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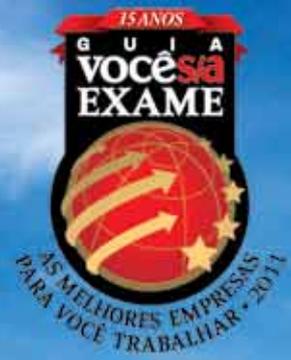
OCTOBER-NOVEMBER 2011



**Exclusive interview
with Tetra Pak's
Paulo Nigro**

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Paulo Nigro heads Tetra Pak's second largest operation in the world

"BRAZIL & SWEDEN/NORWAY" RECENTLY INTERVIEWED PAULO NIGRO, PRESIDENT OF TETRA PAK IN BRAZIL, WHICH IS THE COMPANY'S SECOND LARGEST OPERATION IN THE WORLD, TOPPED ONLY BY THE CHINESE SUBSIDIARY.

First of all, could you tell us a bit about yourself? How long have you been with Tetra Pak in Brazil and when did you become its President?

I graduated in Mechanical Engineering from FAAP, obtained a Bachelor's Degree in Business Administration from Mackenzie University and specialized in management and business administration from the IMD Business School in Lausanne, Switzerland. Before joining Tetra Pak in 1991 as sales manager, I worked for companies such as Philips, Goodyear and AGA (now Linde). In 1997, I took over as vice-president of the Carton Packaging Business Area. The following year, I was promoted to CEO of Tetra Pak in Canada and in 2001 I was transferred to Italy also as CEO. And in April 2007, I was invited to return to Brazil and take over the company's helm in this country and I am now also vice-president of Tetra Pak for Central and South America.

What are your main challenges as head of Tetra Pak?

Tetra Pak aims to be recognized by consumers as a company that offers solutions to maintain food products with their original and safe characteristics, with practical, environmentally-friendly and quality packaging. However, the company seeks not only to inform them about the attributes of its products, but mainly to show consumers that, by buying food or beverages in Tetra Pak packaging, consumers are making the correct and conscious choice from the environmental and social viewpoint. Thus, one of Tetra Pak's greatest challenges today is to reach this public through its products and make them become engaged in this movement, believing that they are capable of transforming the world through actions that promote recycling and social and environmental awareness.

What is the most challenging aspect of being a leader?

I believe that a leader's greatest challenge is to maintain his ability to mobilize while at the same time understanding his own vulnerability, and to remain humble. I say this the whole time to my team. Because those who are not humble are unable to learn, or seek more innovation or work for quality.

Could you give us some details about Tetra Pak's performance in 2010? What is the forecast for this year?

Tetra Pak is a company of the group of Swedish origin Tetra Laval. It is present in 170 countries and employs more than 21,000 people throughout the world. Today, Tetra Pak Brazil is the company's second largest operation in the world in terms of sales



volume and revenue, only behind the Chinese subsidiary. In 2010, Tetra Pak Brazil reached the mark of 11 billion packaging solutions delivered locally, with a revenue amounting to BRL 3.7 billion. We expect that the growth will amount to between around 7% and 8% in 2011.

Could you tell us a bit about Tetra Pak's participation in the Fispal international food service trade fair in São Paulo this year? And in Expomaq 2011 (the fair for machinery, equipment, packaging and inputs for the dairy products industry)?

Both Fispal and Expomaq are major events for Tetra Pak. On both occasions, we received hundreds of clients from Brazil and Latin America in our stand. At Fispal 2011, we had the opportunity to meet with representatives of more

than 30 countries and closed a significant volume of business deals during the event. Besides being an ideal meeting place, the two fairs always make us try to show what is most modern in the world of Tetra Pak to our esteemed business partners.

What are Tetra Pak's planned investments/projects for 2011 and 2012?

This year we have announced the sale of new packaging with "green plastic" caps, made of sugarcane ethanol. This project has turned the company into a world pioneer in the use of this type of material. With this stage, Tetra Pak packaging is heading stronger in the direction of using 100% renewable sources, which today correspond to 75% of its packaging.

Among the Brazilian and global innovations that will be brought to Latin America over the next 12 months, the region will see 21 Tetra Pak launchings. This is an all-time record for one of the company's regions. This year alone, we have already introduced two new packages on the Brazilian market: Tetra Prisma 330 with the DreamCap™ cap, ideal for consuming beverages on the go, and Tetra Brik® Aseptic Edge, a new option for milk products, fruit juices, nectars and non-carbonated drinks.

With the growth of the Brazilian economy and consequently of the middle class, sales of Tetra Pak products must also be on the rise. Could you comment about this?

In spite of the effects of the world economic crisis in 2009, in Brazil we witnessed a large increase in the market for ready-to-drink products. According to research conducted by Tetra Pak worldwide, this is due to the fact that consumers opted for cutting down on costs such as eating out, while on the other hand increasing products consumed at home. The categories that witness the most growth are those of portion packs. Packages of up to 250 milliliters, for example, showed a sales growth exceeding 20% in Brazil in 2010.

The rise of the emerging middle class has also driven demand for products in practical and safe packaging, ecologically correct solutions, and the diversification of options of portions and openings. Thus, the current step is to invest in the consumer's convenience and this is why

The Tetra Pak plant in Monte Mor

we are focusing on two trends: an increase in the size of packaging to 1.5-liter options for families, and a reduction in packaging for people who live alone.

In May this year, Tetra Pak Brazil inaugurated the company's first "green" data center in the world. Could you give us some details about this center?

Following the premise of sustainability, we inaugurated a new Data Center developed with the very best "green" IT practices. The project, which required BRL 2.4 million in investments, is the company's first in the world to count on this innovative and sustainable standard. The new Data Center, located at the company's facilities in Monte Mor (São Paulo State), has 60 servers and some 40 network, telephone, Internet and safety equipments. The big differential is that the entire technology is intelligent, capable of managing the consumption of energy in a balanced way, thus avoiding wastage. In addition, the safety systems and air conditioning operate with ecological gas.

What about the company's campaign to make consumers aware of the importance of recycling?

With the aim of making the population aware and helping in the curbside recycling process, in 2008 Tetra Pak launched a site called Recycling Route (www.rotadereciclagem.com.br). This site shows the locations and contacts for cooperatives, voluntary delivery points for recyclable materials and businesses involved in the recycling chain throughout Brazil. Another site the company has developed is the Cultural Environment at Schools. Aimed at both teachers and students, it features didactic contents on environmental education with emphasis on solid residues and recycling.

Furthermore, in order to inform the public in general about its commitment to the environment and society, Tetra Pak also invested BRL 8 million in the campaign "Without noticing, you change the world with Tetra Pak", launched in 2008. In 2010, the company invested another



BRL 3 million in merchandising in the Globo TV soap opera "Passione", informing viewers about the correct separation of materials at residences – organic and recyclable waste – and pointed out that long-life packaging is 100% recyclable.

In 2010, 5 billion Tetra Pak cartons received the Forest Stewardship Council (FSC) certified seal in Brazil. What is the forecast for this year and up to the end of 2020?

For this year, Tetra Pak expects to reach the 8-billion mark for packaging produced in Brazil with the FSC seal. This seal guarantees that the paper used as input comes from forests run in a responsible manner, allowing the consumer to monitor each chain involving the production of paper for the packaging, from the planting of trees up to the final product. For 2020, the target is for 100% of the packaging to receive the certification seal.

What are the other main environmental targets here in Brazil up until 2020?

Following the premise of sustainable growth, Tetra Pak announced this year new environmental targets through the year 2020. The global plan includes doubling the recycling rate for packaging and a 40% reduction in CO2 emissions, even with an estimated average growth in business of 5% per year.

Currently in Brazil, the main environmental work fronts have been to stimulate curbside recycling initiatives, develop recycling technologies and their transfer to recycling companies, as well as environmental education. As a result, over the last five years the recycling rate has evolved, reaching more than 25% of the total consumed. →

Besides the environment, is Tetra Pak involved in other sustainability and social responsibility projects?

A global company, Tetra Pak is engaged in maintaining a presence in all places where it operates and contributes towards the development of society. In Brazil, the company operates mainly in supporting curbside recycling initiatives, developing recyclers and working more closely with cooperatives. In addition, it promotes volunteer work and activities supporting the local community.

Tetra Pak is also engaged in keeping its focus on its mission to "make food safe and available everywhere". With this objective, we recently launched the "Active Tracking" solution for the food industry. The system registers the entire history of the production process as well as informs about the quality and characteristics of the product and makes the data available to consumers. In this manner, with the Active Tracking system, information pertains to each packaging individually and

not to a batch of products, which enables one to make a diagnosis, solve and prevent eventual problems through the use of an on-line tool that provides in-depth information and crosses data throughout all the processes involved. All this means more transparency, reliability and safety for consumers.

Tetra Pak is a Gold Sponsor of Swedcham and you are a member of its Advisory Council. What advantages to you see in being a member of the Chamber? Any comments or suggestions?

First of all, as a member of Swedcham, we have the privilege of exchanging experiences and strengthening relations with other members. We also know that we constantly count on valuable support due to Swedcham's vast knowledge of political and socio-economic relations. Therefore, whenever necessary, we know we can count on the Chamber's bilateral business counsel and with a vast network of contacts of our interest. Furthermore,

this is a way of keeping close to our Swedish roots, of which we are very proud!

On the personal side, what do you like to do in your spare time? Do you have a favorite hobby? Where do you like to travel to, and what is your favorite spot in Brazil?

I enjoy playing tennis, a sport which I believe combines several positive aspects: it is a source of relaxation, it helps exercise the body, it is a moment of confraternization with friends and furthermore it stimulates one to compete in a healthy fashion. I also enjoy traveling with my family. I have had the opportunity of visiting many different countries, but I must say I simply love the Brazilian Northeast. The magnificent landscape, beaches, weather, people, the proximity to nature...all of this provides very special moments! I have just returned from a brief vacation, when I had the opportunity to get to know Maragogi in the State of Alagoas. I loved it, but my favorite spot is definitely Jericoacoara in Ceará State, which I have already visited twice. ■



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EDITORIALS



Jonas Lindström | Jon Harald Kilde

The new Swedish Ambassador to Brazil has arrived: Magnus Robach, who comes from Belgium where he has been Ambassador for the last four years. From the very start he told us that he wanted to meet the Swedish Community in São Paulo as soon as possible. On September 21 we organized a welcome event for him at the Chamber. Around 70 people attended and we are all very impressed by the Ambassador's enthusiasm and pre-knowledge on Brazil.

The next day we organized a dinner for him together with our Advisory Council and the general impression among the CEOs present was that we have gained a new, very competent team player in Brazil. When I say team I refer to our ever-strengthening "Official Sweden Team" consisting of the Embassy, the Consulates, The Trade Council, The Chamber and Invest Sweden.

I hope you have received the Member Directory 2011? In the member lists you can see that our growth continues. More and more companies want to join our unique network, and when we ask what attracts them the most common answer is that we offer interesting events in which they make important new contacts. We strive to be a "business hub" and I believe we have come a long way on that road. Some recent events in which new business contacts were made were the visit by a large committee of Swedish parliamentarians and a group from the Swedish Olympic Committee including its chairman.

A local Chamber of Commerce in Sweden has the slogan "We know, or we know who knows". I think that describes our services too.

We have made a decision in the board of directors to become more active in Rio and we are happy to announce that our Norwegian friends want to do more joint activities with us. One example was the seminar held by renowned journalist Carlos Alberto Sardenberg. Our invitations by e-mail do not always reach all of you so I urge you to frequently check our website and our Facebook site in order not to miss any interesting activities.

Among many interesting articles this edition includes interviews with the new Brazilian Ambassador to Sweden Leda Camargo and the head of Tetra Pak in Latin America Paulo Nigro. They are both members of our Advisory Council and they have very interesting stories to tell.

Jonas Lindström

Executive Secretary, Swedish-Brazilian Chamber of Commerce

The Norwegian-Brazilian market is in constant movement. People and companies travel from one side to the other as business develops, discoveries are made and contracts are settled, making this "universe" more and more interesting. This sets the scene for my first editorial as Chairman of the NBCC, following the short, but very effective presidency of Tor-Ove Horstad, now officially back in Norway. However, we look forward to seeing him from time to time since Brazil is part of his new global responsibilities for Hydro. During his period in Brazil, Hydro made the biggest private investment abroad for a Norwegian company ever.

This year we've so far had excellent NBCC events, and there are more to come. The last one, my first to chair, brought to our members the amazingly interesting speech by one of the most renowned journalists in Brazil, Carlos Alberto Sardenberg. He shared his thoughts about the Brazilian economy, the current government and the country's future. And not only having a political journalist, but also making this a joint event with Swedcham made it even better.

It is my goal in the months ahead to further develop relations with the relevant governmental and other institutions including Brazilian ones. Not least the relations with other chambers of commerce in Brazil and our "sister chamber" in Oslo (BNCC). In other words, it is time for the chamber to take advantage of the one thing it provides best for its members: networking.

I also take the opportunity to welcome the new Norwegian Consul General in Rio, Mrs. Helle Klem, and we look forward to a continued very good relationship that we also enjoy with our Embassy in Brasilia. The Norwegian government launched its strategy for cooperation between Brazil and Norway earlier this year, and it is now time for Norwegian Brazilian Chambers to pull together and contribute to its success. Norway is now the 7th largest country with regard to foreign investment in Brazil.

I look forward to using my 30 years of extensive experience in international business to further develop the NBCC. Since I was an employee of Petrobras at its head office in Rio in 1988, I've spent three years in Brazil for the Aker Group (1999-2002) and now since 2008 I have been heading BW Offshore in Brazil.

Jon Harald Kilde

Chairman, Norwegian-Brazilian Chamber of Commerce



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Swedish Ambassador Magnus Robach introduces himself to Swedcham members and guests.



Swedcham Chairman Nils Grafström offers a Chamber pin to the new Ambassador.



▲ Jonas Lindström, Swedcham Executive Secretary, presents Magnus Robach with a special Brazilian hammock for days when he is able to relax.

Swedcham welcomes new Ambassador

Photos by Humberto Yamaguti

Swedcham had the pleasure of presenting Sweden's new Ambassador to Brazil, Magnus Robach, at a get-together held in his honor on September 21.

The event, which attracted around 70 members and guests, featured a presentation by Robach himself, who spoke about "My expectations as the new Swedish Ambassador to Brazil." The presentation, in which he introduced himself and shared his views about the work at the Embassy and business and cultural relations between Sweden and Brazil, was followed by a cocktail offered by the Chamber.

Robach took over the helm of the Swedish Embassy in Brasilia on September 8, succeeding Annika Markovic, who has returned to Sweden. Prior to Brazil, Robach was Swedish Ambassador to Belgium since 2007. He had previously been head of the EU Department at the Prime Minister's Office and the EU and Africa Departments at the Ministry for Foreign Affairs. He has also been Deputy Head at the Swedish Embassy in Paris and served at the Embassies in Cairo and Tokyo.

The Ambassador said he was thrilled to be in Brazil, adding that he had arrived in São Paulo from Brasilia the day before the event. "I love big cities and I know I will be very tempted to spend more time here!" He noted that Brazil has 27 states, "and of course São Paulo has a very special role in the country and in Swedish-Brazilian relations as well."

Robach said he found it strange that Brazil is referred to as an emerging market, noting that the country has been witnessing a tremendous growth over the last 20 years. "It is fascinating to be here at this time."

According to the Ambassador, "other parts of the world are being more hesitant about the future—not Brazil." He pointed out, however, that the country's main challenges are corruption, education, the environment, and the continued poverty of a large part of the population. ■

▼ The Ambassador's presentation was very much appreciated by all those who attended the event.





▲ (Left to right): Liv Taranger, Paulo C. Goulart de Miranda and José Raimundo Braga Coelho of Parque Tecnológico, representing the Mayor of São José dos Campos, Ambassador Magnus Robach, and Jonas Lindström.

John Didrik Brusell, Swedish Consul in Bahia and Sergipe States, Sara Martins of SMartins Management, and Christer Manhusen, Chairman of Swedcham's Advisory Council and former Swedish Ambassador to Brazil.



Sergio Xavier Ferolla and Leda Lu Muniz.



▲ Jens Lagergren (Ayla Assessoria e Consultoria), Bengt Rosengren (Ericsson) and Per Henricsson (Thule).

▼ Felipe Toledo (Toledo Cesar Advocacia), Fabiola Rosengren, and Bruno Rondani (CISB).



▼ Vitor Lopes (TDST in Portugal), Marco Simões (Systemair Portugal) and Olle Glassel (Systemair AB).



Eduardo Silva and Fernando Canutto (Godke, Silva & Rocha Advogados).





Swedcham Executive Secretary Jonas Lindström (left) and Mats Odell, Chairman of the Swedish Parliament's Committee on Industry and Trade.



A packed audience listens to Mats Odell's presentation at Swedcham.



The Committee event on September 1 attracted a large crowd.

Photos by Mario Henrique



Bengt Janér, Director of SAAB Brazil.



Bruno Rondani, Director of CISB, addresses Swedcham members and friends.



Mikael Stahl, Counsellor at the Swedish Embassy, gave a welcome speech for the Committee, as did Swedcham Executive Secretary Jonas Lindström.

Swedish Parliament's Committee on Industry and Trade visits Brazil

The Committee on Industry and Trade of the Swedish Parliament (Sveriges Riksdag) paid an official visit to Brazil from August 28 to September 2.

The purpose of the visit—which included Rio de Janeiro, Brasília and São Paulo—was to learn about Brazil's industrial and business sectors; discuss current economic and trade policy issues, particularly regarding WTO and Mercosur; study the activities of Swedish companies established in the country; highlight different energy policy issues; and examine possibilities for future collaboration.

The 12-member committee was led by its chairman Mats Odell (The Christian Democrats). Mr. Odell became a Member of Parliament for the first time in 1988. Since then, he has held the positions of Minister of Transport and Communications (1991-1994) and Minister of the Interior and Financial Markets (2006-2010). He is currently leader of The Christian Democrats and member of the Council on Foreign Affairs.

On September 1, the Committee visited Swedcham to meet with members of the Swedish business community. The event featured presentations by Mats Odell; Bengt Janér, Director of SAAB Brazil; Bruno Rondani, Director of CISB; and Nils Grafström, Swedcham Chairman and Country Representative of Invest Sweden. The presentations were followed by a cocktail offered by CISB.

"Mr. Odell, as well as the other members of the Swedish delegation, look back on the study trip with great satisfaction and appreciated very much the event at Swedcham," said Johan Fransson, Deputy Secretary of the Committee. ■



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Introduzindo os rolamentos SKF com Eficiência Energética (E2)

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O Poder do Conhecimento em Engenharia

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Interview with Brazil's Ambassador to Sweden Leda Lúcia Martins Camargo

By Clarice Goulart



Brazilian Ambassador to Sweden Leda Lúcia Martins Camargo. (Photo by Juliana Moreira)

Despite your short stay in Sweden, what are your impressions of the country and its people?

First, I must say that I am very delighted by the beauty of the Swedish people as well as their friendliness and politeness. Before coming to Sweden, I was in the Czech Republic where its people are also very friendly but there is something about Swedish people that enchants me. And as far as I am concerned, I believe that I have not met so many beautiful people as the Swedes. I do not only refer to the typical Nordic beauty but also to dark-haired, brown-eyed people. The way I see it, it seems that there is a very special mix of races in Sweden and this can be clearly seen in the population. In addition, regarding the cultural development in Sweden, I find it extraordinary to see the amount of cultural activities that takes place daily, especially when it comes to opera performances and museums in Stockholm. For me, it is a big privilege to have the opportunity to take part in such a society.

What are your main challenges as the Brazilian Ambassador to Sweden?

I would not call them challenges—which are connected to problems. As for Brazilian-Swedish relations, I would say that it is a question of developing our relations, not solving problems. Our relations go back in time. For example, our Emperor D. Pedro I married Amélie de Leuchtenberg, who was sister to the Queen of Sweden. This fact illustrates how the relations between Brazil and Sweden are rooted in history. São Paulo is another good example that shows how this relationship is quite solid. This city is known for being the second major industrial hub of Swedish companies, with over 220 Swedish companies settled there. So like I mentioned before, it is not really a challenge, but more of a day-to-day development and reinforcement of the positive existing bilateral relationship.

How do you evaluate the present scenario for Brazilian companies in Sweden? The Swedish Agency Invest Sweden opened its

first office in São Paulo last year in order to attract Brazilian companies that wish to invest in the Swedish market. What has been the impact regarding Brazilian investments in Sweden?

I think that there is still room for great improvements as there is little investment made by Brazilian companies in Sweden. This is something where I would really like to see changes being made. This September, for example, the largest trade fair for Nordic interior design FORMEX is scheduled to take place in Stockholm (*Editor's Note: as this magazine was going to press*). Five to six Brazilian representatives are expected to take part in this fair which is, of course, of great importance for both markets. I would also like to see not only higher figures regarding Brazilian exports to Sweden but also more investments being made within the tourism industry in both countries. As we can see, this involves bigger improvements in areas that are important for both countries.

As for the impact that Invest Sweden has had so far, we have not yet received the statistics regarding exports and imports for this year. We have to remember that this is a long-term project that will eventually bring results. So we need to be a bit patient when aiming for solid results. I would like to add that both the Brazilian Chamber of Commerce in Sweden and the Swedish-Brazilian Chamber of Commerce in São Paulo play important roles in these areas and their role should be taken into great consideration.

You took part in the official visit of the Swedish Prime Minister Fredrik Reinfeldt to Brazil in May. Could you please tell us a bit about this experience and how do you evaluate the significance of this to both Brazil and Sweden?

To have the amazing opportunity to

accompany Mr. Reinfeldt's delegation in Brazil as soon as I had just arrived in Sweden was a privilege for me. It often happens that you are nominated as a diplomat to a country and you spend three to four years there before having such an extraordinary opportunity, so this meant a lot to me. The entire Swedish delegation was extremely competent and friendly. I also had the opportunity to take part in the meeting between the Swedish Prime Minister and our President Dilma Rousseff. The meeting was very positive, there was a great synergy between them as they both have great expertise in economic matters. They had the chance to analyze the international political environment and evaluate the opportunity their countries are going through in terms of economic development, especially after the global economic crisis where both countries experienced continued economic stability.

The fact that the Prime Minister paid a visit to South America right in the beginning of his second mandate, and chose my country to be the first official stop, clearly shows Sweden's interest in cooperating and expanding its relations with Brazil. This country is very proud of that and Sweden is also clearly a priority for us so Mr. Fredrik Reinfeldt was welcomed with all the honors he deserves.

What can further be done in terms of political, commercial as well as cultural issues in order to develop the bilateral relations between Brazil and Sweden? During the past years, there has been an increase in the number of official visits by Swedish representatives to Brazil, for example.

We both have very similar viewpoints regarding international politics. So in this sense, there is no need for great efforts in order to improve our political views, since we share to a great extent our political agenda. In terms of environmental questions, for instance, we have similar standpoints. Sweden is going to take part in the environmental conference which will take place in Rio de Janeiro in May 2012, as a follow-up meeting of Rio 92. Regarding the United

Nations, Sweden and Brazil share similar opinions about the Security Council; we have a lot in common in the international political arena, we walk hand-in-hand as we even co-preside in New York an important activity called Dialogue in Humanitarian Partnership.

As far as commercial issues are concerned, this is a question that depends on the interest of companies. A greater interest of small and medium-sized companies should be developed, and in order to achieve this the Chambers of Commerce in both countries will certainly contribute.

How do you evaluate the cooperation between the Brazilian Embassy and the Brazilian Chamber of Commerce in Sweden?

The Brazilian Chamber of Commerce in Sweden has done an incredible job. I was quite surprised to see the amount of activities that the Chamber has been developing and offering its members in Sweden. Since I arrived in Stockholm, I have had the opportunity to take part in about three events held by the Chamber. I also know that the Brazilian Chamber has a project being developed with the World Childhood Foundation and I find this important. Being that the Childhood Foundation was established by HM Queen Silvia who has roots in Brazil, I imagine that Brazilian as well as Swedish companies are willing to contribute to the cause with projects involving children, and raise people's awareness. Based on what I have seen so far, I consider the Chamber to be vital to the development of Brazilian commercial and cultural matters in Sweden.

How do you feel about the fact that Brazil now has its first female President and what has been the impact to this country as women have been conquering more and more space within Brazilian society?

I think that the fact that women have been accomplishing more and more can be summarized in one expression: the acknowledgment of their competence. Throughout time, more and more women have been admitted to universities, obtained jobs according to their education, and their competence began to be seen

and recognized. However, I believe that when looking for someone to assume a very important position, we should look for the one who is the most suitable and competent in order to be able to take the right decisions, regardless of whether it is a man or a woman. If we have women as ambassadors or presidents, this is a sign that our society has evolved and prejudices are being overcome; this reflects higher degrees of education and levels of intellectual development which leads to a broader open-mindedness among the population.

What is your opinion about Brazil holding the 2014 World Cup and the 2016 Olympic Games?

I am sure they are going to be a tremendous success. We have to keep in mind that these two events are also going to bring development to our country, especially in terms of infrastructure. Brazil is prepared and will be even more prepared by the time the first event happens. For the tourism industry, these events will attract great amounts of national and international visitors to different parts of Brazil. Moreover, I would like to add that it was about time for these games to take place in countries in the Southern Hemisphere. In the same manner that it is important to recognize women's competence, it is also important to recognize that developing countries are also capable of organizing and hosting such events. I am very sure that the 2014 World Cup as well as the 2016 Olympic Games are going to be as successful in Brazil as they usually are in any other country in the world.

Apart from the topics discussed, would you like to add anything else?

I would like to thank this opportunity and congratulate Swedcham for such a great magazine. I have already had the chance to read the magazine, having received the two previous editions, and I consider them to be of excellent quality, not only in terms of content but also regarding the quality of the paper and printing. A big thank you to both the Brazilian Chamber of Commerce in Sweden and Swedcham in Brazil! ■



(Left to right) Leonardo Viegas, Chairman of IBGC, Elisa Sohlman, CEO of Brazilian Chamber, Her Majesty Queen Silvia of Sweden, Heloisa Bedicks, CEO of IBGC, and Hugo Oljemark, Chairman of Brazilian Chamber.
(Photo by Juliana Moreira)

Chamber welcomes IBGC and meets H. M. Queen Silvia

Last May, the Brazilian Chamber of Commerce in Sweden had the pleasure to welcome a delegation formed by 50 members of the Brazilian Institute of Corporate Governance, IBGC, which is one of the most important references and the only organization in Brazil that focuses on the development of best practices in corporate governance. Sweden was one of the countries visited by IBGC as part of their annual international study tour in 2011.

Among the many activities on IBGC's agenda was the seminar "Brazilian Boom: Perspectives and insights on key markets for Swedish Companies". It was organized by the Chamber in partnership with IBGC and Prime & United Minds, and took place on May 26 at the Stockholm

stock exchange Nasdaq OMX. Members of IBGC's delegation as well as the Brazilian Ambassador, key representatives of Brazil and Sweden's financial and political arena such as BNDES, Electrolux, Industrifonden and the State Secretary to the Minister for Trade gave very insightful lectures on how Sweden can capitalize on all the growing investment opportunities in Brazil.

During IBGC's study tour in Stockholm, the Chamber, together with IBGC's delegation, had the great honor to pay a visit to the Royal Castle and meet H.M. Queen Silvia, who warmly welcomed her guests and presented her on-going projects at the Childhood Foundation. Later on that day, the group went on a boat ride around the channels of Stockholm, a courtesy of Stockholm Business Region. ■

She participated in the organization of the Year of France in Brazil in Piracicaba, called "La Belle France à Piracicaba". It was a philanthropic and cultural event that aimed at promoting interactions between both countries within the fields of culture, education and history. Focusing on the same subject, Carolina developed her bachelor thesis in International Business Transactions and International Marketing, particularly about the marketing tools adopted by countries to promote their nations, narrow their relations and improve their business. During her research, she recognized the institutions that promote foreign trade relations as one of the most important tools to improve countries' relations, reinforcing the role of the Chambers of Commerce.

At the moment, the Brazilian Chamber is focused on improving its communication with both its members and its potential members, as well as their target public, and for that reason Carolina will be joining the marketing team.

"I am thrilled to have the opportunity to be able to contribute to strengthening the relations between Brazil and Sweden and above all to work with such a great team," says Carolina. ■



Claes de Neergaard, CEO of Industrifonden, speaks about "Financial infrastructure - Investing in Swedish growth companies" at the seminar at Nasdaq. Listening to him are (left to right): Eliane Lustosa, Partner in Triscorp Investments, Vânia Borgerth, Controller at the Brazilian Development Bank BNDES, Telmo Schoeler, Founding Partner of Strategos, and Luciana Dias, Commissioner at the Brazilian Securities Commission CVM.
(Photo by Martha Uébe)

One more welcome

As the result of its expansion, the Brazilian Chamber of Commerce welcomes one more worker! Carolina Leite, who comes originally from Brazil, has a major in Business Administration with emphasis on International Business from the Universidade Metodista de Piracicaba. She is currently taking her master degree in Globalization, Environment and Social Change at Stockholm University. Carolina joined the Chamber in September to, among other things, help develop its marketing strategies. ■

Thank you!

We would like to warmly thank Danielly Fagnér for the great work she has done as the Marketing Manager at the Brazilian Chamber of Commerce in Sweden. Danielly has worked at the Chamber for almost two years. From now on, Danielly is going to fully dedicate herself to her marketing and management consulting company DanRos.

"It was a great pleasure to have Danielly in our team. She has deeply contributed to the development of our activities. We are going to miss her and we wish her all the luck," concludes the Chamber's CEO, Elisa Sohlman. ■

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Following the Prime Minister's official visit, the Swedish government has decided to dedicate resources to promoting Swedish environmental technology solutions in Brazil through studies, events and direct support to companies. According to the Swedish Trade Council's initial market findings, growing interest in green construction, provision of basic sanitation access as well as the attempts to diversify the renewable energy and transportation infrastructure matrix will bring about business opportunities for Swedish companies.

According to the Renewables 2011 Global Status Report, by December 2010, Brazil was fourth and second in the world in renewable power capacity and biomass power respectively. Although 44% of energy consumption in both Sweden and Brazil comes from renewable sources, the latter has a rapidly growing demand and is struggling to reduce the high dependency on large hydroelectric power without having to expand fossil fuels.

The two large government programs created to promote renewable energy, Proinfa and Biodiesel, are already starting to show results. The former is expected to increase participation from wind power,

small hydro and biomass to 3.2% of annual national consumption by the end of 2010, and biodiesel has reached its target of co-mixing 5% into commercial diesel in 2010, three years ahead of time. New goals are expected to create a higher demand for both solutions and competence in the near future.

Environmental concerns are also an important driving force in the future transport matrix. The National Logistics and Transportation Plan aims to decrease road transport from 58% to 30% by 2031, replacing it by a much higher share of water and rail transport, from 13% and 25% to 29% and 35% respectively. The plans are being implemented with the financial support of the federal government Development Acceleration Programs (PAC) and pave the way for companies with e.g. sustainable transport solutions or traffic safety technology.

Water and wastewater is another infrastructure related area in transformation. With 15% of the households without running water and 47% awaiting wastewater collection, the federal government is investing 35 billion BRL of the current PAC in providing urban water infrastructure. The purpose of a recently passed basic sanitation law is to provide universal access, improve health, the quality of life and sustainability.

Aside from the above programs, a number of municipalities are breaking new ground by introducing regulations that promote the usage of environmental technology. Leading the way, São Paulo already has ethanol and hybrid motor driven buses, both environmental friendly technologies developed by Swedish companies. Moreover, the state São Paulo has a test program for hydrogen buses that connect São Bernardo with Eastern suburbs of the state capital.

Furthermore, the green building segment in São Paulo is propelled by a new municipal law requiring new buildings to have solar heating infrastructure of warm water. This positive trend can also be seen through the increased interest in green building design certification systems. Besides the international LEED and Fundação Vanzolini's AQUA, Brazil might see others soon as Rio de Janeiro is evaluating a local option. As the federal directive for tenders of public buildings shifts priority from a pure cost focus towards the usage of recycled construction materials and energy efficiency, local governments in Rio de Janeiro and Curitiba introduce fiscal incentives for green buildings, this area is undergoing significant changes on all government levels.

Swedish solutions are recognized internationally for a high level of innovation focus on sustainability. As Brazil goes green, the cooperation between the countries has all the opportunities to become deeper and pave the way for more Swedish exports to the most important market in Latin America. ■

Brazil goes green

By Grazyna Sotta



Raio-X

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The International Board of the SKF Group during a visit to Voith, a company which operates in the pulp & paper sector. (Photo by Michela Brigida)

SKF Group's Board visits Brazilian unit

BOARD OF DIRECTORS VISITS BRAZIL FOR THE FIRST TIME AND STRESSES THE COUNTRY'S IMPORTANCE FOR SKF'S GLOBAL BUSINESS.

SKF do Brasil received the visit of the group's international board of directors at the end of June. The delegation, comprised of 13 executives including the SKF Group's CEO Tom Johnstone, met in the country for the very first time in order to take a close look at the regional operations.

Every year, the group visits a unit outside Sweden, where SKF's headquarters

(Left to right) Donizete Santos, President of SKF do Brasil, Hamilton Mussi, of Associação Atlética Vila Carolina, and Tom Johnstone, President and CEO of the SKF Group. (Photo by Michela Brigida)



are located. The choice of Brazil, however, was not by chance: the Brazilian unit, along with other BRICs, has gained an increasingly important role in the group's business around the world—seeing that the country should increase its share in overall sales by 10% up to 2015.

During his visit to this country, Johnstone reiterated Brazil' importance and the group's interest in expanding local operations and making new investments over the next few years, including in a production line for bearings for commercial vehicles and a unit for the production of industrial solutions.

"The board meeting carried an important weight for SKF do Brasil. The work accomplished here gained more visibility, and this increases the possibility that we will receive more investments," said Donizete Santos, president of SKF do Brasil.

During its visit, the group of executives toured the company's facilities in Cajamar, São Paulo

state, as well as some clients such as Voith Brasil, which operates in the pulp & paper segment, and aircraft manufacturer Embraer.

According to Santos, the board was impressed by SKF do Brasil's operations and the results obtained last year, when the company reported a R\$ 800 million revenue and a 25% growth over the previous year.

The group of executives also had the opportunity of getting acquainted with the social responsibility projects implemented by SKF do Brasil, including the group of youths of the Associação Atlética Vila Carolina football team.

They won the 2011 Meet the World championship organized by SKF do Brasil with the support of the city hall of Cajamar in São Paulo State (where SKF's factory is located) and therefore represented Brazil in the 2011 Gothia Cup held in Gothenburg from July 17 to 23. The Gothia Cup is the largest and most international youth football tournament in the world. For more details, please access www.gothiacup.se ■



Amadeo Comin, industrial director of SKF do Brasil (center), during the Board's visit to the SKF factory in Cajamar, São Paulo State. (Photo by Michela Brígida)



SKF do Brasil President Donizete Santos with the Vila Carolina team. (Photo by Ari Ferreira)



The group meets with members of the youth football team of the Associação Atlética Vila Carolina, which later went to Sweden to participate in the 2011 Gothia Cup at the end of July. (Photo by Michela Brígida)



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IKEA has Trading Service Office but no plans to open store in Brazil

IKEA, one of the world's largest furniture retailers with 316 stores in 38 countries, opened a Trading Service Office in Brazil in January 2009 in Curitiba, Paraná State.

The international home products company—which designs and sells ready-to-assemble furniture such as beds and desks, appliances and home accessories—was founded in 1943 by 17-year-old Ingvar Kamprad in Sweden. IKEA is named as an acronym comprising the initials of the founder's name (Ingvar Kamprad), the farm where he grew up (Elmtaryd), and his home parish (Agunnaryd, in Småland, South Sweden).

The choice of Curitiba was influenced by the fact that, in the first phase, the IKEA purchasing operations have been focusing exclusively on solid wood furniture made of pine. "Brazil's three southern states (i.e. Paraná, Santa Catarina and Rio Grande do Sul) not only have a sound concentration of pine plantations, but also a developed furniture industry (including respective supportive infrastructure) with export experience to the USA and Europe—thus the location of the office in Curitiba close to the source with the possibility of being in regular contact with all our business partners," says Michal Silhacek, Project Manager at the IKEA Trading Service Office Brazil.

Silhacek joined IKEA more than 20 years ago in former Czechoslovakia and went through different positions namely within the IKEA Purchasing Organization, but also in the IKEA Distribution Services. "Most of this time I spent in Eastern Europe and my last assignments before coming to Brazil were transport manager for East & Central Europe and Trading Service (purchasing) Office manager in Kyiv, Ukraine, where my responsibilities were similar to those in

Brazil: to build up an organization and find the best business potentials for IKEA from the purchase perspective. I came to Brazil just three years ago (in September 2008) as project leader with a task to establish IKEA purchasing operations in Brazil," he says.

According to Silhacek, the IKEA market scanning regarding pinewood started already some time before the establishment of the Trading Service Office. "The main reason was to verify the availability of raw material, find out if Brazilian pine can be used for the production of IKEA furniture and under which conditions, understand the market, etc. After this start-up period it was decided to focus our activities on purchasing of ready-made furniture which is delivered directly to IKEA stores and there it is sold to our customers, instead of focusing on purchase of raw material or components. During financial year 2010 (Sept 2009 – Aug 2010) IKEA purchased ready-made pine furniture for USD 10 million, during financial year 2011 (Sept 2010 – Aug 2011) for USD 27 million and this financial year 2012 we plan to purchase USD 40-50 million. Currently we cooperate with five suppliers."

Besides pine furniture IKEA will, as of January 2012, also start looking into other material areas which might represent long-term business potential. "Our main task is to find producers of furniture with corresponding potential in capacity, with potential in reaching optimal costs (of both production and logistics), securing wished product quality and our social & environmental demands; build partnerships with them, materialize all this potential into practical business and develop & grow together based on a long-term 'win-win' philosophy."

At this moment there are no plans for building and opening IKEA stores in Brazil. The same is valid for own production facilities, Silhacek pointed out—which is sad news for IKEA fans throughout the country. There is a community on Facebook here called "Eu quero uma IKEA no Brasil" ("I want an IKEA in Brazil"). The site says "I am tired of expensive furniture, of low quality and which frequently are copies of IKEA products. Unfortunately, it is very difficult to find furniture and accessories for the home that have a design concept and quality at a fair price in this country." Some people say that one of the reasons that IKEA does not open a store in Brazil is because of the high import taxes.

Asked what is his experience as a member of Swedcham and with the Swedish business community in Curitiba, the executive says that "the definitely positive thing is the possibility to meet people from other Swedish companies located in Curitiba. Otherwise I don't see, at least at this very stage, a direct contribution to our business – but this is quite natural: at the moment IKEA is a small entity here (today we are just 10 persons) with no own production and with a 100% focus on the export business." ■

IKEA kitchen



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ERICSSON

Life is like riding a bicycle. To keep your balance, you must keep moving," says Aldo Jesus Alves Mascarenhas, using one of Albert Einstein's famous quotes. Born in Ipirá in the State of Bahia, Aldo is working temporarily with Swedcham's member services before returning to Sweden next January.

To follow his path and reach his goal drove the shy boy from a village in the Portal da Chapada Diamantina (a region of mountains, located in the center of Bahia with a lush vegetation) to first visit Sweden. "I had been hearing about Sweden since I was a little boy when my dear mother's dream was a kitchen with Electrolux white line appliances. When she fulfilled her dream, she received an instruction manual that also included the Swedish language. As I spent hours looking at the manual with my mother and could not understand a word, I remember asking myself if it was possible that anyone could speak Swedish," says Aldo Jesus.

On June 25, 2001, after spending a whole night dancing the "forró" and

celebrating Saint John's Day in his home town, "I left for another world, the world of Sweden, a trip that would change my life," he recalls. "On that occasion, I spent three months in Sweden: wonderful days and nights sharing experiences such as beautiful parks, theaters, museums and restaurants."

Aldo Jesus returned to Salvador, the Bahia State capital, on September 11, 2001, a date he will never forget for obvious reasons. But beyond the sad memories of that fateful day, "I brought back with my luggage many new experiences, memories of new friends, and the unforgettable moments we spent together in Sweden. Back in Bahia I resumed my history course at the university."

On November 26, 2002, Aldo Jesus got a job assisting a diplomat at the Brazilian Embassy in Sweden for two years, after which he took the opportunity to travel throughout Europe for six months, ending with a long expedition to Maghreb. Following another two years of traveling through the Brazilian



Summer 2008—Aldo Jesus embarks on an exciting sailing trip with friendly people from the north of Sweden.

Northeast, he returned to Sweden in 2008 to study international trade.

Observing Brazil's current performance in the international scenario, Aldo Jesus decided to do his fourth student exchange in economics at the University of São Paulo (USP). He plans to come back to Brazil in a few years and work in the Rio-São Paulo area. He is doing this internship because he wants to give support to the members of the Swedish Chamber. According to Aldo Jesus, being part of Swedcham gives him a great opportunity to develop close and friendly contacts with its members. He notes that networking is always very important to be successful.

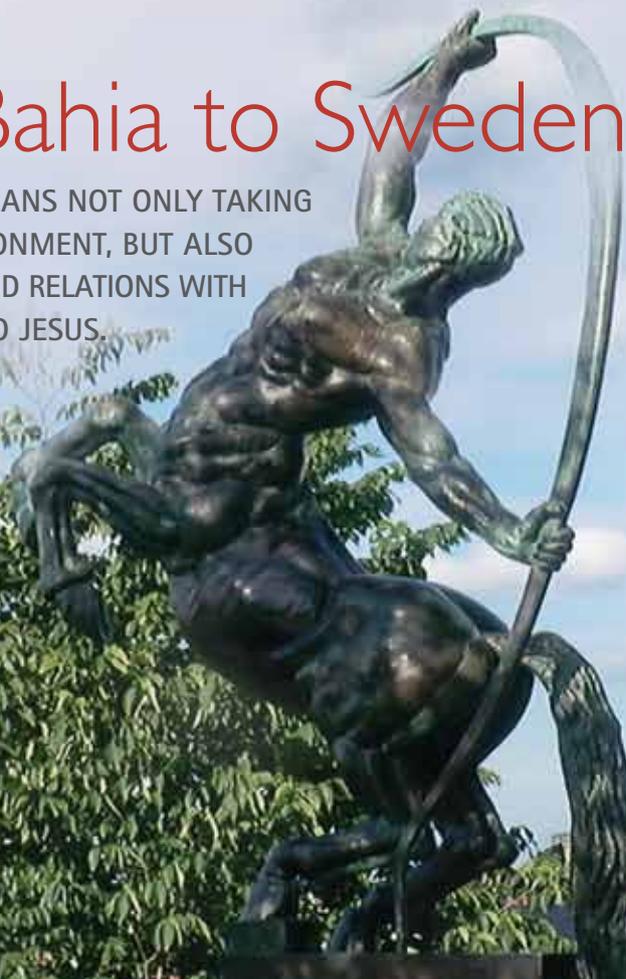
"Brazil has vast natural resources and continues to push for continued industrial and agricultural growth. I wish to have the opportunity to work at a Swedish company in Brazil as well as in Sweden in the future," he says.

Aldo Jesus keeps stressing that sustainability is not only a conscious manner of doing business in the long term, but also has much to do with improving society as a whole. "In other words, sustainability is much more than taking care of the environment. However, to take care of people it's also important to take care of the relationship with clients and to be transparent, ethical and promote dialogue."

Centaurus statue near the Stockholm Municipal Library and Observatory.

From Bahia to Sweden

"SUSTAINABILITY MEANS NOT ONLY TAKING CARE OF THE ENVIRONMENT, BUT ALSO INVOLVES PEOPLE AND RELATIONS WITH CLIENTS," SAYS ALDO JESUS.



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Lennart Palmeus on the deck overlooking the beach outside the Maasai Hotel.

What's it like running a charming hotel on a beautiful beach in Rio State?

By Laura Reid

“Brazil & Sweden/Norway” recently interviewed Lennart Palmeus, managing partner of the Maasai Hotel, located some 100 kilometers from downtown Rio in Saquarema on the famous Costa do Sol, also well known as the Lake District. The founders of the Maasai Hotel, an Anglo-Brazilian couple, chose this name after knowing the proud Maasai people of Eastern Africa, having travelled extensively in the region.

The hotel was built overlooking the beautiful Itaúna beach some 2.5 kilometers from Saquarema, with a breathtaking panoramic view. There are all sorts of exciting and enjoyable activities in the area, including surfing, fishing, scuba diving, horse riding, walks in the Atlantic Rain Forest, waterfalls, etc. The area is also full of tourist attractions.

The British scientist Charles Darwin visited Saquarema in 1832. He was absolutely thrilled with nature's beauty there. On April 9, 1832, Darwin

wrote about his first encounter with the rain forest: *“A few days after arriving, I began an expedition of 150 miles to Rio Macaé There I saw, for the first time, a tropical forest in all its sublime grandeur - nothing but the reality can give an idea of how wonderful and magnificent this landscape is.... I have never experienced such intense delight.”*

The Maasai Hotel has served as a starting point and a base for groups following Charles Darwin's footsteps in Saquarema and the region.

For more info about the hotel, please check out its website www.maasai.com.br

Could you give a brief background of yourself? When and why did you first come to Brazil?

Some 30 years ago, I was employed as a ship's engineer. After having served my time aboard, I happened to sign off for vacation in Brazilian ports a few times.

Contrary to my shipmates, I stayed on in Brazil. So I spent my vacation here, instead of returning to my native Sweden. Not a bad choice, I tell you! That's how I took a great liking to this fantastic country. And I gradually found out that I really was living here, in Brazil, and nowhere else...

How many years did you work as a journalist prior to the hotel? What made you leave this profession for the Maasai?

I was a newspaper correspondent in Brazil for 20 years. I entered that profession by chance, really. But after such a long time, I felt I had done it all. And conditions for correspondents weren't getting any better. So when my friend Christer Allansson, of Gothenburg, pushed me to venture into real estate and the hotel business, I was ready for a move. We both knew the Maasai Hotel in Saquarema, and loved it. When we got an opportunity to take over the Maasai, we took it. But Christer, he's not really living in Brazil. So I'm the one who's running the hotel full time.





Sunset on Itaúna beach.

present Rio state government finally made the obvious choice to invade and to actually police slum areas, bandits in Rio seem to be less arrogant. Clearly, they've lost the upper hand.

Do you ever return to Sweden? Do you plan on retiring there, here, or enjoy the best of both worlds?

I don't go to Sweden often; it's more enjoyable to receive relatives and friends here. And no, I'm not planning for retirement and certainly not in Sweden.

What are your favorite parts of Brazil, besides Rio? Do you have any favorite pastimes/hobbies?

When I was a bit more mobile, I travelled a lot, like a hobby. I found places like Santos and São Sebastião, on the São Paulo State coast, quite pleasant.

The hotel is now a member of Swedcham, where you were active for many years as a collaborator of this magazine. Do you sometimes miss writing articles?

It happens, yes. I make up for it with my correspondence, exaggerating with the hotel's business e-mail a bit. When responding inquiries from potential guests, I sometimes write so much that I may scare them off!

Is there anything you would like to add?

At the Maasai Hotel, we're mainly catering for guests from Rio, Minas, São Paulo and Curitiba, obviously. But for me personally, it's a genuine privilege to receive an occasional Scandinavian as well. Please drop by, even if it's just for a coffee or a beer. You'll love the place and you'll be very well received! ■

How long have you been at the hotel and what are your main challenges there?

I've been active here for three years now. Bureaucracy is most certainly our challenge number one. I believe any small business in Brazil would say that. Another bummer is basic service like electricity, phones, internet, water and sewage, all of it working a lot worse in this region than in the city of Rio. Garbage handling is excellent here, though! My most enjoyable challenge is to carry on improving the hotel, all the time, every single day.

What is it like running a charming hotel on a beautiful beach in the State of Rio? What is your typical daily routine?

Working on the very best spot of this beautiful beach is an enormous privilege, of course. Having breakfast at the hotel's restaurant deck, overlooking the beach and the Atlantic Ocean, that's a marvelous treat—the best possible way to start a day! And with our two competent managers here, Maria Brito and Francisco Júnior, practical matters are resolved quickly. The staff here is very good indeed. To keep the hotel spic and span, that's a piece of cake with this crew!

Do you have any particular event/incident/experience at the hotel which you would like to share with our readers?

It's great, great fun to receive Swedish groups following in the footsteps of Charles Darwin. That renowned British scientist visited Rio's Lake District in 1832 and was the first to praise the beauty of Saquarema. Typically, it took a Swede, Mr. Björn Rasmusson of Curitiba,

to discover the tourism potential of Darwin's travels in this region.

Saquarema is a surfer's paradise, I suppose you must receive a lot of surfers at the hotel? When is the peak period?

Surfers come here all the time. When there's a championship, the hotel fills up with top surfers from South Africa, the US, Australia, Tahiti, Hawaii – and Brazil, of course. It's a sweet crowd, really nice, easy-going and friendly people. This year we had a world championship competition here in late May. It's right on the beach in front of the hotel. From the Maasai restaurant deck you get a perfect view of the surfers hitting the waves.

People complain about the increasing violence in Rio. Does this affect you in any way and how does it compare to when you first arrived?

It affects us all, one way or another. But I believe violence in Rio is decreasing. No doubt. Statistics show that and it's easy to feel that crime is on the defensive. Even juvenile delinquents seem to have become more scarce. Since the

The pool at the hotel.





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“Brazil will not go bust”

By Runa Tierno

WHILE ANALYSTS ARE DEBATING WHEN AND HOW HARD THE CRISIS WILL HIT BRAZIL, JOURNALIST AND BUSINESS COMMENTATOR CARLOS ALBERTO SARDENBERG IS CONFIDENT THAT BRAZIL WILL PULL THROUGH WITHOUT GREATER DIFFICULTIES.

The renowned journalist and news anchor of CBN, GloboNews and TV Globo talked to members of the NBCC and Swedcham during a seminar in Rio de Janeiro on September 20.

“Brazil is being affected by the international crisis, but we will not go bust. The economy will grow less, there will be more inflation and our debt might increase, but this is something the Brazilian economy can handle, and still keep growing,” said Sardenberg, who is also a columnist for the newspapers “O Estado de São Paulo” and “O Globo”, and has 37 years of experience in journalism.

The China effect

“Several factors explain Brazil’s growth - a new macro-economic stability, global growth and what I call the China effect on the Brazilian economy. In 2002, Brazil exported goods for USD 60.4 billion, and in 2008, exports had increased to USD 196 billion.”

In the same period, the public foreign debt decreased from USD 138.6 billion in 2003 to 82.5 billion in 2008, and the country’s reserves surged from USD 15.9 billion in 2003 to 206.8 billion five years later.

“Today the external debt can easily be financed and is no longer a problem. The government has become an international creditor, and other emerging economies are on the same path, gathering reserves.”

The Real Plan

Sardenberg underlined the importance of the Real Plan of 1994, followed

by several reforms that increased the economic stability.

A new inflation target regime, the law of fiscal responsibility and primary surplus, a floating exchange rate, federalization of the public debt, privatizations and social cash transfer programs like the “Bolsa Família”, were among the most important structural changes pointed out by Sardenberg.

“With stability, we see a return of credit to Brazil and with credit follows investments and increased consumption.”

For the experienced journalist, a crisis hitting the Brazilian banking system is very unlikely. “What is happening in Brazil is not a bubble. Credit is growing fast, but controlled and at a sustainable level, and our banking system is very conservative and very safe,” he said.

The expected growth in GDP this year is of 3.52 per cent and the expected inflation is of 6.46 per cent, although the official inflation target is 4.5 per cent.

New reforms

A lack of investments in infrastructure, a poor educational system and a business environment with regulations and a very high tax burden are the most severe problems Brazil is facing, according to Sardenberg. Brazil also has a higher public pension expenditure than other emerging economies.

“We need to reduce the size of the government, but I don’t think President Dilma is going to do anything to pass any real structural reforms.”



Carlos Alberto Sardenberg during the NBCC/Swedcham seminar on September 20. (Photo by Runa Hestmann Tierno)

Sardenberg also talked about the pre-salt discoveries along the Brazilian coast and suggests that Brazilian authorities look to Norway.

“The pre-salt oil might be seen as proof that God is Brazilian, and the discoveries are certainly important, but we need to know how to explore and how to deal with the profit. The Norway experience is a very important lesson on how to deal with the oil and with newfound wealth. I think Norway should serve as an example for us.” ■

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In the Oil & Gas sector, its clients are companies such as Norskan Offshore, DOFCOM, DOF Navegação, DOF Subsea, Siem Consub, BOS Navegação, Farstad Shipping, Sealion do Brasil, Norsul Navegação, OSM Brasil, Lorentzen Empreendimentos, Statoil and Subsea7, among others.

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SN Power expanding in target market

By Runa Tierno

THE LATEST ACQUISITION OF THE HYDRO POWER DEVELOPER SN POWER IN BRAZIL IS THE LARGEST INVESTMENT THE COMPANY HAS UNDERTAKEN TO DATE.



Managing director Ricardo Martins had his first day in the new offices in Barra da Tijuca when he received the NBCC. (Photo by Runa Hestmann Tierno)

In the end of August, SN Power announced it is buying a 40.65 per cent stake of Desenvix, the power generating arm of the Brazilian engineering company Engevix.

"The acquisition opens the door to the Brazilian market for SN Power, and this is what we have been working for since 2006. It is a proud moment for us," says the country manager of SN Power in Brazil, Ricardo Martins.

"When SN Power decided to establish operations in Brazil in 2008, our mission was to find an existing energy generating company to enter into a partnership with. It is a highly competitive market, and we were looking for a partner with a growth potential and an interesting portfolio of projects. Desenvix complies with all these demands. In Desenvix we found high quality professionals and a high quality portfolio of projects, a very good combination," he says.

SN Power is to pay around USD 440 million for the stake, and will be forming a joint venture with the current owners,

SN Power has activities in several countries, including the Philippines. (Photo courtesy of SN Power)



Jackson, which also controls 40.65 per cent, and Funcef, with 18.69 per cent.

The acquisition is the largest transaction the SN Power has undertaken to date, not only in Brazil, but globally. The Norwegian hydro power developer, which is owned by Statkraft and Norfund, sees the fast growing energy sector in Brazil as a target market.

"Brazil has gained strength economically over the last years, and the Brazilian economy is expected to continue growing 4-5 percent a year. When it comes to energy, hydro power is the basis of the Brazilian energy mix and still has a huge potential here. Today the country has about 86 GW of hydro power installed capacity, but this can be doubled. It's a hydro-based market. Hydro is also our core competence, and summing up, it puts Brazil on the top of our list of countries with a significant growth potential. The economic growth and the hydro power system make Brazil a perfect match for us," says Martins.

Recently, the company moved out of the Rio Sul tower to bigger office locations in the Le Monde office complex in Barra da Tijuca. "Today is actually my first day here. We have 11 employees now, but when we reach full speed some time next year, we are going to be 30. We needed more space at a reasonable cost," Martins adds.

Desenvix currently has a portfolio of renewable energy assets of 162 MW in operation and 176 MW under construction, as well as a large portfolio of projects under development of about 1600 MW. The assets are mainly hydro power, but also in-

clude two wind farms and a biomass plant under construction.

"One example is the hydro power plant being developed on the Canoas river, called São Roque, in the state of Santa Catarina, with an installed capacity of 214 MW, but Desenvix also has smaller plants of 30 MW, such as the Santa Rosa, a 30 MW hydro power plant in the area of Friburgo in the state of Rio de Janeiro," says Martins.

The transaction is expected to be closed during the next six months. Still, SN Power and the present owners of Desenvix have developed a joint business plan. "Our target is to reach 1,000 MW by 2018, focusing mainly on developing the Desenvix portfolio of hydro power projects further."

Earlier this year, SN Power bought the energy commercialization company Enepar, a Brazilian subsidiary of Norske Skog. The Enepar acquisition was the first investment in Brazil since SN Power was established in the country in 2008.

SN Power operates exclusively in emerging markets. The company has projects and operations in Asia, Latin America and Africa, and is working to develop a portfolio in the range of 3000 MW of hydro power plants by 2015. Another key market for SN Power is India.

"We expect that India and Brazil will be our main growth markets in the coming years. So far we've only had business development activities in Brazil, but now we've found the right partner with the right projects, and we are happy that a new door is opening for SN Power," says Martins. ■

Interpretation of complex contracts and arbitration

By Giovanni Ettore Nanni*

It is undisputed that a contract arises from the declaration of will of at least two people. It is the instrument used to satisfy the material, immaterial, economic, scientific, cultural, etc. interest of a party, to be performed by another.

Private interests arise upon the emergence of a new legal transaction. Thus, there is no denying that we live in the era of contracts, which are indispensable in the corporate environment. However, the declaration of will, preceded by an internal reflection, is often incomplete when merely written. The contract (which should clearly translate the intention expressed) frequently suffers from imprecisions, requiring third party intervention in light of the dissent, in order to interpret the real purpose of the contracting parties.

It is the technique of contractual interpretation or hermeneutics which, albeit having a deep legal tradition, brings constant challenges in its implementation in concrete cases.

The old and new theoretic lessons about the subject reveal that the use of arbitration is an excellent option for dispute resolution and, consequently, for a good contractual hermeneutic. This is due to the fact that an ever increasing and important part of corporate contracts today presents at least two characteristics: complexity and atypicality (or lack of pre-defined contractual form).

The complex contractual instrument, preceded by lengthy negotiations, is becoming commonplace. Today, the formation of the contract demands an extensive period of debates, where the parties are often located in different countries, requiring implementation of studies, execution of projects, market perspectives, etc. in order to close the deal.

It is also usual to have third parties participating in the transaction, in

structured financing operations and contracts related among them, with an interdependence relationship.

The complexity is equally evidenced by the long effective period of the contract and by the diversity of legal systems of the parties, on many occasions leading to the election of the applicable law. Such is the case that these contracts have many pages, beginning with a repository of concepts defined by the parties, establishing the meaning of each term in order to avoid conflicting interpretations and preserve its efficacy, independently from the law to be applied in the case.

Contracts currently hold an ever more technical scope, encompassing sophisticated matters, unrelated to the regular legal practice, from which the second characteristic—the atypicality (or lack of pre-defined contractual form)—emanates.

If, on the one hand, the Civil Code regulates the various types of so-called typical contracts by detailing basic rules, rights and obligations of the parties, on the other, it does not prevent the implementation of others deemed “atypical”.

Today's complex contracts are far from typical and are not classified among the models provided by law. Hence, if they are far from the standardization dictated by the Civil Code, their basic rules depend on the analysis of the concrete situation. This occurs due to the fact that in the atypical contracts system it is necessary to adopt the legal solution most adequate to the concrete case, possibly taking into consideration the typical contract which offers the greatest similarity. Nevertheless, such attribution is hard to achieve, because often times only the general principles are adjusted to the event itself, distancing from one or another nominated, or pre-defined type.

In non-typical contracts, where legal

regulation is non-existent, the detailing of their clauses is extremely relevant, as this will provide an explanation of the rules that govern the agreement. However, there is always the problem of deficient wording, which at times is ambiguous, contradictory or incomplete.

In order to carry out this task, the interpreter (decision-maker) primarily relies on the business stipulations which germinate and materialize a private legal rule, as if the legislated rule was a starting point, or a repository for the assessment of the validity, adequacy to the general principles and integration technique.

In light of this scenario, it is highly adequate to opt for arbitration as a means for dispute resolution, considering that it has characteristics that differ from the state court.

Among them are the informality and freedom to adapt the proceedings to the convenience of the parties, the flexibility of the rules and the option of the choice of arbitral institutions, confidentiality, time savings in obtaining a final decision and, above all, the possibility of appointment of the arbitrators based on their specialty, experience, culture, availability and the trust that the party deposits on the person that will judge the dispute. ■

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Giovanni Ettore Nanni



Norskan president Hans F. Ellingsen showing a model of the Skandi Amazonas, an AHTS that will operate for Petrobras when it is finalized by the end of 2011. (Photo by Runa Hestmann Tierno)



The Skandi Vitória is the sister ship and almost identical to the Skandi Niterói. Both vessels are registered in Brazil, and the Skandi Niterói is fitted with a 270-ton lay tower and a 250-ton crane. (Photo courtesy of Norskan Offshore)

Norskan celebrates new Petrobras contract

By Runa Tierno

"A GOOD RELATIONSHIP WITH PETROBRAS IS VITAL TO SUCCESS IN BRAZIL," SAYS NORSKAN PRESIDENT HANS F. ELLINGSEN AFTER WINNING THE 25TH PETROBRAS CONTRACT.

The four and a half year contract awarded to the DOFCON vessel Skandi Niterói is of great importance to the company, according to the Norskan Offshore president.

The Skandi Niterói is the second ever pipelay vessel built in Brazil, and the charter and service contract was awarded to DOFCON which owns the ship in a joint venture with Technip. Norskan Offshore, also a DOF company, will operate the ship for Petrobras, at a day rate of USD 50,000.

"We are the only group that is building special purpose pipelay vessels here in Brazil. It's a 100 per cent Brazilian operation," says Ellingsen. The vessel will be used for flexible pipelines installation and retrieval offshore Brazil, at water depths reaching 2,300 meters. Norskan Offshore will provide the marine services, and Technip the engineering and support services for the offshore operations.

The joint venture already has the Skandi Vitória, the first Brazilian built flexible pipelay vessel, operating for Petrobras since October 2010.

"We have a very good relationship with Petrobras, and this is obviously an advantage. The Skandi Vitória, which is almost identical to the Skandi Niterói, has been in operation for 10 months,

and that reference was equally important. We were able to prove that we could deliver, and Petrobras knew what they were buying," Ellingsen says.

Today Norskan is operating 26 vessels in Brazil—12 are Brazilian built, and the remaining are under international flags and owned by the DOF group. While one vessel is on a contract to Chevron Brazil, two have contracts with Statoil and three with OGX, and Norskan has 20 vessels with contracts to Petrobras.

For the DOF group worldwide, Brazil stands for roughly 50 per cent of the activities and more than 50 per cent of the revenues. In Brazil, a good relationship with Petrobras is seen as vital to success in the market DOF/Norskan operates in.

"Yes, definitely. You have to prove yourself. When we started the construction of the first Brazilian built anchor handling vessel (AHTS), with a 100 per cent Brazilian crew, nobody believed in us, but we proved that we could do it, and when you build client confidence and deliver what you promise, it all goes smoother. However, you cannot forget that Petrobras is a state-controlled company with very little flexibility to choose the preferred service providers. If our day rate is 50 dollars more expensive, we might lose to some unknown competitor with no proven track

record," says Ellingsen.

The Skandi Niterói was delivered earlier this year, and she was built at the STX Europe's yard in Rio de Janeiro. She is able to carry up to 3,400 tons of flexible pipes and umbilicals. The Skandi Niterói contract also includes an option for an additional four and a half year period.

Earlier this year, DOF/Norskan was awarded three other long-term contracts by Petrobras, for the ROV support vessels (RSVs) Skandi Commander, Geograph and the Geosea. All are four-year contracts.

"The Geosea will arrive by the end of the year. The other two are already in operation along the Brazilian coast," Ellingsen says.

DOF/Norskan also has five more ships under construction, all AHTSs. The first one to be delivered, the Skandi Amazonas, will operate on a contract to Petrobras, as will the Skandi Iguazu, the Skandi Angra and the Skandi Urca.

The Skandi Paraty is the last vessel to be delivered and she is yet without an operating contract. Both the Skandi Vitória and the Skandi Niterói were built before being awarded any contract.

"We are confident that we will find activities for the Skandi Paraty as well, it is not something I am losing sleep over," notes Ellingsen. ■

Management changes at Aker Solutions Brazil

Egil Boyum has been appointed president of Aker Solutions' subsea business in Brazil. Boyum is a Norwegian citizen who has been employed by Aker Solutions since 1984 and has held a range of management roles.

Over the past decades, Aker Solutions has reached several offshore oil and gas exploration and production technology milestones in Brazil. The company has built up its presence in Brazil and become a major supplier of subsea products, solutions and services and other advanced systems for use in the oil and gas industry with more than 1,200 employees.

"We have doubled the business since 2008 and need to strengthen our management capabilities to facilitate the continued growth. Hence we have recently

recruited several new managers in Brazil, most recently Egil Boyum, who is one of our most experienced managers," says Mads Andersen, executive vice president of Aker Solutions' subsea business area.

Boyum is an industry veteran and has held a wide range of roles from technical positions in his early career to being global head of operations, heading up global aftermarket and SVP of subsea systems. Boyum's current role of SVP involves heading up the win and client relationship function of major subsea products in Aker Solutions.

Boyum will replace Marcelo Taulois, who has been leading Aker Solutions' Brazilian business since 2001. Taulois has developed new market opportunities through the three Brazilian hubs in Cu-



Egil Boyum

itiba, Rio das Ostras and Rio de Janeiro, and has also been a key player in the successful implementation of Aker Solutions' global policies and strategies within these regions. Aker Solutions will now look for other opportunities for Taulois within the company.

Over the past two years, Aker Solutions in Brazil has hired more than 600 new employees and the company expects to recruit several hundred more by 2015. Aker Solutions is also in the process of hiring a country manager for Brazil. ■



Commissioning and start-up are successfully completed

Lifecycle Services and support teams at Aker Solutions have recently finalized assisting client Modec Offshore Production Systems Pte. Ltda. in commissioning and start-up of MEG unit onboard FPSO Cidade de Santos MV20.

The commissioning was held by both Norway and Brazil Lifecycle Services and Support teams, including personnel from the Process Systems team, all working together for the success of the plant start-up and the client satisfaction.

The FPSO Cidade de Santos MV20 is deployed in the Urugua field and gathers production from the Tambau field. Both fields are located in the Santos Basin and are being developed together. Modec owns and operates the FPSO in a leasing contract with Brazilian oil corporation Petrobras. The FPSO is installed at a water depth of 1,300 meters, approximately 160 kilometers from the city of Rio de Janeiro.

The project delivered by APS consisted of a MEG Reclamation and Regeneration package for hydrate inhibition. The flow containing water, salts and MEG, the "Rich MEG", comes from the wells, with 64% concentration of MEG, and it is re-concentrated to 84% of "Lean MEG" in the outlet of the APS unit, being re-injected to the well pipelines.

The commissioning work was performed in two phases: pre-commissioning and dynamic commissioning. The pre-commissioning phase consisted of punch list items clearance and preparation of equipment and instruments for the dynamic commissioning phase, when MEG started circulating in the unit. The Modec commissioning manager expressed his satisfaction with the performance of the APS site team during the entire commissioning phase, and the Petrobras inspectors onboard also congratulated APS for the successful plant start-up. ■

Law 12.441/11 and the creation of EIRELI – Individual Limited Liability Company

By Fernanda Martinez de Mendonça*

With the publication of Law 12.441/11, the Individual Limited Liability Company (EIRELI) was created, through an amendment to the Brazilian Civil Code with the inclusion of article 980-A with the purpose to determine the possibility of a company run "by a sole person holding the totality of the capital stock".

The law will be in force as of January 9, 2012, and thus it will be the recommended corporate type to entrepreneurs who operate informally and without the protection afforded by the separation of assets, and furthermore, to those entrepreneurs who participate in limited liability companies by mere legal obligation of plurality of members.

Although controversial in some aspects, it seems clear to us that the Law covers both individuals and legal entities, since, according to the new text, Article 980-A provides that "the individual limited liability company will be incorporated by a single person holding the totality of the capital stock, fully paid up, which will not be less than 100 (one hundred) times the highest minimum wage in force in the country."

If the intention of the legislator was to exclude Legal Entities from the scope of the Law, we understand that the provision should be emphatic, so as to confer only to individuals the right to incorporate an EIRELI, which is not the case.

Not even paragraph 2 of Article 980-A, which limits the participation of individuals in more than one EIRELI, can lead us to construe that the Law exclusively applies to such persons, as we reiterate, it is an exception to the general rule of the Law.

Another point that will certainly be the subject of extensive debate is the tenor of

Article 5 of the new Law, which stipulates that the EIRELI can render "services of any nature" in confrontation with the sole paragraph of Article 966 of the Brazilian Civil Code, which was not subject to amendment by Law 12.441/11:

§ 5. It may be attributed to the individual limited liability company incorporated for the rendering of services of any nature a compensation resulting from the assignment of copyrights or image, name, brand or voice that is possessed by the holder of a legal entity, bound to the professional activity.

#####

Article 966. One considers a businessman a person who professionally discharges the organized economic activity for the production or circulation of goods or services.

Sole Paragraph. A person who is engaged in an intellectual profession, of scientific, literary or artistic nature is not considered a businessman, even with the cooperation of assistants or employees, unless the professional practice constitutes a company element.

Proceeding with the analysis of the legal provisions above, it is observed that the sole paragraph of Article 966 of the Civil Code was, though this was not the intent of the Lawmaker, tacitly repealed by Article 980-A, paragraph 5 of the newly established Law, which could be the subject of future claims.

With regard to the divergence above, we understand that only after the Law under analysis takes effect will we be able to have a clear stance on how it will be applied, that is, either revoking article 966 mentioned above or amending the wording of the new Law. However, in order to have a clear definition on the matter dealt with hereunder, we will still have to wait a while. ■

Fernanda Martinez
de Mendonça



CCJ issues favorable opinion on Bill No. 437/2008

By Amanda Pinto Guimarães*

THE BILL MODIFIES THE ISS SYSTEM FOR OIL AND NATURAL GAS EXPLORATION AND EXPLOITATION.

On June 30, the Committee on Constitution, Justice and Citizenship (CCJ) issued an opinion whereby it favored the constitutionality, legality and legislative technique of Bill No. 437/2008 (PL 437/2008), which proposes to modify the current payment system of the Tax on Services of Any Kind (ISS) levied on the services associated with the exploration and exploitation of oil, natural gas and other mineral resources.

As per the terms of PL 437/2008, a new exception to the general rule set forth in the main section of article 3 of Complementary Law No. 116/2003 (LC 116/03) would be included, according to which the ISS is due at the establishment or the domicile of the service provider. However, in case the PL 437/2008 is approved by the Brazilian Congress, the ISS levied on services related to the exploration and exploitation of oil, natural gas and other mineral resources will then be due to the Municipality where the service was actually rendered.

It should be highlighted that in the justification for introducing PL 437/2008, it was alleged that the amendment proposed aims at attenuating regional inequalities, in addition to allocating to the respective municipalities sources of revenue compatible with the increased economic activities verified therein. Besides, it was also vindicated that the amendment intends to prevent fraud with respect to tax evasion by service providers, once they won't be able to establish themselves artificially in a certain city only to reduce the tax load.

It should also be mentioned that this is a discussion of relevance for the oil and gas service providers, who routinely face questioning with respect to which Municipality they should pay the ISS assessed on their services. This is due to the very nature of the services rendered, for in many cases they cover several Municipalities.

In practice, several Municipalities are already imposing the system of payment of the ISS at the location where the services are rendered, since they obligate the service-recipient-taxpayers to withhold the ISS upon the payment for the services received, in cases where the service provider is established in another Municipality.

Therefore, in case the PL 437/2008 is approved, it is possible that one of the themes of hot debate today regarding the jurisdiction of the Municipalities to collect the ISS on such services will be finally settled. However, other issues will certainly be the object of great debate, among which emphasis is given to the manner in which the competent authorities will find out which Municipality would be the ISS creditor in case of services that by virtue of their very own nature are rendered in more than one municipality.

Lastly, it is also worth pointing out that the Municipalities where large oil and gas service providing companies are located will not abdicate so easily their right to a relevant share of their revenues and may attempt the collection of the ISS through notices of violation. However, in order for the PL 437/2008 to be enacted into law, it needs to be approved in two rounds by the Plenary Assembly of the Brazilian Congress. ■

**Amanda Pinto Guimarães and Fernanda Martinez de Mendonça are lawyers at the firm Law Offices Carl Kincaid Mendes Vianna Advogados Associados.*



Amanda Pinto Guimarães

Wilhelmsen Technical Solutions establishes office in Brazil



In January this year, it was announced that Wilhelmsen Ships Equipment and Wilhelmsen Marine Engineering would merge to become Wilhelmsen Technical Solutions. The objective is to provide a better total solution offer to customers within the segments of environment, safety, HVAC-R and power.

Wilhelmsen Technical Solutions is part of Wilhelmsen Maritime Services, a Wilhelmsen group company. It is a global provider of cost efficient, fully engineered solutions, equipment and services for newbuilds and retrofits in the maritime and offshore industries.

The company's expertise includes fire suppression and prevention, water treatment, heating, ventilation, air-conditioning and refrigeration (HVAC-R), power optimization, power distribution and control systems. Wilhelmsen Technical Solutions designs, produces, installs, commissions and maintains its solutions for the lifetime of customers' vessels, rigs and platforms.

In order to cater to the Brazilian/South American maritime and offshore markets, Wilhelmsen Technical Solutions has recently established an office in Brazil.

"Being where our customers are allows us to better understand and respond to local needs and requirements," says Kjetil Lund, Vice President Americas at Wilhelmsen Technical Solutions.

"Our main focus area in this region is HVAC-R and power distribution and control systems for the offshore aftermarket in Brazil and Uitor safety systems and the Uitor Ballast Water Treatment System (Uitor BWTS) to South American owners and shipyards," he continues. The Uitor BWTS, with technology provided by Resource Ballast Technologies, is produced, marketed, and sold by Wilhelmsen Technical Solutions globally.

The Uitor BWTS is a fully inline system with one of the smallest footprints and lowest power consumptions in the market. It is a flexible and economical solution for both newbuilds and retrofits.

The system is designed to meet the requirements of the International Maritime Organization (IMO) Ballast Water Management Convention, and gained Type Approval in August 2011.

The Uitor BWTS is applicable to all vessel types and sizes and, to date, Wilhelmsen Technical Solutions has won contracts to install the system on a range of vessel types including PCTC, LNG carrier, passenger ferry, bulk, general cargo carrier, and asphalt carrier.

Wilhelmsen Technical Solutions is part of a global network with the capability to serve customers in 2,200 ports and 125 countries, providing worldwide support and peace of mind. ■

Regulation developments after BP oil spill

By Luiz Gustavo Bezerra and Gedham Gomes*



Luiz Gustavo Bezerra

The BP oil spill event was a critical moment for oil regulators, environmental agencies and related governmental agencies around the globe, a moment which brought high expectations towards significant changes in the regulatory and liability frameworks for the oil industry.

Any major polluting incident, capable of attracting public attention, tends to foment scenarios of high pressure over regulators, which seek to extract lessons from each one of them, so similar episodes may be prevented.

The Exxon Valdez spill incident in 1989, for reference, brought multiple changes to legislation around the globe. The OPRC Convention¹ and the U.S. Oil Pollution Act (OPA) are some examples of developments arising from the Valdez spill. Among other provisions, the OPRC provided for the implementation of individual emergency plans and national contingency plans, and the OPA developed a trust fund to assist in the cost of spill clean-ups and reinforced penalties against spills. In Brazil, Petrobras' Guanabara Bay episode² in 2000 was followed by the enactment of the Oil Act, which established specific penalties for spills and, in line with the OPRC, also provided for emergency and contingency plans.

History has shown that oil regulators all over the world are highly responsive to such disasters and changes in regulations always follow. Even though significant changes in the legislation are still to be observed, the BP oil spill incident has caused governments to start discussing potential alterations in regulations, especially in view of the upcoming results of the incident investigations.

In Brazil, particularly in view of the developments towards the exploration and production on pre-salt areas, the BP oil spill has demanded positioning from the

government and agencies in charge of regulating and inspecting the oil industry's activities and establishing liability guidelines for oil-related incidents. After the episode, oil, energy, environmental and maritime regulators held meetings in order to discuss the next steps to be taken, being clear that Brazilian authorities are engaged in discussing the matter and some modifications are expected for the future.

The Brazilian Oil Act establishes a BRL 50 million cap for fines arising from oil spill incidents³ and provides for the establishment of individual emergency plans and regional/national contingency plans. Even though oil facilities are already required to have and implement individual emergency plans, the mentioned national contingency plan has never been released. After the BP oil spill incident, this issue surfaced and a Federal Decree regulating the matter is expected for the next months, creating joint-management guidelines for dealing with major incidents. Along with this regulation, the hardening of the fines for oil spills is also expected, since a BRL 50 million cap does not reflect the current status of development of the oil industry, especially considering the billionaire costs caused by the BP oil spill.

Another consequence of the BP oil spill is that such an event corroborates with the historically rigorous requirements for emergency plans and environmental assessments by the Federal Environmental Agency (IBAMA). Even if IBAMA is to be more severe than it already is, since Brazilian environmental laws grant a large amount of discretion to environmental agencies on conducting environmental authorization proceedings, major changes in the regulatory framework will not be necessary to some extent.

Furthermore, it is worth noting that Brazil does not count on any specific

fund aimed at oil spill clean-ups, a fund to receive the values collected due to fines and civil liabilities arising from such incidents. The aftermath of the BP oil spill incident is also a convenient moment for discussing the creation of a specific fund for oil pollution incidents.

Lastly, the expected and ongoing regulation developments around the globe concerning the tightening of environmental liabilities, which in Brazil is jointly shared, directly impact oil companies and their relationship with each other. Due to this tightening, all players in the industry, such as operators, companies with participating interest, rig owners and contractors are subject to being held liable for incidents.

Despite all of the legislation developments already in course around the globe due to the BP incident, such developments must be followed by even deeper changes in the way such legislation is enforced and, moreover, in the way companies and governments get prepared for events of such magnitude.

In Brazil this aspect is especially relevant. Given an unparalleled disaster had to occur for the governmental authorities to acknowledge the necessity of a national contingency plan, of which discussions have been taking over a decade, it is expected that fully implementing such plan will be an even greater challenge. ■

**Luiz Gustavo Bezerra is Head of Brazilian Environmental Practice and Gedham Gomes is Associate at Tauil & Chequer Advogados associated with Mayer Brown LLP.*

¹ International Convention on Oil Pollution Preparedness, Response and Cooperation.

² A pipeline ruptured and leaked approximately 1.3 million liters of oil in the Guanabara Bay.

³ Regardless of criminal liability established by the Environmental Crimes Act and unlimited civil liability (compensation) established by the National Environmental Policy Act.



OSM licensed for Brazil

OSM IS NOW GRANTED AUTHORIZATION TO OPERATE ON THE BRAZILIAN CONTINENTAL SHELF.

The Board of the National Agency for Waterway Transportation (ANTAQ) has granted OSM Brasil authorization to operate as a Brazilian shipping company (EBN). This gives OSM's office in Brazil the opportunity to do business offshore and opens a new market for the group.

"We are pleased with the Board's decision and are looking forward to operating in Brazilian waters. We have now

established an excellent platform for further growth in an area with large oil and gas resources," says the Vice Chairman of the OSM Group, Jan Morten Eskilt.

Many Norwegian shipping and offshore suppliers hold Brazil among their most important international markets.

But there are strict demands before one can enter the market on the Brazilian continental shelf. Among them is that all contracts must be made through

a local shipping company (EBN).

For the Norwegian suppliers in Brazil, the key words are patience, capital and local knowledge. This has also been the story for OSM in Brazil.

"To be certified in Brazil involves a bureaucratic process; and yes, we have spent both time and money to get the right position," says Eskilt. "It has been an enduring process, but we have kept faith all the way and are very pleased to be where we are today. The certification will open many doors for us and gives promise for future growth."

The EBN certification opens for cooperation with oil companies operating on the Brazilian continental shelf, including national oil corporation Petrobras, the major operator in the Brazilian oil industry.

"We believe OSM's growth is best managed with certain core values and ideals which we of course are proud of spreading to new areas of the world," Eskilt says.

"This business is all about people. That's why we believe we are the new generation in offshore and ship management." ■

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.com.br



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Munters AB CEO Lars Engström.
(Photo by Mario Henrique)



(Left to right) Danilo Santos and Jurandir Januário of Munters do Brasil, Samuel Vieira de Souza of the Brazilian Association of Refrigeration, Air Conditioning, Ventilation and Heating (ABRAVA), and Peter Young of Danfoss do Brasil Ind. e Com. Ltda. (Photo by Mario Henrique)

Advisory Council dinner with Ambassador

Swedcham's Advisory Council participated in a special dinner on September 22 to meet the new Swedish Ambassador to Brazil, Magnus Robach.

Robach was welcomed by Christer Manhusen, Chairman of the Advisory Council and a former Swedish Ambassador (January 1996 to January 2002). The new Ambassador gave a speech which was much appreciated by the participants, who were captivated by his enthusiasm and optimism.

The dinner, which was attended by around 25 executives representing Swedish industry in Brazil, took place at the restaurant of L'Hotel Porto Bay in São Paulo.



Magnus Robach and Christer Manhusen.

Christmas Party

Save the date: Swedcham's popular Christmas party will be held on December 8 at a location yet to be established. Keep tuned to our website as more details will follow!



Munters organizes event with CEO

Swedcham member Munters do Brasil organized an event at the Chamber's facilities on September 27, with the participation of Munters AB CEO Lars Engström.

Munters is a global leader in energy efficient air treatment solutions based on expertise in humidity and climate control technologies. The company creates optimized indoor climate solutions for customers in segments such as pharmaceuticals, food, electronics, agriculture and for offices and other commercial premises. Munters' solutions raise customer productivity, quality and comfort based on efficient energy utilization.

During the event, which was attended by representatives of the sector, Engström gave a presentation on the company's growth plans for the Brazilian and South American markets. The presentation was followed by a reception catered by Buffet Cicareli.

Swedish Olympic Committee visit

As this magazine was going to press, the Chamber was organizing an informal get-together for September 29 with four representatives of the Swedish Olympic Committee (SOK): Stefan Lindeberg (Chairman), Gunilla Lindberg (Secretary General, Board Member of the IOC and CoCom-Rio), and Peter Reinebo and Glenn Osth (Sports Directors).

They were in Brazil to meet with the Brazilian Olympic Committee, sign agreements, visit arenas and get a general impression of the preparations for the 2016 Olympic Games in Rio. This was a unique opportunity to listen to them talk about their interesting work for SOK and their expectations regarding the Olympic Games in Brazil. More information will be available in our next edition.

Chamber participates in OTC Brasil in Rio

The Chamber was also getting ready to participate in the Offshore Technology Conference-Brazil, or OTC Brasil 2011, held in Rio de Janeiro from October 4 to 6.

OTC Brasil was the first OTC event to be held outside the United States, and will take place every two years. "The creation of OTC Brasil is a clear sign that the world oil industry recognizes Brazil as a leading country in offshore technology," said Ricardo Juiniti, co-chairman of the OTC Brasil Technical Program.

Founded in 1969, the Offshore Technology Conference is considered the world's foremost event for the development of offshore resources in the fields of drilling, exploration, production, and environmental protection. OTC is held annually in Houston. For more info, access www.otcnet.org



Tatiana Ribeiro da Costa, Human Resources manager at Google São Paulo (center), with participants at the event held on September 21.

Human Capital Committee visits Google

Swedcham's Human Capital Committee, coordinated by Giselle Welter, organized a visit to Google's headquarters on Avenida Brigadeiro Faria Lima in São Paulo on September 21.

During the visit, participants had the opportunity to talk with Tatiana Ribeiro da Costa, Human Resources Manager at Google São Paulo, and get better acquainted with Google's People Management work, aimed at the culture of innovation, attracting and retaining talents.

Swisscam/Swedcham luncheon with STF Minister

Swisscam Brasil and Swedcham invited members for a presentation/luncheon with Dr. Ricardo Lewandowski, Minister of the Supreme Federal Court (STF) and President of the Superior Electoral Court (STE).

This unique opportunity to personally meet one of the ministers of Brazil's Supreme Court took place at the Hotel Grand Hyatt São Paulo on August 8.

Lewandowski, who spoke about "The judicial power and alternative solutions to controversies," has been a member of the STF since March 2006 and of the STE since June 2006.

Scandinavian Fair in November

The traditional Scandinavian Fair will be held this year on November 9 (from

12 to 10 p.m.) and 11 (from 10 a.m. to 8 p.m.) at the Esporte Clube Pinheiros in São Paulo. The best of what Scandinavia has to offer in terms of gifts, beverages and delicacies is available at the Fair.

The Fair, organized by the Associação Beneficente Escandinava Nordlyset, has taken place for more than four decades and has become a veritable tradition on São Paulo's calendar of events.

All proceeds are used to finance social projects. Every year, more than 8,000 needy children and adolescents in more than 10 institutions receive shelter, education, food, care and attention.

After Work pea soup and punch

Swedcham and the Scandinavian Church held yet another successful "After Work" event with Swedish pea soup and punch on September 22.

Based on a very old tradition, pea soup

is a very common meal served in Sweden. Most lunch restaurants in Sweden offer this dish once a week, on Thursdays, to their hungry customers. Many Swedes also like to gather after work to chat over a plate of pea soup accompanied by punch.

The next events, which always take place at the Scandinavian Club, are scheduled for October 20 and November 14. Mark these dates in your agenda!

Brazilian Day in Stockholm

The Embassy of Brazil in Stockholm held its ever popular "Brazilian Day" this year on August 27 at Kungsträdgården.

The event featured Brazil's famous guaraná and açaí natural fruit pulp as well as typical crafts, culture and people. All this to the sound of Brazilian music such as *samba* and *pagode*! As always, the Day was a tremendous success.



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New Members

Swedcham wishes to welcome the following new members up to September 20:

CORPORATE:

• Arycom

Arycom is a Brazilian operator and provider of complete satellite solutions to users on land, at sea and in the air. Its portfolio includes satellite capacity, air-time, hardware and software, value added applications and products, network integration, installations, consulting and project roll outs, as well as customer support in Portuguese, English and Spanish. Major sectors using Arycom's solutions include merchant shipping, oil & gas, government, media, construction, the armed forces, mining, commercial airlines and business jets.

• Comerc

Comerc Energia started its operations in 2001 and is constituted by two companies. Comerc Trading is one of the largest independent power trading companies in Brazil and Comerc Energia is the largest independent power management company with 12% of the market share in the Brazilian free energy market.

• CredSegur

CredSegur is a specialized mono line trade credit insurance brokerage company. The company was founded in 2007 and is privately held. Presently, CredSegur insures receivables in most industrial and financial sectors of the Brazilian economy. CredSegur is licensed and authorized to operate in Brazil by the Superintendence of Private Insurance (SUSEP).

• Dometic

Dometic Group is a world-leading provider of leisure products for the RV, automotive, truck and marine markets. We supply the industry with a complete range of air conditioners, refrigerators, awnings, kitchen equipment, sanitation systems, mobile power equipment, windows and doors.

• FLIR

FLIR Systems is the global leader in Infrared cameras, night vision and thermal

imaging systems. A pioneer in the commercial infrared camera industry, the company has been supplying thermography and night vision equipment to science, industry, law enforcement and the military for over 30 years. From predictive maintenance, condition monitoring, non-destructive testing, R&D, medical science, temperature measurement and thermal testing to law enforcement, surveillance, security and manufacturing process control, FLIR offers the widest selection of infrared cameras.

• Kuehne+Nagel

Kuehne+Nagel Brazil is number one in air and sea logistics and is now focusing on end-to-end solutions, providing not only international transportation but also local services such as customs clearance, local distribution and contract logistics. Kuehne + Nagel is a licensed customs brokerage and handles over 4000 customs clearance processes per month.

• Linde Gases Ltda.

Linde Gases Ltda. is focused on optimizing the processes of its customers, improving productivity, quality and safety by implementing solutions that involve the application of gases, cutting-edge technology and differentiated services.

• Nacora

Since 1972 it has been Nacora's core competence to support companies in the design and building of cost-effective insurance programs. Today, Nacora is an independent commercial insurance broking firm specializing in the provision of risk management and commercial (marine and non-marine) insurance solutions, products and services. Its network of offices spans 30 countries.

• Processfilter

Processfilter is a global partner providing industrial filtration solutions worldwide. By proceeding from its customer's demands and needs of optimizing the handling of pollutants such as dust and powder, the company delivers reliable

and profitable solutions with a minimum of maintenance.

• RBC Royal Canadian Bank

RBC is Canada's largest bank by assets and market capitalization, with broad leadership in financial services. Well-diversified earnings stream across geographies and products: Active in all banking areas in Canada with leading market positions, global capabilities in capital markets and wealth management. Around 79,000 employees and close to 16 million clients worldwide.

• SP FIT

Located in the heart of the Jardins area in São Paulo, this nice and cozy gym offers classes in fitness training, pilates, gymnastics, boxing, dance, yoga, spinning and water gymnastics. Members of Swedcham get a special discount!

• Venturus

Venturus is a Brazilian research and development company founded in 1995 with the mission to build innovative solutions and to provide technological services in mobility, automation and communication.

• Zitius

Zitius do Brasil is the first open network operator in Latin America. We offer broadband services (internet, voice, IPTV) from a range of providers, which operate under competition from each other. The final user selects the service / provider of his choice.

INDIVIDUAL:

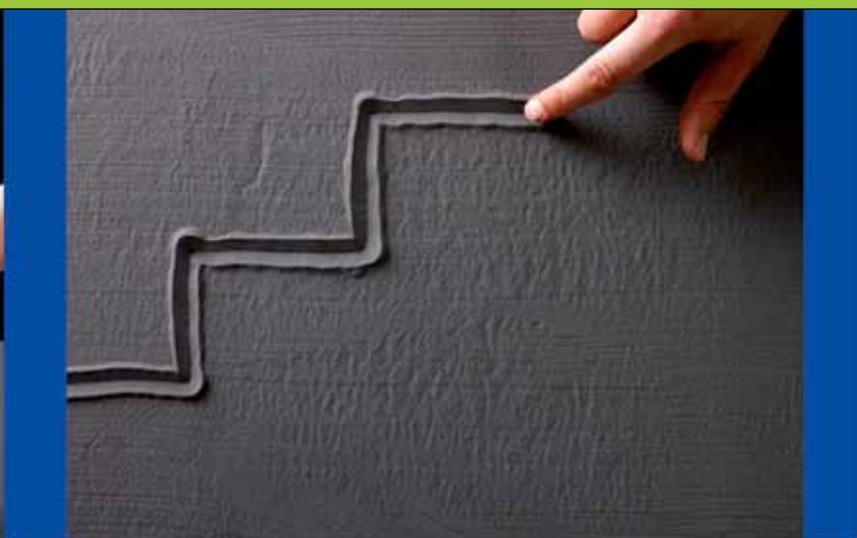
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Member News

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.

Ericsson expands factory and increases production capacity

Ericsson has invested USD 6.5 million to expand its factory located in São José dos Campos, in São Paulo State, which generated 200 new jobs and turned the unit into the largest telecom factory in the Americas.

Ericsson justified that the expansion takes place in the area of modules to increase production capacity and deploy a new family of base stations and is intended to strengthen its presence in the Latin American market, "accounting for 50% of production of demand."

The company said that in the past four years, there has been a steady increase in demand, to the point that production has increased tenfold, from 4,000 to 40,000 base stations produced between 2008 and late 2011.

Sergio Quiroga, president of Ericsson in Latin America and the Caribbean, said the company has invested more than USD 650 million to boost the plant equipment and the R&D area.

Ericsson said that the current space

of the unit was redesigned to receive a high-end equipment, "considered the most modern of its kind" for making LTE fourth generation (4G), as well as 2G and 3G networks.

Innovation Center

Ericsson has also developed an Innovation Center in Brazil for Latin America and the Caribbean.

The Innovation Center will focus on activities related to research, development and customization of new solutions, such as social media, verticals and cloud computing platforms.

More than USD 24.5 million was to be invested in 2011 to bring all the company's research and development areas together in Brazil. With an open innovation model, the Center will rely on contributions from national and regional universities and institutes.

Ericsson's Innovation Center has been expanded and prepared to meet all demands for customization and development in Latin America and the Caribbean. The goal of the Center, which today employs 350 people between Ericsson's employees and those from its partners, is to bring the company's products and services closer to Latin American and Caribbean customers.

Over the past 15 years, Ericsson has invested over USD 489 million exclusively in the development of local projects in Brazil. Now, with the establishment of the new center, which will combine these activities, Ericsson will invest more than USD 24.5 million yearly in research and innovation alone for all of Latin America and the Caribbean.



Volvo is once again voted best workplace

Volvo do Brasil has for the second consecutive year been voted the best workplace in the Brazilian transport sector. The survey was carried out by the *Exame* and *Você S/A* magazines. In the survey, Volvo do Brasil also scores the highest points among large companies when it comes to enjoyment at work.

In addition, the company—based at Curitiba in Paraná State—was cited as offering the best health and medical care services for employees. Volvo do Brasil also ranked high in the categories of Identity, which gauges company values, Products and Visions, Personal Development, and Work Satisfaction and Motivation.

The survey covered a total of 150 companies within 20 different industries. "In addition to the many benefits and the excellent working environment offered, people apply for jobs at Volvo because this is a company that utilizes a lot of technology and offers considerable scope for personal development, both in Brazil and in the Group's various units the world over," says Sônia Gurgel, director of Human Resources at Volvo do Brasil.





Saab scholarships for Brazilian students

Saab, together with the "Plano Brasil Maior" and "Ciência sem fronteiras" initiatives, will contribute with more than 100 research scholarships in Sweden for Brazilians seeking their PhDs, post-doctorate and senior researchers, during the next three years.

The research scholarship program will be coordinated by the Swedish Brazilian Research & Innovation Center (CISB) that was recently opened in São Bernardo do Campo, São Paulo State, and is a Saab initiative to connect industries, the academic world and Swedish and Brazilian government-owned institutions.

Industrial involvement in CISB will ensure that research scholarships have a clear innovation focus thereby contributing to strengthen both nations' industrial bases. The close cooperation between ac-

ademia, industry and public institutions (triple helix) to find new innovation challenges is a trademark of both CISB and the Swedish Innovation System.

"We expect that these scholarships are the cornerstones that will enhance and establish a long-term scientific and technological cooperation between Swedish and Brazilian institutions," said Håkan Buskhe, Saab CEO.

Mayor's visit

Mayor Eduardo Cury from the city São José dos Campos, where the major aeronautics and defence hub of Brazil is situated, visited Sweden in September and made a stop in Linköping invited by Paul Lindvall from the City of Linköping.

In recent years the cooperation between Linköping and Brazil has strengthened tremendously and mutual interests in business development, science parks, and education were on the agenda. Apart from a number of other activities, the Mayor visited Mjärdevi Science Park in order to understand how the science park works in supporting start-up and growth of new companies, its position in the regional context and in the international society.

The mayor also had the chance to visit Saab and was briefed on Saab's product portfolio as well as Saab's offer regarding the Gripen to Brazil. The Mayor visited the Gripen Final Assembly line to see the Gripen fighter in production and he also paid a visit to the Flight Test Department to have a closer look at the next generation of Gripen.

SKF Latin American Distribution Center

Latin America is an increasingly important region for SKF and in order to further improve the logistics structure and reduce costs, the company has opened a regional distribution center in Montevideo, Uruguay. This center joins the global network of regional distribution centers, which SKF has in North America, Europe and Asia.

"The opening of the regional distribution center in Uruguay reinforces our commitment to this fast growing region for the SKF Group. It will enable us to significantly improve the support and service to our customers and distributors in the region, while helping us reduce both operating costs and capital tied up in inventory," says Tom Johnstone, President and CEO of SKF. "The center combines the latest logistics infrastructure with SKF best practices the Group has in its logistics operations worldwide."

"The implementation of regional planning for this new center and the local warehouses will improve availability of our products while reducing costs and inventory," says Ralph Hendrikx, General Manager of the Latin American Distribution Center. "It will complement the existing local warehouses in the area allowing us to reduce delivery lead times and provide a wider range of products to our customers and distributors."

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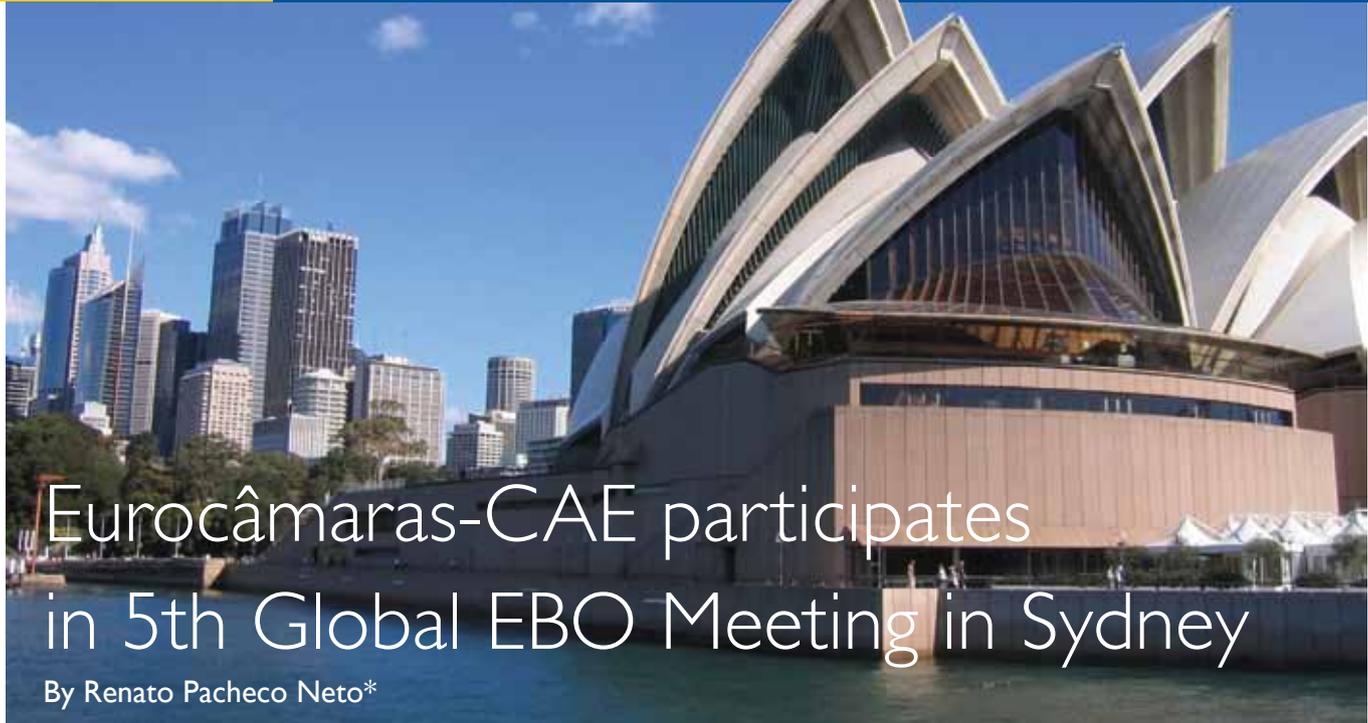
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Anuncio Elanders



Eurocâmaras-CAE participates in 5th Global EBO Meeting in Sydney

By Renato Pacheco Neto*

Last July 5, the Global European Business Organizations (EBO) Meeting took place in the Australian capital. Many EBO representatives joined this very important Sydney meeting and contributed to the deeper integration of the European Chambers of Commerce Worldwide, constantly exchanging their different experiences over the last 10 years.

Participants represented more than 15 countries (India, China, Vietnam, Korea, Thailand, Australia, New Zealand, Macedonia, Chile, Indonesia, Armenia, Philippines, Kazakhstan, Malaysia, Taiwan and Sri Lanka, including Eurocâmaras-CAE, which represented Brazil).

The meeting began with a general introduction of all EBO members. All of them, except India, were present at this point. Thereafter Chairman Jason Collins, hosting the organization, gave a brief introduction of the EABC (European Australian Business Council) and the operating mechanism of the organization. The Legal Director of the EBO Board gave a brief introduction to the importance of an official network and confirmed the EBO Worldwide Network ASBL—a non-profit organization that was officially registered in Brussels in April 2011.

It was agreed in Colombo 2010 to develop an EBO WWN Charter followed by voting. As most EBOs needed authorization from the EBO chapter Boards, the charter was circulated and revisions

carried out accordingly. The process and reporting back involved a transparent report. The charter was discussed at the EBO meeting held November 2010 in Brussels. On the basis of the charter, the Committee appointed consulted legal experts for official registration of the EBO WWN in Brussels. Thereafter, the EBO WWN charter was adapted to meet the legal requirements of registering in Belgium.

Another very important issue broached at this meeting was the need for an EBO office in Brussels as an important step to enhance onward collaboration between the relevant EU Institutions and EBO WWN. All EBOs agreed on the one-sided support provided by EBO network partners to the EU Institutions. As the network was not financially able to sustain the EBO Office in Brussels, however, they saw the need for establishing the office to support the EU's onward strategy for external relations on a Trade and Investment platform, and submitted a proposal to the European Parliament in August 2010. The relevant proposal (EBO WWN Resource Center) had been initially tabled at EP INTA committee meetings in November 2010, with further evaluation in April 2011 by the INTA Committee.

The EBO WWN Resource Center proposal was developed as a 5-year program and self sustainable at the end of 5 years. There are many initiatives EP and EC have funded as pilot projects. It was in this respect that the EBO Board de-

ecided to proceed in establishing the Network office in Brussels. A final decision will be taken after September 2011 at the INTA Committee meeting. While the INTA Committee confirmed its interest in authorizing the EBO RC Proposal, there was need for EBOs to identify an EC DG that would take on the EBO RC Project. It was further appraised that INTA Committee head Mr. Moreira had requested the Board to submit a brief summary on the key reasons and advantages in funding the pilot initiative.

Last but not least, a brief assessment of the EU's outward strategy and interest in Free Trade Agreements took place, sharing the different experiences of the participants. The recent achievement of the EU Korea FTA policy as implemented in July 2011 was cited as an example. Negotiations have been ongoing for three years. The process started with a feasibility study as to what would be the consequence of the FTA.

This experience will also be helpful for Brazil and Eurocâmaras in order to find out which topics should be covered in our FTA negotiations, among sensitive sectors such as for instance the tariff elimination which requires EU exporters to be registered with local customs. This 5th Global Meeting will be followed by another meeting to take place in November in Brussels, where further topics will be deepened and experience sharing enhanced. ■

New immigration policies



Last August 23rd, Swedcham's Legal & Business Committee (LBC) organized its 45th meeting since its foundation in 2002. Before we celebrate our 10th anniversary in 2012, our members chose to already discuss this year the very complex legal aspects of visa granting and general immigration policies. In this sense we were honored to have Overseas Consultoria Founding and Managing Partner Dr. Antonio Candido de França Ribeiro, who is also an immigration lawyer working in this area for the last 20 years, as our keynote speaker.

Dr. Candido introduced the general principles of immigration, which are mainly based on Federal Law 6.815 from 1980. This act partially reflects former policies and thus needs to be interpreted together with current regulations issued by the Federal Council of Immigration and further international treaties entered by the Brazilian government. He also pointed out that the 1980 Immigration Act is ruled by a Decree 86.715 from

1981, which specifies most of the applicable procedures.

Dr. Candido also cited different interesting and important kinds of visas to be granted by the Brazilian government based on art. 13, V of aforementioned Immigration Act: research, work, business, arts, and religious missions, among others. He also addressed the practical issues such as the fillings before the Embassies and Consulates, as well as before the local authorities in place, as for instance in the case of a work visa, which is to be requested by the employer.

Based on Resolution 80 of the Federal Immigration Council, the foreign applicant has the right to work for two years, on the basis of his labor contract, which can be renewed if necessary. This visa can also be transformed into a permanent visa after four years, if the work developed by the foreign worker needs to be extended as well.

There are also other types of work visas without a binding Brazilian contract as for instance in case of technical assistance and transfer of technology. According to Dr. Candido, the most problematic aspect for the right visa application is to understand the correct need and identify the most adequate way to gather all the necessary papers.

Different questions used to arise for foreign applicants, and the more than frequent changes in legislation and regulations (especially normative instructions) applied to investment levels and amount requirements, thus triggering an adequate legal and immigration advice by skilled professionals.

More recently, the Brazilian National Council of Immigration has established new

rules for the granting of a Permanent Visa for foreigners who come to Brazil to occupy the positions of Manager, Director or Executive of a local company.

Under the new rules, which became effective on August 19, 2011, it is now necessary for the foreign company that transfers a foreign executive to Brazil to make an investment in the amount of BRL 600,000 to be duly registered with the Central Bank of Brazil. The previous requirement was US\$ 200,000 or its equivalent in another currency.

Also smaller corporate and individual investors may apply for this kind of visa in case they are not only investing at least BRL 150,000 but also committed to creating at least 10 positions in their project. This also helps to enable mid-sized investors to better obtain access to the growing Brazilian market.

Briefly, Swedcham's Legal & Business Committee discussed in its 45th meeting the consequences of these important changes also for the newcomers willing to invest in the Brazilian market. Not only Swedish investors but also Nordic investors in general need to be aware of this important change in the limits and investment requirements. ■

Overseas Consultoria Founding and Managing Partner Dr. Antonio Candido de França Ribeiro was the keynote speaker during the LBC's 45th meeting, held at Swedcham.



**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.*

World Women's Handball Championship to be held in Brazil in December



The 2011 World Women's Handball Championship, the 20th event hosted by the International Handball Federation since 1957, will be held in Brazil from December 3 to 16. Sweden, Norway and Denmark will be participating in the event.

The competition will take place in the State of São Paulo. It will be the third women's World Championship to be organized outside of Europe, after South Korea in 1990 and China in 2009.

Four cities have been chosen to host the matches: São Paulo (Ibirapuera Gymnasium), São Bernardo do Campo (Adib Moyses Dib Gymnasium), Santos (Santos Arena) and Barueri (José Corrêa Gymnasium).

Check out the keys and the sites they will receive:

- **Group A**, which consists of Norway, Montenegro, Angola, Germany, China and Iceland, will play their games at the Santos Arena in Santos on the São Paulo State coast.
- **Group B**, which includes Russia, Kazakhstan, Netherlands, Korea, Spain and Australia, will be focused on the José Corrêa Gymnasium in Barueri, in the state's metropolitan region.
- **Group C**, which is formed by Romania, France, Brazil, Tunisia, Cuba and Japan, will occupy the Ibirapuera Gymnasium, in São Paulo.
- **Group D**, which includes Sweden, Denmark, Croatia, Argentina, the Ivory Coast and Uruguay, will play

matches at the Adyb Moses Dib Gymnasium in São Bernardo do Campo in São Paulo's ABC region.

Sven Harke, manager of UFA Sports (the television network that owns the transmission rights) commended the Brazilian gyms. "I was very pleased with the facilities made available, though of course there are some adjustments to be made because the level of demand is very high, after all, millions of people follow the World Cup on television, and the goal is to show the best possible image of Brazil," he said. Harke and representatives of the International Handball Federation (IHF) were in Brazil in July for a workshop that also included the participation of representatives from all the host cities.

This division of groups by head takes effect for only the first phase of the World Championship and the quarter-final. From the quarter-finals, all matches will be held at Ibirapuera Gymnasium, which is the main headquarters. In total, 24 teams, the top four from each group, will qualify for the quarter-final, and the other eight teams will participate in the Cup of the President, a mini-tournament to determine the positions of 13th to 24th in the final table.

The champion automatically ensure its place in the 2012 Olympics in London and the 2013 World Championships in Serbia. The teams that finish in the second and seventh positions will compete for the Olympic Qualifying Tournament, from May 25 to 27, 2012. ■



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Våra erfarna och kompetenta advokater står till förfogande för tillhandahållande av högkvalitativ juridisk rådgivning inom ett flertal rättsområden, till exempel:

- Utländska investeringar
- Handelsrätt, kontrakt, kapitalmarknad, fusioner och förvärv
- Skatterätt
- Civilprocessrätt
- Miljö rätt
- Arbetsrätt
- Förvaltningsrätt (anbud, reglering, projekt för infrastruktur, privatiseringar, gruvsdrift...)
- Antitrust och internationell handel
- Immaterialrätt
- Idrottsrätt
- Straffrätt (ekonomisk brottslighet)

Vi ingår i en internationell allians bestående av fristående advokatbyråer med affärsjuridisk inriktning i fler än 20 länder.

I Sverige arbetar vi tillsammans med Svalner Skatt och Transaktion (www.svalner.se).

NOSSO ESCRITÓRIO PRESTA ASSISTÊNCIA LEGAL NAS DIVERSAS ÁREAS DO DIREITO, COM CONHECIMENTO TÉCNICO, AGILIDADE, CRIATIVIDADE E EFICIÊNCIA, BUSCANDO SEMPRE UM RELACIONAMENTO ACESSÍVEL E PRÓXIMO AOS CLIENTES. E TEM POR OBJETIVO A SEGURANÇA, A RAPIDEZ E A PRECISÃO NAS INFORMAÇÕES PROCESSUAIS.

No consultivo contamos com advogados de alto nível para prestar as mais variadas informações, tais como:

- Investimento Estrangeiro
- Direito Comercial, Contratos, Mercado de Capitais e Fusões e Aquisições
- Direito Tributário
- Contencioso Cível
- Direito Ambiental
- Direito do Trabalho
- Direito Administrativo (licitações, agências reguladoras, projetos de infra-estrutura, privatizações, mineração...)
- Direito Antitruste e do Comércio Internacional
- Direito da Propriedade Intelectual
- Direito Esportivo
- Direito Penal Econômico

Possuímos também importantes alianças com escritórios de advocacia empresarial em mais de 20 países

Na Suécia, trabalhamos com o escritório Svalner Skatt och Transaktion (www.svalner.se)

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O etanol contribui para termos um ar mais limpo. A Scania também: é pioneira no mundo em utilizar o etanol no transporte público. Mais de 30 anos fornecendo veículos presentes nas ruas de vários países, empregando o combustível que reduz em até 90% as emissões de CO₂. Porém o compromisso Scania com o meio ambiente vai além. Ações internas e produção de motores econômicos, de baixo impacto ambiental, fazem parte da sua filosofia de respeito ao planeta. Se para você o etanol também é agora, Scania.



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