

Minister, Ambassadors, ladies and gentlemen,

A very warm welcome to all of you to our farewell reception. We are of course happy to see all of you here, not least our Minister, and that we have an opportunity to say thank you very much for more than five years of cooperation and friendship.

You represent foreign and Swedish government and companies as well as institutions and organizations. You have all been part of making those years truly exceptional.

[Special welcomes to Ambassadors and/or Defence Attachées from Brazil, Czech Republic, Finland, Hungary, Republic of South Africa, Slovakia and the United Kingdom].

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I'd like to start my speech with a line from a well-known Swedish poem which (in my humble translation) reads "It is the journey, not the destination, which makes the effort worthwhile".

Despite how this journey now ends, it has been the most rewarding of years, full of creativity, innovation and indeed new friendships - foreign and domestic - which we bring with us for life. Our journey has been more than worthwhile.

Of course this is not the reception we would have wished for and it brings many emotions. After more than five years of hard work and devotion to the task of building FXM, most of us will now move on to other work strands. About ¼ of the FXM staff will be transferred to FMV and ¾ are currently looking for or have already found new employment.

It feels a little bit like it felt when we had negotiated the Gripen contract with Switzerland: it was the biggest governmental defence contract negotiated in modern time, it was agreed by government and parliament in Switzerland, ready to be signed. Then the referendum in Switzerland (on financing of the contract) rejected the Governments proposition and the contract went to the archives. Today has in many ways a similar feeling for us.

In a democracy, however, as the French philosopher Voltaire allegedly said, we may disagree with opinions but we are ready to die for the right to express them and consequently to make democratic decisions. We therefore have made closure of the agency a last professional task to perform as well as we can.

We never were great in staff numbers, but our founding ideas were great. Government created us for more transparency, better governmental overview, better priorities and effectiveness in defence exports.

What we in Sweden call "Statskontoret" (the Swedish Agency for Public Management) evaluated us one year ago and came to the conclusion that we already after four years had generally achieved the goals Government had set for us even if we of course had areas to improve. We reached the goal, added value and we are proud of this.

The idea has been to create a new profession, one that combines knowledge and understanding of partners and the global market with knowledge and understanding of our Swedish defence capabilities and what we can contribute to a partner. International awareness and defence competence, both elements are at the core of all successful defence promotion and trade.

The evaluation highlighted that we gave structure to Government's involvement in defence exports and created a strategic dialogue with industry on establishing Swedish priorities for exports. The aim was to make more effective use of resources and coherence possible, both which are important to support competitiveness.

On a more detailed level, we have developed the tools for government's involvement in export promotion and ensured that when government promotes an export, the analysis is already made what benefit it would give *and* if Sweden would actually be willing to grant an export license at a later stage. For this FXM created a formal procedure together with ISP (the Inspection for Strategic Products). This also aims to ensure effective use of resources.

So it has been fantastic years, but it has of course also been challenging years. And yes, I have more grey hairs than I had in 2010. Quite a few of them I have earned for myself, that is true, but some are the result of driving change and change is not always welcomed by everyone and everywhere. Some only pay lip-service to change and protect old ways of working. But meeting resistance only helps one focus and made us more determined.

We are now finalizing the hand-over process to FMV, especially the hand-over of the responsibilities for Government-to-Government contracts. That process is already well prepared in cooperation between FXM and FMV and our intention is that for partner countries it will as much as possible be a seamless transition.

Important is also that our organizational change does not change the Swedish commitment to the international partnerships. Some ten colleagues from FXM will follow the contracts to FMV to ensure the transition.

Heading FXM for more than five years of course gives thoughts of defence exports in general and as someone has wisely said; dreams of the future are better than histories of the past. So I would like to leave you with three of our lessons learned for the future:

Firstly, defence is at the heart of integrity. Like ourselves in Sweden, every country has a right and obligation to protect itself. For every country security and development are closely linked. That a country is secure is a prerequisite for stability and for development, politically and economically. Giving someone the capability to defend oneself is therefore also part of building security and creating a better world when done in a responsible way.

To be able to have public support and recruit the right people to work in defence exports, those who work there must feel this, the public must believe this.

So defence exports should not only be explained by our own benefits in terms of employment and technology, cost sharing etc, but also on the basis of the same values as all other public sector activities; exports must in themselves be doing good. This will facilitate public support and consequently attract the right people to the sector.

Secondly, defence exports is obviously exporting military capability and therefore needs to be closely analyzed, not least in today's unstable global situation. But we found that analysis is needed as well for domestic reasons; defence industry exist for the benefit of defence, not the other way around, this is clear. But there is interdependence and defence industry is in itself an important part of our defence capability and of our international standing.

The companies present here today, small and big, all represent *their* part in a technological and industrial base we *can* and *should* be proud of. To ensure that there are synergies and not conflict of interest between defence and industry, we found that analyzing and planning for exports and governmental support well ahead is necessary.

Thirdly, transparency is key. To convincingly make the case that export of defence systems create security helps public understanding and support. Defence exports are of course often large contracts on military capability, they need a degree of secrecy, but we found that it can be much less than traditionally thought. To continue to extend public knowledge of this sector, to make it even more transparent, should help public understanding and support.

And transparency also helps ourselves; transparency underpins effectiveness. It also brings another benefit; we are one of the least corrupt countries in the world, and transparency is an effective tool to ensure that we remain so. Risks of corruption thrive in closed rooms.

We have taken a number of initiatives - including a web-based anti-corruption training program for companies - together with SOFF (Swedish defence and security industry's organization) which we hope will live on and develop. Some close to 4000 people in Swedish industry have by now gone through this training.

These lessons learned I believe would help to foster a situation where defence industry and exports continue to be successful but are less controversial than today, not a necessary evil but something to be proud of.

With these words I would again - on behalf of all my colleagues and myself - like to thank you all for five and a half years of cooperation, for coming here today and again say that we are of course very pleased to have our Minister for Defence, Mr Peter Hultqvist here with us on this occasion, we appreciate this very much and I will now hand the floor over to him.

Minister, please, the floor is yours.