Switzerland: Your European Supply Chain Management and Logistics Center
As you will learn from this brochure, logistics has become part of an overall strategy defining how companies do business. Indeed, supply chain management (SCM), of which logistics is a key component, has become the defining term. When properly structured SCM can add substantially to a company’s bottom line.

In 2005, Switzerland once again was among the top recipients of foreign direct investment. All told, some 6,000 companies from all over the world have selected Switzerland as a base from which to build their business across Europe, the Middle East and African (EMEA) market regions. Investments large and small include European or EMEA headquarters, R&D and intellectual property development, high-margin manufacturing, shared services, marketing and sales facilities and supply chain management and logistics across a broad business spectrum.

Count on the LOCATION Switzerland teams in North America, Europe and Asia as your one-stop-shop for assistance in expanding to Switzerland and Europe. We also serve as the gateway to our partners in the Swiss cantons and regions.

Dear Reader,

Since Roman times Switzerland has served as the commercial crossroads of Europe. It maintains this crucial role today supported by an excellent transportation and communications infrastructure, a comprehensive service industry, and a liberal business climate and tax regime.

Read on and see why so many of the world’s leading companies base their supply chain management and logistics operations in Switzerland.

With best regards,

Eric Scheidegger and Michael Mayer

Eric Scheidegger, Member of the Executive Board, and Michael Mayer, Head LOCATION Switzerland, State Secretariat for Economic Affairs SECO, Berne.
Establishing a Supply Chain Management Company in Switzerland

Tax-effective supply chain management (also called “TESCM”) provides companies with the potential to save millions of dollars annually, Capgemini reported in late 2005. The report stated that regardless of industry, as companies expand either organically or through acquisition, supply chain and tax management issues increase in complexity and importance.

TESCM is a business model that considers tax a key element when designing a supply chain strategy. The principle underlying the model is centralizing higher value-add functions, major risks and (intangible) assets in a separate legal entity – a so called “Principal Company”, in a favorable tax jurisdiction such as Switzerland, the report said.

Overview

A Supply Chain Management Company represents a strategic option when international corporations wish not only to exercise more control over their international business operations but also to generate significant tax savings.

Switzerland has always played an important part in tax planning structures. In today’s global market place this is truer than ever. Figures on the establishment and relocation of foreign companies in and to Switzerland underlie the continued popularity of Swiss companies. Attractive tax rates and the open attitude of the Swiss tax authorities are not the only reasons making this a desirable location for companies. In many cases, the decision to move to Switzerland is made on the basis of a combination of low taxes, the quality of life, a central location and a highly qualified but flexible workforce, especially compared to other European countries.
Switzerland and the EU

Switzerland’s relationship with the EU, of which the country is not a member, is regulated through a comprehensive Free Trade Agreement and a series of Bilateral Treaties that permit almost frictionless transfer of goods and services between the country and EU nations. With this system, Switzerland is fully integrated into the EU market of more than 360 million consumers while retaining political independence.

The principal company structure

According to KPMG, one way to benefit from the substantial tax advantages Switzerland offers as a European supply chain management and logistics center is through the establishment of a Swiss Principal Company. By transferring functions, risks, know-how and intangible property rights to the Swiss Principal structure, the tax base may be shifted from high tax jurisdictions to Switzerland. Applying this concept, a wide range of business functions such as R&D, procurement, marketing and sales as well as invoicing can be managed centrally.

The income tax treatment of the Swiss Principal is fixed in advance with the tax authorities of the canton in which it is established. The advance ruling given by the canton is binding for cantonal, communal (local) and federal purposes and remains in effect unless applicable laws change. In general terms the overall income tax burden of a Swiss Principal in a cost-sharing structure is typically 5% to 7%. But if the investment is substantial, a cantonal/communal tax exemption or a lower federal allocation may further reduce the applicable tax rate.

KPMG, Andreas Meyer
Switzerland is located in the Heart of Europe
Important to know

International exchange of goods and services

Switzerland is a signatory to 26 different free-trade agreements and is a member of the WTO. It grants the General Most-Favored-Nation Treatment to all WTO members and generally promotes the worldwide reduction of trade restrictions. As a member of the WTO, Switzerland has also pledged to convert most non-tariff based trade impediments into customs duties. With few exceptions (particularly agricultural products), domestic products are not protected against international competition. There is no anti-dumping law as such. For processed products, there are basically no quantitative import restrictions. Thanks to the free-trade agreements with the EU and EFTA, imports and exports of industrial products are basically exempt from customs and quota restrictions, provided rules of origin are fulfilled.

Customs duties

The exemption from duties does not mean that no customs clearance is required. With a PC and the Internet, seeking customs clearance today is largely automated (so-called customs model 90) and just-in-time. The most important document for customs clearance is the customs declaration, to which the invoice, the weight specification, as well as the certificate of origin are to be attached. A certificate of origin is required if preferential rates are to be applied or if the goods need to be re-exported.

In contrast to most countries, Switzerland has a duty system that is based on weight. This so-called specific duty is applied on a weight basis to products from countries that are not members of the EU or EFTA. For this reason, the rates in Switzerland are generally lower than in other countries. This favors the importation of high-quality goods, which have a low weight but a high intrinsic value.

Customs as a service organization

The Swiss Federal Customs Administration sees itself as a service organization. It informs customers on rules and simplified procedures, advises on practical questions such as proof of origin, handling of product finishing traffic, treatment of goods imported as part of a relocation, or VAT at the time of importation. Frequent exporters settle customs and transit formalities right from their offices via computer. This contributes to transport efficiency by allowing loading time to be planned in advance.
**Bonded warehouses**

Goods that remain in Switzerland only temporarily but need to be stored can be put into bonded warehouses without customs clearance and without paying duty or import VAT. From the border to the bonded warehouse the goods are still considered in transit. The subsequent exportation is then subject to the customs tariffs of the importing country. Goods stored may not be processed without special authorization, although packing and sorting are allowed without customs supervision. Bonded warehouses have a public character. They are operated by private warehousing companies and are open to all interested parties. Bonded warehouses are located along all the major traffic arteries, in larger railway yards and airports, as well as inside the 40-ton border zone for trucks.

Open bonded warehouses (OZL), which are located directly on company premises, are used for storing goods that have not been cleared through customs. But they must be kept separate from domestic goods. These warehouses are usually operated by forwarding companies and are gaining in importance. Currently there are more than 150 such facilities. The main difference from bonded warehouses as described above is that it is mandatory to keep an inventory accessible by customs of the goods stored in the open warehouses.

In bonded and open warehouses almost all of the separating and commissioning work is permitted. It is also possible to manipulate products i.e. to repair, assemble or refine the products.

**Rules of origin**

Raw materials and component parts that are imported from third countries can acquire Swiss origin status and consequently circulate freely in Europe if the added value created in Switzerland is between 60% and 80% of the sales price, depending on the product. This regulation is of interest because high-tech products often have a low weight but a high product value. As a result, they can be imported into Switzerland at a low tariff and after processing be exported duty-free to Europe. If goods are imported from a country outside the EU/EFTA region and transformed in Switzerland in such a manner that they acquire Swiss origin status, no duty is payable when the goods are exported to an EU/EFTA country.

**VAT**

Swiss VAT is levied at a standard rate of 7.6% and a reduced rate of 2.4% (food, medicine, water etc.) on domestic deliveries of goods and services. A Swiss Import VAT on all imports of goods is levied at the same rates by Swiss Customs. Import relief mechanisms as outlined for Customs duties apply.

For more detailed information on tax related issues, on how to start a business in Switzerland, rules of origin, customs etc., please download the comprehensive “Handbook for Investors” at www.locationswitzerland.com/html/publications.html or contact your nearest LOCATION Switzerland representative.
Suppliers of Logistics and SCM Functions

A wide range of international logistics companies that make Switzerland their headquarters location supports the country's excellence as a European logistics and supply chain management center. Some examples:

**Freight forwarders and carriers**

*Kuehne + Nagel* develops and delivers integrated logistics solutions of outstanding quality and operational excellence tailored to industry and customer requirements
www.kn-portal.com

*Panalpina* provides forwarding and logistics services, specializes in intercontinental air freight and ocean freight shipments, and offers associated supply chain management solutions
www.panalpina.ch

*Swiss WorldCargo* provides quality airfreight products
www.swissworldcargo.com

*Natural AG* plans and coordinates the transportation of all types of goods across the globe – on water, over land and by air. In addition, the firm supplements its activities with efficient logistics services
www.natural.info/home.asp

*Swisslog* is a global provider of integrated logistic solutions for warehouses, distribution centers and hospitals
www.swisslog.ch

*PostLogistics* is a full-service logistics provider and a subsidiary of Swiss Post
www.postlogistics.ch / www.swisspost.ch

*SBB Cargo* provides convenient solutions for any logistics problem involving rail freight.
*SBB Cargo* is a subsidiary of Swiss Federal Railways (SBB)
www.sbbcargo.com / www.sbb.ch

*4PL Central Station* is a provider of 4PL solutions
www.centralstation.ch

For a more comprehensive list see addresses of associations listed on the back cover

**Warehouses and other services**

*Basler Freilager AG* provides various kinds of warehouse space including bonded warehouses. In addition, the company offers other support services such as repacking and commissioning
www.freilager.ch

*Geneva Free Ports and Warehouses Ltd* provides a variety of commercial premises including general and bonded warehouses. The company offers storage and maintenance professionals as well as transport and logistics experts
www.geneva-freeports.ch
Zürcher Freilager AG rents storage, office and commercial space, and offers storage and transportation, Internet-based logistics management, and storage/transport of valuable objects

www.zf-company.com

Logistics Platform Switzerland offers a comprehensive list of logistic suppliers from the Basel Area

www.logistikplattform.ch

Airports, ports and tunnels

Geneva International Airport is an important international airport for Western Switzerland and neighboring France

www.gva.ch

EuroAirport Basel-Mulhouse-Freiburg, is the only airport in the world serving three countries (France, Germany and Switzerland) as a European regional airport on the Upper Rhine

www.euroairport.com

Lugano Airport serves many domestic and international destinations

www.lugano-airport.ch

Zurich International Airport is one of Europe’s largest air traffic hubs

www.unique.ch

The Rhine Ports of Basel comprises 4 ports covering 1.3+ million square meters, all with excellent connections to European road and rail networks

www.portofbasel.ch

In close proximity (maximum 1-2 hours from the border) are the international airports of Munich, Germany www.munich-airport.de and Milano, Italy www.sea-aeroportimilano.it

AlpTransit is the largest tunnel project in Europe now under construction in Switzerland. When completed, two new base tunnels through the Alps will greatly speed the north-south flow of rail traffic

www.alptransit.ch
What they’re saying about Switzerland as a European Logistics and SCM Center

...in the media

“Switzerland banks on logistics” Inbound Logistics, March 2005, by Joseph O’Reilly

“Given Switzerland’s pedigree for time-keeping, the fact that timeliness and predictability are hallmarks of its transportation industry is not surprising. Less apparent, perhaps, is Europe’s growing dependence on Switzerland to keep pace with the ever-shifting pendulum of global trade.

“Because of its dense transportation infrastructure, financial stability, favorable corporate tax structures, and diverse culture Switzerland has become a stepping stone for global businesses seeking to target new markets and outsource manufacturing to Eastern Europe. For its relatively small size – roughly that of New Hampshire and Vermont combined – Switzerland is home to a prominent group of businesses in the pharmaceutical, financial and consumer goods sectors as well as the logistics and transportation industry.”

From Charles Cawley, editor, Logistics News

“Successful supply-chain and logistics must work information as efficiently as physical movement. The information and physical geography must be right.

“Swiss terrain created challenges, which were countered by the development of good communication between Cantons, as well as with the Federal Government and other countries. A key side effect caused an uncommon sensitivity, now at the service of commercial needs.

“Switzerland is investing heavily, eliminating old geographical barriers and sharpening its focus as a key Europe location. The benefit of developing logistics infrastructure is mirrored by an information landscape now equally as flat. The scenery is, however, still as beautiful.

“Physical and information landscapes are in good shape, commitment and continuing vast capital investment have ensured this. It might be worth spending time to find out more.”

Carlo Salzano, WWS/Worldwide Shipping, April 2005

“Switzerland may be one of Europe’s smaller nations, but this federation of 26 autonomous cantons is a powerhouse for logistics.”

......what investors say

UPS Supply Chain Solutions selected Biel as their EMEA management headquarters due to its central location at the heart of Europe, excellent infrastructure and quality of life, its skilled workforce and multilingual environment and favorable economic conditions. UPS Supply Chain Solutions manages every aspect of the UPS global supply chain, from transportation management to logistics and distribution, to customs brokerage and international trade services.

Unilever established Unilever Supply Chain Company (USCC) in Neuhausen am Rheinfall in proximity to the home of its 1200-employee operating company Unilever Schweiz GmbH and its regional oil buying operations. The company said Switzerland offers a number of advantages for its supply chain management operations including a favorable tax regime, excellent connections throughout Europe, a multilingual workforce and a superb business infrastructure.

The canton of Ticino is the main north-south rail and highway link between Italy, the rest of Switzerland and Northern Europe. Gucci, perhaps one of the oldest brands of luxury goods, in 2003 established its new logistics center in Bioggio. The facility, which since has been expanded by nearly 100%, serves as its world wide warehouse as well as housing functions including customer support and supply chain management. According to Gucci, proximity to rail, highway and air transport facilities, a motivated workforce and a favorable business environment were factors in the decision to locate in Bioggio.
Companies from North America, across Europe and around the globe are discovering the substantial benefits of locating all or part of their SCM functions in Switzerland. Some are stand-alone operations; others are part of larger business activities. Here is a representative listing:

<table>
<thead>
<tr>
<th>Companies</th>
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<tbody>
<tr>
<td>ABN/Amro Bank</td>
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<tr>
<td>Abercrombie &amp; Fitch</td>
</tr>
<tr>
<td>Actuate International</td>
</tr>
<tr>
<td>Allande</td>
</tr>
<tr>
<td>A. S. Watson</td>
</tr>
<tr>
<td>Banco Portugese de Investimento</td>
</tr>
<tr>
<td>Benetton Alexandre</td>
</tr>
<tr>
<td>Cargill</td>
</tr>
<tr>
<td>Cargolux</td>
</tr>
<tr>
<td>Caterpillar</td>
</tr>
<tr>
<td>Colgate Palmolive</td>
</tr>
<tr>
<td>Columbia Sportswear</td>
</tr>
<tr>
<td>Coty</td>
</tr>
<tr>
<td>David Yurman</td>
</tr>
<tr>
<td>DuPont</td>
</tr>
<tr>
<td>eBay</td>
</tr>
<tr>
<td>Energizer</td>
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<tr>
<td>Estee Lauder</td>
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<tr>
<td>Gebruder Weiss</td>
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<tr>
<td>Fayrouz Manufacturing and Technology Center</td>
</tr>
<tr>
<td>H&amp;M Hennes &amp; Mauritz</td>
</tr>
<tr>
<td>Hercules Incorporated</td>
</tr>
<tr>
<td>Hewlett-Packard</td>
</tr>
<tr>
<td>HLZ Logistik</td>
</tr>
<tr>
<td>Hugo Boss</td>
</tr>
<tr>
<td>IBM Micro-electronics</td>
</tr>
<tr>
<td>Iomega</td>
</tr>
<tr>
<td>Lekkerland</td>
</tr>
<tr>
<td>Luxury Goods International</td>
</tr>
<tr>
<td>ITH International Trading House</td>
</tr>
<tr>
<td>New Wave Group</td>
</tr>
<tr>
<td>Nova Chemicals</td>
</tr>
<tr>
<td>Polo Ralph Lauren</td>
</tr>
<tr>
<td>Procter &amp; Gamble</td>
</tr>
<tr>
<td>Reuters</td>
</tr>
<tr>
<td>Rexxan</td>
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<tr>
<td>Richemont International</td>
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<tr>
<td>Starbucks</td>
</tr>
<tr>
<td>Smith &amp; Nephew</td>
</tr>
<tr>
<td>Sun Microsystems</td>
</tr>
<tr>
<td>VF International</td>
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<tr>
<td>Volcom</td>
</tr>
<tr>
<td>Wella</td>
</tr>
</tbody>
</table>
Figures & Facts

**Swiss rankings in key FDI criteria**

Among leading Foreign Direct Investment (FDI) destinations, Switzerland consistently scores high in criteria key to making an investment decision. Some examples:

- 1st in language skills
  (IMD World Competitiveness Yearbook 05)
- 1st in the 2005 European Innovation Scoreboard
- 1st in the Innovation Index
  (EU Innovation Scoreboard 05)
- 1st as a preferred destination for European company headquarters
  (A. D. Little 04)
- 1st in infrastructure quality
  (World Economic Forum 05)
- 1st in worker motivation (IMD World Competitiveness Yearbook 05)
- 1st in international experience of managers (IMD World Competitiveness Yearbook 05)
- 1st in health and environment
  (IMD World Competitiveness Yearbook 05)
- 1st in patents per 100,000 inhabitants
  (IMD World Competitiveness Yearbook 05)
- 2nd in labor peace (IMD World Competitiveness Yearbook 05)
- 2nd in flexibility of labor laws worldwide
  (IMD World Competitiveness Yearbook 05)
- 2nd worldwide in R&D expenditures as a percent of GDP
  (IMD World Competitiveness Yearbook 05)
- 2nd in expenditures and quality of educational system (OECD 05)
- 2nd in the Worldwide Quality of Life Index (Economist Intelligence Unit 05)
- 2nd in quality of scientific research institutions (World Economic Forum 05)
- 3rd in productivity (Global Enterprise Monitor 05)

**Switzerland by the numbers**

1291 the Swiss Confederation was founded  
15,941 size in square miles  
26 number of cantons or states  
4 national languages  
7.3 population in millions  
2 federal institutes of technology  
12 Swiss firms on the FT Global 500 List for 2005  
9 universities  
20 percent of population that is non-Swiss  
42 hours in average work week  
4 - 5 vacation weeks  
$42,000 GDP per capita  
$74,000 GDP per person employed  
6000 foreign companies  
680 North American companies  
3 of the world’s largest pharmaceutical and biotech companies (Novartis, Roche, Serono) along with dozens of small and mid-sized life science companies  
4 international or European HQ’s of the world’s largest medtech firms (Straumann, Synthes, Zimmer and Medtronic), along with many other smaller manufacturers of medical devices  
2 European R&D centers (Google and IBM)  
2 of the world’s largest banks (UBS and Credit Suisse)  
1/3 of the world’s wealth managed by Switzerland’s financial center

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### Corporate tax rate on profit (%)

<table>
<thead>
<tr>
<th>Country</th>
<th>Rate</th>
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</thead>
<tbody>
<tr>
<td>Hong Kong</td>
<td>17.5</td>
</tr>
<tr>
<td>Switzerland</td>
<td>21.3</td>
</tr>
<tr>
<td>Sweden</td>
<td>25.0</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>30.0</td>
</tr>
<tr>
<td>Belgium</td>
<td>34.0</td>
</tr>
<tr>
<td>France</td>
<td>34.4</td>
</tr>
<tr>
<td>Netherlands</td>
<td>34.5</td>
</tr>
<tr>
<td>USA</td>
<td>35.0</td>
</tr>
<tr>
<td>Germany</td>
<td>41.6</td>
</tr>
</tbody>
</table>

*Source: IMD World Competitiveness Yearbook 2006*

### Global ranking of cities with a high quality of life

<table>
<thead>
<tr>
<th>City</th>
<th>Ranking 2005</th>
<th>Score (NY=100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geneva</td>
<td>1</td>
<td>106.5</td>
</tr>
<tr>
<td>Zurich</td>
<td>1</td>
<td>106.5</td>
</tr>
<tr>
<td>Vancouver</td>
<td>3</td>
<td>106</td>
</tr>
<tr>
<td>Vienna</td>
<td>3</td>
<td>106</td>
</tr>
<tr>
<td>Frankfurt</td>
<td>5</td>
<td>105.5</td>
</tr>
<tr>
<td>Munich</td>
<td>5</td>
<td>105.5</td>
</tr>
<tr>
<td>Dusseldorf</td>
<td>5</td>
<td>105.5</td>
</tr>
<tr>
<td>Auckland</td>
<td>8</td>
<td>105</td>
</tr>
<tr>
<td>Berne</td>
<td>8</td>
<td>105</td>
</tr>
<tr>
<td>Copenhagen</td>
<td>8</td>
<td>105</td>
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<tr>
<td>Sydney</td>
<td>8</td>
<td>105</td>
</tr>
</tbody>
</table>

*Source: Mercer Human Resource Consulting, Worldwide Quality of Life Survey 2005*

### Annual working hours

<table>
<thead>
<tr>
<th>Country</th>
<th>Hours per year</th>
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<tr>
<td>Singapore</td>
<td>1844</td>
</tr>
<tr>
<td>United States</td>
<td>1830</td>
</tr>
<tr>
<td>Switzerland</td>
<td>1832</td>
</tr>
<tr>
<td>Ireland</td>
<td>1802</td>
</tr>
<tr>
<td>Belgium</td>
<td>1748</td>
</tr>
<tr>
<td>Italy</td>
<td>1748</td>
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<tr>
<td>United Kingdom</td>
<td>1726</td>
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<td>Netherlands</td>
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<tr>
<td>Austria</td>
<td>1709</td>
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<tr>
<td>Germany</td>
<td>1689</td>
</tr>
<tr>
<td>France</td>
<td>1575</td>
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*Source: Corporate Consulting & Technology (CCT SA), Geneva, July 2005 www.cctgroup.com*

### International business experience of the management

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<th>Country</th>
<th>IB Experience</th>
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<tr>
<td>Switzerland</td>
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<td>Belgium</td>
<td>6.90</td>
</tr>
<tr>
<td>Netherlands</td>
<td>6.88</td>
</tr>
<tr>
<td>Sweden</td>
<td>6.81</td>
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<tr>
<td>Ireland</td>
<td>6.30</td>
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<tr>
<td>Austria</td>
<td>6.22</td>
</tr>
<tr>
<td>Germany</td>
<td>5.81</td>
</tr>
<tr>
<td>France</td>
<td>5.54</td>
</tr>
<tr>
<td>United States</td>
<td>5.40</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>5.02</td>
</tr>
<tr>
<td>Italy</td>
<td>3.82</td>
</tr>
</tbody>
</table>

*Source: IMD The World Competitiveness Yearbook 2005, Tab. 3.2.19 www.imd.ch/wcy*
Our Services

LOCATION Switzerland is the official foreign investment agency of the Swiss Government and your first contact for doing business in Switzerland. In close collaboration with our partners from different regions and cantons and from the private sector, we assist companies as they plan their operations. Count on us for help related to

- the Swiss tax system and incentives for investors
- setting up an SCM operation
- legal and administrative requirements
- collaboration with research centers and universities
- residence and work permits
- partnering with Swiss firms in your area of business
- selection of ideal locations in Switzerland
- access to regional and cantonal investment offices

Our mission is to assist your company with all the steps needed to establish a logistics and supply chain management operation or any other business, finance or R+D operation in Switzerland, either as a stand-alone or as part of a larger operation. Contact us at an office closest to you. Our team of experienced, multilingual specialists in international investment in North America, Europe and Asia offers confidential, unbiased and cost-free services and information.
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3003 Berne, Switzerland
+41 31 322 38 32
www.seco.admin.ch

Swiss Federal Customs Administration
3003 Berne, Switzerland
+41 31 322 65 11
www.ezv.admin.ch

Associations
Spedlogswiss
Swiss association for international
forwarders and logistics suppliers in
Switzerland
www.spedlogswiss.com

Swiss Logistics Association
The Swiss logistics and SCM trade association
www.gs1.ch

ASTAG Swiss Road Transport Association
www.astag.ch

Institutes and universities
Kuehne-Institute for Logistics at the
University of St.Gallen
www.klog.unisg.ch

Federal Institute of Technology (ETH)
MBA program in International Supply
Chain Management
www.mba-scm.org/mba-scm.html

Swiss Association for Navigation and Ports
(SVS)
www.logistikplattform.ch/logistics/ls_svse.html
THE PORTS OF BASEL
THE MOST IMPORTANT SWISS CARGO HUB

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+41 61 631 45 45

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