

DECEMBER 2011 - FEBRUARY 2012

NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION



Unique meeting

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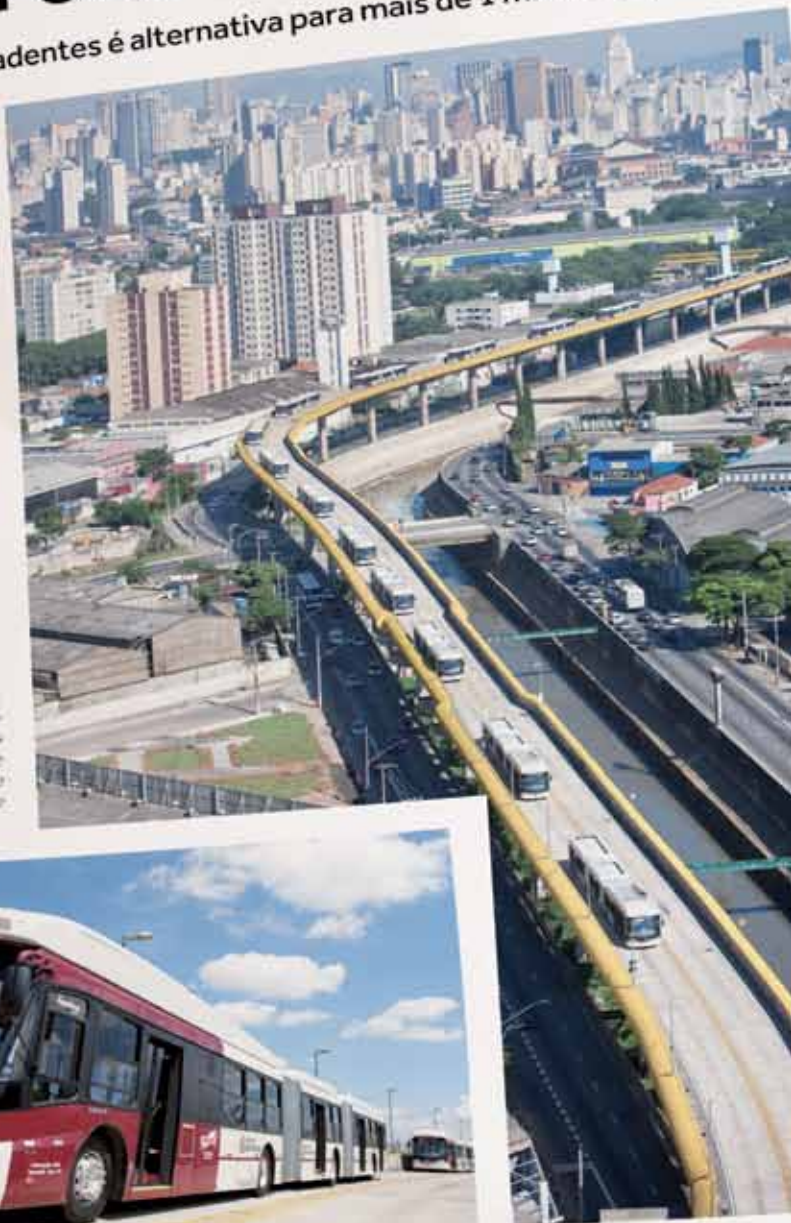
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VOLVO

NordicLight

NordicLight is the quarterly publication of Swedcham and NBCC



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Unique meeting *held at* Swedcham

Nordic Ambassadors and Consuls discuss joint promotion areas.

Photos by Mario Henrique

(Left to right) Ambassadors Jari Luoto (Finland), Turid Eusébio (Norway), Svend Nielsen (Denmark), and Magnus Robach (Sweden).



In connection with the Nordic Invasion series of events held in São Paulo in November, the first Nordic Meeting about Promotion took place at Swedcham on November 7. The event counted on the participation of the Ambassadors and Consuls of Sweden, Norway, Denmark and Finland, among other dignitaries and friends of Nordic business and culture.

The purpose of the meeting was to present an interesting sector of the industry of each country in Brazil and share experiences of promotional work, not just in trade and industry, but also in cultural matters.

Following welcoming words by Swedcham Executive Secretary Jonas Lindström, who was the moderator of the event, the meeting featured the following presentations:

- **"Introduction to Innovation and High Technology"** followed by **"How to promote the interests of manufacturing industries already existing in Brazil?"** by Swedish Ambassador Magnus Robach.



The Nordic Meeting held at Swedcham will hopefully be the first of many. Who will be the next host?



Niels Thomsen.



Jens Olesen.

• **“The Oil & Gas Industry”** by Norwegian Ambassador Turid Eusébio.

• **“The Agricultural Industry in Brazil”** by Niels Thomsen, Commercial Counsellor at the Danish Consulate General in São Paulo.

• **“The Finnish Industry and Trade in Brazil with focus on Pulp and Paper,”** by Matti Landin, director of Finpro Brazil.

After a coffee break, the meeting continued with an overview of cultural work in São Paulo presented by Jens Olesen, Norwegian Consul General, Chairman of both the Norwegian- and Danish-Brazilian Chambers of Commerce in São Paulo, and author of the book “My First 100 Exhibitions”.

Olesen’s presentation was followed by a lively discussion on possible areas of joint promotion, with the participation of the aforementioned guest speakers

as well as Danish Ambassador Svend Nielsen, Finnish Ambassador Jari Luoto, Consuls General in São Paulo Nikolai Prytz (Denmark), Jan Jarne (Finland), Barry Bystedt (Sweden), Swedish Consul General in Rio de Janeiro Louise Anderson, Mikael Stahl, Counselor at the Swedish Embassy in Brasília, Pierre Liljefeldt, Public Diplomacy Officer at the Swedish Embassy, and Karl Korkman of Finland, curator of the Nordic Design exhibition at Museu da Casa Brasileira, which opened the same night of the meeting in São Paulo.

Needless to say, participants in the meeting got together later in the evening to attend the opening of the exhibition, which is part of the official program of the Helsinki World Design Capital 2012.

The idea now is to give continuity to the Nordic Meeting, with another Nordic country organizing and hosting the next event. ■



Jan Jarne and Matti Landin.



Barry Bystedt and Louise Anderson.



Jonas Lindström
Executive Secretary,
Swedish-Brazilian
Chamber of Commerce

What you right now are holding in your hands is the joint Swedcham-NBCC publication previously simply called "**Brazil & Sweden/Norway**".

We really hope you will enjoy this new and revamped version. You can read more about the new magazine on page two in our **Swedcham News** section.

Another year has flown by and it is with great satisfaction that I can say it has probably been the best year ever in terms of member statistics and number of events. It is difficult to highlight only some of the events but I believe that many would agree that the golf championship, the visit to the Port of Santos, the events in Rio and the Christmas party were special. When you add to that all our international guest speakers and committee workshops you can see that this was yet another busy year full of high-quality events.

It is important to remember that we are a Swedish-Brazilian Chamber of Commerce meaning that we offer services not only in the São Paulo region. As you know we have representatives in Curitiba, Fortaleza, Rio de Janeiro and Salvador and one of many ambitious goals we have set for next year is to become more present in all those cities and maybe even expand to some others.

Again we are facing some turbulent times on the world financial markets. Brazil and Swedcham came strengthened out of the last crisis and I am convinced that we will pass this one too. The Chamber stands today on a very solid base in terms of its Board of Directors, staff and finances but we would be nothing without you members and sponsors so we cannot express our gratitude enough for your loyal support! Finally I would like to wish you all a Merry Christmas and a Happy New Year, may it be in a tropical Brazil or a wintery Sweden!



Jon Harald Kilde
Chairman, Norwegian-Brazilian
Chamber of Commerce

It is incredible that another year is coming to an end. I'm certainly not alone in feeling that time flies in the busy Brazilian business environment. Even more so in a positive and challenging environment. During 2011 NBCC has continued the promising development from recent years. The number of members is steadily approaching 100 and the activity level is high.

Especially important was the official release of the Norwegian government's Brazil Strategy. Minister of Foreign Affairs Gahr-Støre visited Brazil in March and presented it in Brasilia and Rio. The strategy has high emphasis on business, and NBCC has been active in giving its input and is eager to help provide tangible results.

Since the visit by Prime Minister Jens Stoltenberg in 2008, we have had business sessions in Rio with 5 ministers and multiple official delegations. To better participate in the strategy plan, the Norwegian Brazilian Chambers in Norway, São Paulo and Rio are further strengthening their collaboration and a specific work group has been established.

It is of outmost importance to further strengthen the good relations between Brazil and Norway at all levels. Brazil is now the third biggest country for Norwegian investments abroad after only the USA and EU. As mentioned before, this makes Norway the 7th biggest foreign investor in Brazil. In addition to the strategy plan, a main goal for next year is to further improve our events to benefit our members in the best possible way.

I wish you all a Merry Christmas and a Happy New Year wherever you are. Special greetings go to our friends at the Embassy, the Consulate in Rio, Innovation Norway, Intsok and Swedcham with wishes to further develop our good relations in 2012.

Our Sponsors

The Swedish-Brazilian Chamber of Commerce would like to thank its sponsors for their contributions to its magazine. If you are also interested in becoming a sponsor of "NordicLight", please check out our website www.swedcham.com.br or contact Jonas Lindström (jonas@swedcham.com.br) or Laura Reid (laura@swedcham.com.br) or call + 55 11 3066-2550

Gold



Silver



Bronze





Seco Tools celebrates 50 years in Brazil

On November 22, Seco Tools held a festive dinner in the city of Jundiaí, São Paulo State, to celebrate the company's 50th anniversary in Brazil—an event which closed a series of commemorative activities in 2011.

The dinner counted on the presence of clients, friends, distributors and representatives, as well as the Executive Board of Seco Tools AB (a leading manufacturer and supplier of carbide cutting tools and associated equipment), including World President and CEO Lars Bergström.

The Executive Board was present due to its annual meeting to make strategic decisions regarding the following year for all the group's subsidiaries. In 2011, due to the 50th anniversary celebrations of Seco Tools in Brazil, it was decided that this country would host the meeting, which took place on November 21.

The event had very Brazilian characteristics. After the usual solemnities—the playing of the National Anthem, speeches and toasts—a percussion group called Groove Samba gave a presentation combining the rhythm of drums with the sound of electronic music. The dinner featured an excellent Brazilian menu, accompanied by the traditional “*chorinho*” performed by the group Trio Gato com Fome.

Today, Seco Tools do Brasil occupies 6th place in the world ranking of all the group's subsidiaries (50 in all), a fact which shows its importance for the domestic and world market. In 2010, revenues were up 53% and new investments are planned for next year. According to Bergström, Seco Tools do Brasil is very important for the group “as all BRIC countries are strategic for us.”

At the end of the party, all the guests received as a souvenir a Commemorative Book featuring the company's 50-year history in Brazil. ■

Seco Tools AB CEO
Lars Bergström

Antonio Fernando Pereira,
CEO of Seco Tools do Brasil



Groove Samba in action



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Interview with Ambassador Magnus Robach

By Anna Töörn

Photos by Humberto Yamaguti

Sweden's new Ambassador, Magnus Robach, is settled at the Embassy in Brasilia since September 8. We caught him on a busy day to hear about how things are going so far. "I feel very enthusiastic and moved by the task. Brazil is a very exciting country."

The Ambassador during his presentation at Swedcham in September.



Were you familiar with Brazil at all before coming here?

It is amazing that the Ministry for Foreign Affairs has managed to find a place that for me was almost like a white spot on the map. I had the world as my field of work for so many years but South America is still quite unknown for me.

Ambassador Robach joined the Ministry for Foreign Affairs in 1976 and has since then worked in Cairo and in Tokyo. He has been stationed at the Swedish Embassy in Paris and, most recently, he was Sweden's Ambassador in Brussels. He was also head of the Africa Department at the Ministry for Foreign Affairs as well of the EU Department at the Prime Minister's Office. And now the time has come to get to know yet another continent and especially Brazil.

What have you been doing since you arrived?

So far I have mostly explored "the Swedish Brazil", to be able to understand who are here, which companies and which structures are in place.

What did you think about Brazil before getting this assignment?

That is actually a funny story. Many years ago when I worked with issues related to nuclear disarmament, I was interviewed by "Aftonbladet" [Editor's note: one of Sweden's largest newspapers], and after all the formal questions the reporter asked me what I really wanted to do in life, if I could wish. I answered her that due to my huge interest in music I would like to move to Brazil and exclusively devote myself to samba and bossa nova the entire time. Guess what was printed in bold the next day?

You should have known better then to give them that quote, you are after all a journalist yourself!

Oh yes, I really should. But anyway, that was more or less what my relationship with Brazil was at the time.

As the Ambassador, you live in Brasilia, how is that?

On the large negative side is the fact that I don't live where the majority of the Swedes are, but on the other hand I really live in the absolute middle of this huge country, and most important I live in the core of the Brazilian democracy. There is a certain symbolism in the fact that everyone has to come here since this is the place where all the decisions are made. The whole idea to build a city like this may have been debated, but in time the city actually has developed its own merits and is today the third largest economic region here. I would say it has become a very strong symbol for Brazil today.

What are the most important areas for you to work with here?

If I can start being a bit self-absorbed I will first devote myself to getting a grip of this enormous country, its population and structures. Primarily it comes down to getting to know, trying to understand and, above all, communicating back home to Sweden what Brazil is all about.

Brazil is looked upon a bit like "the world's biggest granary", since the country is one of the leading food suppliers, but that image is something that the Brazilians do everything in their power to change. They want to profile themselves within the area of innovation and technology and they don't want to be looked upon as farmers anymore. The country isn't really there yet but the development is heading in that direction, for sure.

Another area that is very interesting to pay attention to is the sustainability development when it comes to food production. Also the climate and energy source issues are very interesting; how will Amazonas be protected and taken care of, for example? Although in Sweden I believe that the anti-poverty program is the issue that arouses the most interest. Brazil has been extremely successful by lifting 30 million people out of poverty in five years, which certainly is a brilliant achievement.

How can Sweden and Brazil "fertilize" each other?

Sweden is a very interesting country for Brazil since they wish to develop within the areas of innovation and technology, and that is where Sweden is at

Little did he know that the slightly unfortunate quote, many years ago in Aftonbladet, actually would come true one day. Here he is – in this fantastic country so full of good jazz and bossa nova. Enjoy, Mr. Ambassador!

the leading edge. Among many things Sweden can teach Brazil how important it is that industrial and business life, authorities and universities collaborate with each other.

Sweden is of course interested in Brazil because it is a huge and very important economy. Several of our biggest companies, such as Scania, Volvo, Ericsson and Tetra Pak, came here already in the fifties and they are still here. But in the future I think that the focus of many companies' interests will shift from simple manufacturing towards a wish to form different kinds of partnerships. Here in Brazil companies are now starting to show interest in CSR (Corporate Social Responsibility), which is about making an effort in acting in an ethically and morally correct manner from a social perspective. Swedish firms have come quite a long way with this.

And of course we mustn't forget about human rights which are always a very important issue. For example, Brazil is right now discussing the possibility of implementing a new law against corporal punishment of children and Sweden is one of the countries they look at since we implemented that law already in 1966.

Any thoughts about the fact that Brazil is hosting both the World Cup in 2014 and the Olympic Games in 2016?

Oh yes, will I get tickets? (*laughing*). Joking aside, it is of course very exciting and the country has a huge challenge ahead, especially when it comes to solving the infrastructural bottlenecks. They are running a bit behind and I believe they are becoming a bit stressed at the moment. But the Brazilians are good at improvising and I am sure that they will solve this. The Rio 20+ [UN Conference on Sustainable Development] in June 2012 will, by the way, be a useful infrastructure rehearsal aside from being important in itself.

How do prefer to spend your free time?

With my main interest: music. ■





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SKF • REDEFINING • SUSTAINABILITY

By Rob Dinham

Swedish industrial giant's President and CEO, Tom Johnstone, gives inspiring presentation at Swedcham.

Back in 2007 when **Swedcham's magazine** last interviewed Tom Johnstone, he revealed he had always wanted to be a teacher but ended up joining SKF as a trainee salesman in Glasgow, Scotland, where he was born. Judging from his presentation at Swedcham on October 24, the Scottish education system's loss was undoubtedly a gain for SKF shareholders, employees, suppliers and customers worldwide.

Johnstone's inspiring and down-to-earth talk was about where SKF is today and where it is aiming to go – or rather where its CEO is leading it. This was an enthusiastic talk about his vision for the company, which, under his leadership has achieved a dominant position in the “technology platforms” in which it operates: seals; bearings and units; lubrication systems; mechatronics, and services.

With his easy style and drive, Johnstone got his talk off to a strong start when he gave us his

definition of sustainability, something of a buzzword these days but one that is not easy to define: it is simply “making a decent profit in a decent way”. He then went on to explain how this view of sustainability is driving company strategy.

For SKF, sustainability has been an important aspect of its business for many years and splits down into the four cornerstones it believes are important for achieving sustainable growth:

- Business care
- Employee care
- Environmental care
- Community care

Johnstone sees these not only as a responsibility of the company, but an opportunity, helping it to differentiate itself from its competitors.

SKF Business Care deals with all normal business aspects, like financial targets, shareholder value and customer satisfaction, for example, but also includes an emphasis on business ethics, including supporting and promoting the UN global Compact, fair and open competition and corporate environmental responsibility. An important aspect of Business Care is innovation and Johnstone is right to be proud of SKF's track record in this area: 15 new products in 2010 and 251 new patent applications filed. The company also has 2 new global technical centers, 4 university technical centers, 17 solution factories and 7 new or under-construction factories.

SKF Environmental Care started way back in 1989 when the company issued its first environmental policy, before most companies had even considered the issue. Inspired by Toyota's “Zero Emissions” ad, SKF came up with “Beyond Zero”. Johnstone explained that the conventional focus in

Photos by Mario Henrique



companies is to reduce their own CO2 emissions, but that SKF, in addition to reducing emissions and negative impacts, had taken this a step further by also increasing its positive impacts and helping customers reduce their emissions through the use of SKF solutions.

SKF's environmental care was directly responsible for Johnstone being in São Paulo on October 24. He had flown in that morning to open a state-of-the-art 'green' expansion to SKF's Cajamar plant, which will produce second generation HBU-2 bearings for the car industry. These new bearings come ready-assembled (unlike the 15-part assembly job for the old ones) and are lighter and subject to less friction, making for a smoother run, less fuel consumption and less CO2.

The new plant has LEED (Leadership in Safety and Environmental Design) certification from the World Green Building Council and will consume 28% less energy, recycle all the water it can for industrial use and only discard treated water. Local SKF CEO Donizete Santos said: "This project combines the best of both worlds: an innovative product with a positive environmental impact, made in a factory whose construction is based on green concepts."

SKF has set what its President himself describes as a "tough target" of reducing its carbon footprint by 5% year on year, regardless of the increase in production, which is targeted to grow by 8% a year long-term. This reduction involves not only cutting down the energy consumption internally but also "sourcing environmentally friendly energy and on-site renewable energy generation". Because of its major expansion through acquisition and increased sales in 2010, SKF had failed to meet its reduction target, but had promptly 'put its money where its mouth is' and purchased 40,000 tons of voluntary emission reduction certificates to meet its 5% carbon footprint reduction target.

SKF Employee Care involves, among other things, protecting human rights, maintaining labor standards, training and development and reducing accidents to zero; in this respect the company has reduced accident rates by 90% since 1994, said the President, while in Brazil, where there are currently over 1000 employees, the rate has been at zero for

the last six years. In terms of employee training, SKF has its college campus concept, with five campuses worldwide, which are "world class providers of sustainable learning and behavior change for SKF employee."

Training on the factory floor translates into manufacturing excellence –employees are encouraged to become involved – and manufacturing excellence translates into business excellence. In Brazil SKF was elected by Guia Exame/Você SA as "One of the Best Companies to Work for" in 2009, 2010 and 2011.

SKF Community Care is about developing and implementing activities that support the local community. This is not a prescriptive strategy, whereby there is a central mandate about what has to be done: each country comes up with its own initiatives and implements and runs them locally, ranging from a sports academy in India to childcare centers in Africa for children who are orphaned and abandoned as a result of AIDS.

At Swedcham on October 24, we were privileged to hear a challenging and thought-provoking talk from the SKF leader. We learned how one major company is dealing with the threat of global warming, while at the same time adding value for shareholders, employees, customers and communities alike. Asked what the biggest threat to the company is, his immediate answer was "complacency" – not resting on the company's laurels; getting the right people and wondering who the next competitor (from China?) was going to be; in other words, keeping moving ahead and innovating, or as Johnstone puts it, "taking the next step on our journey".

An amusing closing comment came not from Johnstone, the man who was voted the "Funniest CEO in Sweden" in 2011, but from Chamber Executive Secretary, Jonas Lindström: "Having watched Tom Johnstone here tonight we now know where all the energy that SKF saves goes!"

The presentation was followed by a much appreciated reception offered by SKF and catered by Buffet Cicarelli. ■



Tom Johnstone

Meet Electrolux's Ruy Hirschheimer

*“NordicLight” recently interviewed
Ruy Hirschheimer, CEO of Major
Appliances Latin America and Executive
Vice-President of AB Electrolux.*



Could you give us a brief background of yourself?

I was born in Brazil, and I have a degree in Management from FGV (Fundação Getúlio Vargas), an MBA from Michigan State University and a DBA from Harvard Business School in the United States. I have been with Electrolux since 1998. I am CEO for Latin America and Executive VP of the Executive Committee at AB Electrolux. I began my career at the company in 1998 as director of operations at the Major Appliances Division of Electrolux in Brazil. In 2002 I became CEO of the Major Appliances Division for Electrolux Latin America. Before joining Electrolux, I worked at Bunge Foods (Bunge Brasil) from 1994 to 1997. From 1997 to 1998 I was vice president of Bunge International Ltda. I was also CEO of J. I. Case Brasil, from 1990 to 1994. And from 1983 to 1986 I was executive vice president of Alcoa.

What have been the main challenges for you as head of Electrolux Latin America?

As CEO and leader of Electrolux in Latin America, my main objective is to make sure we position and build the Electrolux brand in Brazil as the leader in the segment by delivering on our promise of innovation, design and quality. Over the years, we have been working to be the best in class – at the point-of-sale and after the sale, and especially in products. A key challenge is the ongoing development of new products that meet consumers' needs. We rely on consumer research to drive our product development and innovation, and we are committed to providing consumers with relevant benefits, making their daily lives easier.

The company has six plants in Brazil. How does it rank among Electrolux units worldwide?

Our six plants in Brazil are world class. They supply all of our products for the Brazilian market and they also allow us to export about 10% of our products to other Latin American countries. Last year, Latin America accounted for about 50% of the Electrolux group's sales growth worldwide and Brazil was the main contributor to that result. In addition, we have a Research & Development Center in Curitiba, which is responsible for the development and launch of technologically advanced and innovative products. Many of our products are acknowledged for their innovation by our global colleagues within the Electrolux group, and of course by the consumers who buy them.

How about investments? Are there any new projects in the pipeline?

We have made a number of large and important investments over the last two years, setting the stage for our future growth. In December 2010 we opened the world's first Electrolux branded flagship store. In one of São Paulo's prime locations, consumers can see and learn about each of the company's products and new launches. On the top floor there is a space for the brand's events. Today the store is a destination for architects, decorators and opinion leaders, making the brand a reference point in innovation. We recently made another important

investment, when Electrolux acquired one of the Southern Cone's leading appliance manufacturers, Compañía Tecno Industrial SA (CTI). The acquisition brings us several important Chilean brands such as Fensa, Mademsa and Somela, and Argentina's Gafa. This has positioned Electrolux as one of the leaders in our business in Latin America.

Does Electrolux have any major social responsibility/sustainability projects in Brazil?

All the Electrolux plants worldwide follow environmental responsibility programs, and our company is recognized as a global leader in social responsibility and sustainability. In 2009, Brazil was part of the launch of the Electrolux Green Spirit Program – a sustainable development concept – to reduce environmental impacts. Green Spirit also systematizes the exchange of information to improve the units' performance, involving employees and production processes. The Green Spirit Program is based on the following pillars: saving energy, saving water, reducing CO2 emissions, and reducing the use of chemicals that are harmful to the environment.

Could you give us details about the Electrolux brand philosophy "Thinking of You"?

The slogan "Thinking of You" is part of the DNA of the Electrolux brand. It represents our philosophy and signifies our commitment to in-depth knowledge of the consumer. This is what has set us apart over the years, in Brazil and around the world. Our philosophy is based on consumer insight and product innovation and our products are produced after the consumers' approval. We are always thinking of the consumers' needs, meeting their specific demands and aspirations and, to this end, we carry out research on almost every business day of the year. In this way we develop products not only with innovative design, but with highly relevant features. Innovation and the anticipation of trends are factors that are part of our business strategy. As a result of our philosophy and our strategy, we have been recognized in the major media rankings in Brazil for a number of years.

Electrolux is completing 85 years in Brazil this year, could you comment about this?

We have many reasons to be proud of the Electrolux brand in Brazil. In these 85 years in Brazil and 13 years in major appliances, we have been very successful. Since 2007, Brazil has been the company's second-largest market in sales volume, after the United States. The company has taken the lead in the refrigerator and freezer, washing machine, microwave and stove areas, and is expanding in air conditioners and cooktops. These many years of success also give us a foundation for our future growth. We are celebrating this growth with important victories, such as the launch of more than 60 products in 2011, introducing the latest in technological innovation and relevant differentials for the consumer. This year we have had three major innovations: the i-kitchen line, made up of a refrigerator, stove and microwave with touch screen and more than 600 recipes in its memory; the top-loader washer-dryer, considered to be the first of its kind in Latin America; and the Ultra Clean washing machine, with a stain remover device.

What advantages do you see in being a member of Swedcham?

There are many advantages of being a member, including interaction with other members with diverse experiences, and value added information about new developments affecting our business environment. Swedcham offers us the tools and help to get together with Swedish companies in Brazil, also assisting us in creating business opportunities. A notable project last year was the assistance the Chamber provided in bringing Swedish companies in Curitiba together to make presentations to institutional investors from around the world, which helped bring the Brazilian market to life for this important constituency.

Given the current state of the Brazilian economy and the business environment around the world, we all need to remind ourselves that one way to work through the difficult stages of the business cycle is to help each other while remaining focused on our individual companies' strategies and competencies. Swedcham provides an important forum for all of us to do that. ■

Chamber celebrates 5th anniversary

The 30th of November 2011 became a very special and important date for the Brazilian Chamber of Commerce in Sweden as we celebrated our 5th anniversary and officially launched our new image as well as our new marketing strategy campaign. We also took the opportunity to praise and promote Brazilian-Swedish athletes competing for Sweden with regard to the 2014 World Cup and the 2016 Olympic Games.

The Brazilian Ambassador to Sweden, Leda Lúcia Martins Camargo, opened the ceremony and was followed by a presentation by the Public Affairs Manager at Skanska, Peter Gimble. Then, we had the chance to get to know more about the achievements and challenges of three very special guests, namely Angelica Bengtsson, Brazilian-Swedish pole vault athlete, winning the Youth Championships (2009 and 2010) and the Youth Olympics in Singapore 2010; Nil de Oliveira, Brazilian elite runner athlete, Sweden's number 1 in the 100m and 200m sprint, and Diego Felicissimo, Brazilian elite volleyball player, playing for the Sollentuna volleyball team.

The round of speeches was concluded by the launch of the Chamber's new image presented by our marketing team. "After five years of hard work, we feel very excited and motivated with the work done in Sweden so far in order to promote the commercial relations between Brazil and Sweden. Tonight's event confirms that it was worth all the efforts, and it marks the beginning of a very important phase of work for us. We are very proud of that," said the General Director, Elisa Sohlman.

The event took place at Törngren Magnell office where guests had the opportunity to enjoy themselves with a delicious Brazilian cocktail while listening to great Brazilian music.



(Left to right) Peter Gimble, Public Affairs Manager at Skanska, Nil de Oliveira, Brazilian elite runner athlete, Diego Felicissimo, Brazilian elite volleyball player, and Angelica Bengtsson, Brazilian-Swedish pole vault athlete.

Elisa Sohlman,
Executive Director
of Brazilcham.



Brazilcham

After its first five years of activities in Sweden, the Brazilian Chamber of Commerce felt that it was time for a new step to be taken. 2011 turned out to be an important year in the Chamber's short but intense life, as it went through an internal restructuring while at the same time expanding its activities. The need for a new identity resulted in a new image and a name of its own that better represent the goals of the Chamber. However, as Elisa Sohlman puts it, it is very important to highlight that despite its new name, Brazilcham continues to have Swedcham as its role model and sister chamber. The new logo and website as well as its layout were developed based on Swedcham's image.

"Even though we are taking this new step, Swedcham will continue to be our main partner and we aim to keep developing activities together as we complement each other," affirms Brazilcham's President Hugo Oljemark.

Brazilcham's new image was launched on the occasion of the Chamber's 5th anniversary. Visit our new webpage at www.brazilcham.se



Brazilian Ambassador
to Sweden Leda Lúcia
Martins Camargo.

Visit to Brazilian Embassy and APEX in Cuba

Elisa Sohlman paid a visit to the Brazilian Ambassador to Cuba on August 24th. During the meeting they exchanged views on recent economic reforms undertaken by the President of Cuba, Raul Castro. They also discussed the importance and the consequences of the opening of Cuba's economy as there has been an increased interest for foreign investment in the country.

Elisa also visited the Brazilian Trade and Investment Promotion Agency, APEX. According to her, the meeting with APEX's director, Hipolito Rocha, was very insightful. Hipolito highlighted the importance of Cuba to Brazil and the fundamental role that APEX has played and is going to continue to play for the development of commercial relations between Cuba and Brazil as they encourage Brazilian companies to invest in the country. The positive climate and mutual understanding between both countries will certainly contribute to future developments within different spheres of their economy and society. These positive conditions should definitely not be ignored, concludes Elisa.



Elisa Sohlman and Brazilian Ambassador to Cuba José Eduardo Martins Felício.



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Green

urban transport initiatives

By Grazyna Sotta

Brazil is going through a period of change and, as the country grows, the focus shifts to sustainable development solutions. As mentioned in the October edition, the STC is conducting research and identifying specific opportunities within various segments of environmental technology and in this issue we will take a closer look at urban mobility—primarily public transport and toll roads.

Since the 1950s, Brazil's overall population has grown five times. In the same period, the urban population has grown ninefold and oftentimes uncoordinated. For urban mobility, this has posed a challenge for the available infrastructure often resulting in high dependency on individual traffic. Out of the 18 investigated cities, Curitiba, Goiânia and Campinas have the highest number of cars per capita. Manaus, Brasília, Goiânia and Campo Grande experienced population growth rates above 1.5% between 2000 and 2010.

In this situation, Goiânia's authorities are preparing to accommodate the rapidly growing population in a sustainable way. With these efforts recognized by the Sustainable City Network URBELAC (a group of Latin American, Caribbean and European cities), the city received a BRL 1.8 million donation from the International Development Bank. The 1.3 million city is evaluating ways to lower costs and consumption of energy. Implementation of 26-km Bus Rapid Transit (BRT) lanes with 60 biodiesel vehicles is expected to reduce CO₂ emissions by 1,407 tons.

Recognizing its 0.73 cars per capita quotient, Curitiba is at the forefront of green initiatives in Latin America. The city already offers an extensive BRT network and integrated transport system facilitating transfers between different modes of transport. With financing from the federal govern-

ment development acceleration program PAC, the authorities will invest BRL 2.5 million in the subway system, implementation and modernization of control and monitoring of vehicle traffic and a new BRT connecting the airport.

São Paulo, one of the most populous cities in the world, offers its inhabitants BRT lanes, a subway network, road infrastructure to remove heavy traffic from city limits and, as one of two states in Brazil, vehicular inspection. Today, Paulistanos ride 2,000 B20 (a diesel mix containing 20% biodiesel) buses and 60 ethanol buses. Other technologies, such as hybrid drive and hydrogen, are being tested. The remainder of the 15,000 buses will be replaced by 2018 at the discretion of the private bus companies. Subway infrastructure is a more drawn-out process, but the city has seen the opening of a new and already highly utilized line.

Out of the eight states with toll roads, São Paulo's are the most heavily used and bring in more than all other state and federal toll roads together. By 2014, BRL 13.6 billion will be invested in highways connecting São Paulo state, expansion within the state and the Eastern and Southern parts of Rodoanel (redirecting traffic from the city center and allowing it to pass around the city).

Brazil is looking for foreign competence to meet these needs. Spanish CAF won the Recife train tender. Both Scania and Volvo are recognized by local authorities—Scania for its ethanol buses, Volvo for its hybrid vehicles. As Brazilian cities go green, demand for these and other solutions continues to open business opportunities for Swedish companies.

To get involved in this effort or for more information, please contact: brazil@swedishtrade.se or +55 (11) 2137 4400.

Buscando menores emissões de CO₂



No futuro próximo, fabricantes automotivos serão medidos por emissões de CO₂. Aqueles que não estiverem em conformidade com a nova legislação sofrerão penalidades.

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Visit to Port of Santos

Following a survey conducted among corporate members operating in the foreign trade area, Swedcham, with the assistance of member SMartins Management, organized a visit to the famous Port of Santos in the State of São Paulo on November 30.

The Port of Santos was officially inaugurated on February 2, 1892. It is the largest port in Brazil and in Latin America, currently handling more than 60 million tons of cargo per year.

During the visit, a huge success, Swedcham members were given a presentation of the current port structure by a representative of the Santos Port Authority (CODESP), and also a general overview of the cargo flow at the port and Brazilian foreign trade operations in general.

The agenda also included a presentation by Kuehne+Nagel (which sponsored the event), a schooner trip around the port, a luncheon at the excellent Tertúlia Churrascaria, and a visit to the Santos Coffee Stock Exchange and Museum.

After the delicious luncheon, José Cândido Senna, Executive Coordinator of the São Paulo State Port and Airport Users Committee (COMUS), gave a very interesting presentation about a new project called "24-Hour Port".

Photos by Mario Henrique

Cloves Franco (Kuehne+Nagel)
and Wilson Pedrosa (CODESP)



José Cândido Senna

The group finished the day with a visit to the Santos Coffee Stock Exchange/Museum.

Guided tour of the Port of Santos on a schooner.



Survey *on* foreign trade operations



During the month of August, with the assistance of its member SMartins Management, Swedcham conducted its first survey on the foreign trade operations of Corporate Members, with the objective of mapping out the main obstacles to their imports and exports.

We received replies accounting for 17% of the total number of participants, divided as follows: 66% large companies with more than 100 employees, 27% small companies with up to 20 employees, and 7% medium-sized companies with up to 50 employees.

After checking out the data received, the Chamber ascertained that the main problem cited by respondents is the tax burden on operations, considered a stumbling block to developing new business with other international suppliers (10 companies); followed by lack of proper infrastructure at Brazilian ports and airports (nine companies); high logistics costs (eight companies); changes carried out by the government to stimulate foreign trade (considered positive by only five companies); trade/tariff barriers for some products (three companies); financing alternatives for foreign trade (also three companies), and last technology and quality aspects, which do not constitute barriers as the companies count on a high product standard.

The first activity related to this project was a visit to the Port of Santos in São Paulo State on November 30, which provided members with the opportunity to get acquainted with the current structure and future challenges for the development of Brazil's largest port, responsible for handling the cargo of most of the companies that participated in the survey. ■

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Sustainable Productivity



Eyeing Rio 2016



Swedish Olympic Committee representatives visit Brazil

Photos by Mario Henrique

Four top representatives of the Swedish Olympic Committee (SOK) visited Brazil at the end of September to meet with the Brazilian Olympic Committee, sign agreements and get a general impression of the preparations for the 2016 Olympic Games in Rio de Janeiro.

The representatives were Stefan Lindeberg – Chairman; Gunilla Lindberg – Secretary General, Board Member of the International Olympic Committee (IOC) and CoCom-Rio; and Peter Reinebo and Glenn Östh – Sports Directors.

During their visit, they gave a much appreciated presentation about their interesting work at SOK and their expectations regarding the Brazilian Olympic Games at Swedcham in São Paulo on September 29.

The presentation was followed by a cocktail offered by EF Education First and catered by Buffet Cicarelli.

Beforehand in Rio, the SOK delegation visited the headquarters of the Rio 2016 Organizing Committee, where it met with the team that is working directly on the organization of the games and watched a presentation made by the Sports Department. The delegation also visited various installations where games will take place, including for example the Riocentro (where the badminton, box, weight lifting and table tennis games will take place), the area where the Olympic Park will be built (which will be slated for basketball, judo, fighting, handball, grass hockey, tennis, cycling, ornamental jumps, water polo, synchronized swimming and gymnastics), the famous Maracanã Stadium (where the Opening and

(Left to right) Stefan Lindeberg, Swedcham Executive Secretary Jonas Lindström, Gunilla Lindberg, Lars Björkström (who competed in the 1980 Summer Olympics in Moscow and won a gold medal in the Tornado sailing class), Peter Reinebo and Glenn Östh.



(Left to right) Glenn Östh, Stefan Bengtsson (Kuehne + Nagel), Eduardo Farhat (DOIL) and Cloves Franco (Kuehne + Nagel).

Closing Ceremonies for football will be held), and the Maracanãzinho Gymnasium (volleyball). The group also went to Copacabana Beach (water marathon, triathlon and beach volleyball).

Stefan Lindeberg said that he was enchanted with what he saw in Rio. "We spent two fantastic days here, going all over the city, getting to know the various facilities and meeting the people who are organizing everything. It is truly inspiring to be here. We are anxious to come back with our athletes. We love Rio!"

During the visit, the Brazilian and Swedish Olympic Committees signed a cooperation agreement between the two countries aimed at the development of Olympic sports. The accord was signed by Lindeberg and Carlos Arthur Nuzman, chairman of the Rio 2016 Organizing Committee and the Brazilian Olympic Committee (BOC). Under the accord, Brazil and Sweden will work together to facilitate the formation of strategic partnerships for the two

Committees such as, for example, in the preparation and organization of training camps.

The two Committees will also stimulate the development of interchange between athletes of both countries for participation in bilateral and multilateral competitions, as well as the exchange of employees, coaches, referees and scientists for participation in seminars, courses and consulting, together with meetings on matters of mutual interest.

"We have much to learn and evolve with each other," said Lindeberg. According to Gunilla, "we hope to develop a long-term partnership, so that we can have Brazilian athletes going to Sweden. I think that we can help one another in several sports and I believe we are a good match in sports in which we are a reference, so that we may learn a lot in this tight collaboration between the committees." ■

Therese Otterbeck,
Managing Director
of EF Education First,
and Edna Mafra (EF).



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Sweden *in* Rio

By Louise Anderson
Swedish Consul General



It is a fascinating time to live in Rio de Janeiro. The city and state are going through an unprecedented period of development, and many say Rio's time has arrived. In more concrete terms, from 2011 to 2013, the state will receive investments totaling US\$ 102 billion* in areas including infrastructure, tourism, shipbuilding, and oil & gas. Geographically speaking, Rio is a small state at 43.7 thousand km², making it the highest concentrated area of investments in the world.

In addition, the city is preparing to host several major world events, such as next year's UN Sustainable Development Conference Rio+20, the 2014 World Cup and the 2016 Olympic Games, all of which contribute to raising Rio's profile on an international level.

How can we translate this into more Swedish presence in the city and state? Informing Swedish

investors about opportunities is an important part, and the Swedish Embassy and Trade Council work to promote Rio in Sweden. The Consulate in Rio can offer support in planning seminars, missions, trade shows and contact with local officials and organizations. More visibility through cultural events is also an area where we hope to see an increase.

I am often asked what it is like as a woman working in Brazil. My answer is being a woman in a leadership role can be challenging anywhere. I think this is an area where we could find a great amount of dialogue between Sweden and Brazil. I look forward to continuing to promote Sweden in Rio in 2012, and please do not hesitate to contact us for any information: consulado@sweden.com.br ■

**From Decision: Rio 2011-2013 by the Federation of Industries of Rio de Janeiro. To read the complete report, please go to www.firjan.org.br/decisaoing*

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New Members

The NBCC wishes to welcome two new Corporate Members:

Atlantis International

Atlantis International is a moving logistics company, which has developed a comprehensive package of services to cover the whole chain of events of an international transference. It has been conceived to create a friendly environment that allows the clients to go through each stage of this delicate process in a pleasant way, essential to speed up the adaptation of the family to the new city. Services provided: national and international moves, national and international transports, relocation services, customs clearance, fine arts packing and shipping.

Docmap

Docmap AS is a company providing integrated software solutions and services. It is based in Oslo and was founded in May 2005. The business idea is development and sale of Docmap® as a world class tool and method for continuous improvements worldwide. The tool helps to manage its customers' core business processes and to always be in compliance with rules and regulations. Docmap® consists of three main modules which take care of document control, accident and non-conformity, audits and inspections.

Other news

Norwegian Church Abroad is looking for partners and sponsors

"We want to offer a place where people can come to take a break, talk Norwegian and eat waffles. We haven't had a place like this here in Rio, and we are looking for a house with a small garden, so the parents can relax without worrying about their children running away," says Chaplain

Stein Bernhard Karstensen.

Karstensen has somewhat different priorities than other chaplains looking for a place to house their church. There's a great chance that the new church headquarters in Rio de Janeiro will have both a pool and a nice little garden.

For those companies and individuals interested in knowing more about this initiative, please contact Karstensen at stein.bernhard.karstensen@sjomannskirken.no

"A dream come true"

Five Dream Learn Work students have been hired by STX. "I've always wanted to work here, and the first week has been great," says Wallace Prado Bastos.

Wallace is one of the five Dream Learn Work students who graduated from a DLW course in Mag6g welding in September, and was offered a job at STX shortly after graduating. On November 7, the group had their first day at work as trainees at the STX shipyard in Niterói.

The STX trainees spent three and half months at Senai, taking the very first welding course offered through DLW. At STX, their days are going to be quite different.

Looking to expand cooperation in Brazil

Many companies send their employees to Norway to share competence, knowledge and to strengthen their skills in certain fields. Few are aware of the fact that funding for this kind of exchange of personnel might be available to many through FK Norway.

FK Norway is a governmental agency funded by the Norwegian Ministry of Foreign Affairs. It is currently supporting several projects in Brazil, but still invites both Norwegian and Brazilian companies to get in touch if they have projects that might fit the framework for FK Norway funding.

For those interested in knowing more about FK Norway and project funding, please contact Håvard Hovdhaugen at hh@fredskorpset.no

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DNV certifies five Wellhead Platforms for Brazil's OSX



Lincoln Mojon

Over the next decade, OSX will deliver 48 offshore platforms worth USD 30 billion to its sister company, OGX. Both companies belong to the EBX Group, one of the fastest growing industrial conglomerates in Brazil.

OSX was established to support OGX, Brazil's largest independent oil company. Following major finds over the past few years, many in shallow waters, OGX has potential resources of 6.7 billion BOE, according to DeGolyer & McNaughton, a leading consulting firm to the petroleum industry.

OGX has plans to lease 48 new production units (including 25 wellhead platforms) from OSX over the next decade. To meet this demand and comply with Brazil's local content requirements, OSX began the construction of a new shipyard, located at Açú in São João da Barra, 340 kilometers north of Rio de Janeiro.

Ambitious growth strategy

According to DNV Manager Lincoln Mojon, these rapid developments have made OSX one of the most dynamic companies in the region. "While relatively new to the offshore market, OSX has recruited a lot of experienced personnel, and has quickly emerged as a major regional player," he says. "We expect that they will continue to grow at a similar pace over the next few years."

Recently, DNV was awarded certification of five Wellhead Platforms (WHPs) for OSX, which will be constructed in Brazil. The first two were engineered by Technip and will be built by a unit of Techint Engineering & Construction, and the other three at OSX's new shipyard. DNV will also perform verification during construction and certification of materials and components.

Building a long-term relationship

Mojon says that DNV's experience in the segment helped win the contract. "We have been successful in transferring our extensive experience in the North Sea to the Brazilian Continental Shelf, where we have certified eight fixed platforms, mostly for Petrobras," he says. "Our work on these WHPs will not only help strengthen our relationship with OSX, OGX and EBX, but raise our profile with other energy companies active in the region."

While the design of the OSX platforms are similar to those DNV recently verified for Statoil (the Peregrino A&B, now serving the Campos Basin) and Petrobras (the Mexilhão, now active in the Santos

FPSO OSX-1





OSX shipyard at Açú
in São João da Barra

Basin), Mojon notes that the WHP concept is relatively new to Brazilian waters.

"These units are fixed, jacket type platforms which include an integrated deck, utility systems, wellhead systems, living quarters, a helideck and drilling facilities but no processing equipment," he explains. "Once produced, the oil is fed through subsea pipelines to a Floating Production, Storage and Offloading (FPSO) unit, which processes the oil and offloads it to an oil carrier."

From WHPs to FPSOs

Mojon says that DNV also provided OSX with consulting services and risk assessment for the OSX-1, an FPSO classed by DNV and modified by Keppel in Singapore, which will be active in the Waimea

field off the coast of Rio de Janeiro before the end of the year.

A second FPSO (OSX-2) will be converted by Keppel, with three others to follow. Indeed, according to a recent statement published by Bloomberg, OSX director Carlos Eduardo Bellot indicated that OGX would lease up to 19 FPSOs from OSX by 2019. In total, OSX estimates that demand for rigs and platforms in Brazil will rise to about USD 200 billion.

"The scale of OSX's ambitions says a lot about how things are developing in Brazil," says Mojon. "Our work connected to the WHPs and the FPSO demonstrates our ability to provide classification and certification services to different parts of the OSX value-chain. We hope to provide them with additional technical and risk assessment support as the company moves forward." ■

New Director of Operations for DNV South America

Tommy Bjørnsen has held several different managerial positions in different geographies. Before coming to Brazil, he was Head of the Technology and Services Department in Oslo. He has a 28-year background in the Maritime and Oil & Gas markets – 22 of them working for DNV.

He replaces José Paulo Pontes and Eduardo Mezzalira, who are now respectively Director of Business Development for the Americas Division and Business Development Manager for South America. The three are located in the Rio Office.



Tommy Bjørnsen

The company is the exclusive agent for leading brands—mostly Norwegian suppliers of equipment, projects and services. It also provides legal assistance. Macnor Marine is basically divided into three segments:

1 - Projects, design and technology partnership - Sales and Consulting

The company has an important Norwegian partner for engineering projects and design of ships and shipyards—the Ulstein Group, from Ulsteinvik.

We can offer a “turn-key Ulstein Design” which may include not only the design and engineering of the vessel model, but also a package of equipment that can provide a big range of services.

Some types of vessels that we can offer include AHTS, PSV, OSRV, MPSV, Pipe Layers and Drillships, among others.

We can also promote the shipyard expertise of Ulstein Verft (their own shipyard in Ulsteinvik) to help potential customers like investors or shipowners

interested in building a yard from a green field or developing some small shipyard.

2 - Consulting - Opportunities and Legal Assistance

We promote some types of consulting services to new market entrants mainly of marine industries such as:

- Monthly or weekly reports on the market of marine industries (macro and micro).

- Accessibility and scheduling meetings and presentations of projects in specific departments in the major oil companies such as Petrobras in Brazil, the main shipyards in business, engineering firms, owners and operators of vessels, both Brazilians or foreigners with a branch in Brazil.

- Accessibility to various types of market opportunities. Specific recommendations and suggestions.

- Legal Assistance (Partnership with Baker & McKenzie -Trench): Tax planning for the development and full operation in Brazil (Owners, Operators and Shipyards); M&A (Mergers & Acquisitions); Corporate terms; Environmental Licenses / Infrastructure; - REPETRO Consulting (special suspension of taxes); Research and action framework; Work visas; Insurance; International contracts; Labor & employment; International trade; and Administrative law.

3 - Equipment - Sales & Marketing + Aftersales

We work in base marketing, feasibility and acceptability of the product in the Brazilian market.

We schedule weekly meetings with our major customers which are shipyards, ship owners, engineering companies and individual departments at oil companies (ex.: Petrobras , OGX), to develop the product from the technical specification to the tailor-made made solution that the market demands.

We also participate and have full negotiating influence with the technical departments and sales directors of each customer. With the negotiation and the sales process completed, our subsidiary Macnor Services takes care of the after sales.

We have a competent group of mechanical, electrical and electronic engineers and technicians trained and certified to work on commissioning (installation and start-up), repair and maintenance.

Macnor Services has a workshop in Benfica, Rio de Janeiro, 15 minutes from our downtown office, for storing some materials, tools and equipment for carrying out in-house repairs. ■

Macnor Marine

Macnor Marine Consultoria Empresarial (business and commercial consulting), founded in 2002, is a company that provides sales consulting, marketing and new business in the Brazilian shipbuilding Industry.

Ulstein PX-106 CBO ship.





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Umoe Bioenergy *expands*

Umoe Bioenergy expands to bio-electricity co-generation and anhydrous ethanol production

Umoe Bioenergy S.A. produces bio-ethanol from sugarcane in the Pontal do Paranapanema region, a new frontier for sugarcane in the State of São Paulo. The company has 45,000 hectares of sugarcane fields, spread around the plant in an average radius of 28 km. The agricultural operations are totally mechanized and the industrial plant crushes 2.6 million tons of cane per year, producing 220 million liters per year of hydrous-ethanol for flex-fuel cars. Umoe Bioenergy has 1,500 employees.

The company is part of the Umoe Group, founded and owned by Jens Ulltveit-Moe. Umoe AS, one of the largest privately owned companies in Norway, is the first Scandinavian company to invest heavily in bio-ethanol, the main biofuel in the world.

The Brazilian sugarcane industry, composed of 434 mills and 70,000 growers, has an annual turnover of US\$ 50 billion, exports US\$ 14 billion, employs 1.3 million people and provides 18% of the Brazilian energy (second largest source). Traditionally a food supplier, the industry has become a key energy supplier after the success of the flex-fuel car technology,

the adoption of mandatory ethanol/gasoline blend in several countries and the development of high efficient co-generation of bio-energy through the use of sugarcane fiber.

In Brazil, hydrous ethanol is used to power 15 million flex-fuel cars and anhydrous ethanol is used for the 25% mandatory blend with gasoline.

In total, ethanol provides 45% of the total Brazilian equivalent gasoline consumption. The total Brazilian auto fleet is expected to grow from 28 million to 54 million cars by 2020, 90% with flex-fuel technology.

Background

In 2006, Jens Ulltveit-Moe decided to expand his portfolio of investments into renewable fuels and made an option to invest in ethanol from sugarcane in Brazil.

Initially in partnership with a Brazilian group, the company built one green field plant, expanded an existing mill and planted the sugarcane necessary for the start-up, which occurred in the third quarter of 2008.

By the end of 2009, Umoe A.S. acquired 100% of the shares, fully capitalized the company and recruited a new management team to implement a very focused business plan.

Growth

During 2010, the company bought ownership participation in Copersucar S.A., the largest trader of ethanol and sugar in Brazil with an 18% market share. Also in 2010, Umoe Bioenergy expanded its operations in Sandovalina from 1.8 million tons to 2.6 million tons of sugarcane crushing capacity, and consolidated its 2-mill operations into one state-of-the-art site.

In 2010, Umoe Bioenergy was one of the first 5 Brazilian ethanol mills to receive the certificate from EPA as an advanced biofuel producer. This certificate allows the company to export ethanol to the huge USA market.

In 2011, Umoe Bioenergy initiated the construction of a bio-electricity co-generation plant, financed by BNDES and DNB, with the capacity to export up to 45 MW to the Brazilian energy grid, transforming sugarcane bagasse into electricity.

Also in 2011, Umoe Bioenergy started the construction of its anhydrous ethanol facility with a nominal capacity of 100 million liters per year. Both projects will start up in 2012.

According to Rubens Approbato Machado Junior, CEO of Umoe Bioenergy since the beginning of 2010, the company's biggest challenge is to assemble, organize, motivate and keep the employees focused on keeping pace with this rapid growth and improving the performance of Umoe Bioenergy every day. "The

The CEO of Umoe Bioenergy, Rubens Approbato Machado Junior, visiting the industrial plant.



goal of Umoe Bioenergy is to grow, becoming one of the most admired companies of the sector and providing good returns to shareholders, partners, employees, customers and the regions that welcome us."

Social work and environment

Umoe Bioenergy believes in education as a key contributor for the country's development and improvement of social values. The company has social projects in the cities of Sandovalina, Narandiba, Estrela do Norte e Pirapozinho, all in the Pontal do Paranapanema area. The project "Knowledge Space" consists of libraries and computer rooms with open access for the community. In the libraries, besides the traditional lending of books, activities are carried out such as craft workshops and activities of recognition. The computer courses are free and inclusive. The project "Citizenship Rescue" provides environmental, social, professional and family relations education to children and teenagers. Both projects benefit more than 1,500 people monthly.



Promoting the preservation and improvement of the environment, Umoe Bioenergy plants more than 100,000 trees per year of 80 diversified species of the native Atlantic Forest. Using its firefighting brigades and surveillance teams, the company protects more than 15,000 hectares of natural reserves and forests.

Rubens Approbato has more than 30 years of industrial and business experience. He worked for 23 years in E.I DuPont de Nemours in Brazil and in the USA, where he had various leadership positions in Businesses, Operations, R&D, Finance and IT. He was also the CEO of Petroquímica União S.A., a major Brazilian petrochemical company. Rubens has a degree in Industrial Engineering from Escola Politécnica of the University of São Paulo and a master's degree from Stanford University, CA - USA. ■

Based in Sandovalina, São Paulo State, the mill can produce 220 million liters of hydrous ethanol per year.

A new house *for* Statoil Brazil

PROJETO ARQUITETÔNICO 360°
360° ARCHITECTURAL DESIGN



On October 27th, Statoil signed a contract to expand its offices in Brazil. Currently occupying 3,860 m² in the Argentina Building in Rio de Janeiro's Botafogo district, the company is moving to a building totally designed by famous architect Oscar Niemeyer, the old Manchete building, right beside the Glória Hotel.

The building, which is going through a major reform, is expected to be ready by mid-December, when Statoil will then receive the keys to its offices and will be able to start preparing all the installations to move the employees.

The official move is expected to take place in early April 2012, when the company will occupy 6 of the 12 floors in the building, growing up to 14.376 m².

The negotiation and the long lease contract – ten years – clearly demonstrate Statoil's ambition to grow and expand its business in Brazil in the long term.

Statoil is already well established in Brazil. The company is the operator and holds a 60% stake in the large Peregrino field 85 km off the coast of Rio de Janeiro and has several exploration licenses. Statoil also cooperates with the national oil company Petrobras with a number of commercial and technological agreements in place. ■

Aker Solutions

delivers SRU to Petrobras

Aker Solutions has completed the delivery of a Sulphate Removal Unit (SRU) for Petrobras P-58 platform.



Aker Solutions completed the delivery of the SRU on October 21.

Sulphate Removal Units consist of filters, pumps, SRU skids (frames for the membrane installation), membrane cleaning systems, chemical injection skids and control panels. These systems are responsible for seawater treatment, reducing sulphate concentration. Subsequently, water is injected into production reservoirs under high pressure, thus maintaining oil production in wells without any damage.

"It is known that sulphate from seawater, when in contact with barium and/or strontium in formation waters from oil reservoirs, forms deposits of barium and/or strontium sulphate, causing damage to formation and, consequently, decreasing well productivity and injectivity," explains Michelle Reic, the project manager. "Therefore, it is important to reduce sulphate concen-

tration in seawater before injection into reservoirs."

Aker Solutions manufactured the SRU skids at a construction yard located in Caju, Rio de Janeiro, relying on a team of more than 200 outsourced workers. The P-58 skid weighs 206 tons. During the project there were no lost-time incidents with awards for employees and workers who stood out in Quality, Safety, Environment and Health mindset. "We appreciate the commitment of those who take care of themselves, their colleagues and our product," said Rafael Luz, responsible for SRU skids manufacturing.

The president of Aker Solutions' process systems business in Brazil, André Andriolo, congratulates the entire team for the delivery. "This project enabled the Process Systems Brazil division, specialized in process technology and engineering for topside systems, to design and manufacture in Brazil the largest unit of sulphate removal operating in the country," said Andriolo. Following the delivery to P58, Aker Solutions is currently working on delivering a similar unit to Petrobras' P-62 project.

New president appointed in Brazil

Luis Araujo was appointed president and regional manager of Aker Solutions in Brazil in November. Araujo is heading up the regional organization supporting all Brazilian business activities.

"I am very pleased that Luis Araujo has accepted to lead our company in Brazil. During this time of restructuring in Brazil, his leadership qualities along with his extensive oil and gas experience will be important to Aker Solutions. I look forward to working with him in endeavouring to strengthen our operations in Brazil," says Øyvind Eriksen, executive chairman of Aker Solutions.

Araujo (52) lives in Rio de Janeiro and has over 28 years of experience in the industry. He holds a bachelor's degree in Mechanical Engineering from Brazil and an MBA from Edinburgh University, UK.

"I look forward to taking on this challenge, working for a company with a solid foundation, a wide product and service portfolio, strong values and a business which is well positioned in Brazil," says Araujo. ■

New *ENVIRONMENTAL* *RULES* for offshore activities

*By Márcio Pereira**



Announced as a measure to meet the demand for licenses and to attack the subjective nature of their analysis, the Brazilian Ministry of the Environment ("MMA") has regulated, by means of Ordinance no. 422, published on October 28, 2011, the procedures for federal environmental licensing of seismic, well drilling, long-duration tests and production and flow of petroleum and natural gas activities and projects in the marine environment and in land-sea transition zones. The purpose of the new regulations is basically to afford more clarity in the follow-up of the proceedings, as well as to ensure legal security not only to entrepreneurs, but also to the public agents and the community in general.

Due to the development of the economy, the Brazilian Institute for the Environment and Renew-

able Natural Resources ("IBAMA") has experienced, in the last decade, an increase of around 700% in the demand for environmental licenses in its area of responsibility. There is a tendency for this growth in demand to continue, especially if one considers the forecast of investments in the country, mainly within IBAMA's area of responsibility – for example, in the petroleum and natural gas industry, where estimates foresee an increase in the order of 226.33% for domestic production of petroleum and 288.3% for production¹. In this scenario, it was necessary to provide IBAMA with procedural rules in order to enable the application of the different kinds of licenses provided for in the environmental laws for the activities of upstream exploitation and production².

In general, MMA Ordinance no. 422/11, as a regulation act, restricted as it is to its own limits, could not advance much towards modernization of the environmental licensing for the sector, neither could it contribute to ensure further development of actions targeting operational safety and mitigation of risks to the environment, a concern which has become more intense after the oil spill in the Macondo well, which took place in the Gulf of Mexico in 2010, and served as a warning for the review of the control mechanisms. With a focus essentially on rules of procedure, the new regulations enumerate known stages, which are already incorporated into the environmental licensing routine. As to time frames, although they do present some nuances, the regulations do not introduce material changes as compared to those already in force. However, the aforementioned Ordinance provides for the adoption of different kinds of licenses according to the environmental sensitivity, adding new studies and requirements.

Under the new rule, for the seismic survey activity to fall under Class 1 in the environmental licensing, one must consider, in addition to the concentration of marine and coastal species both socio-environmentally and economically relevant (a criterion which is set out in Resolution no. 350/04, of the Brazilian National Council for the Environment—"CONAMA"), the presence of "socio-economic activities requiring greater detail in the environmental studies and thorough control actions for a possible implementation of projects of exploitation and production of petroleum and natural gas." This new

criterion – which is subject to criticism as it leaves excessive room for subjectivity – will from now on determine the requirement for an Environmental Impact Study (EIA) and an Environmental Impact Report (EIA/RIMA). Further, IBAMA will be entitled to establish alternative criteria for the definition of the classification of the activities, when these are located in areas which have already been the object of regional studies. With regard to the activity of drilling of offshore wells, as determined by the new regulations, it is subject only to the Operation License, which will require the development of an EIA/RIMA, in the case of activities in an area less than 50 meters deep or less than 50 km away from shore, or in environmentally sensitive areas. In other cases, a Drilling Environmental Study and/or a Drilling Impact Report (EAP/RIAP), which are new kinds of studies, may be required. Furthermore, a preliminary modeling study of dispersion of pollutants in the sea may be required to support the drafting of a Reference Instrument for the environmental studies. In addition to this, MMA Ordinance no. 422/2011 makes official the already adopted practice of per-polygon licensing, where there are several drillings in the same location. In this respect, CONAMA Resolution no. 237/97 already allowed the competent environmental agency to concede to the establishment of a single environmental licensing proceeding for similar and neighboring activities; however, the new regulations define the type of licensing, which necessarily implies the classification of the activity as Class 1, that is, subject to EIA/RIMA.

The production and flow of petroleum and natural gas, in turn, will depend on the development of an EIA/RIMA for the Prior License to be granted, which license will necessarily be followed by Installation and Operation Licenses. The same licenses and studies will be required for the Long-Duration Test (TLD), which involves well tests carried out during the exploitation phase, with the main purpose of obtaining data and information to gain knowledge about the reservoir, with a total flow time exceeding 72 hours. However, for a TLD of just one well, with a maximum duration of 180 days, located more than 50 km away from shore and in waters deeper than 50 m, a Prior License will not be required, whereas the grant of an Installation License will be

optional and an Operation License will be mandatory, through the performance of a Long-Duration Test Environmental Study and respective Long-Duration Test Environmental Impact Report.

IBAMA may also consent to the establishment of a single environmental licensing proceeding for similar projects in the same region, in a compatible timescale, as long as the responsibility for the whole group of projects is defined, which is supported by CONAMA Resolution no. 237/97. In addition, the implementation of regional environmental programs will be allowed for the same area of concentration of projects, whether or not shared by different companies, as a complement to or replacement for individual environmental projects, as long as the responsibility for their execution is defined.

Taking a step towards knowledge management, MMA Ordinance no. 422/2011 enables the use of information contained in studies, duly validated and published. It further allows IBAMA to initiate benchmark administrative proceedings to collect information presented by the companies in the industry, with the purpose of validating and optimizing access to such information and their use in environmental licensing proceedings – any confidential data being, however, protected.

In summary, Ordinance no. 422/2011 institutionalizes command and control practices and actions in the environmental licensing proceedings, presenting advantages, concerns and imperfections. Pursuing this approach, it favors the kinds of licenses and procedures set out in CONAMA Resolution no. 237/97, to the detriment of the provisions of CONAMA Resolution no. 23/94. The adoption of open or excessively discretionary criteria, sometimes departing from procedures and studies established in the governing laws, is certainly subject to criticism, as it may result in subjective analyses – against which, paradoxically, the new regulations have been enacted. ■

*Partner in the environment and sustainability practice area of Schmidt, Valois, Miranda, Ferreira & Agel Advogados.

¹ “Governo moderniza licenciamento ambiental” [“Government modernizes environmental licensing”], news story published on October 28, 2011 on the website www.ibama.gov.br/publicadas.

² Normative Instruction no. 184/2008 established the procedures for federal environmental licensing, but excluded its applicability in the licensing of projects of offshore exploitation of petroleum (article 52).

TozziniFreire's new *Oil & Gas* head

Pedro
Dittrich



Pedro Dittrich, one of the coordinators of the technical group that drafted the pre-salt bills at the Chief of Staff Office of the President of Brazil, is the new head of TozziniFreire's Oil & Gas Practice Group, and will be based at the firm's Rio de Janeiro office.

In addition to his expertise as a lawyer in the energy, biofuel and oil & gas sectors, Dittrich also worked for seven years for the Brazilian Government, including the Ministry of Mines and Energy, and was an audit board member at energy companies and a legal adviser to draft the Regulation of the Gas Sector.

Graduated in Law and in Electrical Engineering from the Universidade Federal do Rio Grande do Sul (UFRGS), and specialized in International Law from the same university, Dittrich has a Master's Degree in Corporate and Business Law from Pontifícia Universidade Católica de São Paulo (PUC-SP) and is about to receive a Master's in Oil Law from Dundee University, Scotland. ■

Westshore's "Brazilian Wave"

Westshore Shipbrokers recently released its in-house monthly report called "Brazilian Wave". The report focused on the Brazilian offshore market is available on the company's website: <http://www.westshore.com.br/brazilianwave>

We sincerely hope you enjoy it!



Gold Members

The Norwegian Brazilian Chamber of Commerce would like to extend a warm thank you to its Gold Members.

If you have any doubts about membership in the NBCC, please contact Executive Manager Ana Luisa Ulsig Leite at info@nbcc.

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A Seco Tools é uma empresa sueca que atua na fabricação de ferramentas de corte para usinagem, oferecendo soluções completas para os mais diferentes segmentos de mercado: Aeroespacial, de Óleo e Gás, Automobilística, Geração de Energia, Usinagem Pesada, Moldes e Matrizes, entre muitas outras.

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SECO

Why “NordicLight”?

2011 was a very busy year at Swedcham, probably our best year ever in terms of number of events, and we decided to end it with a “bang”—or rather a new look and name for our magazine, which is more than 20 years old. Over the years, the magazine has grown substantially thanks mainly to our faithful advertisers and sponsors!

This magazine’s new name, “*NordicLight*”, was inspired by Nordic friendship and the famous Northern Lights, or the Aurora Borealis as they are also known.

People usually associate the Aurora Borealis with dark winter nights, although this natural phenomenon happens all the time (it’s just harder to see in lighter conditions). Best is September through April, from 11 p.m. to 2 a.m. The further south in Scandinavia you go, the shorter the Aurora Borealis season will be.

To see this phenomenon, it is best to visit the auroral zone (or any location beyond the Arctic Circle) where the Northern Lights occur. Tourists’ favorite viewing locations are the coasts of the Norwegian counties of Tromsø and Finnmark. The Northern Lights can be viewed from other northern locations as well, but the northern half of Norway and Sweden, as well as all of Iceland, are famous for having “the best seats” for viewing the Aurora Borealis.

The Northern Lights are one of the big three natural phenomena in Scandinavia, created by our sun’s magnetic activity—the others are the Midnight Sun and Polar Nights.

Swedcham’s **Editorial Council** (please see page 50) plans to continue working on improving the magazine and we would like to take this opportunity to inform our readers that contributions and/or suggestions will be most welcome!



Board Meeting at Sandvik

Sandvik hosted Swedcham’s Board Meeting and a following meeting with the Advisory Council on November 25. Altogether more than 30 executives had a very interesting day that included a presentation of Swedcham’s activities and result for 2011 by Executive Secretary Jonas Lindström, a presentation about the Swedish-Brazilian Research & Innovation Center (CISB) by SAAB CTO Pontus de Laval, and briefings by the Swedish Ambassador, the Consul General, the Trade Commissioner and the representative for InvestSweden. The group was also given a presentation by Sandvik and a tour of the plant, organized by CEO Luiz Manetti and his team.

(Left to right) Wilson Pedroni, director of the Sandvik Coromant factory, Reginaldo Macedo (Alfa Laval), Paulo Nigro (Tetra Pak), Rolf Risan (Nordea) and Magnus Anseklev (Sony Ericsson).



Christmas Party



As this magazine was going to press, Swedcham was busy preparing for its famous traditional Christmas Party, scheduled for December 8 at the Chamber's own premises.

As usual, the event was to capture the essence of a true Swedish Christmas—with lots of entertainment, music, raffles and typical foods and beverages.

This year's event was to feature DJ Camilo Rocha, well-known in São Paulo's active night life.

This very special evening was generously sponsored by Axis Communication, Buffet Cicareli, Electrolux, Exportradet, Gant, Laeder, L'Hotel, Maasai Hotel, Mercuri Urval, Nespresso, O.P. Anderson, Quality Inn & Suites, Scandinavia Designs, Semcom, Thule and Volvo Cars.

KTH alumni event

Alumni from the Swedish University KTH met up with KTH representatives on November 3 for an evening of networking and socializing at Swedcham. The event began with a presentation given by Semida Silveira, Professor of Energy and Environmental Technology and head of the Division of Energy and Climate Studies (ECS) at KTH. After the presentation, the alumni were joined by local company representatives and members of Swedcham for further discussions over a light buffet. There was much enthusiasm among the KTH alumni for setting up a local alumni chapter, something which is being followed up at present. Please contact the team at alumni@kth.se if you're interested in taking part.

Swedcham/NBCC Seminar

BNDES, DNB, Swedcham and the NBCC organized a seminar on "Financing of the Brazilian Oil & Gas Supply Service Industry", which was held in Rio on December 1.

The seminar was presented by Petrobras (Discussing Local Content: Challenges & Perspectives of the O&G Industry in Brazil) and BNDES (Development of the O&G Supply Chain), and was followed by a questions & answers period.

Welcome Minna!

Swedcham extends a warm welcome to new member Minna Sahl. She is married to Christian who came this year to work for SSAB in São Paulo. Her work experience includes market assistant at the port of Oxelösund, Scania, OKQ8 and Skavsta airport. She is fluent in Swedish, Finnish and English and is currently studying Portuguese.

Asked why she became a member, Minna said: "When we first came just to visit Brazil and SSAB, I was given a magazine (then "**Brazil & Sweden/Norway**") by the local head of SSAB. I immediately became interested in Swedcham and when I saw all the activities and events you offered this year I decided to become a member! I am a very curious person and I think it's wonderful that the Chamber also is open to individual members. Through the Chamber I get to participate in various events and company visits but also to meet many friendly people here in my new home country!"



New Members

Swedcham wishes to welcome the following new members up to November 28:

CORPORATE:

• All Business Consulting

Consulting company in power generation. Activities: project design, feasibility study, energy trading, settlement entities in the sector (ANEEL, MME, ONS, CCEE).

• Catenon

Catenon Worldwide Executive Search is a company specialized in the global search of professionals. It has a team of professionals in over 35 countries participating in projects of national and international search in different countries and cultural environments. Together with its local expertise, advanced information systems, assessment methodologies and knowledge management, Catenon ensures uniformity of quality and success of global service delivery.

*Crown

Crown Relocations (crownrelo.com), established in 1965, is operating in 55 countries. Services include expense management, policy consulting, program administration, home & school search, intercultural services, as well as storage and international transportation of household goods.

• Godke, Silva & Rocha Advogados

Godke, Silva & Rocha Advogados is a firm of lawyers who have extensive experience in corporate law. The office was founded with the purpose

of providing quality legal services in the consultancy and procedural area. Going beyond the expectations of our customers is our ultimate goal. Our perfection for excellence in legal services has led us to meet Brazilian and foreign companies in the most diverse sectors of the economy, as well as individuals with more complex demands.

*Horton International

A global executive search firm specializing in the recruitment of senior talent. The breadth and depth of our capability is demonstrated by the broad range of our assignments. These include: General Management, Corporate Functions, Consulting, Finance, Human Resources, Information Technology, Sales & Marketing, Manufacturing, Engineering and Technical, Retail. Through offices in the Americas, Europe, and Asia-Pacific, we help organizations in a wide range of industries and geographies recruit the people they need to succeed.

• LEAX

LEAX Group is a leading service provider of mechanical solutions for the following industries: commercial vehicles and automotive sector, construction, mining and general industry. LEAX do Brasil Ltda. is the group's first establishment in Latin America.

*SCA

On August 31, 2011, SCA (Svenska

Cellulosa Aktiebolaget) proudly announced the acquisition of Pro Descart, a manufacturer of Incontinence Care products, in Brazil. The company firmly believes in the potential of the Brazilian market and, as it is its tradition, plans to build long-term, mutually beneficial relationships with suppliers, customers, consumers and the community. SCA is a global hygiene and paper company that develops and produces personal care products, tissue, packaging solutions, publication papers and solid-wood products.

• Uppsala University

A comprehensive international research university dedicated to advancing science, scholarship, and higher education. For more than 500 years, Uppsala University has been a distinguished seat of learning with rich opportunities for students and researchers at all levels. Uppsala students are in touch with the very latest research findings in modern settings. Researchers at Uppsala University participate in research projects with colleagues at more than 1,000 universities around the globe, mainly in Europe, the US, and Asia.

INDIVIDUAL:

Cristiano Castro de Carvalho
Fabiano Indena
Marcelo Alberto Kac
Minna Sahl
Sven Schéle



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Semcon in EFESOS project

Semcon in Sweden is participating in a Human Machine Interaction (HMI) research project – EFESOS – conducted during 2009-2013 with the aim of making driving of future cars more environmentally friendly, enjoyable and safe by means of optimized systems.

The project is led by Volvo Cars and financed (9 M Euro) by several industry and university partners and around 50% is financed by

Swedish authorities as part of the Strategic Vehicle Research and Innovation Program. In all, nine industrial partners and technical universities are involved.

The purpose is to investigate, evaluate and demonstrate technical solutions for safe green and enjoyable interaction with In-Vehicle Information Systems (IVIS).

Another aim is to develop methods and tools to ensure that active safety systems, driver information and infotainment systems developed are in total accordance with the drivers' cognition and physical limitations to produce optimal effect, thus implementing a holistic approach for HMI development and evaluation.

Examples of research areas are **Multi-Modal Interaction**, e.g. how to use and combine cognitive/perceptual modalities in a way that supports safe interaction with advanced functions while driving, and **In-Vehicle Internet**, e.g. how onboard internet will change driver behavior (e.g. extensive info search while driving). Other areas to be covered are **Open Design Infrastructures**, i.e. what trend can be identified in the area of open innovation, open source, software development etc., and new ways of using **3D sound and vibration design** to alert and entertain car users.

Besides the two short examples described below, other examples of on-going work is to by design countermeasure drowsiness while driving, find new ways of introducing effective design (emotional design) in car design and explore more in detail how design can accommodate cultural differences in driving behavior between e.g. Europe and China.



Volvo Car Corporation HMI Usability Lab

***Evaluation of safety and enjoyment aspects when using touch screen and touch pad while driving.**

The purpose of the test was concept exploration and comparison of existing user interaction technologies for text message handling with focus on traffic safety, ease of use and enjoyment. The driving simulator that was used was newly built by the Volvo Car Corporation.

The overall research question was to what extent safety, ease of use, and enjoyment are fulfilled in the Touch Screen and Touch Pad concepts during in-vehicle texting. Shortly the results revealed that the touch screen interface gave better results than the touch pad interface.

***Attitudes towards green touch points in the use of in- and off-vehicle internet** – including emotions, core value and brand identity into the HMI development.

The innovative content in this work is the novel approach finding "green behavior" in the usage of the car, not only the driving situation, using experience design and behavioral science with the aim of exploring behavior change, branding and use of technologies around us, e.g. Internet, smartphones, social networks, etc. The business rationale behind this approach, besides a lowered carbon footprint, is that of affecting the consumers' experience of interacting with the brand, with the aim of strengthening or "greening" the image of the brand.

For more info please contact:

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or **Renato Perrotta**, Regional Manager

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Swedcham Members are more than welcome to submit their news for publication in our magazine. All you need to do is send your news items to the editor, Laura Reid, at laura@swedcham.com.br

The Chamber reserves the right to select, edit and/or cut submitted items.

Volvo Ocean Race 2011/2012

The 11th edition of the Volvo Ocean Race, the largest round-the-world regatta, began on November 5 in the Spanish port of Alicante and will finish in Galway, Ireland, in July 2012. On the way, the race includes visits to Cape Town (South Africa), Abu Dhabi (UAE), Sanya (China), Auckland (New Zealand), Itajaí (Brazil), Miami (USA), Lisbon (Portugal) and Lorient (France).

The race is contested by 11-strong crews of professional sailors, who will experience temperatures ranging from -15 to +40 degrees Celsius over the course of the race. They will trust their lives to the boat skipper and experience hunger and severe sleep deprivation on legs lasting as long as 22 days. No fresh produce is taken on board during the race, meaning the teams will survive on freeze-dried food.

One of the most demanding team sporting events in the world, the race presents a unique blend of high-tech glitz, offshore endurance and edge-of-the-seat adventure.

Itajaí, on the coast of Santa Catarina State, will be the VOR's only stop in South America. The Itajaí race village will open on April 5, 2012, when the first boats are scheduled to arrive, remaining there for two weeks and leaving April 22 for the US.



CISB announces new initiatives

During the 1st Annual Meeting of the Swedish-Brazilian Research & Innovation Center (CISB), held in São Paulo from November 23 to 25, Swedish and Brazilian organizations had the opportunity to interact and swap experiences in an atmosphere ideal for collaborating toward innovation. In addition to presenting projects already underway, CISB launched four new initiatives: a Partnership with the National Scientific & Technological Development Council (CNPq), the Transport Arena, the Security Arena and the Capability Development Center (CDC).

The Partnership with CNPq, aimed at promoting scientific and technological activities in pre-determined areas, consists in joint aid to international student exchange through 100 scholarships co-financed by CNPq and Saab in Sweden.

The Security Arena helps organizations consolidate projects of collaboration within the area of social security. The program's objective is to reinforce the ability to deal with crises and increase the possibilities of facing serious threats and disorders in society.

The Transport Arena offers a unique environment for the development of collaboration projects in the various areas of Transport, such as the transport of goods and people, urban and long-distance transport. In Sweden, there are already some institutions carrying out research and projects within this Arena.

The CDC is a hardware and software platform that allows for the exchange of information between the different civilian and military systems, permitting the planning of contingencies. Fol-

lowing the Swedish and South African experience, CISB is promoting the implementation of a Brazilian CDC capable of supplying industry, universities and government to develop and demonstrate solutions for applications such as maritime security, border security, protection and preservation of oil reserves and security at large events such as the World Cup and Olympics.

The fleet of Volvo Open 70's at the Start of Leg 1 of the Volvo Ocean Race 2011/2012 from Alicante, Spain, to Cape Town, South Africa. (Photo Paul Todd/VOR).

2011 features varied events

*By Giselle Welter,
Committee Coordinator*



The objective of the activities carried out in 2011 was to meet the interests of professionals involved in human resources and attract people interested in the subject. Seeking a greater synergy with our members in proposing events and activities, we conducted an online survey with respondents accounting for 12.4% of the total. The results indicated a preference for informal and asystematic sources of information, rather than activities of a technical/scientific or more formal context. Among themes attracting greater interest were the development of leaderships and teams, interpersonal communication, concern with the development of individuals and talent retention. Special attention was also given to the development of an innovation culture.

In this respect, the activities proposed by the Human Capital Committee had different formats and included a large variety of themes. Practical issues were broached initially in the event ***"Expatriation: Cultural Aspects and Fiscal Obligations Resulting from this Challenge"***, which was coordinated by Regina Assumpção and Ana Bottarini and helped people better understand what this represents for the individual and the company, taking into consideration three distinct moments: expatriation, adapting to the new country, and repatriation.

Under a workshop format, the event ***"Team Motivation and Synergy"***, which I coordinated, involved discussing the impact of human diversity on team work and a company's competitiveness. Through practical experiences, participants were able to perceive that, although less comfortable, heterogeneity in teams is a source of wealth and favors more creative solutions.

The innovation culture theme was broached

in the ***"Visit to Google headquarters in São Paulo"*** event. The contact with human resources manager Tatiana Costa enabled participants to take a closer look at the people management work developed at a highly attractive company, which adopts selection criteria strongly in line with its culture, conciliating them with a work environment that is stimulating, informal and challenging, with ambitious targets and high professionalism.

The interactive workshop with the theme ***"Coaching: how this practice can benefit your company"***, coordinated by José Aquino, met the interest expressed in the people development theme. Participants had the opportunity to actively experience situations that simulate the corporate environment, and clarify their doubts about coaching. They had access to interesting market data and were able to see the importance of evaluating the company's needs and guaranteeing the use of an efficient coaching program.

Finally, integrating such diverse subjects as people management and leadership with the musical artistic element, we held an evening event featuring the presentation and show ***"Tuning your company – a musical metaphor"***, with Valdir Carvalho and Frederico Godoy, of Diapasão. In an informal while at the same time instructive manner, participants had the opportunity of reflecting about management models and understanding the complexity of a well tuned and harmonious orchestration. The organizational metaphor presented through music, in a very professional and skillful way, marked the end of our activities in 2011.

We hope to be able to count on the same enthusiasm and large participation in our 2012 events, and we wish to thank everyone for their trust and support. ■



Domestic workers' rights in Brazil

By Renato Pacheco Neto*

According to Law 5.859/72, article 1º: domestic employees are considered those who continuously carry out their tasks within the households of their employers without a profit-driven aim. They can develop different functions: cook, housekeeper, butler, nurse, laundress, chauffeur, nursing home companions, home gardener, maid, caretaker, residence porter, street watcher, etc.

For the sake of better explaining the difference between two very close examples of drivers, there is one only serving the family and the other serving the executive director himself at work. While the first can be considered a domestic employee, the second is a normal employee to be hired by the company and not by the individual. But what is the difference and how does it affect the social costs?

In Brazil the benefit of the FGTS governmental severance payment fund is not mandatory for domestic employees, this meaning that his/her employer is not obliged to contribute every month with approximately 8.3% of the employee's salary to the FGTS. The latter charges 40-50% of the deposited amounts in case there is no cause to dismiss the employee. This contribution may also affect the unemployment insurance package from which a non-domestic employee may benefit, under certain given conditions.

Furthermore, the domestic employee is in principle not entitled to be paid extra hours, which would be required for other employees not working within households. In Brazil, extra worked hours lead to a 50% extra payment for the employee in addition to the increase in all the corresponding social charges as well.

On top of that employer contribution for domestic

employment implies collecting 12% over his/her salary to the INSS (National Social Security Institute), whereas corporations usually pay 20% over the gross salary. There is for sure a reason why foreigners and expatriates should seek an appropriate legal advice before making the decision to employ people in their households.

Last but not least, it is important to bear in mind that court decisions tend to accept that the domestic worker may not be entitled to cumulate other functions, as far as other domestic tasks are carried out in the same household. This could however be challenged and will much depend on the given circumstances involving the labor relationship and developed tasks.

This short contribution does not intend to replace any legal specific advice but rather is aimed at raising awareness of some important elements for foreigners hiring domestic employees in Brazil. ■

*Renato Pacheco Neto, LL.M., alumnus of Harvard's Law School LLF, also holds Executive Management Diplomas from both the Stockholm School of Economics (Handelshögskolan) and Helsinki School of Economics (Kauppakorkeakoulu). He is Chairman of the Board of the European Court of Arbitration in Brazil (Eurocâmaras-CAE), Legal Director of European Business Organizations Overseas (EBO) in Brussels and Swedcham. He is also Founding and Managing Partner of the international law firm Fraga, Bekierman & Pacheco Neto – Advogados, with offices in SP/Rio/Brasília and worldwide alliances.



This article was written with the support of Cristiane Delfini Cera and Kelly Cristina Osano dos Santos, who are respectively Labor Team leader and labor lawyer at FBP-Advogados.

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New Committee launched

*By Felipe Christiansen
Committee Coordinator*

It is with great satisfaction that, on November 11, we launched Swedcham's new Innovation & Sustainability Committee, motivated mainly by the wish expressed by many of our members to create an environment conducive to the discussion of themes that are becoming increasingly important in the business environment.

It is a well-known fact that **sustainability**—known as the capacity to explore natural resources in a way that supplies the needs of present generations without affecting future ones—is a topic that currently takes on a major role in the management and strategic planning of a modern company that is in line with the new trends of a globalized world.

In this context, **innovation**—defined as any action that allows for efficiency gains in the production process of consumer goods or services, with the largest possible savings of natural resources—is one of the most important tools to make **sustainability** something real and measurable in organizations.

Thus the Innovation & Sustainability Committee emerges with the mission to carry out activities, seminars, visits, workshops, etc. that promote the knowledge and exchange of experiences regarding these themes, making this debate ever more interesting and attractive to all members as well as generating new business opportunities.

We will broach subjects such as, for example, renewable energy sources, the carbon market, "cleaner production", recycling, industrial waste treatment, and quality systems, among many others.

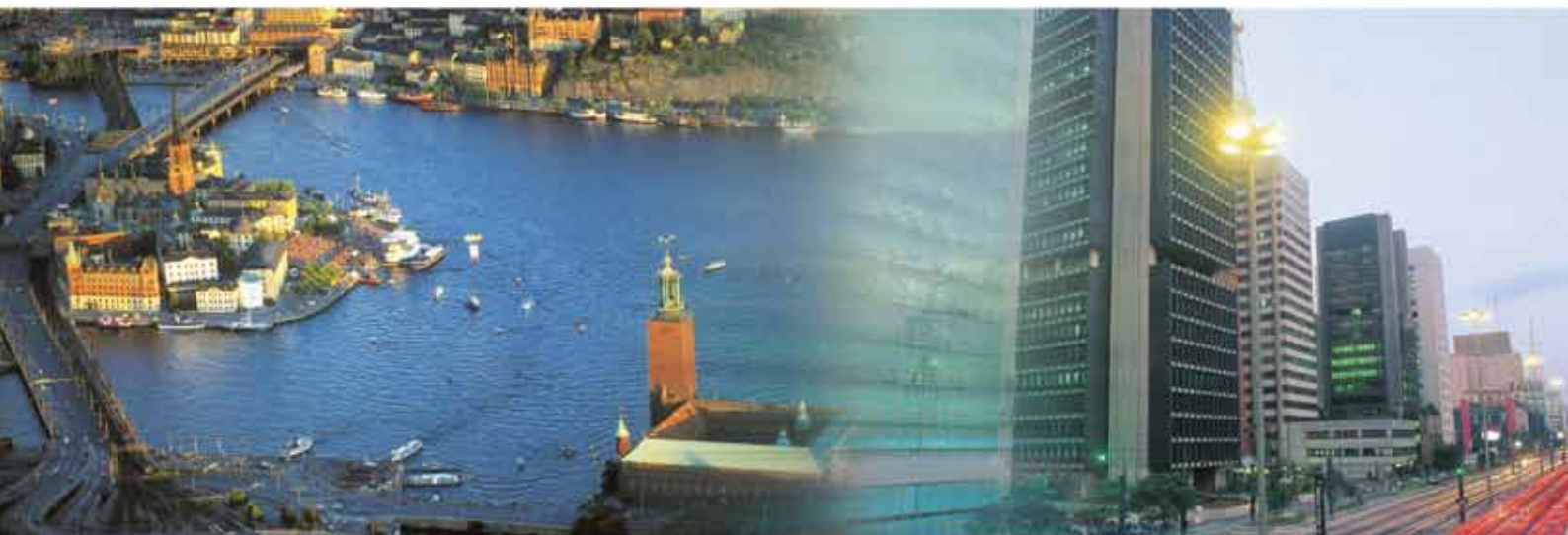
We are certain that many corporate members of Swedcham are world references in many of these technologies, and in order to achieve the **excellence** we plan for the Committee, it is of vital **importance** that members **participate**, proposing new ideas or suggesting new activities. We are counting on your presence, which is always most welcome! Thank you! ■



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