a new web platform and a new customer portal platform. There are many exciting projects and initiatives in progress in these three areas.



accordingly. Compared with PowerPoint, I avoid having lots of different presentations that have to be updated all the time. Now, we just update the app and all the information is up to date".

Previously, all the salespeople created their own presentations, which took a lot of time.

"Now, we have a common way of talking about Stena Recycling. We sell Stena as a concept – professionally and in the same way. I'm convinced that this benefits us as a company in the market", she says. "Now, it's easier for me to focus on the meeting itself instead of just the presentation. The Stena Sales Tool contains everything I need to be prepared for my visit

to the customer, regardless of what questions will be asked or who I meet at the company".

The response from the customers has been positive.

"They think it looks neat and professional. Instead of having a computer screen between us, the iPad can be placed beside us on the table. Presenting has suddenly become interactive and the dialogue is more relaxed, which feels really good", she says.

When Anna has a meeting with only one or two persons, she usually gives the presentation directly from the iPad. If there are more people, she can easily connect it to a projector. The presentation can also be emailed as a PDF,

with selected slides, directly to the customer either before or after the meeting.

Another advantage is that it is easy for Anna to bring out the iPad in a scrapyard to show what containers and load carriers look like and how they can be placed.

"The iPad is like a mobile office. During a workday, there will be a lot of customer visits and not so much time spent in the office. Now, I get a lot more done instead of being dependent on a computer or being at the office", says Anna Gustavsson. ■

A sustainable future

"Connecting Europe for a sustainable future". Stena Lines new vision mirrors the increased focus on sustainability. A sustainability unit will lead the work involving the entire organization. Based on four key focus areas, a new strategy has been developed in line with the UN's sustainable development goals.

Text Carl Mårtensson

Photo Ann-Charlotte Ytterberg and Shutterstock.com



Erik Lewenhaupt and Cecilia Andersson.

"WE HAVE SET SAIL on a journey to become the greenest shipping company wherever we operate, says Erik Lewenhaupt, Head of Sustainability. Together with Environmental Manager Cecilia Andersson he forms the new sustainability unit since January this year.

To reach the ambitious goal the strategy is to focus on four key areas, developed in line with the UN's sustainable development goals.

1. CLEAN ENERGY: We shall relentlessly strive to improve in energy efficiency on shore and at sea – and actively stimulate the usage of clean energy sources.

Stena Line will actively seek to increase use of clean energy, both at sea and on land, while

also continuing to improve energy-efficiency. The aim is to reduce carbon dioxide emissions on Stena Line's vessels by 2.5 per cent per nautical mile annually. By the turn of the year, all electricity is to be purchased from renewable sources.

2. RESPONSIBLE CONSUMPTION: We care for resources by responsible purchasing and by every year reducing waste and increasing recycling.

We will improve our purchasing supervision through a centralised purchasing unit. Around 15 per cent of purchases onboard are currently either Eco- or Fair Trade labelled. The initial target is to increase this to 30 per cent. The use and sales of plastic products should be drastically reduced. Food waste

should be separated on all vessels and the plastics, glass, metal and paper should be separated both on land and at sea.

3. GOOD HEALTH & WELL-BEING: Through care for each other and an absolute commitment to safety, Stena Line shall actively promote the well-being of our guests and staff.

Safety comes first at Stena Line. Last year, 1,768 safety drills were performed. A new safety organization is in place since February and a new integrated Safety Management system is designed to improve safe operations with regard to people, environments and cargoes. LTIF (Lost Time Injury Frequency = the number of accidents per one million working hours) has fallen from 2.8 to 1.8 thanks to better routines and training. During spring Stena Line has adopted a strategy for health and well-being as healthy and satisfied employees is clearly correlated to the success of the company.

4. LIFE BELOW WATER: We rely on the ocean for our company's existence and as such our operations shall have minimal impact on marine life.

There is still progress to be made, including improvements to the management of black- and greywater, reviewing the choice of anti-fouling paint and minimising use of chemicals with toxic contents.

"We strive to prevent emissions which could harm the marine environment we depend on," says Erik Lewenhaupt. ■

GOOD EXAMPLES

Care about the nature, environment and the sea is part of Stena Lines DNA. Here are some good examples from sustainability area during the last year.

- **In the Energy Saving Programme (ESP)** Stena Line, Stena Teknik and the other shipping companies, works together and focus on solutions to improve energy efficiency on our vessels. Totally, almost 300 projects have been implemented since 2005 and during the last year several Stena Line ferries have got new energy efficient bulbous bows. ESP is continuously monitoring the energy usage and suggests improvements to further reduce the energy usage.
- **During the spring, 800 solar panels** were installed at the Holyhead terminal, which will generate around 164,000 kWh of electricity annually.
- **By connecting 11 vessels** to shore-side electricity at quay in Göteborg, Karlskrona and Hoek van Holland, Stena Line reduced emissions of CO₂ with 12,574 tonnes during 2015.
- **1 million** plastic bags are used and sold onboard Stena Line vessels every year. Since January, they are produced by 80 per cent recycled plastic.

• **FMS: Sustainability and Digitalization hand in hand.** The fuel management system (FMS) can be found on 28 of Stena Line's vessels. Around fifty meters installed onboard issue data on everything from the vessel's draught and speed to fuel consumption and the energy used for ventilation. Data can be obtained in real-time onboard, both on the bridge and in the engine room, and is also gathered every 10 minutes and issued ashore each day.

"FMS helps us tracking how operational changes or onboard alterations impact the fuel consumption, and draw conclusions from that. To reach our goal – a 2.5 per cent reduction in fuel consumption and CO₂ emissions per year – we have to learn from each other," says Joacim Lottkärr, Head of the Energy Saving Programme, (ESP).



Cooperation closes the loop

Five years after *the Stena Scandinavica* began operating the Göteborg-Kiel route, fuel consumption has fallen by 28 percent per nautical mile, the best result in the Stena Line fleet. Timetable changes and a fuel management system are two of many measures adopted, while onboard cooperation also played an important role.

Text and photo Carl Mårtensson

FOR THE UNINITIATED, it can be difficult to comprehend the factors impacting a vessel's fuel consumption. Weather and wind conditions are key – a sailing between Kiel and Göteborg can increase by 30 nautical miles due to strong currents – while the vessel's speed, engine tuning and ventilation also have an impact.

"Working with the First Officer on duty, my job is to plan the route to ensure we arrive safely and punctually while consuming as little fuel as possible along the way. Every time we accelerate, energy is expended," says Senior Master Jan Sjöström.

"Although the main engine consumes the majority of the fuel, the auxiliary engine, which generates energy for ventilation and the boiler, which creates steam for heating purposes, also accounts for a significant portion. You have to see the entire vessel as one single unit, says Senior Chief Engineer Jan Sanborn.

As a result measures to cut consumption are adopted extensively, involving many people. For example, a timetable alteration extended the crossing time by 30 minutes, with fuel consumption cut by 10 per cent. Tuning, allowing the bow to go deeper, saved a further seven percent. Other measures included replacing the bulbous bow and connecting to shore-side electricity at the quay in Göteborg. Both officers feel strongly about the issue, and this rubs off on others.

"Cooperation between the engine room and bridge is key, and everyone has to know what we're doing and why," says Jan Sanborn. This is the result of ongoing efforts to reduce fuel consumption, he adds. Technical aids such as FMS are also invaluable. If we can't track and verify data, we may as well put our finger in the air and hope for the best." ■



Senior Chief Engineer Jan Sanborn and Senior Master Jan Sjöström have worked closely together on Stena Line's vessels for nearly 15 years, the last six of which on the *Stena Scandinavica*.

GROW – DEVELOPING LEADERSHIP FOR THE FUTURE

The GROW program is now in full swing and two of this year's five training/educational programs have been completed. The program is aimed at middle management and specialists who are ready to develop their leadership to the next level.

Text Sara Bergqvist

Photo Victoria Edström and Stena Line

THE INVESTMENT IN DEVELOPMENT, global leadership and making people and opportunities visible has now proceeded to the next stage. After having completed seven Stena Leadership

Programs (SLP) for employees in key positions, the turn has come for the next level of managers and specialists in the GROW program.

"There is a clear connection between the two programs. To attend GROW, you have to also report to a manager who has completed SLP", says Janine Sjö, Manager, Stena Leadership Academy.

During the year, five GROW programs will be held for a total of 100 leaders and specialists with each program lasting a week. The content is specially designed based on Stena's business activities and has two pillars, the business deal and leadership. The program includes, among other things, various group exercises in management and leadership and inspirational lectures where senior leaders at Stena share their experience.

"GROW has much in common with SLP,

but contains more theory and practical tools for the participants to take back with them. One example is the segment called Investment Calculations which has been drawn up and is led by internal experts in the field and is much appreciated", says Janine Sjö.

Furthermore, in the autumn, there will be yet another SLP following interest from more parts of the group. At the same time, the development of Stena Leader's menu will continue.

"The Stena Leader's menu is for all leaders who need or are interested in expanding their expertise, not only those employees who have attended the Stena Leadership Program and GROW. We are continuing to develop the content of the programs and will provide further information in our communication channels", says Janine Sjö. ■



Sharon Kelly
Onboard Services Manager,
Fishguard-Rosslare

Why did you participate in GROW?

"I was nominated by my Route Manager, Ian Davies. At first, I was a little hesitant because he didn't want to give me details; instead, he wanted me to experience what it was like. But he convinced me that it was an excellent opportunity that I would find very useful.



Vidya Rai
Financial Director,
Northern Marine, Mumbai

What did you think of the program?

"It was excellent, mainly because it was specifically designed for Stena and all the examples and coaching were based on our own business activities. The program contained several challenges that forced us to think outside our comfort zone and that was useful. This coupled with the fantastic prospects to network with our colleagues from other group companies made this program very interesting. We had many thought-provoking conversations with colleagues from different companies / functions."



Jaroslaw Lomza
Onboard Services Manager Stena
Spirit, Karlskrona-Gdynia

What will you take home with you to your co-workers?

"I won't say anything but I'll act differently. Among other things, I will work more on motivating and coaching my co-workers - which hopefully will be noticed.

We asked...



...Philip Eriksson, Business Controller Stena AB, who is in charge of Investment Calculations in the GROW program.

What does the session consist of?

"We begin with an overview of the Stena Sphere and the reason why we are active in all these business areas. We then move on to Stenas's financial principles and guidelines, what profitability requirements we have and what we do to assess profitability in an investment. Finally, everybody gets to try out a simplified investment case.

Why is this an important area for a leader to keep an eye on?

"Stena, and in principle all companies, has limited resources and this means that as a leader, you have to be able to select the investments that will generate the greatest value in the long term and that are in line with our profitability requirements. The financial return on the investment is an extremely important factor in an investment decision and has to be taken into consideration together with, for example, strategic, operational and regulatory factors and risks coupled to these".

What did you do to draw up good pedagogical material for this?

"We formed a group of 5-6 persons who were all working with investments in one way or another. After a number of meetings, we felt that we had found a level for the material that would work for an hour's presentation, but which we could also go back to and look at afterwards and have as a template".



Deltagarna från mötet samlade i Stockholm. Fler foton finns i online-versionen av SfarNytt. <http://sfarnytt.stena.com>

QSE MEETING, STOCKHOLM 2016

DIGITALISATION FROM A SUSTAINABILITY PERSPECTIVE

The QSE meeting was held this year for the 15th year in a row. The QSE meeting is an open forum where participants meet over company borders for discussions about quality, safety and the environment. This time, the focus was on the annual sustainability report and digitalisation from a sustainability perspective.

Text Maria Stahre Krupa
Photo Victoria Edström

AFTER LUNCH, THE QSE MEETING BEGAN with consumer trends, Pernilla Jonsson from Ericsson Consumer-Lab talked about digitalisation as a driving force for consumer trends and network lifestyles.

She was followed by Professor Tobia Larsson from The Blekinge Institute of Technology. In times of crisis, people tend to be very creative. But when everything goes smoothly, creativity and inventiveness are often forgotten in companies and organisations. This behaviour is something we humans have displayed ever since we lived in caves. His advice was to work regularly with creativity and innovation every week in mixed groups in order to inspire as many approaches as possible.

Stena's Leadership Program and the pilot project Stena Challenge are good examples. Here, employees from different companies and areas of responsibility are mixed together and tackle different cases, which they solve together.

The day ended with Cecilia Våg from Stena Recycling and Emma Aaben from Stena AB who presented a summary of their respective sustainability reports.

Wednesday was devoted to talking about the different companies' sustainability work.

For example, Stena Bulk presented its competition for more fuel-efficient operation of all the vessels in its fleet. All the vessels see each other's operating efficiency on a display on board and the vessel that is operated in the most environmentally friendly way over a period of one year is awarded a prize that is free to be used for whatever purpose. Bearing in mind that the vessels are dependent on the elements and how heavily loaded they are, it is commendable that the competition has resulted in more fuel-efficient operation.

Wednesday ended with a workshop led by Annika Elfström and Daniel Tolf from Stena IT where the groups were tasked with developing a new business concept for Stena. A fun conclusion to the QSE meeting that put the little grey cells and creativity to the test. ■

10 consumer trends linked to communication:

www.ericsson.com/thinkingahead/consumerlab

STENA CHALLENGE BEGINS

A fantastic chance to contribute to the development of the company

The first projects within the framework of Stena Challenge were started up on 18 May.

"An initiative that is about pushing the envelope in order to explore new areas, and which contributes to business benefits and opportunities for our employees to develop parallel with their everyday work. We work in accordance with the motto diversity stimulates creativity. It is also a way of building on the project work done in the Stena Leadership Program," says Eva Hansdotter, HR Director, Stena AB who stands behind the initiative.

Text Maria Stahre Krupa



DEVELOPMENTS GO FASTER AND FASTER

for every day that passes and digitalisation is a big issue for the majority of companies today. Stena needs – just like all other companies – a culture that is prepared for the future. The idea of Stena Challenge is to develop and build on the drive and expertise existing in Stena today, where motivated employees are given the chance to contribute with their commitment and ambition. As Dan Sten Olsson writes in this number of SfärNytt: "Let us transform our mindsets and mindfulness into new actions".

"As many as 50 employees have declared an interest in Stena Challenge and of these, we have chosen 12 for two of our projects. Those who have applied are pioneers who in one way or another are curious and have a strong entrepreneurial spirit and selecting the participants was no easy matter. It's a question of getting as good a mix as possible in terms of country/culture, age, business background, expertise and gender. I really hope that those applicants who were not selected this time apply for the next two projects", says Annika Elfström, Technology Business Manager, Stena IT, and project manager for Stena Challenge.

WHAT, THEN, ARE THE TWO PROJECTS THE PARTICIPANTS HAVE APPLIED FOR?

One of the projects is called **Superforecaster** and is based on a theory by Philip E. Tetlock, a science author and professor at the University of Pennsylvania. In his book, *Superforecasting: The Art and Science of Prediction*, he describes and experiment where a number of people are asked to predict the future. Some people are more accurate than others, but no connection can be seen between accuracy and high intelligence. **The Superforecaster Project** will be about developing a way of finding these superstars. Peter Claesson, Director of Finance, Stena AB, is the project's sponsor.

The second project is an **Open Challenge** with the subtitle "how can we secure Stena's future?" Here, the focus is on exploring new opportunities for Stena in the future without any framework for the delivery of the project. The project's sponsor is William Olsson.

The projects will run for 12 weeks and the participants will plan the project's time and meetings. Eva Hansdotter, HR Director, Stena AB, William Olsson, Peter Claesson, Director

of Finance, Stena AB, and Staffan Hultgren, vice President and deputy CEO, Stena AB, are on a Sponsor Board and will meet the participants on an on-going basis.

"The project teams will have to sell their ideas and plans to the Sponsor Board, which will provide feedback and ask questions. The aim is to ensure that there is business utility for Stena, but we hope that also the project teams will challenge the members of the Sponsor Board with new perspectives and ideas involving areas that are new to us. As I said, there will be a few more projects this year before we evaluate the Stena Challenge pilot. We have not decided 100 per cent what these projects will be about, but we have a lot of good ideas, so keep an eye out for the announcements, which will be published on the intranet after the summer. If you have an idea you think would fit into this format, we would very much like to hear from you. It is also important to add that Stena Challenge is open to all the companies in the Sphere", says Annika Elfström. ■

OUR PIONEERS:

Project Superforecaster

Hans Norén, Managing Director, Stena UK Group
Maciej Zborowski, Destination Product Developer, Stena Line Travel Polen
Magnus Weghammar, Customer Service Manager, Stena Line Freight
Anna Forshamn, Head of Pensions, Stena Business Administration
Andy Humphreys, Port and Marine Risk Officer, Stena Line Ship Management
Andrea Höglund, Group Accountant, Stena Line Finance

Project Open Challenge

Peter Harrysson, Captain, Stena Line Scandinavia
Erik Möller, IT Business Developer, Stena Rederi IT
Stacy Tao, Procurement Officer, Stena Marine Shanghai
Maria Holmberg, HR Manager, Stena Fastigheter
Boriss Danilevics, Sales Manager, Stena Line Freight Baltics
Ben Radford, Area Sales Manager ROI, Stena Line Freight Ireland

Facilitates Transfer Pricing in the Stena Sphere

Elise Krumholz, Transfer Pricing Consultant at Stena AB's Tax Department, facilitates companies to set the correct price on goods and services traded within the Sphere.

Text Anders Lindgren

Photo Ann-Charlotte Ytterberg

IN 2006, ELISE KRUMHOLZ came to Lund University as an exchange student. She studied at the University of California, Berkeley and graduated with a Bachelor in Environmental Economics and Policy. She was born and raised in Los Angeles and after spending a term in Sweden, she returned to California to conclude her studies. However, in Lund, she had met her future partner and soon she moved to Sweden again. This time, it was indefinitely.

She learned Swedish quickly and got a job as a caretaker for the elderly. In 2012, she started studying Law at Lund University. During a guest lecture on transfer pricing with Mikael Burlin, from Stena's Tax Department, Elise became interested in the subject. When Mikael said that the department was looking for a student intern, she applied for the internship, which she got. She could still pursue her Law studies, while working at Stena.

"Stena was very accommodating and adjusted my work hours so that I could continue to study full-time," says Elise Krumholz.

She graduated with her Law degree last autumn and her master's thesis, Standardized Transfer Pricing Documentation – Does one size fit all?, won the Svensk Skattetidning's award of SEK 10,000.

"The practical experience I gained from working at Stena was invaluable when I wrote my thesis," she says. Being an ambitious and effective person who, in all her projects, goes all in, certainly also contributed to her winning the prize.

ARM'S LENGTH PRINCIPLE APPLIES

Since January this year, she's a full time employee at Stena AB's Tax Department. She primarily works with transfer pricing, i.e. how goods and services between companies, located

Name: Elise Krumholz
Title: Transfer Pricing Consultant
Years in Stena: 2
Age: 31
Lives in: Lund, commutes weekly to Gothenburg.
Family: boyfriend.
Pastime interests: gardening, yoga, outdoors, musicals, cooking and wine. She likes discovering and trying new things and likes to lead an active life. This year, she ran the Göteborgs-Varvet for the first time.

in different countries, but part of the same multinational enterprise, shall be evaluated and priced.

In most international contexts, the legal requirements are based on the arm's length principle. It states that each company in a multinational enterprise shall be treated as if it's independent, at arm's length, from the other companies.

"To demonstrate that we follow the arm's length principle, everything is carefully documented in transfer pricing documentation. We have methods for pricing so that each company can show why they set the prices they do," states Elise Krumholz.

"We're a support function for the companies within the Sphere and coordinate transfer pricing methods. The individual companies can also analyse their own business with transfer pricing principles, since they're based on criteria such as background, industry analysis and risk assessment," she adds.

OVERALL PERSPECTIVE OF STENA

Five people work at the tax department and Elise Krumholz not only works with transfer

pricing, but is also involved in how Stena handles different taxes. International taxation is hotter than ever in the wake of the high media interest in recent leaks, and it's important that the allocation of money is correct. What Elise finds most rewarding about her job is that she gets to meet so many people, from all the business segments.

"It gives me an overall perspective of Stena. There are so many companies in so diverse business areas that you can hardly believe that they all belong to the same company. I also enjoy my job tasks and the fact that we're a great group of people who help each other out and work as a team."

She also likes the fact that Stena is a family owned company. It reminds her of her grandfather's store, Richard's Luggage, that sold suitcases in Santa Monica and in which her whole family was engaged.

"Even though Stena is so large, I feel the same heart in the business," Elise Krumholz concludes. ■

THE STENA SPHERE

Management Organisation



Sphere coordination group

Dan Sten Olsson
 Carl-Johan Hagman, Shipping & Ferry Lines
 Tom Welo, Offshore Drilling
 Christel Armstrong Darvik, Property
 Anders Jansson, Recycling, Environmental Services & Trading
 Martin Svalstedt, New Businesses
 Staffan Hultgren
 Peter Claesson
 Eva Hansdotter

BUSINESS AREAS

SHIPPING Carl-Johan Hagman	FERRY LINES Carl-Johan Hagman	OFFSHORE DRILLING Tom Welo	STENA PROPERTY Christel Armstrong Darvik	FINANCE Peter Claesson	NEW BUSINESSES Martin Svalstedt	RECYCLING, ENVIRONMENTAL SERVICES & TRADING Anders Jansson
Stena Rederi Stena RoRo Stena Bulk Concordia Maritime Stena Teknik Northern Marine Group Stena Maritime AG	Stena Line	Stena Drilling	Stena Fastigheter Stena Realty BV	Debt financing Treasury Trading / Long term investments Risk management	Blomsterlandet Envac Stena Renewable Ballingslöv Gunnebo 26% Midsona 25%	Ferrous & Non-Ferrous Metals Aluminum Recovered Paper Environmental Services Electronics Recycling Oil Steel Components Trading Finance
Concordia Maritime 52%					Meda 20,7% Beijer Electronics 29,8%	

OWNERS

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