

BRAZIL

WWW.SWEDCHAM.COM.BR



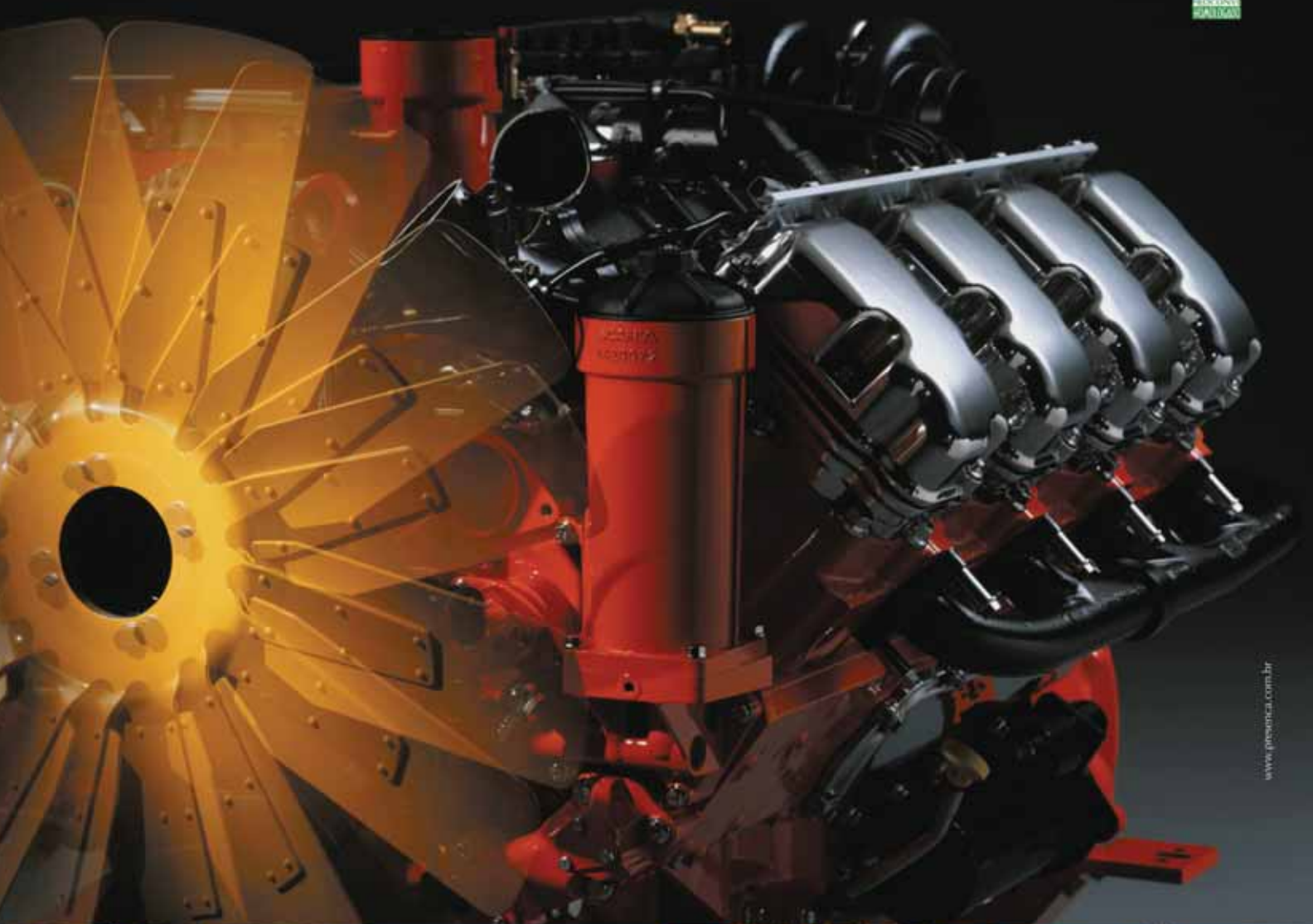
SWEDEN NORWAY

APRIL - MAY 2009



Fatima Raimondi: Ericsson's new President in Brazil





www.scania.com.br



Para fazer do seu negócio uma potência, conte com as nossas. Motores industriais e marítimos Scania.

Mova seus negócios com os motores Scania. Tecnologia que impulsiona equipamentos e embarcações. Máquinas robustas, de alta confiabilidade e desempenho, que respeitam o meio ambiente e o seu investimento. Afinal, duram muito, exigindo o mínimo de manutenção. Motores Scania. Potência que você sente, principalmente nos seus resultados.



SCANIA
www.scania.com.br

CONTENTS



4

Fatima Raimondi is the first Brazilian and the first woman to be appointed President of Ericsson in Brazil.

Cover photo: Alexandre Socci



12

Swedish Embassy, STC and São Paulo Municipal Government hold first Swedish-Brazilian forum on urban sustainability in São Paulo.



16

The Embassy of Sweden hosts Crisis Management Exercise, with the participation of Swedish Consuls, Swedcham and the STC.



18

Delegation from Sundbyberg visits the city of Taboão da Serra in the state of São Paulo to discuss exchange program.



24

Ericsson 3 wins 5th leg of the Volvo Ocean Race, while Ericsson 4 with Brazil's Torben Grael is overall leader so far.



28

STX Brazil Offshore is leader in the Brazilian shipbuilding market of Specialized Offshore Support Vessels.



30

Aker Solutions is deeply involved in corporate social responsibility programs in Brazil.

Fatima Raimondi: the first Brazilian and woman to head Ericsson in Brazil

Photos: Alexandre Sacci



"ACTUALLY, IT IS LIKE A DREAM COME TRUE. I HAVE COME FULL CIRCLE AND I AM BACK IN BRAZIL WHERE IT ALL STARTED," SAID FATIMA RAIMONDI IN AN INTERVIEW FOR THE SWEDCHAM MAGAZINE THAT WAS FOCUSED ON HER TAKING OVER AS THE PRESIDENT OF ERICSSON IN BRAZIL, THE FIRST BRAZILIAN AND THE FIRST WOMAN TO HOLD THIS POSITION.

The trajectory of this remarkable career in the telecommunications industry began in 1982 when Raimondi started working at Ericsson as a trainee during her university years. She has remained with Ericsson for more than 30 years holding a variety of positions that were stepping stones in an ever increasing curriculum of responsibility and dedication that has resulted in a position of trust and advancement in the corporate world of the company.

Raimondi holds a master's degree in electrical engineering and post-graduate degrees in administration and telecommunications management. She is also fluent in Spanish and English, and comes to Brazil from a post as a project manager, sales manager, key account manager and president of Ericsson Portugal.

"Ever since my university days I was interested in Sweden. The Nordic countries always seemed to hold a fascination and as I was growing up I saw Brazil as limited," said Raimondi with an ease that clearly showed her presence and confidence not only in her new position but also expressed her pleasure at returning to Brazil. "I have always felt very comfortable with the culture of Sweden and Ericsson's corporate culture, which has always been one of opportunity and recognition of the value of individuals and improving the social conditions of people wherever they have operating units."

Raimondi comes to the Brazilian post from that of head of the

former Market Unit South Latin America which was in charge of Ericsson's operations in Argentina, Bolivia, Chile, Paraguay, Peru and Uruguay. "After working many years for Ericsson in Europe, returning to Latin America and being in Buenos Aires was a return to my Latin American roots and gave me an insight into the Spanish culture that is a vital part of the heritage of the continent. I had learned to see Brazil and Spanish Latin America from a European viewpoint. Consequently, that gave me a chance to see Brazil and South America as Europeans view it. Now I am learning to join those two cultural perspectives and I believe that will undoubtedly be a clear advantage in doing an efficient job here at Ericsson Brazil."

In speaking about her new responsibilities as president of Ericsson Brazil, she redirected the emphasis from herself and began to provide a vision of the company's objectives and programs for the Brazilian market. "Ericsson needs to continue to adapt to the enormous potential that Brazil offers and this potential means that it can help bring technological improvements to the citizens of lower income groups, thus improving the quality of life and providing a growing number of opportunities for not only jobs but for their participation in the economic and social growth of the nation. Ericsson has a good knowledge of Brazil having been in the country for 85 years. We have learned that it is necessary to work with the government, universities and the community as well as the telecommunications operators. The challenge is great and it involves providing access to the existing as well as the future form of telecommunications that are just beyond the horizon."

"Over the last 30 or 40 years, companies have awakened to a reality that goes beyond corporate profits and expansion. I am proud to be with an organization that was one of the front-runners in the concept of sustainability. Sustainability is not simply being environmentally friendly, but that is also something which is important. Sustainability also means social responsibility, not only within the company but with respect to the communities in the nations in which the company operates," Raimondi noted.

"It is not only access to information for the citizens that consume the telecommunications products that Ericsson produces but fit



education and participation of all of the 7,000 employees who are an integral part of the network of visions and objectives that make a company a member of the community. We must make our employees aware of the need for environmental measures and that means education and their participation in the active programs that will promote sustainability. Ericsson does this work not only internally but outside the company as well.

"A classic example is our 'Young Partners' (*Jovem Parceiro*) program. This program began in 2000 and was designed to give young Brazilians a sense of autonomy and responsibility as well as prepare them for their entrance into the workforce."

The "*Jovem Parceiro*" program

The Young Partner program is a social responsibility initiative created by Ericsson with an investment of R\$ 300,000. It is aimed directly toward adolescents who find themselves in situations of risk—young people that have been removed for one reason or another from their homes and often live in situations of abandonment, domestic violence and poverty.

With the objective of reducing the number of youths leaving school, the program—working in conjunction with selected

educational institutions—provides the young students with a structure for continued learning and preparedness for their entrance into the work force, thus offering them a viable alternative to a life on the streets or the necessity of entering the sub-world of crime. Through this program, it is the objective of Ericsson and the company's collaborators to provide an infrastructure that over an average period of two years helps to construct a spirit of solidarity and social responsibility in the participants whose ages vary between 15 and 18.

Within Ericsson itself, volunteers give some of their time and knowledge to help these young participants and some 99% of the collaborators are employees of Ericsson, third parties and trainees, with an additional 1% coming from the community. The activities with the adolescents have been divided into different phases within the program. Volunteers make visits to shelters to examine the situation of the young people and also ensure that the institution is not only meeting the norms established by the Child and Adolescent Statute (*Estatuto da Criança e do Adolescente*) but also to enlist the cooperation of the institution and its employees.

Once verified that the shelter meets the conditions required by law, there is a partnership established between the institution and Ericsson's "*Jovem Parceiro*" project, thus beginning the integration of those selected for the program. As each phase of the project unfolds, the participants are guided toward becoming useful members of society and taking their place in the nation's workforce.

"Creating a more just and equitable society has become one of the driving forces of companies around the world and Ericsson has taken positive steps to integrate the firm into the community where it has an active presence," continued Raimondi. In Brazil, the company's Social Responsibility Program is based on three driving principles. The social area and the "*Jovem Parceiro*" project is one of these areas. There is also the economic and environmental performance which make provisions for risk control mechanisms through the implementation of an Environmental Administration Program and through the ISO 14001 certificate.

"We are also concerned with the ecological aspects of being a telecommunications company and that means designing our ➔



Fatima Raimondi and Leandro Baghdadi of Ericsson Brazil's Communications Department during the interview for Swedcham's magazine.

A vision of the future

"It is Information and communications that have now become aspects of what is today being described by some as a form of democracy and the more access that people have, the better their lives will become, using technology to improve the standard of living for those who have always been disadvantaged," Raimondi stressed.

"A faster Internet, the use of fiber optics, the installation of more complex networks of electricity reaching more homes—these are just a few of the things that are part of our future, as human beings and as a company. We must all become aware of the rapid changes that are occurring in our world today and make an effort to make use of this innovation that is changing our social and corporate structures. It is a challenge for Ericsson and a personal challenge for me as an executive of this company that has always had one foot in the future. It is the responsibility of each individual to help prepare us for the things that will come and I am proud to be given the opportunity to participate in these exciting times.

"Brazil has always been seen as a country of the future but now that future is becoming a reality and we here at Ericsson are playing an active part in this great social adventure," concluded Raimondi. ■

operations in such a way as to reduce waste, energy and utilize alternative sources for energy reduction in areas like the transport of goods from one place to the other. We are concerned with product packaging and actively participate in efforts to utilize solar energy, bio-diesel fuels and ethanol by making our fleet of vehicles 'flex' compatible. We all must find ways to use less energy and water in the years to come. More important, most companies are clearly beginning to see the bottom line advantages of a sustainability approach to doing business and this is more than true with regard to Ericsson. Our investments in employee training, courses and seminars have produced results that go well beyond expectations.

"But it is not just in Brazil that these efforts are being taken. Ericsson has developed a rapid response program for disaster

areas with a working relationship with the Red Cross and the United Nations Development Program (UNDP). For example, the disaster in Sri Lanka in 2004 brought about the sending of groups of engineers to the affected regions who worked on the actual networks and radio-control bases for the Indonesian government. It was the Ericsson GSM system that established a communication of the Red Cross and the United Nations," Raimondi said

"It is not only in disaster areas that these programs are implemented. It is in any low income area where the local people have less than adequate access to communications. Areas like the interior of Brazil, or in the economically disadvantaged Northeast region of the country," declared the executive with a more than obvious enthusiasm for her new position in Brazil.

Ericsson celebrates 85 years in Brazil with Volvo Ocean Race

Ericsson is celebrating 85 years in Brazil in 2009, and there could have been no more fitting beginning of the commemorations as the Rio de Janeiro stopover of the Volvo Ocean Race 2008/2009, in which two Ericsson boats are participating.

The Volvo Ocean Race provides Ericsson with an unrivalled opportunity to meet with customers and partners in key markets. It is

a way to showcase Ericsson's technology leadership and innovation while engaging in discussions with customers worldwide.

Ericsson hosted a visit by Her Royal Highness Crown Princess Victoria of Sweden to Rio to coincide with the Volvo Ocean Race stopover, during which there was an in-port race (please see related stories on pages 24 and 25). Ericsson Brazil also received World President and CEO Carl-Henric Svanberg on the occasion.

"Ericsson has built its global reputation based on respect, perseverance and professionalism, which are the company's values and also the basic characteristics for crewmembers to face their adversaries, external factors and their own flaws during a round-the-world marathon such as the Volvo Ocean Race," said Fatima Raimondi. ■

OUR SPONSORS

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

DIAMOND	GOLD	SILVER	INSTITUTIONAL
	          	  	 SSHL.SE

CLÍNICA DE REABILITAÇÃO ORAL E IMPLANTES.



A descoberta da osseointegração há 40 anos pelo cientista sueco Dr. P. Brånemark revolucionou a odontologia e a medicina. Os implantes dentários tornaram-se fundamentais para o bem estar dos pacientes e o sucesso dos profissionais. O Brånemark Center foi fundado em Gotemburgo na Suécia e atualmente conta com 09 centros ao redor do mundo. No Brasil inaugurado há 14 anos, o Brånemark Center São Paulo vem trabalhando sob direção do Dr. **Laércio W. Vasconcelos**, cirurgião dentista com larga experiência em implantodontia e discípulo há mais de 20 anos do Dr. P. Brånemark.



Brånemark Center

Prof. Dr. Laércio Wonhrath Vasconcelos

- Equipe especializada.
- Sedação endovenosa.
- Método rápido e seguro.
- Próteses imediatas.
- Estética e clareamento.
- Para quem valoriza qualidade, segurança e resultado.

São Paulo: Avenida Brasil, 141 - Jardim Paulista
CEP 01431-000 - Tel.: (11) 3059-9999

Santos: Rua Azevedo Sodré, 65 - Bairro Gonzaga
CEP 11055-050 - Tel.: (13) 3235-1642



On July 1, 2009, Sweden will take over the Presidency of the European Union from the Czech Republic. What does this mean? It means that for six months the Swedish Prime Minister Fredrik Reinfeldt will be the president of the European Council where all the Heads of State and Heads of Government of the 27 European Union Member States meet regularly. It also means that Sweden will be in the center of the policy making of the European Union.

In Brazil, the Swedish Embassy will take charge of all the different European Union working groups that meet, normally once a

month, in Brasilia. All the 20 EU Ambassadors present in Brazil meet together with the Head of the European Commission Delegation once a month to discuss the political and economic developments of the country.

We also coordinate positions, for example in the area of human rights or commercial matters. This monthly meeting is also used for sharing information about visits and delegations to and from Brazil to our respective countries. The intention is of course to coordinate, as much as possible, our relations and interactions with Brazil.

The Ambassador's meeting is normally

prepared by a pre-meeting of the Deputy Heads of Mission. If there are common positions, reports or declarations that are to be adopted by the Ambassadors, these documents are normally negotiated by the Deputy HoMs. Then there are also meetings divided by area of substance.

For example, the EU commercial counselors meet in a separate working group to deal with areas such as trade barriers, trade policy, market access and negotiations between EU and Brazil in the trade area. Another working group deals with consular matters and meets regularly to discuss all kinds of common consular work that the Embassies do. It could be joint visits to prisons to have a look at the prison conditions or joint demarches to the relevant authorities concerning common problems in the consular or immigration area.

During the Swedish Presidency, the staff at the Embassy will chair these different EU meetings.

The focus of the Swedish EU Presidency will be the following five priority areas. In June, the Government will present its six-month work program with priorities for the time in the Presidency seat.

- * climate, environment, energy
- * employment, growth, competition
- * a safer and more open Europe
- * Baltic Sea cooperation and the relation with neighbors
- * EU as a global actor and the continuation of the enlargement

Sweden wants to see a Europe that is eco-friendly, enables economic growth and increasing welfare, that is secure and open, and that takes an important role in world politics promoting democracy, peace and stability. The strategic partnership with Brazil is very important in this context and we look forward to hosting the next top-level summit in Sweden and to make good use of this opportunity to develop our relations even further.

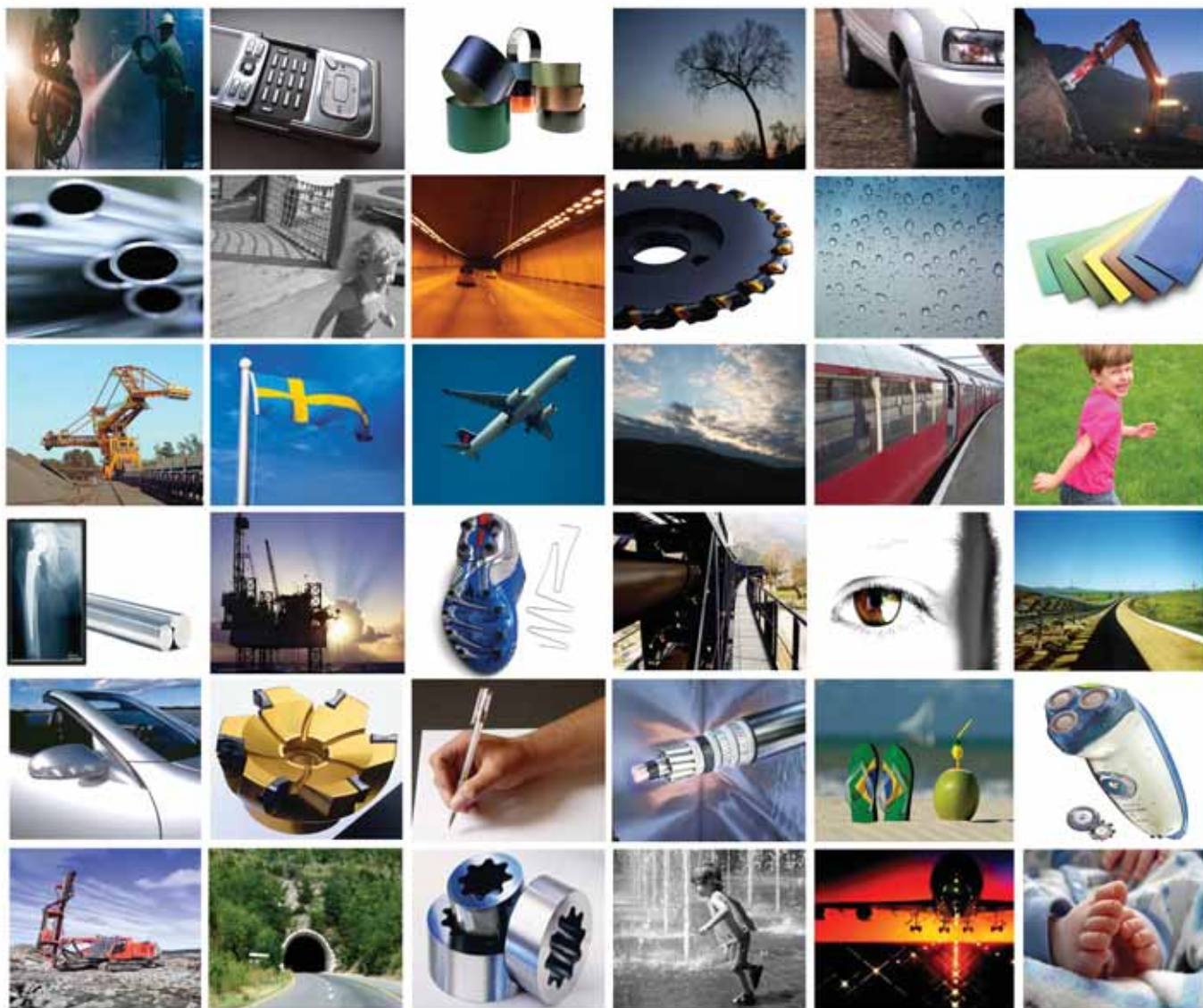
In my next column I intend to give you the details concerning the Swedish EU Presidency Program for Brazil! You can then follow the work of the President on our website www.swedenabroad.com/brasilia ■

Sweden on top of the EU!

By Annika Markovic
Swedish Ambassador

Photo: Danka Markovic





Inovação e Tecnologia Sandvik, líder mundial

42.000 funcionários, presente em 130 países, produtos de alta tecnologia, líder mundial em todas as áreas que atua, há mais de 140 anos entregando soluções inovadoras.

Presente em partes da sua **Vida**, que você nem imagina!

Materials Technology: Arames, fitas e tubos em aço inoxidável e ligas especiais, sistemas processadores, resistências elétricas e materiais para aplicações médicas através da MedTech.

Mining and Construction: Equipamentos; ferramentas; sistemas de mineração contínua a céu aberto, de estocagem e de transporte; terminais portuários; serviços de mineração e construção civil.

Tooling: Ferramentas e sistemas de ferramentas para usinagem de metais, blanks e componentes.



We make it possible

Editorials



Jonas Lindström | Sergio Garcia (Photo: Guto Nunes)

I have decided to write my first editorial avoiding a certain word starting with the letter C. I'm sure that you have already read it in today's newspaper and heard it on the radio. When a word is used too much it runs the risk of losing its value. I very much prefer another word starting with C, namely Change. The year 2009 is definitely a year of change—all the way from the world's financial system to the American government, down to Swedish and Brazilian industry. This change had to come. Everybody knew it. Nobody knew when. Now it's up to us all to handle it. "When the winds of change start blowing, some people build shelters while others build sailing boats." Since Brazil has passed through so many times of changes people here are used to seeing possibilities and building sailing boats.

Here at Swedcham we listen to our members and try to offer them what they ask for. In a recent member survey we were happy to see that a great majority are happy or very happy with our services. So far this year, we have organized one afternoon gathering, one Happy Hour, two business luncheons, a workshop in partnership with Venturus, and a workshop organized by our Legal & Business Committee. All the events have been very well attended. I hope to see a great number of our members at our General Assembly scheduled for April 29 which will be followed by a speech from former Finance Minister Mailson Ferreira da Nóbrega. Some members had asked for information about Sweden/Brazil in Swedish. In February we started with our Swedcham Newsclipping which sends out the latest news in our rich relations—covering not only business but also culture and sports.

The Chamber's co-founder Erik Svedelius celebrated his 100th birthday on the 19th of March. He's a legend here in Brazil and we are happy to have him as our Honorary Member. Ericsson also celebrates its birthday this year—85 years as a company in Brazil. This was indeed celebrated in Rio during the Volvo Ocean Race in which Swedcham also took part. Ericsson 4 is in the lead, and like our Chairman pointed out: Swedish technology with a Brazilian skipper – what a winning concept!

Jonas Lindström

Executive Secretary, Swedish-Brazilian Chamber of Commerce

Since a new Board of Directors, including a new Chairman, was to be elected during the NBCC's 2009 Annual General Meeting on April 30 (after this magazine went to press), this is my last opportunity to write this editorial. It has been an honor and pleasure serving as NBCC Chairman and assisting the Chamber's continued progress together with my fellow members.

As expected, the world survived the first quarter of 2009 and I'd like to leave you with a positive perspective for Norwegian-Brazilian business for the remaining of this year. In 2008, the trade flow between the two countries reached more than US\$ 1.3 billion (20% above the same period in 2007), more Norwegian companies established themselves in Brazil and others already settled here have been expanding. Consequently, more Norwegian nationals are working in Brazil and more Brazilians have been employed in Norwegian companies operating on Brazilian soil.

At an event on April 2, at Rio Branco 1, Mr. Sergio Portugal, Alternate Executive Director at the Inter-American Development Bank, addressed NBCC members with a presentation entitled "The Impact of the Economic Crisis in Latin America"—showing estimates that the world economy should recover in 2010, but also confirming that the Brazilian economy is holding ground better than most other countries and consequently those exercising prudence, creativity and searching for the business opportunities in this context will have better chances of emerging stronger.

The Annual General Meeting was to review the results from the past period and elect the new Board for the upcoming period. A full article will give details in this magazine's next edition. In this edition you'll read articles from our members STX, Carl Kincaid Mendes Vianna, Aker Solutions and Intsok. Enjoy the reading!

And last but not least, we wish to extend our warmest welcome to the new NBCC members Marintek do Brasil, Aker Oilfield and CAS Óleo e Visas, as Corporate Members, and Marcello Augusto Lima de Oliveira, as Individual Member – as well as to Jonas Lindström as the new Executive Secretary of our friendly Swedish Chamber!.

Sergio Garcia

Chairman, Norwegian-Brazilian Chamber of Commerce



Começando em Alicante, na Espanha e finalizando em São Petesburgo, Rússia, a edição 2008/09 da Volvo Ocean Race conta com a participação de dois barcos da Ericsson.

O barco internacional é comandado por Torben Grael, o maior medalhista olímpico do país e o velejador com o maior número de medalhas do planeta.

Essa megaregata ilustra o ambiente de negócios globais da Ericsson: velocidade, tecnologias complexas, concorrência agressiva, condições extremas, operações 24x7 e excelência operacional em todos os aspectos.

Assim como a VOR atravessa o globo, nossa tecnologia conecta o mundo. Mais de 40% das ligações móveis são realizadas através de redes Ericsson.

Bem-vindo a bordo!

www.ericssonracingteam.com

ERICSSON
RACING TEAM



ERICSSON 
TAKING YOU FORWARD

First Swedish-Brazilian forum on urban sustainability takes place in São Paulo

By J. F. Thrall

THE SWEDISH EMBASSY, THE SWEDISH TRADE COUNCIL AND THE SÃO PAULO MUNICIPAL GOVERNMENT HELD AN URBAN SUSTAINABILITY FORUM ENTITLED SYMBIOCTY AT THE RENAISSANCE SÃO PAULO HOTEL ON MARCH 24 AND 25 THAT UNITED VISIONS OF SUSTAINABLE DEVELOPMENT FROM NOT ONLY GOVERNMENTAL SOURCES BUT ALSO INPUT FROM THE ACADEMIC COMMUNITY AND THE PRIVATE SECTOR.



Swedish Ambassador Annika Markovic

Photos: Alexandre Socci

This event was the first Swedish-Brazilian forum to promote sustainable urban development and included already existing examples of the SymbioCity project in Sweden and an overview of ongoing efforts by the São Paulo Municipal Government to restructure and improve the urban living conditions in a megapolis the size of São Paulo. The event was made possible by the participation of sponsorships from ABB, ITT – Water & Wastewater, SAAB, Scania and the Swedish Institute, as well as the support of the Swedish Consulate General in São Paulo and Elanders Artcopy.

The complex forum that was months in the planning covered two days of information exchange on subjects that included sustainable urban development, transportation and infrastructure, waste, energy and water; and a variety of parallel workshops on sustainable strategic transport and the challenges offered by waste residuals for energy.

The two-day event was officially opened by the Swedish Ambassador to Brazil, Annika Markovic, the Swedish Minister of Trade, Ewa Björling, and Alfredo Cotait Neto, International Relations Secretary, representing the Mayor of São Paulo. The forum presented eleven speakers from Sweden and eight Brazilians who spoke on subjects as wide ranging as the restructuring of “favelas” (shantytowns) to the reduction of carbon emissions and also the necessity of creating a dialogue that not only encompasses the visions of various sectors of government and

the private sector but includes the citizens who live and work within the city of São Paulo.

At a press conference at the Renaissance Hotel, the Swedish Trade Minister, Ewa Björling, emphasized the beginning of an increased dialogue between Brazil and Sweden and cited the visit of President Lula to Sweden last year. “The SymbioCity event is a fine example of the cultural exchange that is growing between our two countries. It is more than just exchanging technologies and experiences but rather a learning process that will benefit both nations and cement future relations between our citizens.”

The participants from São Paulo concentrated their presentations on an approach that was designed to deal with the basic necessities like waste management, clean water for both human use as well as the cleaning of the Pinheiros and Tiete Rivers and improving housing for citizens of the city, especially those of lower income brackets that already live in the precarious suburbs that today house “favelas” or along the small rivers and streams in the metropolitan area.

In addition to the question of sustainable urban development, a federal representative from the Ministry of Extraordinary Strategic Affairs, a ministry attached to the President's Office, gave a presentation that informed those who participated of the federal government's view with respect to the sustainable development and preservation of the Amazon, which is always a controversial issue outside of Brazil. ■



◀ The event attracted a large crowd

Alfredo Cotaíto Neto, ▶
International Relations
Secretary, representing the
Mayor of São Paulo



Swedish Minister of
Trade Ewa Björling



▲ The Trade Minister addresses
participants in the forum

Micael Hagman, Special Adviser at the
Swedish Ministry for Foreign Affairs ▶



▲ Elisabete França, Chief
of Affordable Housing
at the Housing
Secretariat (SEHAB),
São Paulo City Hall.

Jorgen Sjöberg, Senior ▶
Adviser at the Chalmers
University of Technology

Group photo of some of
▼ the speakers at the event.



Erik Freudenthal, ▶
Information Officer,
Stockholm Water.





Excelência operacional para sua rede.

Seus clientes agradecem.

relacom@network

Construção, instalação e
manutenção de redes fixas e móveis

relacom@office

Rapidez e eficiência a
serviço de sua empresa

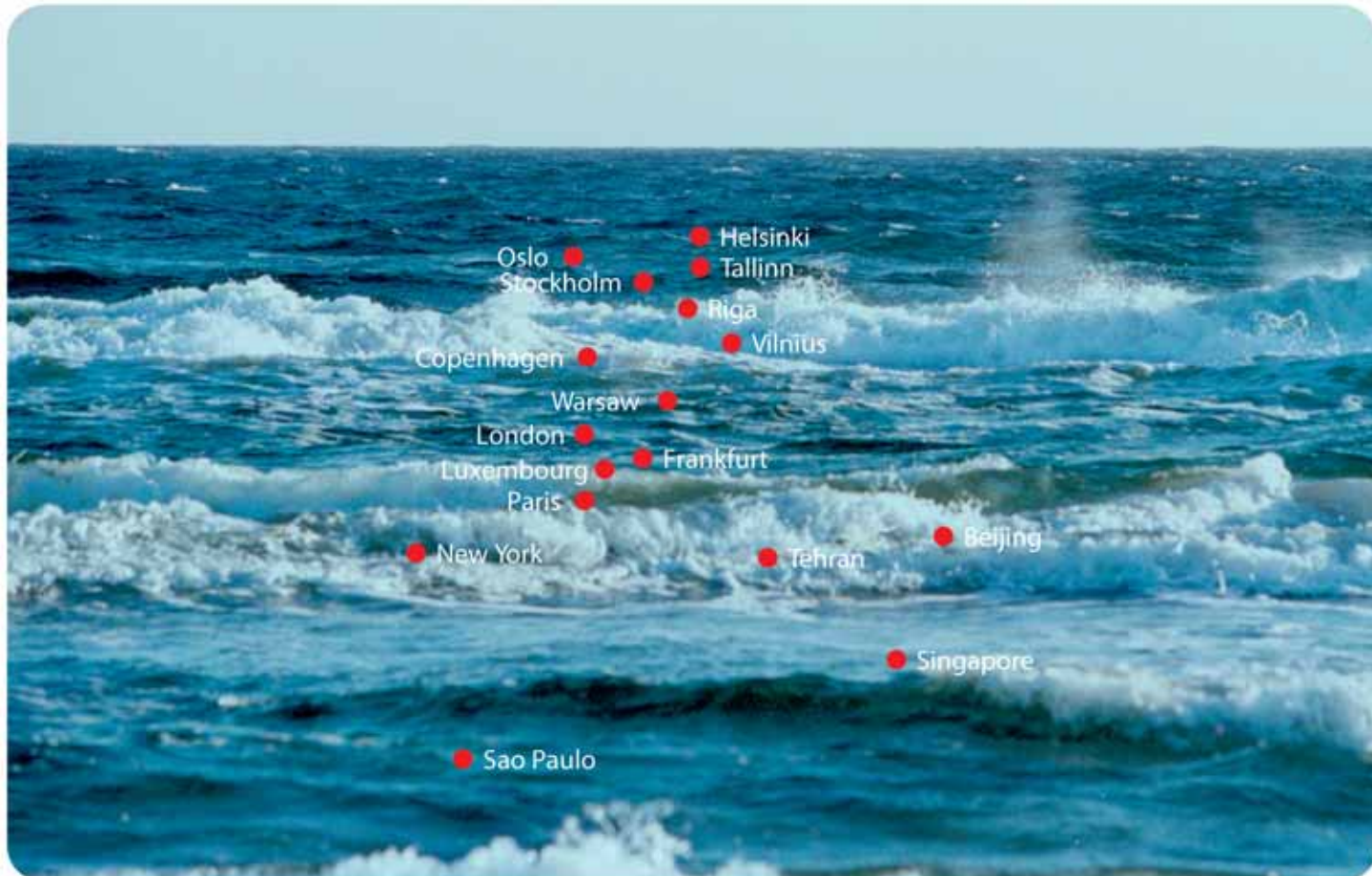
relacom@home

Suporte On-site a qualquer
hora do dia ou da noite

Networkers On-site
a qualquer hora, em qualquer lugar.



Relacom Brasil
Av. Gal. Valdomiro de Lima, 441, Jabaquara
São Paulo, SP, Brasil, 04344-070
Tel.: 11 5013-4400
www.relacom.com



Nordea — your local and global business partner for trade and project finance

With a network that spans the world, we supply financial services ranging from international guarantees, documentary credits and collections to structured trade, export and project finance.

We make a difference by offering products and services that are based on trust, flexibility and added value. We work in partnership with our Nordic exporting and importing customers to find innovative financial solutions tailored to match the needs of

each customer or project. As the leading provider of Internet banking services we offer you a unique two-way trade finance Internet-based information and transaction system, which enables you and us to exchange information and handle transactions fast and easily from all over the world.

We are looking forward to doing business with you.

Making it possible

www.nordea.com

Nordea

Nordea Representative Office in Brazil – serving Nordic customers in the country since 1979.

Brazil Representative Office:

Rua Oscar Freire 379, 12º. andar, CJ 122

01426-001 São Paulo - SP

Chief Representative: Rolf Risan

Tel: +55 11 3066 2580

Fax: +55 11 3066 2582

E-mail: saopaulo@nordea.com.br

Group photo of all the participants as well as the leaders from Stockholm



The Embassy of Sweden hosts Crisis Management Exercise

By Marie Edström*

The Embassy of Sweden hosted a Crisis Management Exercise on March 17 and 18. The Swedish Ambassador, Annika Markovic, kindly allowed the exercise to take place in the residence in order to facilitate the reunion of around 40 persons.

Participating in this exercise was the Embassy personnel together with personnel and Consuls from the Consulates of Sweden in Brazil. Personnel from the Swedish Trade Council and Swedcham in São Paulo as well as representatives from all the Nordic Embassies in Brasília and Priest Olof Olsson from the Scandinavian Church in São Paulo also took part in this exercise.

Colleagues from the Ministry of Foreign Affairs (MFA) and the Swedish Civil Contingencies Agency (MSB) in Stockholm, Sweden, held several seminars about how to handle crisis situations and led an exercise in several phases consisting of discussions around a plausible crisis scenario in one part of Brazil.

This kind of exercise in crisis manage-

ment has so far been done in 18 of 20 Swedish Embassies appointed Consular Support Offices within their regions, as part of the new Crisis Organization built up by the MFA.

The organization of crisis management has changed drastically in Sweden after the Tsunami wave in Thailand, which affected mainly Swedish tourists in Thailand and also in other Asian countries. This disaster showed clearly that there was an insufficiency in the MFA's ability to handle crisis situations abroad and the organization and routines for consular preparedness have since been strengthened.

In the last decade, the Swedes have changed their travel pattern, they travel much more and much further away from Sweden. In 1996, residents in Sweden made around 4.1 million trips abroad from Swedish airports. In 2005, 5.3 million trips were made abroad by Swedish residents, which is an increase of more than 30 %. In 2008, 13.1 million overnight trips were made from Sweden.

Some 200,000-400,000 Swedes are travelling abroad every week—200,000 Swedes spent last Christmas/New Year abroad and 400,000 Swedish tourists visited Thailand in 2008. About 500,000 Swedish nationals are permanently residing abroad (most of them in the USA, Canada, Great Britain and Spain).

These figures show that the number of Swedes travelling abroad is rapidly increasing and the tendency shows that the numbers will keep increasing in the future.

The Swedish MFA was asked by the Swedish Government to build a new solid crisis organization and in 2006 the Consular Contingency Planning Section was created within the Department for Consular Affairs and Civil Law at the Ministry.

This section has several main tasks and responsibilities. The section is responsible for assessing risks and analyzing consular threats in different parts of the world and to find out where all the Swedes are (where they live, where they travel).

The section is responsible for the crisis organization of MFA and to make sure that all

Embassies have a Consular Contingency Plan.

Within the new crisis organization, two Consular Reinforcement Teams have been created, the Crisis Support Team and the Rapid Consular Response Team.

The Crisis Support Team's task is to reinforce the Department for Consular Affairs and Civil Law at the MFA in Stockholm.

The Rapid Consular Response Team (RCRT) consists of some of the MFA's own personnel, who have gone through special training in crisis management. Their task is to assist an Embassy in a crisis situation on demand from the Embassy.

A third team, the Swedish Joint Response Team (SRT), has also been created to assist Swedish Embassies in a crisis situation. This team consists of personnel from the Swedish Civil Contingencies Agency, the National Police Board, the National Criminal Investigation Department, the National Board of Health and Welfare, as well as the Red Cross, the Swedish Church and Save the Children. Depending on the nature of a crisis, the SRT will consist of doctors, nurses,

priests, child psychologists, etc.

The responsibility of the 20 Swedish Embassies that have been appointed Consular Support Offices is that they should have a higher consciousness in consular preparedness and be better prepared to act in a crisis situation. One officer at these Embassies has the task as a Consular Contingency Specialist and is especially trained in crisis management. The Consular Support Offices should be able to act well within the country of location as well as in the region. They should also be able to receive the above mentioned teams from Sweden in an effective way.

The Swedish Embassy in Brasilia is a Consular Support Office for part of Latin America and the undersigned is the Consular Contingency Specialist.

According to Swedish rules and regulations, each Swedish Embassy abroad has the responsibility to have a Contingency Plan on how to assist Swedish citizens with protection, evacuation or other measures deemed necessary due to risk of war, internal unrest,



(Left to right) Swedcham Executive Secretary Jonas Lindström, together with Karin Hugelius, the Swedish Civil Contingencies Agency (MSB), Kent Frederiksen (MSB), Emilia Strömsten, Swedish Ministry for Foreign Affairs, and Jan Tapapni (MBS), leading the seminars and helping the groups in their discussions—all from Stockholm, Sweden.

natural disaster or other similar events in the country where the Embassy is located or in its close vicinity.

If a natural disaster or a severe accident has occurred, the Swedish Embassy should without any further delay find out if any Swedish citizens are dead or injured, or if any Swedish property has been damaged – and if so inform the MFA as soon as possible.

During the crisis exercise at the Embassy we learned that crisis management is 70 % about crisis communication, i.e. both internal

Continued on page 46

Brazil seen through the eyes of the WTO in Geneva

By Christer Manhusen
Swedcham Chairman

Trade Policy Reviews are an exercise, mandated in the World Trade Organization (WTO) agreements, in which member countries' trade and related policies are examined and evaluated at regular intervals.

Since its last review in 2004, Brazil has continued with the gradual modernization and streamlining of its trade regime, while at the same time increasing average tariff protection. In a very recent report, the Brazilian economy has taken advantage of recent reforms and a favourable environment to grow at an annual rate of 4.5 % during 2004-2007, and 6.3 % in the 12 months ending September last year.

The report notes that, despite these positive achievements, and in order to meet the new challenges presented by the current world economic slowdown, Brazil needs to press on with its efforts to give additional

impetus to trade and investment, including by lowering effective trade protection, reducing the use of import prohibitions and providing greater predictability to foreign investment and trade regime.

Solving the longstanding problem of high domestic interest rates and taking additional steps to promote market competition and an efficient allocation of resources would help Brazil sustain economic growth and continue improving the living standards of its population.

In summary, the report concludes by saying that Brazil is a country well armed to meet the challenges presented by the current economic global crisis. Some important trade barriers remain, however, like an increase in average tariffs, a more frequent application of antidumping measures and automatic licensing, and the slow opening

up in the service sector.

So much for the WTO report. The proof of the pudding is in the eating, so it remains to be seen how well Brazil in the end is prepared to meet the crisis. With its banking system in a good shape and less exposed to the problems American and European banks are facing, and with a huge domestic market only modestly dependent on its exports and falling interest rates, Brazil may come out of this very difficult situation somewhat better than most others. The Organization for Economic Cooperation and Development (OECD) has concluded that among the BRIC countries – Brazil, Russia, India and China – Brazil is in the best position to meet the challenges. However it should be reckoned with that the negative effects of the decline in the Asian economies, not least in China, may not be felt in Brazil and the rest of Latin America until May or June. ■

Delegation from Sundbyberg visits Taboão da Serra

By Elisa Sohlman*

“Sustainable development” is the main theme behind a planned exchange program between the cities of Sundbyberg in Sweden and Taboão da Serra in Brazil.

From March 2 to 5, a delegation from Sundbyberg visited the city of Taboão da Serra in the state of São Paulo. The group consisted of the Mayor, Helene Hallmark Knutsson, her vice, Siyamak Sajadian Sasanpour, and Secretary of Trade and Industry Sharif Pakzad. They were warmly welcomed in the city's amphitheater by Taboão da Serra Mayor Evilásio Cavalcante de Farias, Vice Mayor Marcia Regina da Silva, Trade and Industry Secretary Jacira Moreti Iamundo, several people from the public administration and local politicians. Over 300 representatives from industry, different organizations and the general public also participated in this ceremony.

Both cities are in strategic positions when it comes to communication to main regions. The closeness to two main highways, Stockholm and two international airports is decisive when companies come to establish operations in Sundbyberg. Taboão

da Serra has similar conditions. Highway BR 116, which connects São Paulo to the South of the continent, starts in Taboão da Serra. The city is described as the Brazilian gateway to Mercosur, a regional trade organization consisting of Brazil, Argentina, Paraguay and Uruguay.

“What I see here today is truly something unique. Cooperation between two cities is possible and I'm happy that Sundbyberg has taken this initiative. It makes me wonder why this hasn't been done before, and why other cities aren't doing the same thing,” said Jonas Lindström, Executive Secretary at the Swedish Chamber of Commerce in São Paulo.

According to Elisa Sohlman, who represented the Brazilian Chamber of Commerce in Stockholm, the cooperation between the cities is an offensive strategy in order to help the cities sharpen their competencies in a globalized world.

“For us it was obvious to support these two cities in their efforts to gain from all positive effects in a new global world. The Brazilian Chamber in Sweden is happy to be of help in this partnership and to make sure that cooperation between Sweden and Brazil

also can take place on a municipality level. Both cities represent strong regions in their respective countries and that's why the partnership can lead to increased growth in the two regions,” Sohlman said.

Towards the end of the program a work protocol between the two cities was discussed, involving the following:

1. Social and environment areas
2. Professional education program within entrepreneurship and professional training
3. Exchange of experiences within education, culture and sports
4. Prospect business opportunities within environment and sustainable development
5. Financial plans to develop and sustain the exchange program

**Elisa Sohlman is Member of the Board and responsible for Business Development at the Brazilian Chamber of Commerce in Sweden*

Networking luncheon

On the occasion of the Swedish delegation's visit, Swedcham held a networking luncheon on March 3 during which there was a presentation on the exchange program between Taboão da Serra and Sundbyberg.

The presentation was made by the mayors of the two cities, who were accompanied by their respective delegations. Also speaking on the occasion were Rudolf Moesmang of SEB and Mohseen Hatia of ITT.

More than 30 people participated in the luncheon, which was held at the Regent Park and was an excellent occasion for members to get together and find out more about the Taboão da Serra/Sundbyberg exchange program.

Taboão da Serra Mayor Evilásio Cavalcante de Farias and Sundbyberg Mayor Helena Hellmark Knutsson



(Left to right) Helena Hellmark Knutsson, Siyamak Sajadian Sasanpour, Sharif Pakzad, Elisa Sohlman and Jonas Lindström.





Business Law Consultancy in the Areas of:

www.veirano.com.br
institucional@veirano.com.br

Administrative Law

Antitrust and Competition Law

Arbitration and Mediation

Aviation Law

Banking and Finance

Capital Markets

Consumer Law

Contracts

Corporate

Corporate Immigration

Credit Recovery & Corporate Reorganization

Energy

Entertainment

Environmental

Information Technology

Infrastructure

Insurance & Reinsurance

Intellectual Property

International Trade

Labor and Social Security

Litigation

Mergers & Acquisitions

Mining

Oil & Gas

Real Estate Law

Shipping

Taxation and Customs

Telecommunications



Brazilian Ambassador to Sweden Antonino Mena Gonçalves (right) and Sharif Pakzad, representative of the City of Sundbyberg.

Seminar on Brazil attracts more than 60 participants

The Brazilian Chamber of Commerce in Stockholm held an interesting seminar with more than 60 participants on February 12. The event was aimed at bringing people together with an interest in Brazil.

The seminar was opened by Brazilian Ambassador Antonino Mena Gonçalves, after which Sharif Pakzad from Sundbyberg presented the city's plans to start an exchange program with Taboão da Serra in Brazil. Then came Gracia Silveira, who talked about her

experience running a company in Sweden as a Brazilian and tried to encourage the listeners to open up their own business in Sweden.

Afterwards, Per-Erik Eriksson from Företagarna (which organizes small and mid-sized companies in Sweden) explained that there are special fundings that could be available to Chamber members and we decided to start a joint project.

Finally, Catrin Matsson from the Ministry of Industry explained what kind of support the government can give and she presented information on a new program that gives support for new businesses.

After the seminar it was time for some delicious Brazilian food, wine and socializing.

Event on Bossa Nova and 1958 World Cup

An event commemorating the 50th anniversary of two important moments of Brazil's cultural history, *bossa nova* and the 1958 World Cup, was held in Stockholm from November 28 to December 12.

The event was organized by "Jornal do Brasil" in cooperation with "Gazeta Mercantil", journalistic companies of the CBM Group, Bar Brasil, the Brazilian Chamber of Commerce and the Brazil-Sweden Cultural Institute. There was a musical show and a photo exhibition entitled "50 Years of Bossa

Nova" held concurrently at the Hotel Diplomat and Riche restaurant. There were performances by famous singer Elza Soares and Simone Moreno, who has been living in Sweden for eight years.

According to Peter Getz, son of saxophonist Stan Getz (one of the greatest names in the history of jazz and a disseminator of *bossa nova*), the commemoration represented a milestone in Swedish-Brazilian cultural relations.

Hugo Oljemark, head of the Brazilian Chamber of Commerce and Swedcham representative in Stockholm, noted that the commemoration, although essentially cultural, also served as an opportunity to expand business. "One thing leads to another," he said, adding that cultural events often lead to generating business and joint projects.



Famous Brazilian singer Elza Soares, Peter Getz and Rogerio Trojão at the Hotel Diplomat.

Brazilian duo forms Global FK

As two typical and proud Brazilians, their first meeting could not have happened anywhere else than on a football pitch. It did not take long after that Sunday morning in Stockholm for Wellington Calasans and Rafael Maranhão to realize that there was so much in common that they should join forces and start a project together. Both had a large experience working with media in Portuguese-speaking countries and moved to Sweden for similar reasons.

"We are two *kärleksinvandrare*", smiles Wellington, who met his wife Sigrd while working in Angola, where he spent six years as a consultant to the Ministry of Communications at Angola's National Radio Broadcast (RNA). Rafael met his *sambo* Lina on a working trip to Sweden during the time

he lived in London as a correspondent. He then moved to Stockholm to study a Master's at the University of Stockholm and continued to collaborate from Scandinavia to some of Brazil's biggest media organizations, such as the Globo TV Network and Abril Group.

The Brazilian duo developed a partnership with a very Swedish name, Global Folklig Kommunikation BCL AB, targeting the universe of 230 million people of the CPLP (Community of Portuguese Language Countries). In a little over a year, Global FK (a member of the Brazilian Chamber of Commerce in Stockholm) has become one of CPLP's biggest media production companies in Europe and an important consultant agency for investors from Scandinavia working towards the CPLP market and vice-versa.

Besides acting in Brazil and Portugal, Global FK has projects in Angola, Mozambique and São Tomé and Príncipe – ranked 1st, 3rd and 5th among the fastest growing economies in Africa in 2009, all with projections above 6% despite the global financial crisis.

People crossing the quiet Främlingsvägen – "Foreigner's street" –, a curious name for a group of Brazilians based in South Stockholm, have no idea that at an office nearby there are discussions going on regarding the visit of a group from one of Brazil's largest companies to Sweden or the edition of an important interview produced in Europe to be broadcasted to millions in Africa. The plans for 2009 are to extend Global FK's operations. Now with the addition of one Swedish member, project leader Tommy Rehn, they have started to work also as a PR agency and a press office for companies in both ways, from Scandinavia and from the CPLP.

Continued on page 46

Sem perceber, você transforma o mundo com as caixinhas 100% recicláveis da Tetra Pak.



A maior prova do respeito da Tetra Pak ao meio ambiente é que toda caixinha é de fonte renovável* e 100% reciclável.

De telhas de casa a caixas de papelão, de cadernos a caneta, muita coisa pode ser feita a partir da reciclagem das caixinhas.

Além disso, a caixinha da Tetra Pak tem o selo FSC, o selo verde mais reconhecido do mundo.

Ele é a garantia de que a caixinha que você está comprando vem de florestas bem manejadas e fontes controladas*. Isso quer dizer que cada vez que você escolhe e recicla uma caixinha da Tetra Pak está ajudando a transformar o mundo. Acesse www.tetrapak.com.br

Com a Tetra Pak é assim: proteção dentro e fora da caixinha.



A marca do manejo
florestal responsável

SW-COC-003204

©1996 Forest Stewardship Council A.C.



* 75% dessa embalagem é proveniente de cartão, uma fonte de matéria-prima renovável.

Ogilvy

Venturus holds seminar on incentives for innovation and technological development

By J. F. Thrall

Venturus, in conjunction with Swedcham, held an information seminar at the Chamber to provide members with an overview of the Brazilian government's Information Technology and Innovation Laws defining the norms that offer incentives to companies that implement innovation and development within the country. The seminar, entitled "Incentives for Innovation and Technological Development in Brazil", was held on March 4 and featured three speakers.

The event opened with an analysis of the Brazilian Information Technology Law, its benefits for companies that incorporate innovation and technological development as part of their strategic planning and infrastructure. Professor Eduardo Grizendi, of Inatel – the National Telecommunications

Professor Eduardo Grizendi



Antonio Ribeiro Neto

(Left to right), Trond Fidge, Swedcham Executive Secretary Jonas Lindström and Niels Ledecker, Business Development Manager at Venturus.



Institute – detailed the correct procedures for firms to utilize the Information Technology Law incentives, as well as provided a clear view of the benefits that these incentive programs could bring to companies that made clear strategic decisions to work with technological innovation.

Professor Grizendi detailed each law and its benefits with a PowerPoint presentation in addition to explaining the intricacies of the federal bureaucracy, which often tends to make the use of these federal incentives more difficult than is intended.

The second part of the seminar was a presentation by Antonio Ribeiro Neto, the CEO of Venturus, who presented to those attending the seminar a history of Venturus and its establishment in the city of Campinas in the interior of the state of São Paulo.

"During the 13 years of our existence, we have developed software for both the cellular and fixed-line telephone systems as well as information and automation technology," said Ribeiro Neto, defining the firm's activities. "But of greater importance is our ability to develop and apply technological knowledge through our integration with universities and research centers for the industrial, commercial and services sectors."

Ribeiro Neto presented an overview of the types of products and business activities of the company and an explanation of how Venturus could provide consulting services and products that would aid companies in expanding their technological infrastructure to not only improve the efficiency of their operations but help them develop logistically in their specific business areas.

"One of the interesting aspects of the Venturus operation is the high turnover of well-trained employees who help develop the products that have become the company's trademark since its inception and play an important part in the company expansion," said Ribeiro Neto. "This means that our integration with universities provides us with excellent trainees and first-class developers

to provide our clients with personalized products and software that are tailor-made to meet the specific needs of our customers."

The final presentation of the seminar was provided by Trond Fidge, Vice President of Ericsson's Research and Development Center. Fidge explained the relationship between Venturus and Ericsson and went on to detail some of the benefits that the Information Technology Law has provided to Ericsson over the last few years. These benefits were not only defined in terms of fiscal incentives but in terms that clearly showed the advantages to a company's technological expertise that allowed for expansion and new product innovation.

The seminar clearly denoted Venturus' plans to disseminate this vital information on the incentives provided by the Brazilian government for technology projects within the country and future development in specific regions of the nation. The PowerPoint presentations given by the three executives are available on the Swedcham website. Additional information on these laws and their incentives can be obtained from Venturus. ■

Trond Fidge



Economia de Energia



De vez em quando surge uma inovação de produto que tem o potencial para enormes benefícios globais. Você já conhece as lâmpadas fluorescentes compactas (CFL). Descubra agora o potencial dos novos rolamentos SKF com Eficiência Energética (E2).

Estes rolamentos de baixíssimo atrito consomem um mínimo de 30% menos energia do que a linha padrão de rolamentos SKF. Comparados com os rolamentos de outros fabricantes, a redução de energia pode ser ainda mais significativa.

Os rolamentos rígidos de esferas SKF com Eficiência Energética (E2), podem durar até duas vezes mais em aplicações com cargas baixas a médias. E, em muitos casos, podem funcionar em temperatura menor com cargas e velocidades equivalentes, reduzir o consumo de lubrificante e estender potencialmente a vida útil do equipamento.

Realize uma pequena mudança: faça uma grande diferença. Substitua seus rolamentos convencionais pelos novos rolamentos SKF com Eficiência Energética. Para mais detalhes, incluindo recomendações de aplicação, consulte o seu representante SKF ou Distribuidores Autorizados.



Rolamentos SKF com Eficiência Energética



www.skf.com/E2

The Power of Knowledge Engineering

CaRiMa - Serviço ao Cliente
0800 141 152
www.skf.com.br

SKF



Ericsson 3 and Ericsson 4 round the mark in the in-port-race of the Volvo Ocean Race in Rio de Janeiro. (Photo: Dave Kneale/Volvo Ocean Race)

Ericsson 3 wins leg to Rio, Ericsson 4 is overall leader



▲ HRH Crown Princess Victoria of Sweden with skipper Torben Grael and the crew of Ericsson 4 in Rio. (Photo: Dave Kneale/Volvo Ocean Race)



▲ Tommy Svensson, President of Volvo Group Brazil, presents the crew of Ericsson 3, skippered by Magnus Olsson of Sweden, with the trophy for first place in the 5th leg from Qingdao to Rio. (Photo: Dave Kneale/Volvo Ocean Race)

(Left to right), Rolf Risan/Nordea, Swedcham Executive Secretary Jonas Lindström, Rudolf Moesang/SEB and Renato Pacheco Neto/Fraga, Bekierman and Pacheco Neto
▼ Advogados in front of the Volvo Ocean Race scoreboard at the VOR village in Rio.



▲ Lex Kerssemakers, President of Volvo Cars Overseas Corporation, presents the crew of Ericsson 4, skippered by Torben Grael of Brazil, with the trophy of second place in the leg to Rio. (Photo: Dave Kneale/Volvo Ocean Race)



HRH Princess Victoria of Sweden addresses the more than 100 participants in Ericsson's benefit luncheon for WCF Brasil.



WCF Brasil Chairman Rosana Botelho

Ericsson hosts benefit luncheon for WCF

By Christer Manhusen
Swedcham Chairman

In connection with the Volvo Ocean Race in Rio de Janeiro, a luncheon with HRH Crown Princess Victoria of Sweden as guest of honor was generously offered by Ericsson for the benefit of Queen Silvia's World Childhood Foundation (WCF) in Brazil.

Swedcham and the Swedish Consulate General in Rio assisted in the organization of the luncheon that took place on April 3 at the Marius Crustáceos restaurant in Rio's Leme district.

The event turned out to be a great success from all points of view with more than 100 guests attending.

Johan Wibergh, Senior Vice President of Ericsson, welcomed the guests, and Mrs. Rosana Botelho, Chairman of WCF Brasil, spoke on behalf of the foundation. A video was also shown, describing the WCF's mission in Brazil. At the end, HRH Crown Princess Victoria made a much appreciated speech, underlining the importance of the WCF, and thanking Ericsson and everybody present for their support.

On a personal note, I can truly say that the event took place in an excellent and very relaxed atmosphere. Everybody seemed to be having a great time!

This is the second time in connection with the Volvo Ocean Race that the Swedish Chamber takes an active part in giving support to Ericsson in a WCF event. Swedcham feels honored, and hopes that there will be many more such occasions to come!



(Right to left) HRH Crown Princess Victoria of Sweden, Johan Wibergh, Senior Vice President of Ericsson and the host of the event, HRH Princess Ragnhild of Norway, and Swedcham Chairman Christer Manhusen.



Johan Wibergh, Senior Vice President of Ericsson.

IMS Venturus

Nossa tecnologia
vence as barreiras
para **sua conquista**.



www.venturus.org.br



Fechando lacunas

IMS Venturus é a resposta para integrar telefonia fixa e móvel, internet e a indústria de mídia. As aplicações Venturus baseadas em IMS - IP Multimedia Subsystem – ultrapassam os limites da comunicação, unindo as gerações e as suas diferentes formas de se conectar.

Atuando em parceria com empresas e instituições de ensino e pesquisa, o Venturus desenvolve, no Brasil, projetos que são aplicados no mundo inteiro.

Sempre em conjunto com nossos clientes, transformamos conhecimento em inovação tecnológica que agregam vantagem competitiva aos seus produtos e serviços.

Nosso próximo projeto pode ser o seu!

ERICSSON
MOBILITY
WORLD
AFFILIATED PARTNER

ERICSSON 
TAKING YOU FORWARD


Sony Ericsson


Venturus
Centro de Inovação Tecnológica



Many NBCC members gathered at Consul General Vibeke Lilloe's flat in Leblon for the Year-End Social Event on December 11.

2008 Year-End Event

On December 11 last year, the NBCC's members gathered at Consul General Vibeke Lilloe's flat in Leblon for the Year-End Social Event. This time a Brazilian wine tasting was chosen. Sara Heilmann was the host of honor, offering a few different types of wine from Casa Valduga, and providing interesting related information about the types and the history of wine in Brazil. Each wine one was accompanied by a compatible dish. It was a relaxing evening where members, including the Norwegian Ambassador in Brazil Turid Eusébio and other distinguished guests, enjoyed good wine, good food, good company and got to know more about Brazilian wine.

The NBCC would like to extend a big thanks to Vibeke and Sara for their direct contributions for yet another successful event! ■



(From right to left) Sara Heilmann, NBCC Chairman Sergio Garcia and NBCC Vice Chairman Kjetil Solbraekke

Upcoming Annual General Meeting

The NBCC 2009 AGM will take place on April 30 and deliberate on the last period's Annual Report and Financial Accounts, as well as the new period 2009/10 Board of Directors, Activity Plan and Budget.

The outgoing Executive Committee (Chairman, Vice Chairman and Treasurer) would like to take this opportunity to highlight some of the Chamber's recent achievements in its continued expansion and professionalism, and at the same time express our gratitude for being chosen as the leaders of such a distinguished organization. We are confident that we contributed positively towards NBCC's purposes and values.

During the term 2008-2009:

The NBCC organized, participated and co-sponsored 12 events addressing business, financial and professional matters related to Norwegian/ Brazilian interests, like "The Norwegian Oil & Gas Regulatory Overview" held in cooperation with IBP and sponsored by Norse Energy, which brought one of the most knowledgeable experts in this field, Mr. Bjarne Moe (General Director of the Norwegian Ministry of Petroleum and Energy) to present to and debate this topic with more than 100 industry representatives and journalists; the visit of Norwegian Prime Minister Jens Stoltenberg, which included the Intsok Seminar, a visit to the Aker-Promar shipyard, a network luncheon for around 400 special guests, and the official opening of the Norwegian Pavilion at the 2008 Rio Oil & Gas Expo, as well as the "NBCC Network Dinner at Rio Oil & Gas", sponsored by StatoilHydro and several co-sponsored members, which brought Ms. Liv Monica Stubholt (State Secretary of the Norwegian Ministry of Petroleum and Energy) to address 340 guests from more than 20 Norwegian/Brazilian companies.

Our membership base grew by 30%, including the Gold Members (from 13 to 17). There were six Board meetings held where NBCC matters were discussed and resolved.

Some legal issues were consolidated (full-time Secretary with related labor contract, accountant hired, Board of Directors registered). The exposure in the Magazine "Brazil & Sweden/Norway" was enhanced (NBCC pages at the center, at least two NBCC subjects shown in Contents, NBCC logo together with SwedCham logo on first page, change of SwedCham Sponsors from page 3). The NBCC Homepage and Weekly Newsletters were strengthened.

We wish the new Board of Directors and Executive Committee all the best and success in heading the NBCC during the upcoming period. ■

New Members

The NBCC would like to welcome its new members, as follows: Marintek do Brasil, Aker Oilfield and CAS Oleo e Visas, as Corporate Members, as well as Marcello Augusto Lima de Oliveira, as Individual Member. ■

Members' Corner

November of 2008 was an extraordinary month for NorSkan Offshore. Norskan celebrated the launching of the OSCV vessel Skandi Vitória with a great party on board of the vessel Pink Fleet. Skandi Vitória is being built under a partnership between NorSkan and Technip and it already holds a three-year contract with Petrobras. During that same celebration, Norskan held the baptism ceremony of RSV vessel Skandi Salvador. In February 2010, Skandi Salvador will be operating a three-year contract for Chevron, NorSkan's client.

Skandi Vitória and Skandi Salvador are the largest and most modern vessels ever built in Brazil.

Last January, another vessel was delivered and joined Norskan's Fleet. Skandi Giant is an AHTS and will operate for a British group. ■



STX Brazil Offshore S.A.

STX Brazil aerial view

TRADITION OF INNOVATION AND LEADERSHIP IN THE BRAZILIAN SHIPBUILDING MARKET OF SPECIALIZED OFFSHORE SUPPORT VESSELS

STX Brazil Offshore S.A., the new name of Aker Promar S.A., is a shipyard strategically located in Guanabara Bay in the city of Niterói, state of Rio de Janeiro. It is the leading builder in the Brazilian market of sophisticated and technologically advanced purpose oriented Offshore Support Vessels.

STX Brazil Offshore is the Brazilian arm of STX Europe ASA (former Aker Yards ASA), the biggest European shipbuilding group, with headquarters in Oslo, Norway. The group employs 16.000 people in 15 shipyards in Norway (6 units), Finland (3 units), France (2 units), Romania (2 units), Vietnam (1 unit) and Brazil (1 unit). STX Europe also holds a minor (30%) participation in 3 other yards, 2 in Germany and 1 in Ukraine.

Besides the shipyards, STX Europe activities include ship design and engineering (units in Norway, France, and Canada), Arctic technology (Finland), electrical engineering and installation (units in Norway, Romania and Brazil), piping systems and installation (Norway), and cruise vessels cabin manufacturing (units in Finland and France). Since February 2009, STX Europe is 100% owned by STX Business Group, an international industrial corporation with headquarters in Seoul, South Korea.

Ready to meet the new tide of market demand

The recent gas and oil discoveries in the so-called pre-salt basins and increasing oil production in Brazilian waters are boosting the demand for special purpose Offshore Support Vessels and STX Brazil is ready to continue to be the preferred partner of the Brazilian offshore vessels operators.

In fact, the company which is only 13 years old has built and delivered 13 PSVs, four AHTSs and one ROV/Supply Vessel, which represents more than 35% of the fleet of PSVs and AHTSs built in Brazil. Its current order book comprises one Pipe Laying Vessel, the first of this kind ever built in Brazil, one 142,20 m length Offshore Subsea Construction Vessel, one AHTS 145 t BP and two AHTS with a bollard pull capacity of 300 t, which will be the biggest and most powerful Brazilian anchor handler vessels

The shipyard is capable of building vessels up to 100 m in length and 21 m in breadth on its slipway. Among other industrial facilities, the yard has 300 m of outfitting quay, many cranes with capacities from 20 to 250 tons and a complete pipe workshop. The shipyard also provides high

quality repair services in its facilities. STX's floating dock is capable of lifting vessels of up to 3,000 tons displacement, 100 m length and 17 m breadth.

Thanks to its innovative designs and customer oriented approach, STX Brazil, which is already recognized as the prime reference in this segment, is prepared for the big challenge offered by the Petrobras deep water oilfield discoveries. A new generation of PSV and AHTS designs has been developed at STX Norway Offshore Design, meeting all technical and operational requirements of the last Petrobras 146 vessels mega bid, as well as other OSV designs with special features and improvements are actually under test in Marintek's tank model basin and soon will be available to the market.

STX Europe timely delivered the most complex OSV to DOF

On December 16th 2008, STX Brazil Offshore S.A delivered to DOF Subsea Brasil Serviços Ltda. the "SKANDI SALVADOR" – hull PRO-22. With this achievement STX Brazil complied with its commitment to deliver the vessel to DOF before Christmas.

"SKANDI SALVADOR" is a 106 m length, 21 m breadth multifunctional ROV/Supply vessel type ROV06DE, of which the successful design has been developed by STX Norway Offshore Design and is the biggest, most technologically advanced and complex OSV built in Brazil, capable of transporting special cargoes as dry bulk, liquid mud and ethanol and to perform subsea jobs in a water depth of up to 2.500 m. She is a 10.800 KW diesel electric DP II vessel, equipped with 3 fire fighting monitors according to DNV notation FiFi II, helideck, 2 complete ROV systems, 1 offshore crane of 140 tons and a 250-ton winch with active heave compensation for deployment of sub-sea equipments and accommodations for 100 people.

"SKANDI SALVADOR" will operate in the famous Campos Basin on the Brazilian southeast coast, one of the deepest oil fields in the world, attending DOF's client CHEVRON.

The vessel has been built with the support of the Brazilian Federal Government



and Rio de Janeiro State Government and its construction has been financed by BNDES – the Brazilian Development Bank with funds of FMM – the Brazilian Merchant Marine Fund.

The next challenge – Hull PRO-23 "Skandi Vitória"

The challenges are becoming bigger and more complex. The next task is to complete the construction of OSCV "SKANDI VITORIA". This giant 142.20 m length, 27 m breadth, 19.300 KW diesel electric DP III vessel with accommodations for 120 people, originally designed to perform subsea construction and maintenance services using two big cranes of 250 and 50 tons each and two complete ROV systems, is currently in a conversion process at the shipyard's quay to be

adapted to do pipe laying services, which is expected to be concluded at the beginning of 2010.

The new facilities

Aiming for greater market share in Brazil and aligned with the STX Europe group mission, which is to be the leading builder of cruise and offshore vessels, STX Brazil has ambitious investment plans to improve its industrial facilities that go from new steel blasting and cutting machines to be installed at Niteroi's yard to a larger green field facility to be built in Quissamã, a city strategically located in northern Rio, near the Campos Basin. The new facility will be able to build vessels up to 150 m in length and to repair vessels operating on nearby fields. ■

PRO-23 Skandi Vitoria





Corporate Social Respo

By Fernanda Bacelar

Aker Solutions is a USD 8 billion company, employing over 26,000 people in nearly 30 countries. Finding environmentally and socially responsible ways to meet the world's energy needs has world scale impact – politically, ethically and environmentally.

Aker Solutions' contribution to that impact is reliant on each and every one of its employees, taking personal responsibility and caring for people, for the environment, for integrity and for the communities we operate in.

"We strive to conduct our business in a way that makes people proud to work with, and for, our company. Operating with integrity is just as important as achieving business goals," says Marcelo Taulois, Country Manager of Aker Solutions in Brazil.

Aker Solutions' most important corporate responsibility is to provide its products and services in a socially, environmentally and ethically responsible way. However, corporate responsibility does not end there. As a good corporate citizen, a company also contributes to the development of society, creating mutually beneficial situations for both communities and the company's employees, shareholders and other stakeholders.

In this context, corporate support can mean financial or product donations, sharing of expertise or volunteering. For the company, such involvement has a positive impact on employee morale, creates pride in our workplace, generates interest from potential employees and attracts partners and customers that have the same attitudes.

In Brazil, the company supports local activities ranging from reforestation projects to cultural programs. Some of the social actions being undertaken by Aker Solutions in Brazil haven't a national repercussion or even a long-term agreement. But they certainly have the engagement of employees and the most truthful desire of making a difference for the local community. Aker Solutions truly believes in the art's transformation power, capable of strengthening the local culture and promoting significant social incentives.

Environmentally friendly actions

ZEN's reforestation

Aker Solutions in Brazil has made a donation to the reforestation project at ZEN, the special business zone in Rio das

Ostras, where Aker Solutions has a base. The company donated 170 seedlings, one for each of its employees in the region.



Solidarity Environmental Program (MAS)

Through MAS, a series of internal campaigns was created to develop social awareness and encourage volunteering actions within our company. The first action of MAS was focused on developing the ecological practice, through waste separation at home and at work. The money raised with the sale of recyclable waste was reverted to charity institutions.

Social actions

Solidarity meal

Every day, Aker Solutions' office in Curitiba, Brazil, donates the equivalent of 15 meals to the Holy Land Residents' Association. Through a social and economic evaluation, the Association selects and registers the neediest in the community. Solidarity



nsibility: we care!



meals are provided to poor, elderly and unemployed people in the community every day.



Little Prince Hospital support

Little Prince Hospital is the largest pediatric hospital in Brazil, treating more than 200,000 patients per year and conducting internationally important research on serious diseases affecting children.

Aker Solutions is helping the hospital to expand its area by supporting the nursing post located on the 5th floor of the Hospital.

Flood disaster aid in Santa Catarina

Almost two million people in Santa Catarina, a state in the south of Brazil, were affected by a flood disaster in 2008—122 have been confirmed dead and 140,000 were left homeless. Aker Solutions' headquarters in Brazil (Curitiba) has partnered with the Civil Defense and Red Cross to collect donations and help the homeless.

Tropic Challenge

The Tropic Challenge is a golf tournament organized by Aker Solutions in Búzios, Rio de Janeiro State. Although mainly organized as an annual customer appreciation event, it is also used to raise funds for a local charity foundation (APAE), which takes care of children with Down's Syndrome.

Cultural actions

Through the the Rouanet Law – a tax program that allows companies in Brazil to revert 4% of the annual income tax expenditure to cultural programs – Aker Solutions has been investing in and promoting cultural programs with participation of employees and the community.

Sponsorship of Curitiba Theater Festival

The Curitiba Theater Festival is the biggest theater event in Brazil, with 350 plays performed during two weeks. The latest edition of the festival had an audience of 180,000 people.

For four years, Aker Solutions has been supporting this event and contributing to the development and maintenance of the Brazilian art.



Sponsorship of Portuguese speaking countries' Theater Festival

The Portuguese speaking countries' Theater Festival was an unprecedented initiative, which gathered theater groups from Angola, Mozambique, Cape Verde, Portugal and Brazil for an interesting cultural exchange.

Aker Solutions has been one of the major sponsors of the event, which presented several attractions, such as theater, lectures, exhibitions, musical performances and gastronomic meals of each country. The company's sponsorship allowed the participation of Angolan theater groups.

Collective and individual responsibility

Although Aker Solutions facilitates actions and initiatives that the company is collectively involved in, the true essence of the company's corporate responsibility lies in the hands and hearts of those it employs.

"We require every employee to take personal responsibility for HSE – health, safety and the environment – by focusing on their own behavior," says Taulois.

"We genuinely believe that all incidents can be prevented. We strive continuously for zero accidents to personnel, material and non-material assets, and harm to the environment. To achieve this, everyone must contribute," Taulois concludes. ■

Reflexes of the world crisis on Brazil's maritime and energy industries

Notwithstanding the global crisis having generated a scarcity of credit and a general reduction in investments, we have witnessed the almost daily publication of news items revealing not only facilitation measures for the obtainment of financing, but substantial injections of governmental resources in the development of the Brazilian energy sector.

At the end of last year, Decree 6.716 was published, increasing the credit concession capacity of the Banco Nacional de Desenvolvimento Econômico e Social – BNDES, one of the financial institutions responsible for the largest financings, especially in energy. The Decree admits the possibility of retaining a greater part of the institution's profits for disbursement as financing.

Additionally, the federal government has announced that the Brazilian Treasury will inject a further R\$ 100 billion into the BNDES, precisely to assure investments in oil and gas, electric power and infrastructure.

The federal government has also stated that due to the fundamental importance of Petrobras in mitigating the crisis in the Brazilian market, it will grant Petrobras all the necessary support including, but not limited to, the maintaining of investments in the Pre-Salt oil and gas fields, in amounts that exceed US\$ 100 billion by 2020.

Petrobras recently announced an investment plan involving over USD 170 billion by 2013. Of the USD 47.9 billion earmarked for new investments, USD 36.6 billion are destined to new oil and gas exploration and production projects. Eighty percent of these resources are to be invested in the Pre-Salt fields.

Not only are the investments relevant, but so are their expected returns. Based on the significant investments focused on domestic production, the forecast is that the Pre-Salt oil fields will be producing 1.8 million barrels per day in 2020.

As for the maritime industry, we must point out that the Brazilian government has a special program for financing this sector, supported by the Merchant Marine Fund (FMM) and operated by the BNDES, as the largest



Camila Mendes Vianna Cardoso

agent and lender, although other financial agents are beginning to operate, such as Banco do Brasil.

In a statement made in Rio de Janeiro, Minister Dilma Rousseff announced that the government will destine R\$ 10 billion for financing through the FMM.

Among the beneficiaries of the FMM are Brazilian shipping companies, Brazilian shipyards and the Brazilian Navy.

Although the aforementioned sectors would seem to us to be less affected and in full development, we cannot fail to be alert to an eventual change in the course of the current scenarios. It is perhaps here that we should undertake a detailed analysis of our legal order and of the market practices of these sectors, so as to protect the investor.

One of the instruments that can be used in renegotiation of contracts in the event of excessive burden is the Theory of Unforeseeability, as provided in our Civil Code

(Law no. 10406/2002) in articles 478 to 480, under the heading of "Resolution due to Excessive Burden".

It should be noted that the use of clauses providing for the possibility of excessive burden, the imbalance of the economic and financial equation of the contract and the exception of the non-performed contract is already standard practice in Petrobras' contracts.

This clause allows the rescission/revision of contracts when the aforementioned situations arise, where the occurrence of a supervenient and unpredictable situation generates excessive burden for any one of the parties, and the prejudiced party may

request termination of the contract.

The parties may still maintain the contract should they successfully renegotiate the contractual obligations or the considerations for compliance therewith. It further establishes that in view of the supervenient, extraordinary, unavoidable and unforeseen fact that alters the balance of the original economic and financial equation of the contract, the conditions thereof can be renegotiated so as to return it to the original equation.

In view of the current scenario, we believe there is no reason for panic, inasmuch as the expectations of investments in the maritime and energy sectors are being

signaled as never before, everything leading one to believe that the government is betting on these sectors not only as crisis barriers, but as true pillars for the development of the country. On the other hand, even if contracts already entered into are affected by the crisis, there are mechanisms in place for the protection thereof. ■

*Camila Mendes Vianna Cardoso
Fernanda Martinez de Mendonça Campos
Tereza Cristina de Almeida Marins Gorito
LAW OFFICES CARL KINCAID
Mendes Vianna Advogados Associados*

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 Secretary Ana Luisa Ulsig Leite at info@nbcc.com.br



Petrobras: new strategic plan and the local industry



AFTER THE ANNOUNCEMENT OF THE NEW STRATEGIC PLAN OF PETROBRAS, THE MARKET IS QUESTIONING HOW PETROBRAS WILL BE ABLE TO SECURE THE REQUIRED CAPITAL – AND ALSO, WHAT ABOUT THE CAPACITY OF THE LOCAL INDUSTRY?

Brazil has an interesting heritage – having had one of the largest ship-building industries in the world.

Brazil wants to revive this industry using the oil and gas projects. New shipyards are under construction – like EAS (Estaleiro Atlantico Sul) in Pernambuco state, Estaleiro Rio Grande in Rio Grande do Sul state, Estaleiro OAS in Bahia state, Quissama in Rio de Janeiro state, and Estaleiro in Aracruz, Espírito Santo state – among others under construction. Then we have existing ones such as EISA, Rio Naval (Sermetal), Brasfels, Renavi Enavi, Mauá, STX Europe, Edson Chouest, Itajaí, São Roque... This means the industry will be prepared for the future.

Petrobras is pushing ahead with its plans to invest in Brazil's newly discovered pre-salt oil deposits – in spite of market conditions which have raised doubts over the ability of Petrobras to secure the necessary funds for such investments. The Norwegian Oil and Gas Association's advisor in Brazil, however, has no doubts: Petrobras will manage to secure the necessary funding – the remaining question is "when?"

To get a better understanding of the basis for a successful plan, it is necessary to look at the local industry and project development there. During the last couple of years, Petrobras has increased drastically the requirements for local content in the EPC (Engineering, Procurement and Construction) projects. The participation of Brazilian companies in the bidding processes has increased as well. The response of the Brazilian industry is improving quite well. The challenge now is for companies to improve on delivery time.

It is quite normal that projects are delayed, that they take up to 50% extra time to be

concluded, compared with the bidding delivery schedule. This is the accepted norm in the Brazilian industry. During the bidding phase, the EPC contractors already know that some of the delivery time demands are impossible to comply with. They have no option, they accept the demands and negotiate later. According to Petrobras, EPC contractors who do not accept the delivery time demands are disqualified from the bidding process.

This may sound controversial. However, if projects take longer to be finalized than initially planned, it does not indicate that the plan failed. It was just delayed, and this gives Petrobras ample time to secure the best financing for the project. Hence, the new strategic plan of Petrobras must be seen more as an "inspiration" for the industry and for Brazil than an exact timetable. The question of whether the plan will be finalized in 2013 or 2015 is less important.

The majority of big Brazilian shipyards are under construction at present. It will take time for them to be able to deliver the first units. In addition, some Brazilian companies, which have already been awarded contracts, will experience delays even if construction is taking place abroad.

The Brazilian Naval Construction Unit has stated that Petrobras may contract some of today's units abroad – because at this moment the Brazilian industry is not fully prepared. But we must not expect this to happen again with units to be constructed in the future.

Petrobras' plan forecasts 28 drilling rigs, around 20 FPSOs, more than 100 supply vessels, Transpetro fleet with total of 82 new ships, Aframax, Suezmax, Panamax, etc. to be built in Brazil. This means that by 2013/15 the Brazilian offshore construction

industry will be one of the most important in the world. Of course, changes in the tax regime, bureaucracy and so on will come – the authorities are looking into that question at present. The productivity and performance of the Brazilian industry will continue improving—with an ever increasingly steep learning curve—based on existing projects.

Considering the above, it is clear that Norwegian companies must be prepared for a very competitive market in the medium to long term. For this reason, if companies think about entering the Brazilian market, now is the time to do so. The Norwegian financing institutions have a unique possibility to come up with creative financing initiatives to assist the Norwegian industry.

Since I touch on that point, Petrobras is now considering several options to raise the necessary capital for the five-year period. The first two years have already been financed by the Brazilian Development Bank (BNDES). Other creative options that Petrobras has include Chinese financing – against later purchase of oil – or perhaps one can imagine that the USA will switch from Venezuela to buy Brazilian oil. The Canadians are already offering creative solutions which help their own industry – through Export Development Canada (EDC).

I am wondering how long it will take for the Norwegian financing institutions to seize this opportunity, to be proactive and come up with creative solutions which will really assist the Norwegian industry in the Brazilian market?

Not too long I hope. Other countries like Canada and China are aggressive in their efforts. The unique moment is now – while the Brazilian industry is still preparing itself for the future. ■

Want to bring your business to Brazil?
Already here, but facing difficulties?

We at Brazilian Business Partners have the answers you need:

Consulting services

Business Development

Company Start-up

Business Strategy

Operations Improvement

Governance

Incubation

Restructuring

You know your business. We know Brazil.



Brazilian Business Partners

+55 11 30662550 www.bbpartners.com.br



Atlas Copco a solução completa em ar comprimido

Nosso compromisso é aumentar sua produtividade através da interação e da inovação.



Cidades que consomem menos 30% de energia?

Como uma das maiores fornecedoras de soluções para a eficiência energética, a ABB contribui para que se alcancem importantes economias de energia, sem comprometer a performance. Os nossos sistemas de controle de iluminação permitem economias de energia em até 50% e os nossos equipamentos de automação de edifícios em até 60%. Enquanto todos falam das alterações climáticas, do preço e dos cortes de energia, a ABB age para combater estes problemas, aqui e agora. www.abb.com.br

Certamente.



Event with Michael Page International

As this magazine was going to press, Michael Page International (a leading head-hunting firm) and Swedcham were inviting members and friends to a lecture entitled "The Crisis and the Labor Market" on April 14 at the Chamber's premises.

The guest speaker was to be Paulo Pontes, managing director of Michael Page International in Brazil. Michael Page International saves its clients from having to leaf through hundreds of resumés. The company is one of the world's top head-hunting and employment agencies, filling professional positions in areas such as finance and accounting, sales and marketing, office support, and engineering. Temporary and contract job assignments make up the bulk of the company's business, with the rest being permanent positions.

Overall, the company operates through about 150 offices in 25 countries, serving such customers as Ernst & Young, Clifford Chance, and AstraZeneca.

Afternoon Get-Together with Mailson da Nóbrega

Swedcham will have the honor of receiving former Finance Minister Mailson da Nóbrega at its Afternoon Get-Together scheduled for April 29, when he will give an exclusive presentation about "Prospects for the Brazilian Economy".

An economist, Nóbrega was Finance Minister between 1988 and 1990, during the José Sarney Administration, after a long career in Banco do Brasil and in the public sector. As minister, he presided over the

National Monetary Council and Confaz (the National Council of Fiscal Policy). He was also member of the boards of the International Monetary Fund (IMF), World Bank and IDB. Nóbrega currently is a partner of Tendências Consultoria Integrada, an economic and political consulting firm based in São Paulo.

The presentation will be followed by a cocktail and delicious buffet provided by Buffet Cicareli.

Chamber's first Happy Hour of 2009

Swedcham's first Happy Hour of 2009, with an excellent presentation by Dr. Ronaldo Veirano, took place on February 5.

Veirano is founding partner of Veirano Advogados (one of the Chamber's sponsors) and a member of the Chamber's Board of Directors.

Around 50 Chamber members and friends enjoyed hearing about Veirano's

adventures on his Harley Davidson between Seattle and San Francisco and around New Zealand. The presentation was followed by the Happy Hour with drinks and excellent food supplied by Buffet Cicareli.

We would like to take this opportunity to express our thanks to the event's sponsors: Alatur and TravelStart.

(Left to right) Swedcham Board Member Stefan Lundqvist, Chairman Christer Manhusen, Ronaldo Veirano, and Chamber Executive Secretary Jonas Lindström.



Third trip to the Federal District

Also as this magazine was going to the printer, Swedcham was busy organizing its third trip to Brasília in the Federal District, scheduled to take place April 16-17. The objective is to create an opportunity for our members to know more about the Federal District and its mysterious institutions.

Chamber members have shown interest in discussing economic, financial and infrastructure matters and we confirmed sessions with Senator Garibaldi Alves Filho/CAE, and Senator Fernando Collor/CI. This year Swedcham was also offered a guided tour of the Supreme Court (STF).

The Swedish Embassy was also scheduled to receive us for an event on the evening of April 16. ■

Networking Luncheon at Teatrix

The Chamber got together with members and friends for another animated (and delicious!) networking luncheon on April 9.

Our networking luncheons are a great opportunity to meet and talk with other members in an informal atmosphere with good food and drinks.

The venue for this luncheon was the interesting and pleasant Teatrix restaurant (for more info see www.barteatrix.com.br). ■



Swedcham Board

Name	Function
Christer Manhusen	Chairman
Donizete Santos	Vice Chairman
Borje Jerner	Vice Chairman
Sven Antonsson (designated)	Board Member
Nils Bonde	Board Member
Nils Grafström	Board Member
Peter Hultén	Board Member
Stefan Lundqvist	Treasurer
Paulo Nigro	Board Member
Therese Otterbeck	Board Member
Renato Pacheco Neto	Legal Director
Fatima Raimondi (designated)	Board Member
Tommy Svensson	Board Member
Ronaldo Veirano	Board Member

First Honorary Member:

HM Queen Silvia

Honorary Members:

Ambassador Annika Markovic

Erik Svedelius

Consul-General Barry Bystedt

New Members

Swedcham wishes to welcome the following new members:

Corporate:

International Business Consultancy (IBC)

Activity: IBC is a company specialized in consultancy for marketing, communications and sales for the industrial sector, also acting as a commercial representative of foreign businesses in Brazil.

Daleman Viagens e Turismo Ltda. (Travelstart)

Activity: online travel agency.

Anadarco Editora

Activity: publishing.

SEO Serviços de Manutenção em Equipamentos de Informática

Activity: SEO Marketing performs custom services for all types of websites.

KA Foreign Investment Corporation AB

Activity: Industry, investment and trade.

Individual:

Guilherme Rubino de Azevedo Focchi
Michael Nilsson

Flavio Barollo Sforcin

Leopoldo Henrique Fachini Moreira

Jonas Sjöbom

Magnus Rudling

Flavio Provitina

Alf Henrik Gistren

Gustavo Jose da Nobrega Danda

Financing of Exports to Brazil

Effect of the Global Crisis: “Reemergence” of ECA financing

By Rolf Risan*



Even though Brazil is doing very well compared to a lot of other major economies, the global economic crisis is significantly affecting the Brazilian financial markets.

Turning from a situation two years ago where liquidity was abundant, margins extremely thin, and tenors long, the situation today is totally the opposite. Liquidity is scarce, margins are two-/threefold (at least), and tenors are short.

The change in the financial market is primarily due to lack of liquidity and not because the risk perception of Brazil has deteriorated significantly. After all, Brazil obtained investment grade rating in the midst of the financial crisis and the country continues to run a prudent economic and monetary policy.

The combination of a much tighter financial market and a stable political risk environment has made ECA (Export Credit Agency) financing attractive again.

For many years, ECA financing was regarded uncompetitive and inflexible. Today, however, ECA financing is an attractive alternative to BNDES and multilateral financial institutions, in order to obtain long-term financing in foreign currency - especially if the financing is combined with funding from institutions like the Swedish Export Credit (*SEK*).

SEK is a state-owned institution providing funding and financial assistance to export and infrastructure. SEK administers for instance the governmental supported fixed interest rates called the CIRR Rate, which on occasions proves very beneficial for the borrower.

Every Swedish or Norwegian company exporting equipment and services to Brazil should be aware of the opportunity to offer long- term financing to its Brazilian clients as part of the commercial contract.

What is ECA financing?

An ECA financing is a government supported financing given to a foreign buyer of equipment or services. The financing is normally arranged by a commercial bank, but a major part of the risk is guaranteed by the ECA (the Export Credit Agency).

The Swedish ECA is called EKN (*Exportkreditnämnden*), while the Norwegian one is called GIEK (*Garanti-instituttet for Eksportkreditt*)

A guarantee from an ECA is issued on behalf of the country the ECA represents (i.e. it implies sovereign risk). Therefore it reduces the overall risk assumed by the commercial bank, and allows for the bank to finance significantly higher amounts.

ECA financing is regulated under an international set of rules called the OECD consensus rules. Although there are some differences in the interpretation of the rules, the financing always follows certain main characteristics:

- The loan amount cannot exceed 85% of the value of the commercial contract
- The commercial contract should have an export element of at least 50%
- The ECA guarantee covers both political risk and commercial risk, but will normally not exceed 90% of the loan amount, i.e. the commercial bank arranging the financing will have to assume the residual risk
- The loan must be repaid in equal semi-

annual installment over a period that can vary from two to 12 years.

A very important issue to be aware of is that an application for an ECA guarantee must always be filed with the ECA before the commercial contract is signed. The whole intention with the ECA scheme is to help companies win export contracts, so if the commercial contract has already been won there is no role for the ECA.

When is ECA financing used?

In principle, any contract between a Swedish/Norwegian company and a Brazilian one, involving sales of equipment and services to Brazil, can be financed via an ECA - given that the Brazilian buyer is regarded as credit worthy by the ECA and the commercial bank.

The contract should however have a certain size to make it economically feasible to establish such financing.

ECA financing is used in a lot of different sectors, like Energy, Oil & Gas, Shipping, Mining, Pulp & Paper, Infrastructure and Telecommunications - sectors where a lot of Swedish and Norwegian companies have a strong foothold.

In today's market any Swedish or Norwegian equipment supplier should verify if ECA financing can be used to enhance its commercial offers.

** Rolf Risan is Chief Representative of Nordea in Brazil.*



Institutional
sponsor of
Swedcham

SWEDEN'S LEADING BOARDING SCHOOL

SSHL offer teenagers in Brazil an opportunity to study the International Baccalaureate Diploma Programme in Sweden. We have over twenty five years experience of the IB Programme with students from all over the world achieving excellent results.

SIGTUNASKOLAN HUMANISTISKA LÄROVERKET

Phone: +46 8 592 571 00

www.sshl.se



Trademark value and the Brazil-Sweden relationship

By Márcia Martins* and Renato Pacheco Neto**

Márcia Martins

Nowadays trademarks are considered strategic assets. They may represent up to 95% of a company's value. For this reason, the concern and the measures to protect them grow day after day.

A trademark has the unequaled power to influence consumers, partners, partnerships, and both sale and distribution channels. Moreover, a trademark may also gain the loyalty of employees, change the terms and conditions of supply and increase the interest of investors, transforming a business's performance as well as its financial result.

The physical features of products may be copied quickly, the intangible features may not. A trademark creates emotional and philosophical barriers against competition. The consequence and long-term competitive advantage lead the market to the following conclusion: the tangible assets have a finite useful life whilst the trademarks, when properly managed, may have an infinite useful life.

Therefore, the return on investment in trademarks has become a critical issue, especially for the director of marketing/branding strategies and finance.

The trademark's value is the result of or, at least, that which the trademark has come to represent to the public after their experience with it.

The experience of the consumers with a trademark may be in the purchase or use of a product or service, the treatment received, or any other form of direct or indirect relationship.

Accordingly, when a trademark is evaluated, what is measured is whether or not such a trademark is creating value for its public's eyes and to what extent.

A trademark has the power to impact a business value and provide the holder thereof with an economic contribution, which can be measured and managed.

For all the reasons stated herein, the majority of entrepreneurs have deposited their applications for trademark registration in as many classes as possible as an investment in the valuation of the corporate assets.

In 1997, the National Institute of Industrial Property (INPI) received approximately 77,000 applications for trademark registration monthly. However, in 2007, the average number of applications deposited each month reached approximately 110,000.



The concern over protecting the trademark due to the awareness of the importance thereof, and, especially what it represents to the company, has caused a reduction in infringement. Accordingly, in 1997 the total number of oppositions filed against trademark registrations reached an average of 4,600 each month. Even though the number of trademark registration deposits increased by 40% in 2007, the number of oppositions decreased by almost 9% in relation to ten years before, totaling 4,200 per month.

However, many investors and distributors do not protect their trademarks when they set up a company and begin to explore its activity in Brazil. The reason is the ignorance over the necessity to protect trademarks in Brazil, as in most cases, these trademarks have already been protected in their country of origin, which more often than not is a signatory of the Madrid Protocol.

It is important to note that Brazil is not yet a signatory of the Madrid Protocol for several reasons. The experts on industrial property claim that such protocol is unconstitutional because it affronts the right of equal treatment of nationals and foreigners, not to mention the violation of Portuguese as Brazil's official language and the automatic granting of the trademark registration if not analyzed within 18 months.

Nowadays, the main reason is the need for changes in Brazilian legislation, such as the creation of a multi-class system, which allows one single application to be inserted in more than one category. Under Brazilian Law, an application must be filled in for each class, i.e., the trademark protection, in most cases, depends on the number of classes in which it will be registered, according to the proof of the performance of all activities by the company. The INPI explains that in a multi-class system, if the application is rejected as to one of the classes, it will be canceled entirely.

Furthermore, when an application is deposited in a certain class, the Madrid Protocol does not require that the holder thereof belong to the specific business represented by such class. On the other hand, under Brazilian Law, such requirement aims at preventing piracy and preventing people from registering trademarks solely to negotiate them in the future.

According to the experts, the Madrid Protocol may also hamper the defense of foreign trademarks in Brazil. Today, Brazilian legislation requires a person domiciled abroad to appoint an attorney to represent them in court in Brazil. Such possibility is not provided for in the Madrid Protocol.

Despite all divergence and difficulties, the board of the INPI says that it is working to adapt the system so that Brazil may soon become a signatory of the Madrid Protocol. Meanwhile, the protection of those trademarks of products or services sold or delivered in our country must be assured.

The valuation and the need for protection of trademarks, which have demonstrated their strength in the global market, have assiduously been proven true in the current economic crisis. Studies show that, in times where investment risks are greater, a promising and less concerned option focuses on the shares of companies the trademarks of which are leaders in the market.

The most valuable names in the Brazilian market have been able to overcome critical moments during the global crisis and credit crunch with no gains or losses; that is to say, they remain stabilized in comparison to other companies that have faced major losses.

In the international scenario, the situation was no different. Companies with the strongest trademarks also remained stable even with the country in crisis.

This is because the trademark functions

as a shield against the crisis, breaking the fall. The companies that have credibility in the market and are recognized by their consumers, who buy the products motivated by the trademark itself, add value to their shareholders' interest, which is consequently reverted to the value of the shares of these companies.

Specifically regarding the relationship between Brazil and Sweden, the issue of trademark valuation and the concern for its protection was demonstrated in the middle of the 20th century, long before the current crisis.

The commercial relationship and strong ties of a cultural and commercial nature between the two countries are often not recognized even by those who have recently started a partnership to promote trade between Sweden and Brazil.

Such commercial partnership is confirmed by the concern that both countries showed when the Agreement for Trademark Protection was signed on April 29, 1955.

The Agreement foresees commercial and industrial trademark protection in Sweden and Brazil respectively, irrespective of registration in the country of origin.

In accordance with the same agreement, the protection is assured to Brazilian and Swedish nationals or the nationals of other countries if they live or have commercial or industrial companies established in Brazil and Sweden. However, this will only be possible if the process to obtain the trademark

registration has complied with the rules required by the internal legislation of both countries.

Even though the agreement is not widely divulged by the INPI (National Institute of Industrial Property) in Brazil and by the PRV (Patent och Registreringsverket) in Sweden, the trademark offices have confirmed there are no complaints from any of the countries repealing such Agreement.

Therefore, defense in the case of trademark infringement between the two countries is possible, and it is suggested that trademark registration be applied for in both Brazil and Sweden. ■

"Márcia Martins is the IP Team Leader and Regulation Manager of the São Paulo office of Fraga, Bekierman & Pacheco Neto – Advogados, a leading Brazilian law firm with worldwide alliances.

"Renato Pacheco Neto, LL.M., is currently following a Harvard Law School Leadership Program and is an alumnus of the Executive Management Program at the Stockholm School of Economics (IFL-Handelshögskolan) and of the Graduate Management Program of the Helsinki School of Economics (Kauppakorkeakoulu). He is also Legal Director of SwedCham's Board of Directors and Member of the Ethics Board of EUROCA-MARAS. He is Managing Partner of Fraga, Bekierman & Pacheco Neto – Advogados.



Dental Care
Dr. Karen Bygdal Andreassen



English, Danish and Portuguese spoken!!

General Practice – Adults and Children:
Functional Jaw Orthopedics Specialist

R. Vieira de Moraes, 420 - cj. 32 - Campo Belo - São Paulo
Tel (11)5531-4698 • Emergencies: (11) 9811-6172
bygdal@globo.com

Improving Strategic Management for Nordic companies in Brazil: new challenges



Renato Pacheco Neto

1) Cultural and human hurdles (know-who) and technical barriers (know-how) to overcome in order to apply Strategic Management in the growing Brazilian market:

Nordic companies investing in Brazil have to focus on the different levels Strategic Management offers towards different players within the Brazilian market. First it is important to understand that their managers work both technically (know-how) and with a very tailor-made personal trust relationship (know-who). This applies not only to the delivery of the project, order or contract but also to the suppliers and colleagues. The managing directors play a very important role, so as to coordinate not only the flow of technical work (know-how) to be rendered to the final clients, but mainly take care of the synergy flow of skills and cross-cultural training among the different people (know-who) within their company.

On the Brazilian market, multinational companies are committed to developing a growing international network, which relies on daily exchange of information (know-how) to different suppliers and companies (know-who) already existing in Brazil or even out of the country. Therefore, managers have not only to perform strategically themselves, by means of mastering know-how but also know-who as well as know-when, but mainly care for allowing their colleagues to follow this kind of philosophy as well. The so-called multiplication chain effect has to be triggered by the international management model to be proposed to the Boards of Directors in the Nordic countries, which in the end have to approve the general policy and working rules for subsidiaries in Brazil.

2) Sharing the risk and forecasting common goals and targets through balancing of different talents and approaches.

After analyzing the profile of each of the co-workers and of the direct reporting people as well as the clients served by the Nordic company in Brazil, we can indeed rapidly identify that not everyone is committed to the

same kind of dedication, not because they are not willing, but mainly because there are always gaps of communication among suppliers, manufacturers, service providers and their customers. Therefore many managers wish to get clear instructions on behalf of the final Strategic Management guidelines so as to better comply with their duties. Also the tempo and time vary from one company to the other and it becomes more than often imperative to homogenize them, before moving ahead within the internationalization process.

This whole discussion is about a question of long- and short-term investment, since managers have different but complementary views on the future development of a company. Basically speaking, we are used to finding two different kinds of people: those willing to invest less time and learning in the short run, but willing to get faster results, and those willing to invest more time and learning in the long run, but not needing to get such fast results. The second kind of professionals work on the solid growth and development of their companies and have to rely on a broad base as they were willing to join the international competition arena of the multinational players setting up in Brazil. Maybe due to their age or cultural background, different managers have also different expectations as regards their return on investment for their careers. Some have already spent more than 15 years abroad and reached a good level of business and interesting experiences, whereas others have just about 5 years as expatriate managers and still have more expectation towards the future, by means of long-term self investment and expectations of future promotions and client portfolio development.

3) Measuring the opportunity cost also in terms of timeframe, looking for a common balance result unifying the different trends in the company and adding value as a long-term perspective.

All managers working in setting up a company in Brazil have an important role, on behalf of their Nordic shareholders but also on behalf of clients who choose their competence and skills. The biggest challenge every manager faces nowadays is how to become even more efficient in determining the opportunity cost of investing in change programs and actions. The first one refers to the

Continued on page 46





After all, are we in a crisis or expecting one?

IN VIEW OF THE SCENARIO AND AVAILABLE INFORMATION AND, ESPECIALLY, THE HISTORY OF THE BRAZILIAN ECONOMY, ARE EXECUTIVES PREPARED TO TAKE ADVANTAGE OF THE LATENT OPPORTUNITIES OF THE MOMENT?

Since the last quarter of 2008, there is a scenario in Brazil that we are entering a crisis, or we are in a crisis or fatally we will enter a crisis. Some more optimistic people, who are getting fewer and fewer, state that we will not be affected by the world financial crisis. Actually, we've seen this all before on other occasions in past decades and the consequences were always the same: reduced economic activity, reduced workforce and companies closing their doors or being absorbed by others. The statistical figures already existing today show the same scenario.

No matter what the origin and complexity of the crisis, the ways of fighting its consequences are well known, especially for the executives who since the beginning of the 1980s have been experiencing all the crises which have passed through Brazil. With or without inflation, with high or low interest rates, with low financial liquidity or not, with or without recession, immediate actions must be taken in order not to jeopardize the sustainability of corporations over the next few years. At the same time, taking advantage of the new opportunities that emerge on these occasions, one must try to make new business through the use of innovative strategies in every organization. Now, if the market is undergoing a major change, maybe at a faster pace than on the other occasions, there is nothing more logical or necessary than to also adjust our business model and consequently our strategy and operating processes.

Every crisis has its own inertia which is different in each country. The year 2009, due to the situation of having a tighter world financial liquidity, will not have a scenario without ups and downs. But we will not succumb. After all, the international reserves

will help us inasmuch as it is possible. And if we look at 2010, a year of general federal and state elections, we know that historically there are always good business opportunities with the government. The bad side, however, is that certainly in 2011 we will really have, once again, a large financial squeeze. There has never been a change of government, since the return of free elections, where this has not occurred. Are we, executives, prepared to take advantage of the business opportunities that emerge in this constantly oscillating economy? Are our business models, strategies and processes adjusted and ready to grab the slices of the market we desire and need? Are our Human Capital, Organization and Systems able to react and operate in a manner that is concurrent with processes optimized for the new situation?

We have accompanied the reaction of several companies here in Brazil, and their actions are always quite orthodox. They always begin by cutting down on costs, as if this action was not something important in times of economic growth. Within this common practice, costs are cut in a linear fashion, independently of the productivity of each process where the cut is applied. They cancel training, events, trips, new hirings, promotions, salary increases, investments, marketing campaigns, etc., etc., often without a more selective and deep analysis of business processes.

It is obvious that trimming costs must always be a concern, not only in times of crisis. It is also obvious that we must always minimize our costs thinking about the organization's Value Chain. More than generating profits, we must think about the values we add to our clients. There is no use adopting

cost-cutting measures if concomitantly we do not carry out an analysis of our business model, strategy and processes.

While several companies opt to reduce their investments, others, eyeing new business opportunities in new and even old markets, take advantage of the low prices of shares, equipment and services, adjusting themselves adequately to the new business model or strategy for the short or medium term. Competition continues and only the best will survive. No matter what the size. History has already shown and continues to show that large companies break down the same way as small ones. Only they do so in a louder fashion and with greater damage to society as a whole. After all, in what crisis are you at the moment? That of the past, present or future?

The trend is not for globalization to end, on the contrary, the trend is to become increasingly unique in every way, especially with regard to markets, that is, a globalized economy where everyone contributes to balance and imbalance simultaneously. Having a business model and strategy that do not take this into account means running a risk that needs to be carefully analyzed. The right option between an orthodox or heterodox path will make all the difference in obtaining success. Regardless of the choice, right or wrong, remember that nowadays innovating and changing are basic premises for a possible survival. Don't believe in the eternal life of your company. Innovating and changing will make the real difference. ■

"Dieter Kelber is the executive director of the Advanced Institute of Intellectual Development (INSADI) and Coordinator of Swedcham's Human Capital Committee."

...Crisis Management

Continued from page 17

and external communication, communication within the Embassy, within the teams, with local and Swedish Authorities and Organizations, with the public and with media.

If the Embassy succeeds in communication, the outcome of the crisis can be influenced and it will facilitate the crisis management. Lack of communication, however, could deepen the crisis and promote the spreading of rumours.

The above crisis organization has been put to the test in Lebanon in 2006. Lessons learned from the evacuation of Swedes from Lebanon in 2006 prove that this concept really works. Especially considering the fact that in the beginning of the crisis work, the teams expected to evacuate 200 Swedish nationals and at the end of the evacuation around 8,000 persons had returned to Sweden.

According to our colleagues from Stockholm, this exercise show that persons in the group assembled during these two days together have the know-how necessary to handle a real crisis. We must not forget to work together with the respective Consuls, with other Swedish organizations, the Scandinavian priest, the travel agencies and of course with our Nordic colleagues – and as much as possible with our European colleagues.

Thanks to this exercise, we are now better prepared to work together in a real crisis situation. This exercise has also left us with a feeling of being relatively sure that such a cooperation will work.

I think all participants agree with me that these were two very interesting and instructive days.

The work with crisis management will continue in Rio de Janeiro and São Paulo – and later on in the Northeast of Brazil – focusing on the Nordic cooperation in a crisis situation.

We are looking forward to working together with all Swedes and Scandinavians, Swedish and Scandinavian Organizations and Companies in Brazil wanting to contribute to our crisis organization. ■

"Marie Edström is Third Secretary, Responsible for Consular Matters, and Consular Contingency Specialist"

...Brazilian Chamber

Continued from page 20

"As we are a very open company, we have the ability to work also in Portuguese from Portugal, even though the unification of our language is a reality. We can communicate to all areas of this immense and rich Portuguese-speaking world. Global FK is a Brazilian-Swedish company and through our contacts and expertise we want to connect Brazil, Europe and Africa", says Wellington.

São Tomé and Príncipe (STP) is a good example. Global FK has promoted the potential of the African islands in Brazil and at same time has tried to reignite the cooperation between STP and Sweden, thus anticipating the "from aid to trade", the new course of Sweden's relations with Africa announced by the Swedish government. All the work is done according to the company's strong sense of social responsibility.

"We are producing a documentary about the Jardim de Infância Olof Palme, a kindergarten located in Trindade, the country's second largest city, whose construction was financed by the Swedish development cooperation program. It was opened in 1988, two years after Olof Palme's death and named in his honor. They have survived with severe difficulties since Sweden closed its diplomatic representation in STP in the early 90s. But the director of the school keeps spreading Olof

Palme's legacy to the locals. Now we are looking for partners to help the kindergarten," says Rafael. ■

For more information:

Global Folklig Kommunikation

Främlingsvägen 29 – 126 48

Hägersten - Sweden

Telephone: +46 8 726 994 4 -

Fax: +46 8 4081 0315

E-mail: info@globalfk.com

*Website: <http://www.globalfk.com>
(under development)*

...New challenges

Continued from page 44

analytical evaluation of invoicing capacity and salary, and the whole remuneration basis for co-workers and other staff members. It is true that most managers have a different approach for working activities. Some have a more technical profile, which may mislead them to a certain extent to perform in a more result-oriented manner, that is to say, in order to better converge into the kind of answer expected by their clients. Others, who are substantially fewer, are used to performing on the other side and have the tendency to be more commercial and less technical. Last but not least, these are even fewer, are those who are focusing less on the technical approach and less on the commercial aspect, but rather trying to get a complete overview of the company's picture by redesigning and reshaping its internal management. At that time they choose only to have one client: their company itself.

As this magazine was going to press, the Legal & Business Committee was scheduled to get together on April 2, to hear from Prof. Marcus Freitas how the world economic scenario may be affecting the Nordic businesses in Brazil and their strategic management. ■

BRAZIL & SWEDEN NORWAY

is a quarterly joint-publication of the Swedish-Brazilian and the Norwegian-Brazilian Chambers of Commerce.

The opinions in this publication are those of authors or persons interviewed and, therefore, do not necessarily reflect the views of Swedcham, the NBCC, or the editor. The articles may be published as long as the source is mentioned. The information in this publication results from the most careful interviews and evaluations. Nevertheless, the use for commercial purposes is not the publisher's responsibility.

Swedish-Brazilian Chamber of Commerce
Rua Oscar Freire 379, 12º andar
CEP: 01426-001 – São Paulo
Tel.: +55 11 3066 2550
Fax.: +55 11 3066 2598
www.swedcham.com.br
Executive Secretary: Jonas Lindström

Norwegian-Brazilian Chamber of Commerce
Rua Lauro Müller 116, sala 2401, Torre Rio Sul
CEP: 22290-160 – Rio de Janeiro, Brazil
Tel.: +55 21 2541-7732
Fax.: +55 21 2275 0161
info@nbcc.com.br
Executive Secretary: Ana Luisa Ulsig Leite

Editor: Laura Reid
laura@swedcham.com.br
Tel: 11 3066 2550
General Coordination and Advertising Sales:
Laura Reid

Graphics/Production:
2:d Comunicação Design
Rua Bela Cintra 1618/2, CEP 01415-001 - São Paulo
Tel.: 11 3083 6380 www.doisd.com.br

Printer:
Sonopress Gráfica, Rua Dr. Edgard Theotônio
Santana, 351 - CEP 01140-030 - São Paulo - SP
Tel.: 11 3383 4500

São Paulo
Al. Franca 1050 – 11 andar
01422-001 São Paulo – SP

swedish-desk@fblaw.com.br
www.fblaw.com.br

FRAGA
BEKIERMAN &
PACHECO NETO
ADVOCADOS



VI ÄR EN ADVOKATBYRÅ SOM INOM DIVERSE JURIDISKA OMRÅDEN
TILLHANDAHÅLLER KOMPETENT, KREATIV OCH EFFEKTIV JURIDISK RÅDGIVNING.
VÅRT MOTTO ÄR SÄKERHET, SNABBHET SAMT PRECISION I
INFORMATIONSPROCESSEN OCH VI STRÄVAR EFTER ATT VARA STÄNDIGT
TILLGÄNGLIGA OCH EN HA NÄRA RELATION TILL VÅRA KLIENTER.

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
- Miljörätt
- Arbetsrätt
- Förvaltningsrätt (anbud, reglering, projekt för infrastruktur, privatiseringar, gruvdrift...)
- 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)

KONTAKTA OSS I BRASILIEN PÅ swedish-desk@fblaw.com.br
Och I SVERIGE GENOM SVALNER PÅ bjorn.martensson@svalner.se

CONTATE-NOS NO BRASIL: swedish-desk@fblaw.com.br
NA SUÉCIA, CONTATE SVALNER: bjorn.martensson@svalner.se

VOLVO OCEAN RACE

A MAIOR REGATA DO MUNDO

CORAGEM - DETERMINAÇÃO - RESPEITO AO MEIO AMBIENTE

De 20 de março a 11 de abril na Marina da Glória - RJ



VIDA AO EXTREMO!

www.volvooceanrace.org

VOLVO
OCEAN
RACE

2008-2009