

fiskeby news



**Meet Fiskeby's
management team**

**A footprint for
the environment**

**Vision 2013
shows the way**

Anders Nyrén:

"The market is heading toward a state of normalisation"



Thorough and flexible:

The finishing process step by step



New cooperation:

Creating benefits for the customer



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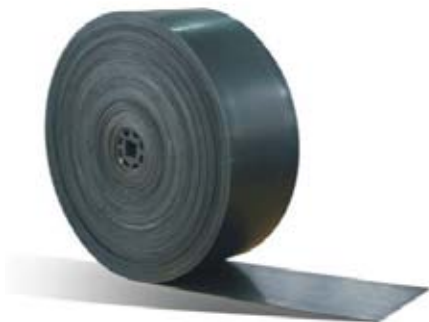
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Welcome

Editorial



Fiskeby Board AB is one of Europe's leading manufacturers of packaging boards. Our Multiboard brand is based on 100% recycled fibre. We are located in Norrköping, Sweden where we have 300 employees. We manufacture 170,000 tonnes of cartonboard each year and our turnover is expected to reach 1,000 MSEK in 2011.

Read more about us at www.fiskeby.com.

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We are well prepared for a bright future

The new ownership situation that arose when Coors Family Trust became new owners of Fiskeby just over three years ago has not only meant a stable financial platform for the company, but also an injection of motivation and belief in the future.

We have begun a process in order to obtain permission from the authorities to increase our production volumes. Our production limit has now been reached and we want to make further progress in our efforts to improve and wish to be able to increase our production volumes.

We are continuing to work on efficiency measures in an internal program called Vision 2013. It is a vital project for change that points out the direction in which the business is to proceed and creates possibilities for the further development of our business operations.

The market today is characterised by turbulence on the raw materials side of things, with substantially increased prices for fibre and chemicals. I have never before experienced a situation like it during my thirty years in the industry. We at Fiskeby have responded by continuing to work with ongoing efficiency measures and improvements. We are also in the final stage of implementing a price increase; which is by the way the latest in a series of price increases on the market.

Fiskeby has a good foundation to stand on with the new solid fuel boiler that was put into operation a year ago. The boiler represents stability for the business and an increased level of independency in relation to the unpredictable electricity market. Apart from stable energy costs the boiler also contributes to a reduced effect on the environment.

2010 was a good year for Fiskeby. High levels of capacity utilisation in our production combined with a good sales mix were important factors in achieving our good result. All in all the future looks bright for Fiskeby.

Torbjörn Hansen, CEO



PHOTO: ANDERS NILSSON

Vision 2013

Respect. Responsibility. Result-orientation. These are the words that shall characterise Fiskeby according to Vision 2013, an intensive work initiative that is in full swing within the company. The aim with Vision 2013 is to point out the direction to be taken by the business and to create conditions which enable the further development of the business.

SINCE THE AUTUMN of 2010, Fiskeby has been carrying out work related to the company's fundamental values in cooperation with the consultancy company More intenz. Workshops have been held for all of the company's employees, the members of Fiskeby's managerial staff have been interviewed, and an employee satisfaction survey has been conducted. Based on these activities, Fiskeby's fundamental values, mission, vision, strategic direction and target figures have been identified. The aim with Vision 2013 is to point out the direction to be taken by the business and to create conditions which enable further development of the business.



Åke Pettersson, HR Manager at Fiskeby Board.

PHOTO: SOFIA ANDERSSON

Respect. Responsibility. Result-orientation.

These are the keywords that shall characterise Fiskeby in the future. For us, respect means that we are open and honest and that we act with integrity. We respect each other for who we are. By responsibility we mean that we take responsibility for ourselves on a personal level, for our business and for our environment. We are reliable and we strive to continually improve the contribution that we make at work. Focus on results means that we are aware of our goals and that we strive to exceed them.

Lively discussions

"The work with Vision 2013 has gone extremely well, and the response from the employees has been positive and committed", says Åke Pettersson, HR Manager at Fiskeby. "During the winter a theme day was held for all members of staff which focused on the company's values and goals. As a follow-up to the theme day, a leadership training course – "Coaching and Leadership" – was conducted during the spring. Many lively and interesting discussions took place about topics such as motivation, communication and leadership, among other things. The purpose of the training course was to create an increased level of dialogue at the workplace, which in turn has led to an increased level of participation and commitment. This autumn we will be holding another theme day for all members of staff with focus on communication".

Strong team spirit

A recently concluded employee satisfaction survey gave Fiskeby good ratings. Leadership, teamwork and individual satisfaction were three areas that received particularly good results.

"The answers to the survey are very important to us", comments Åke Pettersson. "They form the basis of our continuing work in order to make improvements and be better. After all, nothing is ever so good that it can't be even better. Providing information internally is an example of one area that we shall improve. Activities that are planned in order to strengthen the quality of our internal information include, among other things, the participation of the company's management team at shift team gatherings, increased focus on the company's internal monthly newsletter, a review

of Fiskeby's intranet, Boardnet, and of course the magazine that you are now holding in your hand".

Long-term work

The work being undertaken in relation to Vision 2013 is of a long-term nature and will continue until 2013. During 2011 the work will primarily focus on three key areas.

1. Team Fiskeby

In order to further strengthen the feeling of belonging and the team spirit within the company, a series of regular shift and function gatherings has been instigated. Presentation materials have been produced, an example of which is this magazine. During the autumn a team Fiskeby day will be held for all staff members within Fiskeby together with their families.

2. Focus on Action

A model has been developed for the purpose of showing key target figures and illuminating the activities that shall be carried out in order to develop the business and make it more efficient. The results achieved in relation to these targets and activities will be communicated on a continuous basis at department meetings, via the company's intranet and in Fiskeby's monthly newsletter.

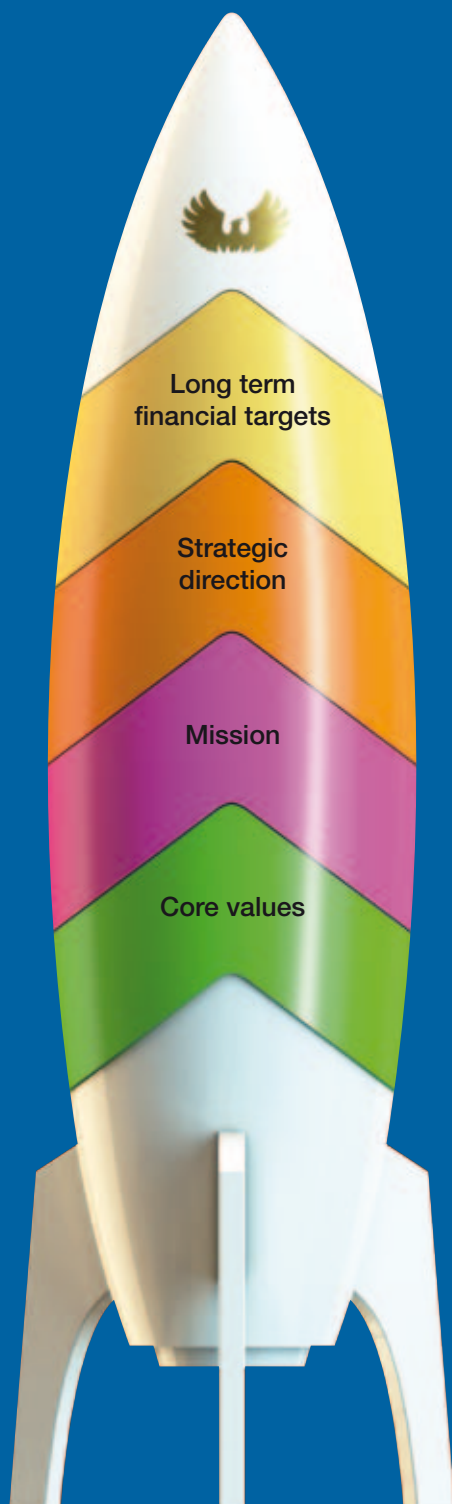
3. Responsiveness

An employee satisfaction survey was carried out in March, and a customer satisfaction survey was conducted in May. The results from those surveys will form the basis for our continuing work efforts to improve and be better.

Within the framework for ESF

Parts of Fiskeby's work with Vision 2013 are included in the already-started "Increasing the proportion of long-term healthy" project that is financed in part by the European Social Fund, ESF.

The aim with the project is to increase the proportion of long-term healthy persons by highlighting organisational factors that can affect the way in which people view their health. The project will also focus on the creation of an aware organisation, a supportive style of leadership and a spirit of teamwork among workers.



Fr. v. Staffan Andersson, Felipe Lüttges, Tobias Nelsén, Hannu Saari och Mikael Öström has taken part in the development work, as have all other members of staff Vision 2013. PHOTO: ÖRJAN KARLSSON



About More intenz

More intenz is a consultancy company that works with processes involving change. They help their customers to develop their culture and competency in order to achieve their goals. The company is working together with Fiskeby in relation to Vision 2013.

- We are helping Fiskeby to create a stronger corporate culture, to develop the company's style of leadership and to increase the level of commitment among the employees, explains Fredrik Husberg, CEO at More intenz. I must say that our interactions with Fiskeby have been very positive. Many of the employees that we have met have had a positive attitude to the investment being made in Vision 2013, even though there was possibly a little bit of scepticism to begin with.

- My advice to you is to continue the positive work that has been started, concludes Fredrik Husberg. It is based on the principle that it is people themselves who have the ability to consider their situation and to identify ways to improve it. The key is to work with culture and values, both long-term and in everyday life. Those values should permeate everything from shift team meetings to how we treat our customers.

"Leading with a winning team"

The Fiskeby Board Vision

Vision 2013

What do the staff members think?

Staffan Andersson, Production Manager for the cartonboard machine (KM1)

What are your main work duties?

It is my responsibility to ensure that we produce as much cartonboard as possible to the right quality, and to allocate our resources and personnel in order to achieve this.

How did you come into contact with Vision 2013?

For me this is a constantly recurring aspect of the work. I give a lot of thought to how we can get the message across and create a feeling of commitment. The theme and training days that I have participated in have been good.

What do you think about the work being done?

For me it is important that the work being done with Vision 2013 makes an impression on all of our staff! But that is not an easy thing to accomplish in this type of business, with its many different roles and different degrees of proximity to the customers. Despite everything, our main focus during the working week is primarily on ensuring that the cartonboard machine is producing top-quality cartonboard. To get everyone to see the part they play in the vision and to understand

the significance of our values in our everyday work is a true challenge.

What results can you see arising from Vision 2013?

I've started writing a short report after each morning meeting (we call these meetings our "morning prayers") so that all staff members will be able to share in the information that has been discussed. We have also introduced something that we call the improvement of the week. The idea is that the shifts can submit suggestions for measures that would improve the everyday work situation without requiring a large investment in terms of resources.

What are your expectations going forward?

I expect that we will all accept a greater responsibility for keeping the cartonboard machine in operation. The availability of the machine is our single most important goal at KM1. The level of cooperation within KM1, as well as between us and other departments, is decisive for being able to achieve this. I see the concept of increased levels of cooperation as being one of the cornerstones of Vision 2013.



PHOTO: OJUAN KARLSSON

Kerstin Jensen, dispatcher

What are your main work duties?

I plan the orders that the customers call off, I print out the freight documents, I book the land and sea transports and I plan the deliveries together with the finishing department.

How did you come into contact with Vision 2013?

I attended the full-day's training course about Vision 2013 during the winter. On the course we talked about the spirit of Fiskeby and what we feel about it. It was good to be able to bring up and discuss the various issues that were raised during the day.

What do you think about the work being done?

The objective of the work is good and the training course that we attended was also good. I hope that it will lead to tangible improvements so that it doesn't just stop at talking.

What results can you see arising from Vision 2013?


I think that it is difficult to identify any results just yet. Maybe it is still a bit too early to do so.



What are your expectations going forward?


My expectations are that the work being undertaken will lead to Fiskeby being even better and stronger in the future. That we can build on what we already have and be even better. Along the way I expect to be able to see small visible changes such as an improvement in the

level of cooperation at work and that we will have an even more positive working climate. Naturally everyone shares the responsibility for achieving that, and we must all make the effort to think positively and to help each other.



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Joakim Turner, operator

What are your main work duties?

I work with different tasks related to the cartonboard machine (KM1), including everything from preparation of the pulp to the coating and drying. Today I am working as a dryer. That means that I classify the quality of the cartonboard and change the tambour.

How did you come into contact with Vision 2013?

During the winter we attended a full-day's training course concerning Vision 2013. We discussed topics such as how we should treat each other, how we can improve our work and how we can work together more. An example of this is helping each other outside of the bounds of one's own unit, such as waiting for the next shift and letting the finishing staff know if there is anything particular that they should be aware of.

What do you think about the work being done?

I was a bit sceptical to begin with, but now it feels like it is a matter of continuing and really keeping up the work that has been started so that it doesn't just become a load of idle talk.

What results can you see arising from Vision 2013?

The communication on our shift is working really well. And I believe that we have become even better since we attended the training course. One thinks more about the need to communicate with each other. It simplifies things and makes life easier for all of us. Furthermore, we have actually started to receive more information from our managers, such as information from various meetings.



What are your expectations going forward?

I expect to receive more information about what is happening at the company.

Claes Nöid, Chairman of Pappers (The Swedish Paper Workers Union)

What are your main work duties?

My job is all about the service provided to our members and protecting the interests of our members. That encompasses a great many work responsibilities such as negotiations, matters to do with rehabilitation, work planning, insurance questions and much more.

How did you come into contact with Vision 2013?

We members of Fiskeby's Board of Directors have discussed goals, vision and core values, discussions that have been of great value to us. Additionally, I have taken part in the full-day's training course regarding Vision 2013 that all of Fiskeby's personnel have undertaken during the winter.

What do you think about the work being done?

The work being done in relation to Vision 2013 is very important, and I hope that it will lead to positive results. It really is important that everyone is aware of the company's vision and goals, and we from the union's side of things have previously requested better information from the company's management team and CEO.

What results can you see arising from Vision 2013?

A lot of positive results have already arisen out of the work being done. The shift and function gatherings that have started up again after several years of cutbacks are much appreciated. I see Vision 2013 as a starting



PHOTO: ANDERS NILSSON

point for increased skills and knowledge development for all staff members. Training and education helps people to feel that they are a part of something. One begins to better understand that everyone's contributions are important if results are to be achieved. It helps to create a feeling of commitment.

What are your expectations going forward?

I expect to see continued skills and knowledge development for the staff. Another important activity is to follow up the employee survey that has been carried out. Corrective measures should be taken with regard to aspects that received a low rating and that can be improved.

Robert Nordberg, Team Leader for maintenance, automation

What are your main work duties?

My job is to manage and organise the maintenance-related work within electrical and automation. Apart from being responsible for the department's personnel I also take part in the practical work and in various project groups.

How did you come into contact with Vision 2013?

I have taken part in various training days. Some parts of the training were new to me, which was very instructive, while others provided me with a repetition of old skills and knowledge, which was also beneficial.

What do you think about the work being done?

I think that it is exceeding my expectations. We are focusing on working with values and targets, which is good. An important tool that we have at our disposal is the employee survey. We have just gone through the survey recently in my department, and we are now in the process of prioritising the questions and issues that we shall continue to work on. We will then produce plans of action relating to the questions and issues that have been selected.

What results can you see arising from Vision 2013?

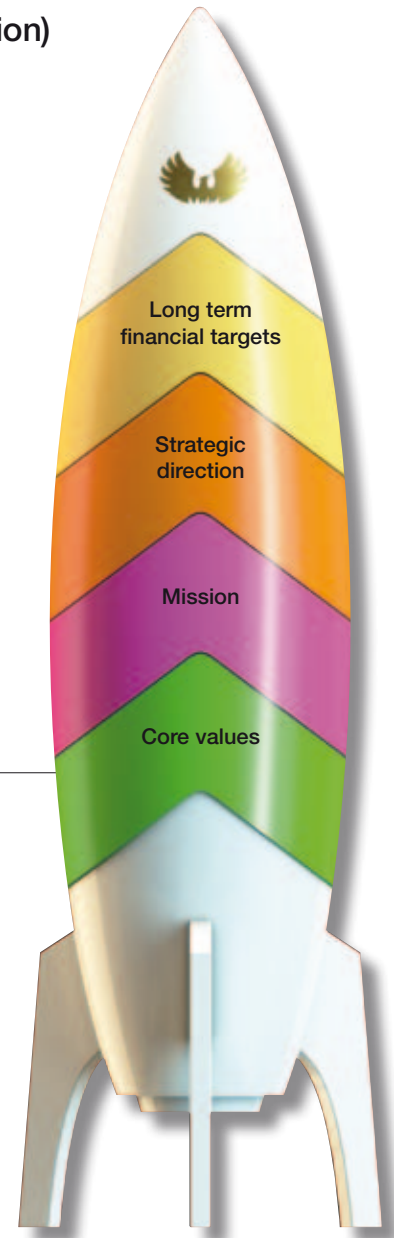
Discussions about goals and values are taking place in our department in a manner that never occurred



previously. We can follow the goals and target figures on our intranet. We will soon begin the process of implementing corrective measures in relation to items in the employee survey that received a low rating.

What are your expectations going forward?

I expect that we will continue the work that has been started. I also hope that it will result in activities that strengthen the level of cooperation and comfort at the workplace.



“Discussions about goals and values are taking place in our department in a manner that never occurred previously”

Finishing Department

Thorough quality control



PHOTOS: ÖRJAN KARLSSON

Thoroughness and flexibility are no paradox here

One might well believe that it would be difficult to combine thoroughness with flexibility, but the staff in the Finishing Department prove daily (and nightly) that those two qualities need not be paradoxical.

IN THE FINISHING DEPARTMENT the cartonboard is cut into sheets or smaller sized rolls, depending on the customer's wishes. The quality control process is thorough and occurs at all stages of the finishing process. Thoroughness is the watchword here. No wrongly cut edge or damaged board is allowed to pass. The work is organised into five shifts, with

fifteen employees in each shift, meaning that no less than 75 people in total work in this department. Furthermore, a mechanic and an automation manager are present during the day.

We met with Annette Fridsen, team leader for one of the shift teams.

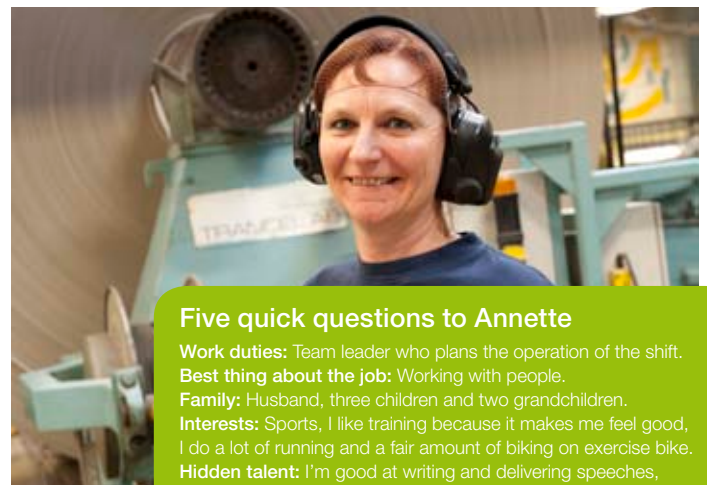
"In order to work here you must be thorough, but at the same time very flexible. Our strength is that we can deliver many different formats and that we can quickly change the settings of the machines when required. It requires service-mindedness and an understanding of the customer's needs".



Tommy Rydén checking that the cut surfaces are perfect.



Anne Kullman prepares for pallets to be wrapped in plastic.



Five quick questions to Annette

Work duties: Team leader who plans the operation of the shift.
Best thing about the job: Working with people.
Family: Husband, three children and two grandchildren.
Interests: Sports, I like training because it makes me feel good, I do a lot of running and a fair amount of biking on exercise bike.
Hidden talent: I'm good at writing and delivering speeches, with a special knack for rhyme.



Here is a tambour on its way from the carton-board machine to the Finishing Department where it will be cut into the right dimensions.

The process is as follows:

- 1) The tambour comes from the cartonboard machine to rolling machine 3, where the rolls are cut to the right width.
- 2) The rolls are weighed and are then packed in plastic.
- 3) The rolls are stored or, in certain cases, delivered directly to the customer.
- 4) The rolls are returned to the sheeting machine and are cut into the right format, at the same time as a thorough quality control process is carried out.
- 5) The sheets are placed onto pallets.
- 6) The pallets are weighed and quality-controlled once more.
- 7) The pallets are packed in thick plastic.
- 8) The pallets are clearly labelled.
- 9) The pallets are stored in accordance with an advanced logistics system.
- 10) The pallets are delivered to the right customer at the right time.



Pallets ready for delivery.

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Sustainability

Harun Turkovic

Carbon footprint

Fiskeby has commenced a project to map out and calculate its carbon footprint. It is a means of describing the products' impact on the environment.

A CARBON FOOTPRINT shows the amount of greenhouse gases that a product generates during its lifecycle. The calculations begin with the raw materials and end with the recycling of the product. One can say that the carbon footprint is a measure of its effect on the climate. A calculation of Fiskeby's carbon footprint has been performed based on CEPI's (the Confederation of European Paper Industries) guidelines. The guidelines are divided up into ten key elements or "toes" that together cover the product's entire lifecycle. Fiskeby's first carbon footprint is based on the values from 2010.

"The goal is to perform a systematic compilation and follow-up annually. It will give us a clear picture of how much the different parts of our business operations contribute to Fiskeby's total carbon footprint", explains Harun Turkovic, Development Engineer at Fiskeby.

Examples of the values that Fiskeby will include in the calculations are:

- Input goods (fibre, chemicals, fuel for the boiler)
- Energy (solid fuel boiler and purchased energy)
- Transport (of raw materials, finished products, fuel and ash)
- Collection of fibre
- Carbon dioxide capture in conjunction with recycling of materials

Fiskeby's products are 100% based on recycled fibre. The products sequester carbon during their lifecycle which is beneficial to the environment because it reduces the amount of carbon dioxide in the air.



Harun Turkovic maps out Fiskeby's carbon footprints and impact on the environment. PHOTO: ÖRJAN KARLSSON

The results of the calculation of Fiskeby's carbon footprint will be available during the autumn of 2011.

PROFFS PÅ ÅTERVINNING

För många företag är restprodukter och avfall lika med krångel och kostnader. Oavsett vilken typ ni har i ert företag kan ni få hjälp av oss på IL Recycling med att skapa ett effektivt system för återvinning. För er som kund innebär det en bättre ekonomi, miljö och trivsel. Hos oss finns det alltid mer att hämta. Välkommen.



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A year with the new boiler

The dream project is almost a reality

It is just over a year since the new boiler plant was inaugurated – the biggest investment in Fiskeby's 374 year long history. It was an investment of over 600 million Swedish kronor, and something of a dream project to manage for Timothy Coors.

THE BOILER REPLACED the old oil-fired and electrical boilers as the manufacturer of process steam.

"It was a big investment but absolutely essential in order that we could reduce our energy costs and make Fiskeby even more competitive", explains Timothy Coors.

Timothy Coors moved with his family from USA to Sweden almost four years ago in order to be Project Manager for the boiler project until it is in full operation and working as it should. Something of a dream project, he says, a dream that will soon have become a reality.

"It is and has been incredibly stimulating to have been a part of the creation of a Fiskeby for the future together with people that I really like. We have a good team with varying skill sets that can study things from different perspectives, which has contributed a lot to our problem-solving capabilities".

"I am also very pleased with the fact that our contractor Skanska's safety measures have worked so well during the construction. We have had very few injuries and none of a serious nature".

The first year

The first year of operation has been a year of learning with a number of unscheduled disruptions, although the number of disruptions has gotten less and less as the equipment has been fine-tuned and the operators have learnt to understand how the system's various components work together.

"When the boiler has functioned as planned we have achieved very good results, and even though we were affected by quite a few disruptions in the beginning we have still drastically reduced the energy costs", says Timothy.

"I calculate that we have achieved 75 % of the goal and that is positive. We are learning new things every day, and it is not unreasonable to view a running-in period of up to two years as being fairly normal for a project as large as this one".

The boiler is managed by a team consisting of twelve operators, a mechanic, a laboratory manager and a foreman. The focus going forward is to continue to increase the know-how of the person-

nel by way of training and education as well as recruitment, says Timothy.

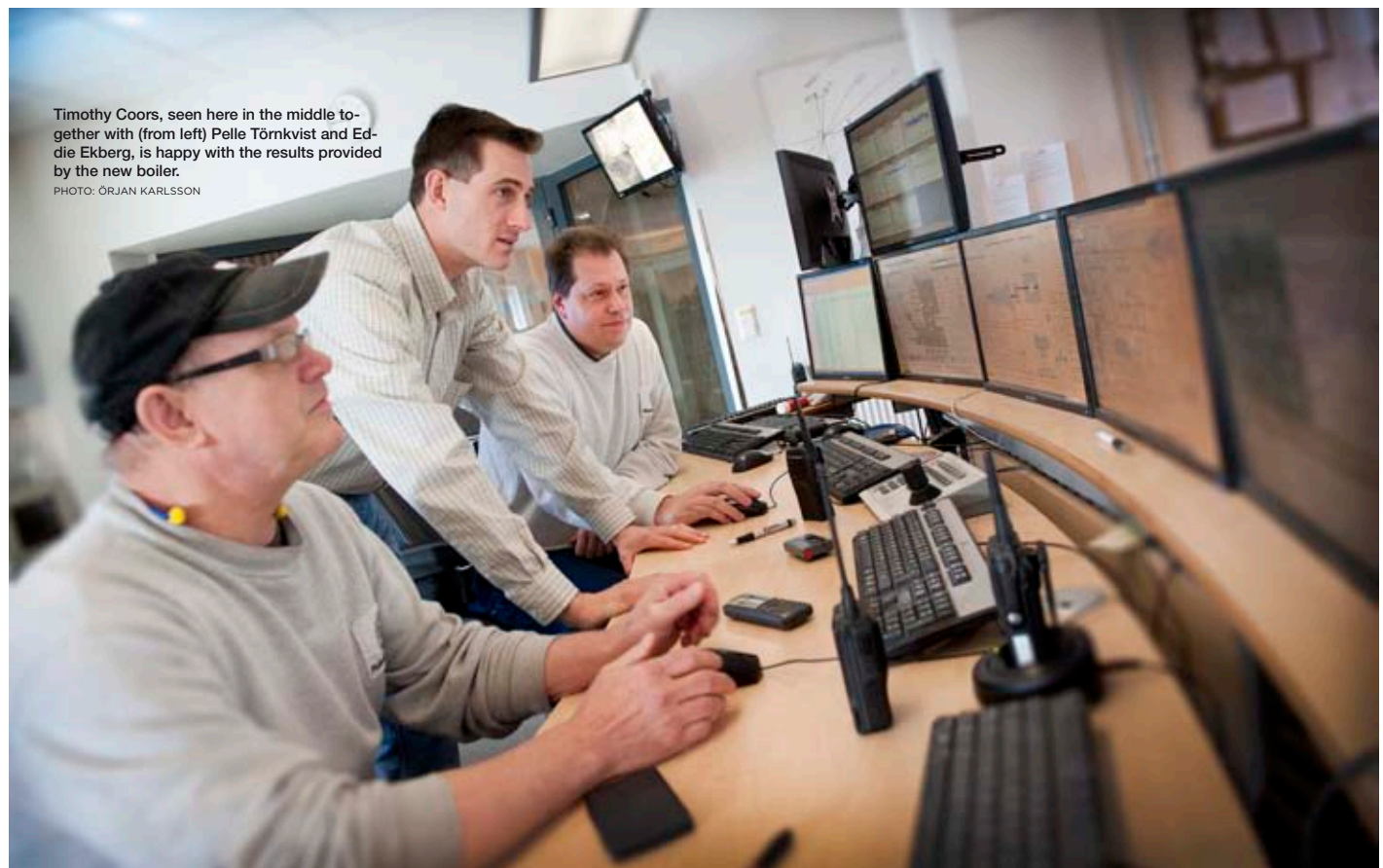
Lessons learned

Those involved with the boiler project have learnt a number of lessons along the way.

"Retrospectively one could wish that one had given more thought to certain aspects of the project, a sentiment that can be summarised as needing to expect the unexpected. However, "the unexpected" in this project has been kept to within acceptable levels with a good focus on the financial aspects of the project and I am satisfied with how it has gone".

In conclusion we ask Timothy what it has been like for him and his family to live in Sweden.

"Above all else I really appreciate the distinct seasons that we have here in Sweden. There is always something to look forward to. Furthermore, my family has been enriched with a number of new holidays such as Valborg (Walpurgis Night), Midsummer and Lucia (Saint Lucy's Day). I think that it is a beneficial experience to find out what it is like to be guests in a new culture. Naturally we are feeling a little bit homesick. The thing I miss the most is the far more comprehensive range of activities on offer in USA compared with Sweden".



Timothy Coors, seen here in the middle together with (from left) Pelle Törnkvist and Eddie Ekberg, is happy with the results provided by the new boiler.

PHOTO: ÖRJAN KARLSSON

The Market

Anders Nyrén



Anders Nyrén has climbed up onto Fiskeby's raw materials, consisting of recycled paper and cartonboard.
PHOTO: ÖRJÄN KARLSSON

Slow but steady normalisation after a record year

In 2010 we broke all known records in Fiskeby's history. 2011 looks like being a more normal year, with delivery times that are manageable for our customers.

DURING THE PERIOD prior to the summer of 2010, Fiskeby had an order backlog of 80 days, something that the company had never before experienced. Sales at that time reached new record levels. Now the market is slowly but steadily progressing toward a state of normalisation again. Above all else high fibre costs, but even inflation and rising energy prices, drove prices upward with a total of four price increases being implemented during 2010 and the spring of 2011.

A number of European cartonboard mills were closed during 2008-2009 due to the escalating costs, and consequently a certain amount of capacity disappeared from the market.

"The balance between supply and demand looks much better now", says Anders

Nyrén, Sales and Marketing Manager at Fiskeby. "Consequently I adjudge that the market will be much more stable going forward without any significant fluctuations. It is also my assessment that the price levels will begin to stabilise. After the turbulence that we have experienced during the last few years, I both hope and believe that we are headed for a calmer period ahead with a more manageable working situation for all parties involved".

"After the establishment of Fiskeby Board GmbH outside of Munich and our agent PackPartner in Warsaw, it feels as though we have an organisation that adequately covers our home market in northern Europe", concludes Anders Nyrén. "Our MULTIBOARD product is becoming more and more established on our home markets, and more and more people are becoming aware of the advantages it offers in terms of its compressive strength and runability".

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In brief

from the in- and outside



From left: Jeroen Broodwiner, Ian Leslie, Paul Hannigan, Peter Beckwith, Marco van der Pas, Jarek Gradowski, Adam Bridge

Customer visit to Fiskeby

The packaging company Contego, formerly known as Nampak, visited Fiskeby in May together with its customer Green Isle Foods. Green Isle Foods is an Irish company with business operations in Great Britain and Ireland that engages in the manufacture of frozen and refrigerated foodstuffs as well as bakery products. Their wide array of brand names includes Goodfellas pizza. Contego is one of Europe's largest packaging companies.

"We have used Fiskeby's Multiboard Ecofrost product for our Goodfellas pizza brand for eighteen months and we are very pleased with the results", said Ian Leslie from Green Isle Foods. "Multiboard Ecofrost is a high-quality product that is also environmentally sustainable. The reason for our visit to Fiskeby is that we want to see the production process and to learn how we can utilise the possibilities offered by Multiboard in an even better fashion in our manufacturing process".

"We are very impressed by Fiskeby's investment in the boiler plant", stated Adam Bridge from Contego. "It is encouraging to visit a cartonboard manufacturer that is looking to the future and that has an environmentally-friendly and sustainable product of very good quality".



Muffins in Multiboard packaging

Wayne's Coffee in Finland offers wholesome rye muffins in environmentally-friendly packaging made from Multiboard Kraft from Fiskeby. The packaging is manufactured by Boxia, Finland.



NEW STAFF MEMBERS

Pia Jakobsson is our new Communications Officer/Marketing Coordinator. Pia started in March having joined us from Holmen.

Bengt Heikne started work as Production Manager for Energy in May. Bengt joins us from E.ON.

Gareth Jennings is a new member of our customer service team in the English sales office. Gareth began working for us in May.

Johan Karlsson started work as Mechanic in May.

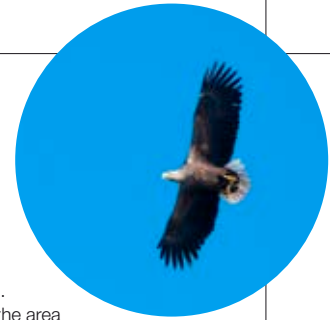
Peter Fridsén started work as Operator EB in May.

Lars Signeböen started work as Team leader Mec. in May.

Federica de Magistris started work as Developing Engineer in June.

Vendela Glad is a new Technicians from August.

Neighbours with the Sea Eagle



When you visit Fiskeby there is a chance that you will see a Sea Eagle.

There are Sea Eagles that nest in the area around Fiskeby, both in Bråviken and at Lake Glan, according to FINK, the Bird Association in Norrköping.

The Sea Eagle (*Haliaeetus albicilla*) is the largest bird of prey in northern Europe with a wingspan of almost 2.5 metres. Its diet consists mostly of fish and seabirds.

If you are lucky you may be able to catch sight of some of our Sea Eagle neighbours in the skies above Fiskeby next time you visit us.

Fiskeby applies for new production permission

Fiskeby will be applying to the Environmental Court in the summer for permission to increase its production. Consultations with the County Administrative Board have already begun, and information has been provided to nearby residents and other stakeholders such as the municipality of Norrköping. An environmental consequence assessment is underway and will be attached to the formal application that is expected to be finalised during the summer. Fiskeby currently has permission to produce 170,000 tons of cartonboard per year. The new application relates to an annual production of 200,000 tons.

Investment in improved water purification



New measuring equipment for Fiskeby's water purification will be installed during the summer. The purpose of the investment is to ensure the quality of the water. The amount of incoming pollution will be able to be measured directly instead of with a day's delay, as has previously been the case. The new measuring equipment will also control the dosage of nitrogen and phosphorous to the microorganisms in the water purification plant.

Many thanks for all the valuable feedback!



We have asked 50 customers from throughout the whole of Europe what they think about us. Almost all say that they are satisfied or very satisfied. Our staff members receive top ratings, which is naturally extremely pleasing; while our products are deemed to be of high quality. But nothing is ever so good that it can't be even better. The supply of information to our customers is one of the areas that we will be working hard to improve during the coming year.

The Management Team

General questions on the agenda

Here is a chance to get to know the eight individuals that make up Fiskeby's Management Team a little bit better.

PHOTOS: ÖRJAN KARLSSON



Torbjörn Hansen, CEO

Work duties: To manage the business. To "coach" changes in the right direction based on the circumstances and our possibilities. Every company is unique. The advantage with Fiskeby is that we have a closeness which enables changes to be made quickly.

Best thing about the job: No day is the same as another; that new challenges are constantly appearing; and that my work involves many meetings with people.

Family: My wife Gudrid and our sons Viktor, Arvid and Hugo.

Interests: We live out in the forest, close to nature, so forest and nature are of course a big interest of mine. I am a nature-lover who likes to follow the shifts and changes in nature.

Hidden talent: I am quite practical and I like to practise carpentry and to create things with my hands. I am currently building a conservatory and a veranda at home.



Sten Christoffersson, Manager for Strategic Supply and Purchase

Work duties: I am responsible for the purchasing of all sorts of goods and services such as energy, raw materials and transport.

Best thing about the job: Doing deals and reaching agreements, and the fact that purchasing is a function that affects all departments at the mill.

Family: Yes, in Linköping.

Interests: Hunting, especially birds and wild game. I have a flatcoated retriever as a hunting companion. I also like to read and travel.

Hidden talent: I played the drums in a rock band for a few years.



Hans Hagdahl, Plant Manager - Cartonboard Mill

Work duties: To manage production so that we utilise our resources and machines optimally, and to provide support to "the gang".

Best thing about the job: The combination of the contact with people and the technical equipment. The variation, one is always learning something new, it is very stimulating and helps one to develop, especially if one is interested in technology like I am. One learns how to cope with the various problems that crop up.

Family: My wife and our two children who are 22 and 20.

Interests: (Fiskeby) hunting, especially moose and deer, also travelling and my commitment to the Free Church that I am a member of.

Hidden talent: I have green fingers; I am interested in gardening and like flowers.



Michael Nilsson, Administration Manager

Work duties: Responsible for the company's finances and data.

Best thing about the job: The variation, new challenges are constantly appearing, and seeing how we are influenced by events in the outside world, for instance exchange rate fluctuations and the like.

Family: I have been married for 19 years and have two children aged 18 and 13.

Interests: Running, social studies and history.

Hidden talent: I have a way with numbers and am a Sudoku expert.



Timothy Coors, Plant Manager - Energy

Work duties: Project Manager for the boiler project, the construction and the deployment.

Best thing about the job: The challenge, the people that I work together with, the possibility to create and build up a Fiskeby for the future – I really like that.

Family: My wife, a daughter who is six, a son who is four and another son who will be celebrating his second birthday soon and who was born in Sweden.

Interests: I have played football since I was a little kid. Now I play for the exercise as much as I can, and I have tested floor ball a few times.

Hidden talent: I like making furniture, and I have actually made a few things such as a cot and a shelf for the TV to name but a couple. I'm quite good at computer games as well.



Corrina Fogelberg, Development Manager

Work duties: Product and business development as well as management systems. That means that I map out processes and coordinate improvement projects, among other things.

Best thing about the job: It is fun to be able to work with improvements. Fiskeby has a natural "improvement philosophy" among its entire staff and I think that is fantastic.

Family: My husband and our two daughters, Linna who is 12 and Celia who is 7.

Interests: Afro Power Dance and other dance-inspired forms of training, being out in the archipelago, socialising with friends and reading, especially popular history.

Hidden talent: I make silver jewellery.



Anders Nyrén, Marketing and Sales Manager

Work duties: I am responsible for marketing and sales; for making sure that the flow from the planning of orders through to delivery and payment operates as smoothly as possible. It is up to me to give our sales staff the conditions that enable them to do their job as well as possible, and to establish positive relationships and forms of cooperation with our end customers.

Best thing about the job: The variation.

Family: My wife Camilla and our two children, Filip who is 12 and Frida who is 9.

Interests: Boat life in the Arkösund archipelago. Skiing (mostly downhill at present). Travelling with my family.

Hidden talent: Waterskiing, I am just an amateur but I have ambitions to be better.



Åke Pettersson, Personnel Manager

Work duties: To work for the existence of good relationships at the company and to ensure that we work as a team. That involves dealing with a large variety of issues ranging from managing legal aspects and agreements to promoting the development of skills and knowledge and leadership.

Best thing about the job: Being able to interact with people. Working in order to help the organisation move forward and at the same time have contented employees.

Family: My wife Monica and our two adult sons Fredrik and Henrik.

Interests: I enjoy trying to improve my golf and increase my knowledge about wine as well as travelling.

Hidden talent: I know a lot about wine.

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An unusual cooperation that benefits the customer

An enquiry from the packaging company Nord Emballage contributed to the establishment of cooperation between Fiskeby and Korsnäs with regard to plastic-coated, high-strength cartonboard for the benefit of the Scandinavian customers. The cooperation entails something of a “win-win situation” for both companies.

THE COOPERATION BEGAN a few years ago when the packaging company Nord Emballage requested plastic-coated Korsnäs quality. The cooperation has resulted in a win-win situation for both Fiskeby and Korsnäs. For Fiskeby, a plastic-coated high-strength cartonboard brings with it the possibility to expand the product range as a complement to the Multiboard product family.

“The cooperation between Korsnäs and Fiskeby has worked really well from the very beginning. Our work has been characterised by a high level of customer focus”, says Per Lundström, Sales Manager at Korsnäs.

To date, the PE-coated high-strength cartonboard is only offered on the Scandinavian market, although discussions are taking place about expanding the market for the product to include the rest of Europe. Fiskeby markets the product and accepts the entire product responsibility in relation to the customers.

“We base our work on the customer’s needs and we always offer the alternative that is best for the customer”, explains Marianne Thor, sales Manager Scandinavia at Fiskeby. “And for certain customers the PE-coated high-strength cartonboard is the best alternative, as in the case of Nord Emballage and their customer Delicato”.

Nord Emballage made an early decision that this was a product that they wanted.

“We are very happy”, says Lars Jeppsson, purchaser at Nord Emballage. “The product works very well in the various parts of our production process, be it in printing, punching or – as in this case – window setting. The quality is good with a high level of strength and stability”.

Nord Emballage’s customer Delicato uses the packaging for its range of cakes such as Delicato balls and Punch rolls. The cakes are packed in somewhat larger packages and are delivered to both catering companies and food stores.

“Delicato needed a rigid cartonboard that would work for the packaging of somewhat larger and heavier products since the matter in question was fresh cakes in large packages”, explains Lars Lindström, Sales and Marketing Manager at Nord Emballage. “Furthermore, it was an absolute requirement from Delicato that



Marianne Thor, sales Manager Scandinavia at Fiskeby.

the cartonboard be plastic-coated. Looking back now we can confidently state that this was definitely the right cartonboard product to suit their purposes. It has worked excellently for Delicato. We have delivered good packaging offering a consistent and high level of quality”.

“The cooperation with Fiskeby works very well indeed”, concludes Lars Jeppsson. “I would summarise it as high levels of service, good information and clear decisions. You can rely on Fiskeby”.



Chocolate package from Hagachoklad/ Delicato.