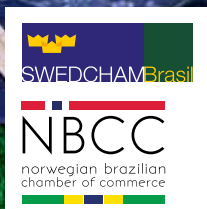


AUGUST - NOVEMBER 2018

NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION

Chamber cheers on Swedish team in World Cup



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NordicLight

is the quarterly publication of Swedcham and NBCC



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Chamber cheers on Swedish team during World Cup



It was a great achievement for Sweden to make it to the quarter finals, thus being one of the eight best teams in the world!

World Cup 2018 in Russia had a special flavor for Swedes. This was Sweden's first World Cup since making it to Germany in 2006. This time, they made it to the quarter finals with a great performance and enthusiasm!

In the qualifying games, despite beating France, Sweden was runner-up to "Les Bleus" in their qualifying group. Then they beat four-time champion Italy 1-0 over two legs in the playoffs to book their place in the Cup. Italy comes only after Brazil and ties with Germany in number of titles!

In Russia, Sweden was placed in group F along with world champions Germany, Mexico and South Korea yet finished top with six points, and saw Germany go home earlier even though it was the 2014 champion.

In all games Sweden played in this World Cup, Swedcham members, families and friends got together to root for the team at the Chamber's premises in São Paulo whether for breakfast, brunch or lunch marked by lots of enthusiasm and fun, and of course a bit of anxiety!

And they did not do this alone, since the Brazilian



media was ever present: Rede Globo, GloboNews, Bandeirantes, SBT, ESPN and Fox Sports were there to cover all the games, interview participants and root with the Swedes. "We have had a lot of fun, and as icing on the cake the Chamber got a lot of visibility on national TV," says Managing Director Jonas Lindström. "I meet people all the time who say that they saw us on TV, it may be taxi drivers, people at the bakery or even on the street".

In a nutshell, Sweden premiered on June 18 with a 1-0 victory over South Korea and lost 2-1 against Germany in a nervous game on June 23. Then it beat Mexico 3-0 on June 27 and qualified for the quarter finals. In the Sweden vs. Switzerland game on July 3 it won by 1 goal but unfortunately it bid farewell to the World Cup after losing 2-0 to England on July 7.

"The next challenge for the Swedish football heroes is making it to the UEFA Euro 2020 tournament and then, of course, to next FIFA World Cup in Qatar in 2022. The team has many young talents, and the future looks bright," says Lindström, "so we expect to arrange more parties like this both in 2020 and 2022." ■



A market update from São Paulo

Picking up the pieces

Finally, Brazil shows some positive signs of recovery. Although unemployment has increased in the last months according to IBGE, the manufacturing industry presented a 4.0% growth in the first quarter of 2018, the third positive result in a row, despite the devalued currency. In fact, CNI's survey on the industry's confidence shows that local manufacturers have the same level of optimism about the economy as prior to the crisis in 2014.

Indicators of the Brazilian economy



The services sector also started picking up last year and the general GDP has shown consistent signs of recovery. So now, the private sector has only to pick up the broken pieces and deal with the new business landscape brought by the recession.

With heavy hearts, we saw some good Swedish companies close their operations in Brazil due to lack of business. On the other hand, the devaluation of the Brazilian currency opened the door to new entries by foreign companies through acquisitions. As a result, the crisis initiated in 2014 has changed the picture in Brazil.

In light of these facts, we at Business Sweden decided to take a new look at the scenario of Swedish companies that are engaged in business with Brazil. In the past we used to say that there were around 200 compa-

nies established in the country, but is this still true?

Using our networks, lists of established companies, archives of former clients and continuous updates with companies that have contacted us, Business Sweden is developing an extensive mapping of Swedish businesses that have some form of presence in Brazil. This includes both companies legally registered and companies selling their products directly or through a local partner. Bearing in mind that we are continuously updating our database and that this does not represent the whole picture yet, find below some preliminary results:

Number of Swedish companies in Brazil



- **At least 287 Swedish companies are currently doing business in Brazil.** This number is expected to become much higher as it includes not only legally registered Swedish businesses but also businesses working through agents, representatives and distributors.
- **The number of legally established Swedish companies has decreased.** Until this point, we have identified 122 companies that maintain a legal entity in Brazil. Here we know that the economic recession has had some negative impact on the number, which can be proved by the number of companies that Business Sweden supported closing their subsidiaries during the past years.

- **Around 15% of the registered Swedish companies in Brazil have local manufacturing.** The great majority of these 18 companies have their plants in the state of São Paulo.

Optimism and commitment

Despite all challenges, we at Business Sweden recently received confirmation of continued commitment to the Brazilian market from several of the leading Swedish companies. The confidence of the Brazilian industry in the economy was shared by the C-level representatives at the Swedish annual steering group meeting of the Brazil-Sweden Business Leaders Forum, which took place at Business Sweden's office in Stockholm on May 15.

The bilateral high-level Brazil-Sweden Business Leaders Forum takes place bi-annually, often in conjunction with governmental visits, with the goal to deepen relations between both countries, by identifying new areas for collaboration, discussing common challenges and coming up with concrete joint actions for societal and industrial growth. Companies such as Autoliv, ABB, Aker Solutions, EKN, Ericsson, SEB, SEK, Saab, Scania, SKF, Stora Enso, Volvo, Embraer, Gerdau, Stefanini, União Química and WEG are current members of the Forum.

In this exclusive meeting gathering the Swedish side, global CEOs and high-level representatives from the Swedish government had the chance to discuss the business situation in Brazil. They all agreed that Brazil is still a prioritized market and strategic partner to Sweden and Swedish companies, based on countless opportunities and despite the many challenges. Meaning: Swedish companies will continue to invest time and resources into Brazil.

Below are some points of view shared by some of the leading Swedish companies, which will guide Swedish business in Brazil over the next years:

- **Deeper engagement with public stakeholders is essential.** Regulatory barriers and lack of incentives to R&D activities represent major challenges to the industry in Brazil.



Swedish steering group meeting of the Brazil-Sweden Business Leaders Forum in Stockholm.

- **Efficiency is still a main problem.** Companies will be seeking digital solutions and investing in professional education in order to increase the productivity of their operations.
- **Increase exports from Brazil is a major goal.** Swedish companies want to further explore Brazil's potential as a South American hub for exports.

On the topic of professional education, industry 4.0 and innovation, we at Business Sweden have established a close relationship with SENAI, the Brazilian National Service of Industrial Training. Representatives from SENAI were also invited to the annual steering group meeting as an external speaker, which was then followed by a visiting program for them in Sweden. The next step will be to arrange joint activities during the Sweden-Brazil Innovation Weeks in November.

The 3rd bilateral high-level Brazil-Sweden Business Leaders Forum will take place in March 2019, representing an opportunity for Swedish and Brazilian companies to find new ways to collaborate. The next Forum will set new activity plans for both sides going forward.

For more information about participation, contact Andreas Rentner, Trade Commissioner for Brazil at Business Sweden:
andreas.rentner@business-sweden.se



The Swedish Chamber of Commerce in Brazil was founded in 1953, meaning that we celebrate 65 years of existence this year, but we have no plans to retire! We are a very active and vital old timer, always open to new initiatives in order to adapt to new trends in the modern society. We have become very present on Social Media and our Facebook page has more followers than ever and we have also started to do online transmissions of some events. The Virtual Swedcham project has really been a success in terms of exposure outside our own "traditional circles".

In April, we had the Annual General Assembly and we were happy to welcome three new very competent board members: Ana Lundberg/ABB, Malin Håkansson/EGGS Design and Hans Sjögren/Ericsson. Nathalie Trutmann/Hyper Island and Anders Jansson/ABB left the Board and we thank them for their dedicated work for the Chamber over the last years.

In May, one of the highlights was the opening of Saab's SAM plant in São Bernardo do Campo. The pre-assembly of the Gripen fighter will be done there and the final assembly in Gavião Peixoto.

The World Cup in Russia was a success for the Swedish team. In fact, it was a great achievement just making it to the Cup, leaving both Netherlands and Italy out of it. On pages 4 and 5 you can read more about the games in the Cup and the massive interest from the Brazilian media to broadcast the events we organized to cheer for the team, which made it all the way to the quarter finals.

Before the next edition of **NordicLight** there will be important elections here in Brazil and in Sweden. There is a strong consensus among our members that both countries will need new governments with solid support in their respective Parliaments as from January next year. Use your right to vote – but do it with sense and sensibility, our two countries need and deserve it!

Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



This edition is covering very relevant subjects, all of them present on the national and global business agenda, like gender equality in business, new international tax rules and the decommissioning scenario in Brazil. At NBCC, our committees have been very active, organizing debates and events covering the most relevant subjects for our associates, sharing information and promoting cooperation. Your participation is very welcome!

The Brazilian economic recovery has started, but the political scenario is still not clear and regulatory changes are still causing noise, but society is clamoring for efficiency and transparency, and democracy is the way to continue.

The world is facing important changes, O&G business environment is returning to a growing scenario, and oil companies are strongly investing in renewable energy, creating new sources of opportunities.

We are already seeing new companies starting operations in Brazil, bringing more competitiveness and opportunities.

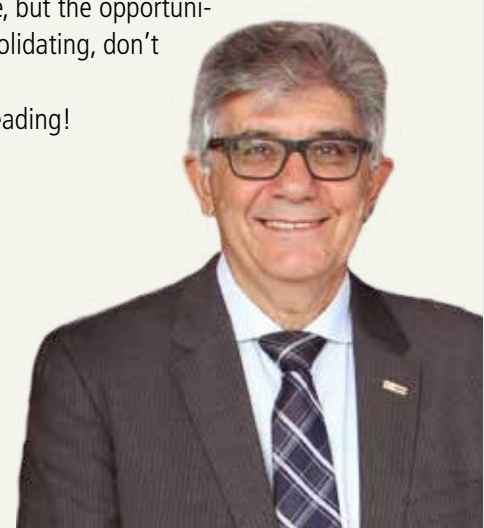
In Brazil, investments in O&G are progressing with strong commitments of oil majors for long-term developments, including important participation of the Norwegian Industry.

In September, Rio de Janeiro will be hosting the international Rio Oil & Gas Expo and Conference. We expect a massive presence of visitors, strongly motivated by the industry recovery and the size of investments forecasted for the coming years in Brazil. NBCC will be organizing the traditional Networking Dinner, where our community will have the opportunity to meet all players of the O&G industry.

Challenges are still in place, but the opportunities are already being consolidating, don't miss it.

Thank you and enjoy the reading!

Rachid Felix
Chairman,
Norwegian-Brazilian
Chamber of Commerce





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IKEA in Curitiba

*By Otávio Lucchese**

When I mention that IKEA has been in Curitiba for quite a while, many people are surprised. After all, nowhere in the world would a standard IKEA store go unnoticed. Anyone who has seen one knows what I mean! However, I am not referring to one of the famous stores of the Swedish giant, with its vast range of practical, beautiful and top-quality furniture with unbeatable cost-benefit (not to mention the traditional Swedish meatballs served in the stores' food court!). IKEA has been in Curitiba for almost 10 years with its supplier development team.

The Brazilian operation predominantly supplies IKEA's market in the USA and Canada, and 80% of its output consists of finished products made of solid wood. Its range of textiles and leather related products is also beginning to be developed in Brazil, reaching an additional 15% of the whole export from Brazil. To a global company like IKEA, the volume of exports is not large, but is significant and has exhibited sound growth.

We spoke to IKEA's Managing Director in Brazil, Santiago Antoranz, a Spaniard who has been living in Curitiba since 2009. In spite of my persistent enquiries as to when IKEA will open a store in Brazil (almost a campaign for the arrival of IKEA stores in Brazil! I even offered to help!), Santiago makes it clear he does not work with the retail operation. Hence, he is not able to comment on that possibility, not even if he knew anything.

During our conversation, it became clear to me that the presence of the supplier development team here in Curitiba does not mean that the company is preparing to establish a retail operation in Brazil. On the other hand, it did not seem to me that the idea is off the table either. Indeed, IKEA has recently announced it will open stores in Chile, Colombia and Peru under a franchise agreement with the Chilean retailer Falabella.

Whether or not Brazil is on IKEA's plans is still unknown. Nevertheless, I can't help thinking it may



Santiago Antoranz

happen soon! So far, we can say the Brazilian supply operation of IKEA products is doing well. It is worth emphasizing that IKEA strives for long-term partnerships with its suppliers, including, among other issues, competitive offers, with high quality, compliance with universal and local standards, and at the proper time to secure availability and sustainability. IKEA's supplier accreditation process is strict, demanding a high degree of commitment and technical capabilities from suppliers.

Being able to supply a quality product is a prerequisite, but it does not suffice to turn a company into an IKEA supplier, states Santiago. Needless to say, the presence of Santiago Antoranz' team in Brazil reflects IKEA's solid commitment to the preservation of its values. Being close to new suppliers is fundamental to ensure the integrity and sustainability of the whole production process.

In doing this, the Swedish giant secures its excellence and continues to satisfy its customers, not only with the design and quality of IKEA products, but also with the certainty that, throughout the whole supply chain, there will always be a 100% sustainable production that is aligned with its commitments.

All in all, IKEA's footprint has already been in Brazil for almost 10 years. Let's hope this will also attract IKEA's retail operation to Brazil. Many are cheering for this to happen!

***Otávio Lucchese** is a lawyer, international consultant at Rolim, Viotti e Leite Campos Advogados, partner at Törngren Magnell's Brazil Desk and representative of Swedcham in Curitiba.

Tecnologia

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SAAB

Embassy Update



Team Sweden Brazil meeting in Stockholm

On May 16, the State Secretaries Oscar Stenström from the Ministry for Foreign Affairs and Niklas Johansson from the Ministry for Enterprise and Innovation gathered the Swedish stakeholders from ministries and agencies to a Team Sweden Brazil meeting in Stockholm. At the meeting, with some 40 participants, the state secretaries underlined the importance of the bilateral relations between Sweden and Brazil and encouraged the participating ministries and agencies to engage in Brazil. Ambassador Per-Arne Hjelm born gave a presentation about the current political situation with the upcoming elections and underlined the great interest from the Brazilian side on Swedish solutions and products.

Some of the agencies that already have cooperation with Brazil gave presentations. Vinnova, Business Sweden, KTH, SAAB, Innovair and SISP presented their cooperations and working methods in order to inspire and learn from each other. The participants were encouraged to plan activities during the upcoming Sweden-Brazil Innovation Weeks from November 18 to 30 in Brazil. There was great interest from the participants and willingness to engage more in Brazil.

Ingmar Bergman centenary in Brazil



(From the left) Sergio Moricone from Cine Brasília, Helen Beltrame Linne, former director of Bergmancenter in Fårö, and Swedish Ambassador Per-Arne Hjelm born.

Ingmar Bergman might be the best-known Swede of all time. Swedish Embassies around the world are celebrating the centenary of Ingmar Bergman during 2018 showing his movies and arranging seminars about his work. The Embassy of Sweden in Brazil will celebrate Bergman throughout the year in partnership with the Swedish Institute, Helen Beltrame Linné, former director of the Bergmancenter on the island of Fårö, and Brazilian FJ Cines.

The opening of the celebrations in Brazil took place in Cine Brasília on July 13 with the viewing of the iconic film "Persona". São Paulo was the next stop and from June 28 till July 4 the Bergman 100 Movies Exhibition—the biggest celebration of Ingmar Bergman in Brazil in 2018—took place. The festival was also confirmed for Porto Alegre, Goiânia, Belém and Recife in July, and was under negotiation with other Brazilian cities as this article was being written.



Seminar on gender equality at the National Congress in Brasília.

Gender equality

In partnership with the Embassies of Denmark, Finland and Norway, the Embassy of Sweden held a series of debates in Brasília about female presence in politics. From June 11 to 13, seminars on gender equality and women's political representation at the National School of Public Administration (ENAP), the University of Brasilia and the National Congress gathered an audience eager to interchange the experiences and challenges faced by women in Brazil, Latin America and in the Nordic countries.

Sweden was represented by Maria Leissner, currently ambassador at the Foreign Ministry in Stockholm and formerly the leader of the Liberal Party in Parliament. Ambassador Leissner stressed that "there is no democracy without public participation of women. In fact there is no future without the total emancipation of women."

The Swedish government was the first in the world to declare itself feminist. All ministers in Sweden have the obligation to ensure gender equality in their area of responsibility, something that has been vital for the continued economic growth of the country.

**This column was written by Pernilla Josefsson Lazo, Cecilia Lif, Faraz Davani and Glaucimara Silva.*



Cecilia Lif (left) and Pernilla Josefsson Lazo

Thanks Pernilla and Cecilia!

In July, Minister Counselor Pernilla Josefsson Lazo and Counselor Cecilia Lif left their positions at the Embassy in Brasília.

Pernilla has worked for five years at the Embassy as deputy head of mission and is now moving back to Stockholm to assume the position as director for the chancery of the Stockholm based ambassadors at the Ministry for Foreign Affairs.

Asked about her experiences in Brazil, she said: "the past five years have been fantastic both professionally and privately. I have so many great experiences including from the World Cup 2014, the Olympics, promotion events, royal visits and developing the Lucia celebration at the Embassy. One of the best parts has been the cooperation with our fantastic team at the Embassy and the Team Sweden Brazil at large. These relationships have been very rewarding and I hope to be able to meet up again in Sweden in the future. Brazil is a fantastic country with challenges and great potential. It is very difficult for me and my family to leave but also exciting to go back home after 18 years abroad. Brazil will always remain close to my heart."

Cecilia has worked as trade promoter at the Embassy in Brasília since 2015 and will now continue this work at the Embassy of Sweden in Washington DC.

"It has been a great and fascinating experience to live and work in Brazil these past three years," she said. "The best things professionally have been the great cooperation within Team Sweden Brazil, doing the Sweden-Brazil Innovation Weeks and working with Swedish companies present in Brazil. It is an easy job being a Swedish trade promoter since the Swedish companies are so in the forefront when it comes to great products, innovation and social responsibility! We have also done great cultural events such as AccessAbility and this year the Bergman centenary. Also for my family it has been a fantastic time. We have made so many great friends and visited amazing places – the beaches of Bahia, Foz do Iguaçu, the Carnival and Olympics in Rio and the Amazon among others. We will all miss Brazil a lot!"

We wish them both the best of luck and *até mais!*

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Sweden *in* São Paulo

*By Peter Johansson
Honorary Vice-Consul*

It is very rewarding to be able to bring positive signs about Swedish investments in our region in this edition. This is a sign as good as any of the importance that Swedish companies give to the Brazilian market and especially the state of São Paulo.



(From the right), Consul General Renato Pacheco Neto and Swedcham Managing Director Jonas Lindstrom during the inauguration of the Scania plant. (Photo by Wagner Menezes)

New Scania plant focuses on exports

Truck and bus manufacturer Scania opened a new plant attached to its already big installation in the city of São Bernardo do Campo on June 25. The plant will send its products to over 30 countries and increase the production volume by over 40%, so it goes without saying that the inauguration event was full of dignitaries, among others Mayor Orlando Morando and Consul General Renato Pacheco Neto.

The plant, called XKD, was built in a record time of four months and required a R\$ 15 million investment. "This is the only plant in the world which is a mirror of our headquarters in Sweden," said Christopher Podgorski, President and CEO of Scania Latin America. ■



(From the left) Juan Orellana (coordinator of the Nordic Week in Marília), Wilson Alves Damasceno (President of the Marília Municipal Chamber), Peter Johansson, City Councilor Maurício Roberto and City Councilor José Luiz Queiroz (second vice-president of the Chamber).

Nordic Week in the city of Marília

Upon the initiative of the International Relations Department of the universities UNESP and UNIMAR, diplomatic representatives from all Nordic countries were invited to participate in the first Nordic Week in the city. Unique in its format, the Nordic Week of Marília brought together business activities as well as presentations about public policies, education, mini language courses, a movie festival and much more.

For three days packed with events, the representatives of Sweden, Vice Consul Peter Johansson, and Finland, Educational and Scientific Coordinator Jarkko Wickström, got to know more in-depth the opportunities of the region of Marília, including the cities of Pompeia and Garça. Having been very well received by a delegation led by the Mayor of Marília, Daniel Alonso, both gave much appreciated presentations about the bilateral relations between Brazil and their respective countries. Johansson continued the agenda by visiting the Center for Technological Innovation of Marília (CITec), the universities UNESP, UNIVEM and UNIMAR as well as the educational center "Shunji Nishimura", and also visited local technology companies and held a bilateral meeting with the Mayor of Pompeia, Tina Januário. ■

Saab presents aerostructures plant in São Bernardo do Campo

With the presence of some 150 dignitaries from the Swedish business community in Brazil, representatives from the Brazilian Air Force, the São Bernardo do Campo City Hall, the ABC Metalworkers' Union, industrial partners, etc. Saab presented the much-awaited aerostructures plant (abbreviated "SAM") in São Bernardo do Campo in early May. The event also counted on the presence of Saab's Senior Vice President and Head of the business area Aeronautics, Jonas Hjelm, among other top company executives. ■ (See full article on pages 26 and 27)

TRANSFORMANDO TENDÊNCIAS EM OPORTUNIDADES



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The National Day celebration is an event for the whole family and attracts a large number of children and youth.



Vice Consul Peter Johansson, Consul General Renato Pacheco Neto, Swede of the Year 2018 Susanne Alneng Osborn, and Ambassador Per-Arne Hjelmhorn.

National Day at Scandinavian Church

By Peter Johansson
Honorary Vice-Consul

One of the most pleasant events the Swedish Consulate organizes every year is of course the celebration of our National Day, which this year occurred on June 3 at the Scandinavian Church in São Paulo. Despite the complicated strike among the Brazilian truck drivers as well as the preceding holiday of Corpus Christi, around 250 people turned up for the event. The Consulate's goal with the celebration is that it should be a family event mixing adults of all ages with children, the elderly with official representatives of other Consulates and authorities, this way making it a light celebration with an official touch.

According to tradition, the day started with a church service led by our "flying priest" Åsa Ström Broman, whose positive words were framed not only with the habitual Swedish psalms, but also with the beautiful classical music performed by Anders Carlén and Carmen Cytrangelo playing among others music from the Swedish composer Wilhelm Stenhammar.

Fortunately enough the weather permitted that the Swedish and Brazilian flags were hoisted on the way from the church service to the festivities in Scandinavium. There the participants were greeted by Consul General Renato Pacheco Neto followed by a speech by Ambassador Per-Arne Hjelmhorn, summarizing the activities during the last year and providing some well put words about the future as well. The state government was represented by the Governor's special international advisor Ana Paula Fava, emphasizing in her speech the long relations between the countries and the weight of the



Ana Paula Fava, special adviser for international affairs to the Governor of São Paulo.



The musical entertainment provided by Marcelo Jönsson was very much appreciated.

state of São Paulo for Swedish interests in Brazil.

This year there was also the possibility to try floorball, which is a sport with Swedish origins, combining hockey with futsal. The sport is growing considerably in Brazil and there are teams playing regularly not only in the South and Southeastern parts, but as far north as Piauí.

Swedish and international music was provided by Marcelo Jönsson, whose timbre and perfect mix of oldies with more modern music animated the already happy crowd. For sure there was also no lack of tasty Swedish delicacies, akvavit and Absolut Vodka, which for us didn't make the mood any worse.

Towards the end of the pleasant get-together the Swede of the Year was presented and in 2018 the prestigious prize went to a happily surprised Susanne Osborn. Susanne, who has been active in organizing the Scandinavian Fair for quite some years now, was awarded for her important contribution and being an example to the community.

The Consulate General would like to thank all who came and made the National Day 2018 unforgettable and of course all our company sponsors and collaborators, who made the event possible! ■



With its cocktail format, the celebration is an opportunity to mingle and get to know all from the Swedish community.



Throughout the event, there was the possibility of trying out the exotic Swedish sport of floorball.

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SELAM brings Seu Jorge to Sweden



(From the left) John Thörling, Johan Egerbladh Eurenus (SELAM), Elisa Sohlman, Seu Jorge, Ekaterina Leonova, Kellyane Moreira and Sharif Pakzad. (Photo courtesy of SELAM)

In his first visit to Sweden as part of his world tour "The Life Aquatic: a Tribute to David Bowie", Seu Jorge received Brazilcham Sweden for an exclusive interview at Nalen, where the performance took place later on the same day, June 19. One of the biggest stars in Brazil, the singer and composer expressed great satisfaction for being in Stockholm and, despite having the tickets for his concert sold out a couple of weeks before his arrival, he spoke humbly about his recognition in the capital of Scandinavia. Rather than fame, he seemed more interested in social questions such as anti-discrimination and being able to spread those values through his work.

The show was marked by the interaction between the singer and the audience. Seu Jorge enchanted the audience leading it through a very special journey. With a remarkable rhetorical talent, he painstakingly and, at the same time engagingly, detailed the first contact with the producers of the film, *Life Aquatic*, and unfolded another personal reason for the tribute—three days after Bowie's death, his father passed away.

Seu Jorge expressed how much these two losses left him

deeply shaken and after this turmoil of emotions, he sang and honored both. At the end, Seu Jorge broke the "protocol" and presented all with a pot-pourri with some of his well-known successes, making the audience delirious.

SELAM, an independent, non-governmental, non-profit culture organization with offices in Stockholm and Addis Ababa is responsible for the organization of the event in Stockholm. "We are honored for being able to bring great artists from Brazil. You have such a rich culture and it talks directly to our hearts, so expect more news from us," said Johan Egerbladh Eurenus, Head of Productions at SELAM.

Brazilcham would like to thank SELAM for the concert and interview and looks forward to a closer cooperation with them. ■

Seu Jorge at Nalen, full house! (Photo by Elisa Sohlman)



Brazil's first match at World Cup 2018

Photos by Livia Fetal

On June 17, Brazilcham, in cooperation with *Hotel At Six*, organized an event on the occasion of the first match of Brazil at FIFA World Cup 2018.

The evening was opened by Mr. Marcos Pinta Gama, Ambassador of Brazil, and Dr. Christian Schoenenberger, Ambassador of Switzerland; who welcomed guests from the business sector and members of the diplomatic corps in Sweden, among others.

The evening, a tradition at Brazilcham, was interspersed with Brazilian rhythms, food and a good Swiss cheese. We would like to thank Stadler for their sponsoring and Dona Doceira for their cooperation. ■



(From the left) Hugo Oljemark (Brazilcham), Dr. Christian Schoenenberger, Ambassador of Switzerland, Elisa Sohlman (Brazilcham) and Mr. Marcos Pinta Gama, Ambassador of Brazil.



In cooperation with Hotel At Six, the event was held at the terrace of TAK, a roof bar with one of the best 360-degree views of Stockholm.



The evening was intermingled with Brazilian rhythms and the audience could enjoy the performance of Samba Angels and Capoeira of Mestre Coqueirinho and Mestre Eurico.

The evening counted on the support of the Swiss Embassy and the sponsorship of the Swiss Stadler, specialized in railway manufacturing. Here Ambassador Schoenenberger (center) with representatives of Stadler.

PQR making innovative engineering in Brazil

Growing internationally and believing in the recovery of the Brazilian market, PQR International has been operating in Brazil since 2016. Last year, MA2 Projeto & Gerenciamento and PQR do Brasil announced the merger of their operations, creating the new company PQR MA2 Engenharia & Consultoria, which offers consulting services in engineering and integrated projects for electrical and hydraulic installations, fire protection, automation and air conditioning, focusing mainly on 3D projects in BIM environments.

The objective of this union is to strengthen, expand and improve their performance in the Brazilian market, adding the quality and international expertise of PQR to the portfolio and local experience of MA2, maintaining the mission of bringing innovative solutions to their clients, and increasing the quality and operational efficiency displayed by both companies.

(Counterclockwise, from top right): Johan Fager (CFO), Cristian Battocchio (CEO), Lygia Casanova (Project Manager), Viviane Campos (Project Manager), Azarias Macedo Jr. (COO), Mikael Bisther (Chairman of the Board), and Fariba Sarshad (Managing Director, USA).



"Brazil is a country with a bright global future. It is rich in resources, climate, and friendly, hardworking and talented people," says Mikael Bisther, Chairman of the Board. "The opportunity for growth of Brazil is tremendous. We are proud to be in Brazil and grow with it, thanks to our fantastic Brazilian team and their expertise, motivation and ability to see challenges as an opportunity. Our goal is to provide innovative engineering for all types of industries, hospitals, commercial buildings and data centers."

According to CEO Cristian Battocchio: "always believe in hard work and in the success of doing things in an innovative way—these are the basic attitudes that transform the impossible into an opportunity, this is how we started the PQR in this country: from an idea in Sweden to a reality in Brazil."

The two companies have histories and services that complement each other.

About PQR

Of Swedish origin, PQR is an international engineering consulting firm, with offices in Europe, and South and North America. The company has been in operation since 1984, having delivered more than 10,000 projects during this period. With expertise, know-how and commitment to excellence, PQR offers consulting services in installation engineering, always valuing its relationship with clients and offering high quality services.

About MA2

Since 1995, MA2 has set itself apart from the competition by understanding the needs of its clients and proposing innovative solutions that are compatible with their realities. With approximately 2,000 projects developed, MA2 provides project engineering and installation consulting services, focused on creativity, quality, proximity with clients and the development of its people. ■



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A photograph of three men in dark suits and ties shaking hands in a large industrial hangar. In the background, a Gripen fighter jet is visible, with its distinctive canards and wings. The man on the left is Mikael Franzén, the man in the middle is Cesar Augusto T. Andrade e Silva, and the man on the right is Jonas Hjelm. They are all smiling and looking towards the camera.

Saab Aeronáutica Montagens (SAM) is presented in São Paulo State

(From the left) Mikael Franzén, Cesar Augusto T. Andrade e Silva and Jonas Hjelm.

On May 9, the new facilities of Saab's aerostructures plant in São Bernardo do Campo—Saab Aeronáutica Montagens (SAM)—were officially presented. Around 150 guests attended the event, including representatives from the Brazilian Air Force, the São Bernardo do Campo City Hall, the ABC Metalworkers' Union, industrial partners, and representatives of the Swedish community in Brazil as well as national, regional and specialized defense press.

Jonas Hjelm, Senior Vice-President and head of the business area Aeronautics, and Mikael Franzén, Head of the Gripen Brazil Business Unit, spoke about Saab's role in the global defense market and the progress of the Brazilian Gripen Program.

"This is another important step for us in the Gripen Brazil program to, together with our partners, deliver what we promised to the Brazilian Air Force and the Brazilian society," said Hjelm.

"It was a major milestone to finally be able to show the facilities where the SAM factory will be. We are now in the phase to produce the tooling and

platforms required to build the sub-assemblies for Gripen E and F in Brazil," Franzén completed.

During his presentation, Franzén called to the stage the President and CEO of Akaer, Cesar Augusto T. Andrade e Silva, to formalize Akaer's share participation in SAM and further strengthen this solid long-term partnership. Akaer acquired 10% of SAM, and Saab increased its shares in Akaer from 25% to 28% in a stock swap operation.

"Saab and Akaer have been partners since 2009. We have been contracted by Saab to develop parts to the fuselage of the Gripen fighter, even before Saab was down-selected for negotiations to re-equip the Brazilian Air Force. Since then, Akaer delivered over 550,000 engineering hours in the Gripen project, both in Brazil and in Sweden, with a significant transfer of technology. Akaer moves forward now to consolidate itself as a Tier 1 company", said Andrade e Silva.

The General Manager of SAM, Marcelo Lima, presented the aerostructures that will be produced in SAM, which are the tail cone, aerodynamic brakes, wing box, front fuselage for the single-seat



Marcelo Lima, General Manager at SAM, gave a detailed presentation about the plans for the factory.

(From the left) Peter Johansson, Andreas Rentner, Nils Grafström, Jonas Lindström and Renato Pacheco Neto.

and two-seat versions and the rear fuselage for the single-seat version of the aircraft. He also explained about the stages of hiring employees, training and qualification in Sweden and the preparations for the plant to be operational in 2020.

To have the Gripen full-scale replica inside the facility made a great impact on the audience, giving them a deeper perspective on the importance and grandiosity of a supersonic aircraft development in Brazil. The guests were excited about the opportunity of taking pictures inside the cockpit.

The guests were able to walk through the 5,000m² hangar and, among other things, learn about the history of the Gripen Program and the Brazilian partners, such as Embraer, Akaer and AEL Sistemas. In a separate area of the facility, attendees had the opportunity to take a 3D virtual tour inside Gripen's future aerostructures plant in Brazil.

Saab also highlighted relevant figures of the technology transfer program and stressed the importance of SAM as part of Saab's global supply chain. Currently, more than 140 professionals have returned to Brazil. Most of them are working on aircraft development in the Gripen Design and Development Network (GDDN). In total, 350 Brazilian professionals will go through the on-the-job training in Sweden.

"This event had two major objectives: the first was to present the area and the plans for SAM, and the second was to talk about the progress of the Gripen Program in Brazil," said Cristiana Pontual Norinder, communications director at Gripen Brazil. "The Gripen program is an impressive project, especially in terms of technology transfer for Brazilian industry, and SAM is a concrete example of this."



Advisory Council visits SAM

Swedcham's Advisory Council held its latest meeting at Saab's new aerostructures facilities on May 10, when it had the unique opportunity to meet with Saab executives and hear about the latest developments in the Gripen program for Brazil and the next steps of SAM.

After Swedcham Chairman Nils Grafström opened the meeting, the Council received a business update from the Chamber (Managing Director Jonas Lindström), and reports from the Swedish Embassy (Ambassador Per-Arne Hjelmborn), Business Sweden (Trade Commissioner Andreas Rentner) and the Consulate (Consul General Renato Pacheco Neto).

This was followed by presentations by Luiz Hernandez, Industrial Cooperation Director for the Brazilian Gripen Program, and Marcelo Lima, General Manager of SAM.

Council members were also able to see a full size replica of the Gripen fighter, as well as a virtual reality station where they were able to see how the factory will look like when ready. ■

Eurocâmaras and the presidential election

*By Renato Pacheco Neto**



Claudinei Reche, President of SKF do Brasil, João Amoedo, and Renato Pacheco Neto.

Eurocâmaras—in cooperation with CAE (European Chamber of Arbitration and Mediation), Club Transatlântico and CEAL (Centro de Estudos da América Latina)—has been organizing a series of very interesting debates. These are being organized with presidential candidates aiming to enable their members, among which many leading European companies, to better make up their own minds about the current politicians and their proposals for a better Brazilian investment framework.

Swedcham was present in the three of them, well represented by its Managing Director Jonas Lindström, voicing out the Swedish industry's main interests. Other Swedcham members also joined the different events. This is very important since it allows a broader exchange of ideas with other foreign companies investing in Brazil, not only Swedcham members, but also in various frameworks with more multicultural and entrepreneurial practices.

Eurocâmaras and CAE have been an excellent platform in this sense. Swedcham remains vice-chair of Eurocâmaras and chair of CAE up until next year, as the last General Assembly approved a statutory amendment to extend the current Board mandate into another year.

Up to the closing of this edition, three candidates were already at our events: the first was former Minister Henrique Meirelles, followed by former Minister Ciro Gomes and the newcomer João Amoedo. All three have different backgrounds and exchanged with participants their views in many areas, including but not limited to the economy, security, and

social and sustainable development.

Swedcham and its CAE President Renato Pacheco had the opportunity to moderate the last debate on June 22, with candidate João Amoedo from the so-called Partido Novo. This party is running for the first time for a presidential election. It has been so far the last party approved by the Superior Electoral Court to become an official party organization. This requires at least 500,000 supporters in many federal states before registration is granted.

After his initial presentation, Mr. Amoedo was asked many important questions by former German Chamber President Mr. Ingo Plöger and President from CEAL – Centro de Estudos da América Latina. Other speakers in his panel were Oskar Kedor, President of Club Transatlântico and President of Mobility On-line, Professor Christian Lohbauer, current Mr. Amoedo's Vice-President candidate and former Vice President from Bayer, Claudinei Reche, President of SKF do Brasil, and Gilles Coccoli, President of Edenred, from the well-known French Accor Group, and member of the Board of the French Chamber of Commerce.

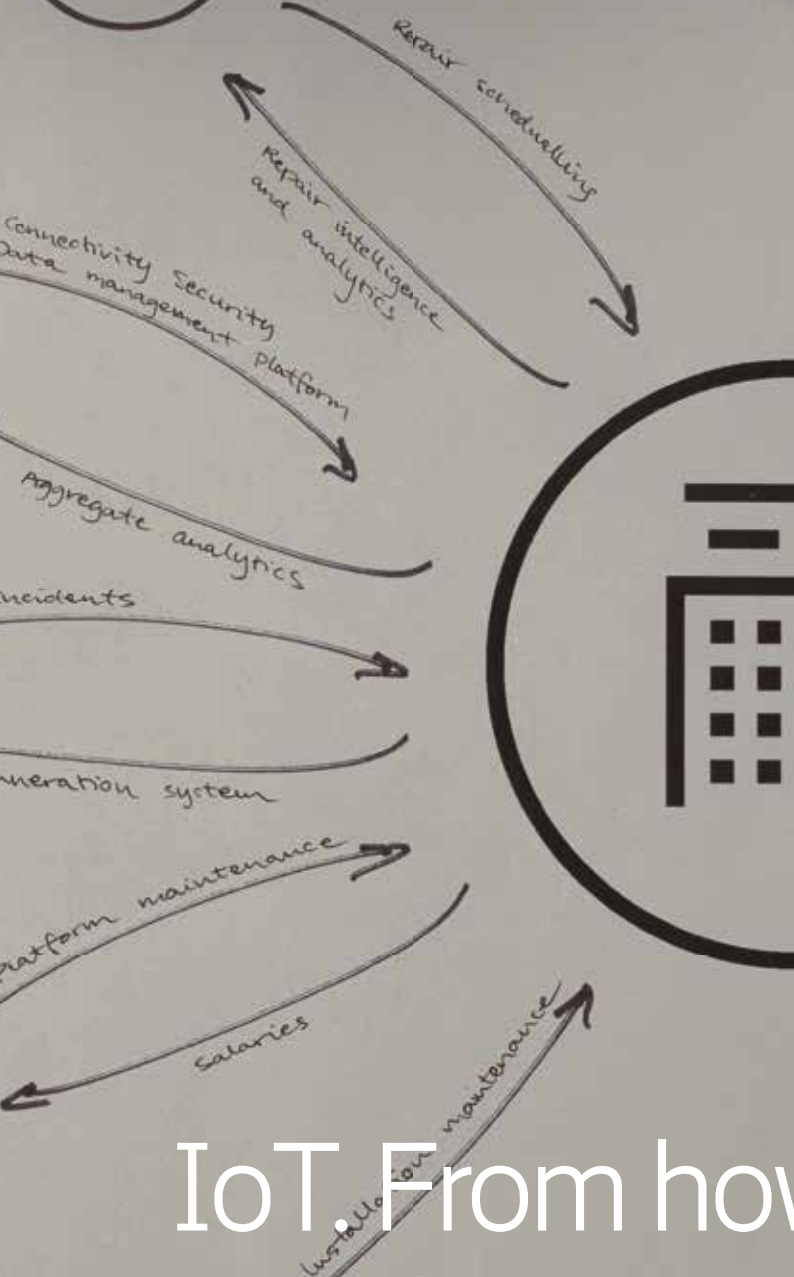
The candidate João Amoedo expressed his views opposing any kind of special privilege to elected politicians. His party is also against any kind of public funding and advocates a liberal program, with a regular selection of its candidates. Mr. Amoedo himself is a former banker and defends privatization of state-owned companies to facilitate a more efficient management by the government. He also expressed his strong support to the closing of the ongoing negotiations between the EU and Mercosur to enhance free trade among their member states. Furthermore, he referred positively to the big technological potential to be developed further between companies and investors.

Last but not least, we have not yet confirmed dates with the other remaining candidates like Geraldo Alckmin, Jair Bolsonaro, Marina Silva and others—but are open to carry on our efforts to intensify the dialogue with the political leaders who wish to exchange their programs and present their ideas to the European Community in São Paulo.

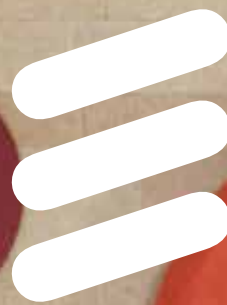
Renato Pacheco Neto, LL.M., is President of CAE-EuroCâmaras and Honorary Consul General of Sweden.

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The digital approach

An event on artificial intelligence was organized by NBCC, Swedcham and FinnCham in São Paulo in May.

Artificial intelligence and new input to strategic business management was what the keynote speaker, lawyer Alexandre Zavaglia, focused on in his presentation to the event.

The same technology that is being used in digital marketing, transforming all sectors into data-driven environments, is also being applied in the area of law.

The number of lawsuits in Brazil is huge, representing a big challenge to society and to the authorities. The historical lack of digitalization of lawsuits and ongoing processes has made it almost impossible to study them and their outcome, and there is currently a lack of exact knowledge that could have guided businesses when developing strategies to prevent lawsuits or strategies for mediation and conciliation in the case of a conflict.

Eighty percent of all the data that is produced around the world is considered unstructured, and using new technology, like the use of “electronic law processes” in Brazil, allows for the extraction and organization of data, also in the legal field.

“The digital processes and the publication of legal decisions in our country have created a favorable scenario to improve the situation, but standardization is still needed in order to conduct closer studies on the available data,” Mr. Zavaglia said.

The reduction of cost of data storage has also been fundamental in the ongoing process, allowing for more data to be converted into “computational language”.

“We are already developing innovative projects capable of improving the management and the work of the legal departments of companies and law firms. Researching the topics that generate the greatest number of conflicts, in the area of health or consumer law, in the application of the new legislation, or in a criminal case, we collaborate

Keynote speaker Alexandre Zavaglia.



(From the left) Cesar Garrubo (Honorary Consul of Norway), Jonas Lindström (Swedcham), Glorisabel Garrido Thompson-Flôres (NBCC), the speaker Alexandre Zavaglia, Juliana Meyer Gottardi (NBCC), Peter Johansson (Vice-Consul of Sweden), Renato Pacheco (Honorary Consul of Sweden) and Marcio Gerbovic (FinnCham/Nokia).

with increasingly rapid and assertive answers. This technology is revolutionizing the provision of legal services, impacting on all business and market environments,” said Mr. Zavaglia in his presentation.

New technology and digitalization of data are becoming tools that contribute to increasing the strategic importance of the legal departments of the companies. Legal departments are no longer associated with problems and costs, but becoming an asset to the company, in order to improve procedures and avoid legal problems.

“But there is still a relevant learning curve on the use of big data and artificial intelligence. We must understand what problems we want to solve, and then seek the most appropriate tools. The first step is to organize the internal data to identify the main topics and processes, enabling a closer analysis of the data. You also need to demystify these issues and understand that robots will always be more efficient at reading thousands of documents, organizing and sorting information, but only if they are programmed for that purpose. None of this is possible without people trained to do the work.”

Mr. Zavaglia emphasized the importance of training legal professionals in data use and analysis.

“Digitalization can contribute to service optimization and decision support. The increasing use of data science will have a great impact on the strategic management of companies, their relationship with their shareholders, customers and suppliers. And this creates new job opportunities because, even with all these advances, people continue to make a difference,” Mr. Zavaglia concluded.

Alexandre Zavaglia Coelho has specialized in data science and is the Executive Director of Instituto de Direito Público de São Paulo – IDP/SP. He is also a director of education at Future Law. ■



Como aumentar a produtividade de equipamentos com revestimentos metálicos?

A redução da necessidade de reposição de sobressalentes é um dos principais fatores para aumentar a produtividade de equipamentos. Um método comprovadamente eficaz para melhorar o desempenho e a resistência de inúmeros componentes em ambientes corrosivos e de alto desgaste é a metalização.



Aplicação do revestimento de superfície.



Facas de colheitadeira de cana de açúcar revestidas.



Metalização de ferramentas propensas ao desgaste

A metalização é um método econômico e eficaz para alcançar propriedades de alta performance em superfícies metálicas expostas a desgastes. Por meio dela, a superfície da área exposta de um objeto metálico é revestida para alcançar maior resistência.

Este método também pode ser usado para reparar partes danificadas de equipa-

mentos, aumentando a vida útil da peça e eliminando a necessidade de sua substituição total. Ou seja, uma alternativa mais econômica e sustentável para a indústria em geral.

Fazer mais com menos

Na Höganäs, temos ajudado empresas em diversos setores a melhorar sua eficiência operacional com a metalização de componentes. Um bom exemplo disso pode ser ilustrado pelo caso das facas de colheitadeiras de cana de açúcar de um de nossos clientes, em que conseguimos proporcionar um aumento de 14% em produtividade através da metalização.

Para cada colheitadeira, a produção era interrompida semanalmente por oito horas para a substituição de suas 336 facas, uma atividade de manutenção de alto risco de segurança ocupacional.

Com a aplicação de revestimento a laser com metal em pó, a vida útil dessas facas foi aumentada em mais de cinco vezes, passando de 30 para mais de 160 horas, evitando assim três paradas semanais de manutenção, com economia direta nos custos de materiais e de mão de obra.

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A nossa ampla variedade de pós de alta qualidade aumenta o potencial para aplicações industriais de revestimentos metálicos. Investimos constantemente em desenvolvimento com o objetivo de ampliar as propriedades e as técnicas de aplicação para obter novas soluções e ampliar ainda mais a variedade de uso.

Além do serviço especializado de metalização, um portfólio diversificado de pós está disponível, abrangendo um grande intervalo de tamanhos de partículas e atendendo às recomendações dos maiores fabricantes de equipamentos de metalização.

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Scania: driving the shift and changing the world of transport

Scania gathered industry and political decision makers to chart the pathway to achieving carbon-free heavy transport.



Scania President and CEO Henrik Henriksson

“If sustainability is not part of your business going forward, you will not survive. No one will buy your products or services. No one will invest in you. No one will want to work for you. That is a lesson for corporations today,” stated Henrik Henriksson, President and CEO of Scania during the second edition of its Sustainable Transport Forum, in Sweden, in the archipelago outside Stockholm.

The event, held in May, gathered around 400 participants from international governments, cities, industry and academia. It is part of the journey Scania has endured worldwide towards Driving the Shift to a Sustainable Transport System. In the center of the discussions is the definition of a pathway to achieve carbon-free heavy transport.

Preeminent sustainability researcher Professor Johan Rockström led the forum and among the speakers was the former US Vice President Al Gore—a Nobel Peace Prize laureate and someone who really personifies sustainability and the fight

against climate change more than anyone else.

“He emphasized the sense of urgency and encouraged corporations like Scania to keep taking the leading role, rather than waiting for others to make the change for us,” noted Christopher Podgorski, President and CEO of Scania Latin America. “We know we are part of the problem and we need to be part of the solution,” said Podgorski, who hosted a group of governmental authorities from Brazil at the event. “Most important, there are solutions within reach here and now and we need to call for action,” he remarked.

According to Podgorski, even though there are different maturity levels among the markets, the demand for Sustainable Transport is increasing. “Not only from our customers, but also from their customers: the buyers of transport services,” he said. “We are getting to a tipping point where to be sustainable is not an option. It will be a need”, he highlighted.

“Today we have the broadest offering in prod-





Johan Rockström with João Octaviano Machado Neto, Mobility and Transport Secretary of the State of São Paulo, one of the Brazilian authorities who participated in the event.

ucts and services in our industry to reduce CO₂, but more importantly, we have this transformation in our DNA," he explained. "However, to make the shift happen, we need to keep challenging ourselves, our partners, our customers, their customers, policy-makers and academia. Scania wishes to be part of the solution and can substantially contribute to reach the target."

For Gustavo Bonini, Director of Governmental and Institutional Affairs for Scania Latin America, also present at the event, collaboration is a must to achieve real change. "That is why it is important to put together leaders and decision makers to discuss how we can unite, simplify and, most importantly, speed up the pace for the change," he stressed.

"We know there is no single solution to tackle the challenges we all are facing but working with a holistic view of the city, of the transport, we may

Christiana Figueres, former Executive Secretary of the UN Framework Convention on Climate Change.



Sustainability researcher Professor Johan Rockström

succeed in finding alternatives for the pressure the increase in population and pollution are putting on us, thus creating a world of mobility that is sustainable for the business, for the planet and for the society at large."

Also, according to Bonini, today there is technology in place for decarbonization, but it is crucial to have the right framework and investment to support it. "We see that teaming up with our customers and their customers gives results. But we also need to work closely with policy makers to remove hurdles. We cannot do this alone; we need partners and partnership to make it happen!"

The former Executive Secretary of the UN Framework Convention on Climate Change, Christiana Figueres, also gave a speech at the Sustainable Transport Forum. She highlighted that with all good intentions, it is only when it makes financial sense to countries and business sense to companies that change will really take off.

"What Figueres is saying is that it is not only environmentally necessary, but also financially attractive from a society perspective to shift to fossil free, and for us at Scania, sustainability and profitability go hand in hand," said Podgorski.

According to him, Scania is working to build a coalition to accelerate the decarbonization of heavy transport. "Scania is a truly value driven company based on principles of resource efficiency and lean manufacturing, we have it in our blood, and transport being one of the biggest polluters in our world, still we see the possibilities in transforming our ecosystem of mobility to a sustainable one. The time is now." ■



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DOF Subsea Brasil and TechnipFMC announce the delivery of "Skandi Recife"

The Brazilian-flagged flexible lay and construction vessel, owned by the joint venture formed by TechnipFMC (50 percent) and DOF (50 percent), began its eight-year charter contract with Petrobras recently.

The vessel will work in the Campos, Santos and Espirito Santo Basins.

Skandi Recife has state-of-the-art pipelay and marine technology. She has a 340-ton Vertical Lay System (VLS) tower, 2,500-ton underdeck carousel and two work-class ROVs, allowing her to lay flexible pipes in water depths up to 2,500 meters. She was built by Vard Promar Brazilian yard, where her sister ship "Skandi Olinda" is currently under construction, with a high rate of Brazilian national content.

Under the TechnipFMC/DOF joint venture agreement, TechnipFMC will manage the flexible pipelay operations and DOF will be responsible for marine operations.

"Taking delivery of Skandi Recife and commencing the contract with Petrobras is an important milestone in our partnership with TechnipFMC. We are proud of this significant addition to our Brazilian fleet and look forward to seeing the vessel in operation in the years to come," DOF Subsea CEO Mons S. Aase said.

"We are very proud of this significant addition to our fleet in Brazil and to our partnership with DOF. The delivery of Skandi Recife and the commencement of a new contract with Petrobras reinforce our commitment to the development of the Brazilian market and our extensive ultra-deepwater pipelaying experience," Hallvard Hasselknippe, President of Subsea activities at TechnipFMC, commented.

With a multinational workforce of almost 4,000



personnel, DOF ASA is an international group of companies which owns and operates a fleet of modern offshore/subsea vessels, and engineering capacity to service both the offshore and subsea market. With over 35 years in the offshore business, the group has a strong position in terms of experience, innovation, product range, technology and capacity. DOF's core businesses are vessel ownership, vessel management, project management, engineering, vessel operations, survey, remote intervention and diving operations primarily for the oil and gas sector.

From PSV charter to subsea engineering, DOF offers a full spectrum of top quality offshore services to facilitate an ever-growing and demanding industry.

The company's main operation centers and business units are located in Norway, the UK, the USA, Singapore, Brazil, Argentina, Egypt, Angola and Australia. DOF ASA is listed on the Oslo Exchange since 1997. ■



Gender equality means good business

Seminar on gender equality debates the importance of women's participation in business.

By Runa Hestmann

Women account for half of the global labor supply and about 70 percent of global consumption demand. But they still earn significantly less than men all over the world, and they continue assuming more responsibility at home. This is reality in Brazil, but also in a country like Norway, number 2 on a 2017 international gender gap ranking.

According to Firjan, the Rio de Janeiro State Federation of Industries, it is fundamental that both industry and businesses make gender equality a priority, and on May 22, 2018, a seminar dedicated to gender equality as a boost for economic development took place in Rio de Janeiro. Keynote speakers were Adriana Carvalho and Anita Baggio.

Barriers

Adriana Carvalho represents ONU Mulheres, and in Brazil the organization is working to reach a 50-50 representation of men and women in all public bodies and offices, by 2030. On the global gender gap ranking from 2017, where Norway is number 2, Brazil is ranked number 90. Women in Brazil earn 25 percent less than men.

(From the left) Joana Burigo, Marianne Terland Nilsen, Luiza Proença, Marcelo Mafra, Anita Baggio and Alex Imperial

"Gender equality is good for the economy. The world as a whole could increase the global GDP by 5.3 trillion by 2025 by closing the gender gap in economy participation by 25 percent over the same period. Gender equal states are more peaceful and stable states, less likely to turn to violence, and equality is the smartest decision for businesses as well, ensuring better results and better qualified employees. Today, women are the majority in higher education. Most consumer decisions are taken by women," Adriana Carvalho said.

In Brazil, 165 companies are part of a project that works to increase private sector commitment to gender equality, and she outlined the main pillars of the project.

Anita Baggio, partner at McKinsey & Company presented research and reports on the positive impact of women in business. The benefits of unlocking the economic potential of women are substantial.

"Diversity and inclusion do have an impact on business. It makes sense economically, and performance improves. If gender parity was a reality in Brazil, the result would be a US\$ 410 billion, 14 percent increase in GDP."

Companies with women on the board perform 40

percent better than companies with no women on the board, according to McKinsey studies. Companies on top of the Fortune's World's Most Admired ranking have twice as many women as other companies.

"This is why it is shocking that nothing or almost nothing is being done."

Anita Baggio also presented studies on how the human brain tends to follow established patterns and maintain status quo, something that could explain the barriers women are facing.

"Women also create internal barriers, and every woman needs to start with herself," Mrs. Baggio said.

No time to lose

The seminar was organized by NBCC, the Consul General of Norway, the Consul General of Canada, Innovation Norway, Firjan and representatives of the organizers made welcoming statements to set the stage for the event. Luiz Césio Caetano, President of the social responsibility council of Firjan, said he hopes the event will trigger a much needed debate on the topic. Norway's Consul General in Rio de Janeiro, Sissel Hodne Steen, said that the macro-economic importance of women's participation cannot be underestimated.

"In Norway, women's employment is very important for our country's wealth and we would have suffered a huge loss in GDP without women, a loss that equals the value of our sovereign fund. But we still have a long way to go, and no time to lose," she said.

Canada's Consul General Evelyn Coulombe said that Canada's Prime Minister Justin Trudeau is proud to call himself a feminist. "There is a correlation between gender equality and development and this is important for Canada," she observed.

The Director of Innovation Norway, Stein Gunnar Bondevik, said that talent has nothing to do with gender and that gender difference is a social construction. "We cannot wait, but need to make policies to change the obvious," he said.

Good for business

The final part of the seminar was organized as a panel debate, moderated by Joana Burigo, founder of Casa da Mãe Joana.

"Brazil does not even have 10 percent of women in Parliament, and Brazilian women do not have the right to abortion. These are facts that show that there is still a long way to go. But we have to keep debating these issues until they become common



Keynote speakers Anita Baggio and Adriana Carvalho (right).

sense. It will take hard work, but it is good for business and good for people."

NBCC VP Alex Imperial, Anita Baggio, Marcelo Mafra (ANP), Luiza Proença (Firjan) and Marianne Terland Nilsen (Jotun) participated on the panel.

Alex Imperial shared how a male-centric organization represents challenges, like the lack of infrastructure, even in a company like DNV GL, where gender equality always has been important.

"The corporate culture of the company needs to embrace this, so that it is not only something we agree to on paper. My company is making an effort to increase the interest among women for alternative career options, by adjusting to their reality."

Marcelo Mafra of ANP shared how he tries to adjust his organization, so that women can climb the professional ladder without being forced to choose between a career and being a mother.

"We have an obligation to fight this fight, look for talent and competence and develop leaders. In ANP, there are no differences in salaries, but there is definitely space for more women in leadership positions."

According to Firjan, the focus on gender equality is something recent.

"We are still only crawling, and the gender gap represents a huge loss to the industry of the state of Rio," Luiza Proença said.

"In closing the gender gap, there is a huge potential and I want to pick from the best professionals. We need diverse organizations in order to deliver innovation and survive the harsh competition in the market. It is obvious why this must be on the agenda," Marianne Terland Nilsen, director of paint producer Jotun, concluded. ■

BEPS requires companies to adapt to the *international tax scenario*

By João Henrique Brum*

Combating tax evasion and seeking a greater fiscal transparency at the global level are the BEPS - Base Erosion and Profit Shifting project core objectives, created by the G20 and OECD (Organization for Economic Co-operation and Development).

In times of new business models and digital economy, BEPS proposes a 15-package measure to check gaps and international standard incompatibilities, to prevent companies from finding loopholes to pay fewer taxes and transfer profits to low taxation territories and fewer economic activities. Thus, the project measures focus on fighting tax evasion in order to ensure that profits are taxed in jurisdictions where, in fact, economic activities are developed and where value is created.

Although Brazil is not a member of the OECD, the country is a G20 member and has committed to the adoption of minimum standards, which relate to fighting harmful tax practices and establishing transfer pricing documentation rules, and other actions. Among the 15 measures established by BEPS, the Brazilian government is focusing on four initial points, in order to serve the project in a minimal way.

A survey carried out by the organization indicates that Brazil, and other developing countries, should also adapt its internal systems to increase international tax

compliance with the information required for a global financial and tax system transparency and integrity.

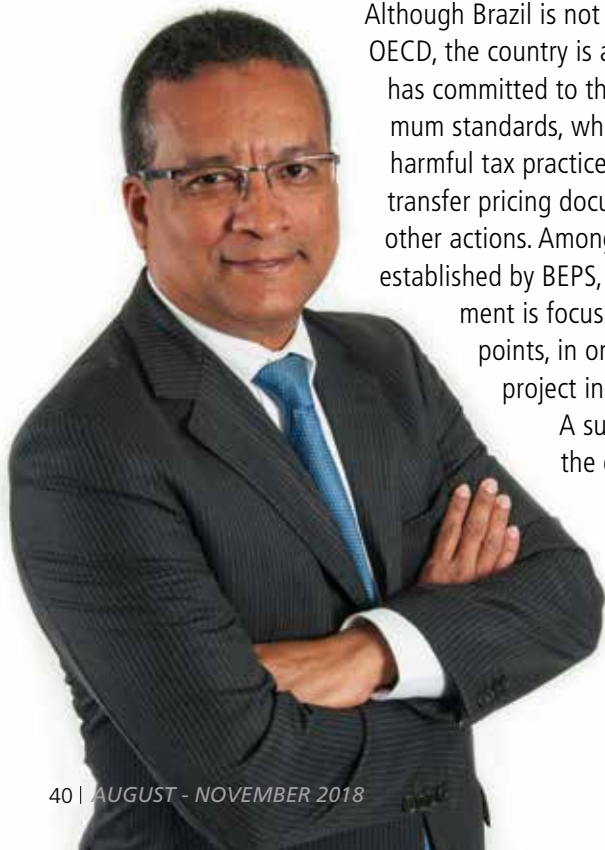
This entire project becomes a challenge for multinationals, which have turned to specialized advisory services in regulations, transfer pricing and Country-by-Country Report, highlighting the concern about adequacy to the new information standards on global operations.

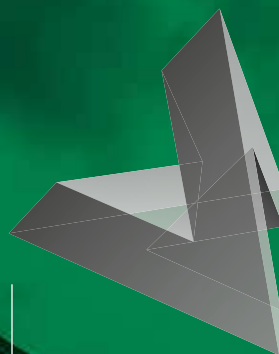
Transfer pricing is a method applied in transactions between parties from the same economic group, when one of them is domiciled abroad. As the methodology allows different applications, the topic raises discussions in the judicial and administrative field, and there is a need for the government to level out the subject in a way to enlighten and fit to the global picture.

Another item with which Brazil is committed concerns the Country-by-Country Report, which represents an instrument to combat tax evasive practices, by facilitating the identification of locations where entities perform operations aimed at turnover of revenue amounts to areas of low taxation.

The multinationals should consider, when making strategic decisions, the rules established by the BEPS, which are already considered important points. In view of this complex scenario, the ideal for companies is to rely on expert advice in the application of transfer pricing methodology, in preparation of a Country-by-Country Report and in evaluation of agreements currently aimed at avoiding double taxation situations.

* João Henrique Brum is a director at Domingos e Pinho Contadores.





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Positive prospects for *Port of Açu*

By Barbara Bortolin

Photos courtesy of Pruma Logística

With a total area of 130 km², Port of Açu received more than 2,000 vessels in 2017.

Port of Açu is a huge and promising enterprise, located in São João da Barra, in Rio de Janeiro state. In operation since 2014 and with a total area of 130 km², including an environmental reserve with 40 km², Port of Açu has 11 operating companies (all leaders in their sectors, such as NOV, Technip and Edison Chouest).

In 2017, the Port of Açu received 2,404 vessels. The number represents a growth of 155 percent, compared to the amount recorded in the previous year. The handling at the Multicargo Terminal (T-MULT) also grew. In addition to shipments of coke, coal and bauxite, the terminal has already moved more than 1 million tons.

Currently, T-MULT has 14.5 meters of depth, 500 meters of quayside and 190 square meters of total area. The annual capacity for handling solid bulk and general cargo is approximately 4 million tons in this first phase. Port of Açu is currently actively looking at facilitating container operations in T-MULT.

Another highlight was the creation of the Açu Export Processing Zone (ZPE) instituted by a decree

signed by Brazilian President Michel Temer. With an area of 2 km², the ZPE will be located 10 km away from the Port of Açu's Multicargo Terminal (T-MULT) and will rely on road infrastructure for transportation of cargo of different kinds and sizes. The ZPE is expected to generate around R\$ 40 million in investments in local infrastructure just in its first phase of implementation.

The installation of the ZPE, beyond boosting Brazilian exports, also encourages the development of local and regional industries. The port increases Brazilian productivity, adds value to the export base, promotes technology diffusion in Brazil and, most importantly, creates several jobs in a robust production chain. The Açu Export Processing Zone is expected to be operational in 24 months.

The Port of Açu also has very positive prospects for the next five years. One of them is the generation of 3,000 jobs and the investment of R\$ 7 billion in the development of two thermal power plants and a regasification terminal (LNG) with 42 million m³ in daily capacity. With generation of 3GW of energy, Açu will become the largest thermoelectric park in Latin America. The two thermal power plants

will produce sufficient energy to supply 1.8 million homes, or equivalent to 4.7% of Brazil's demand.

Açu Gas Hub

The installation of the terminal and thermal power plants is part of the Açu Gas Hub, which will be developed in the Complex. The Hub is a private solution for the flow, processing and monetization of natural gas from the fields producing the Campos and Santos Basins, contributing to the associated gas flow in a competitive manner.

The development of the gas hub is also attractive for companies that use gas as raw material or that seek greater competitiveness in energy costs if they settle in the Port of Açu, which attracts new customers to the sector.

In addition, in May of this year, the Açu Petróleo Oil Terminal (T-OIL), which is licensed to handle up to 1.2 million barrels of oil per day, began the 1st transshipment operation through a VLCC class vessel (Very Large Crude Carrier), with the mooring of the DHT Redwood vessel. Developed by Açu Petróleo (a joint venture between Prumo Logística and Oiltanking), T-Oil is the only Brazilian private terminal with capacity to receive VLCC class ships, which have a storage capacity of up to 2 million barrels of crude oil. R\$ 400 million were invested last year to carry



out the dredging works, which increased the terminal's nominal depth to 25 meters and enabled this type of operation.

In September, from the 24th to 27th, the Açu Port will participate in Rio Oil and Gas, one of the main events in the sector. With the slogan "Energy to transform", Rio Oil & Gas 2018 sums up the recovery scenario for the industry, with the recovery of oil prices and new auctions scheduled for 2018 and 2019. The Açu Port stand will be located in pavilion 4, booth I43. ■



Ouvi, Samsung Pay, and SDGs



(From the left) Alexandre Padilha (Biz Dev), Janaina Camargo (COO), and Tore Haugland (CEO) of Ouvi.

How a Norwegian retail tech start-up persevered and prospered in the highly complex Brazilian retail market with the mentorship of an inspiring lady from the Silent Generation.



On Saturday July 14, 2018, Janaina Camargo and Tore Haugland had the privilege to participate in Ms. Elsa Irene Wallström Braun's 90th-anniversary party in Jardim Guedala, São Paulo—far from the little Norwegian town of Sarpsborg where Ms. Wallström grew up, which also happens to be the town where two of the entrepreneurs behind Ouvi were born.

Ouvi is a technology company specialized in helping retailers implement mobile solutions. The company's main product is a mobile voucher platform used by large retailers like Riachuelo, Livraria Cultura, Leroy Merlin, and Arezzo. Recently Ouvi signed a contract with Samsung to become their exclusive coupon partner and integrate the platform with the South Korean tech giant's mobile payment application, Samsung Pay.

The discount coupon is a marketing tool that brands and retailers have been using ever since Coca-Cola first started

offering coupons back in 1887. "The coupon business represents a multi-billion dollar market, which is rapidly transitioning into mobile coupons. According to a market report by Juniper Research, there will be more than one billion mobile coupon users in the world by 2019," says Ouvi CEO Tore Haugland.

When Ouvi was founded in 2004, it was one of the first brands in Brazil to sell premium mobile services such as ringtones and games. The company only pivoted into the mobile marketing and retailing business four years later after starting a joint project with the Norwegian telecom operator Telenor. Currently Ouvi's largest shareholder is Grupo GS& Gouvêa de Souza, the leading retail consulting group in Brazil, but Ms. Wallström is also among its early investors.

Consumers today put pressure on retailers not only to be accessible via mobile devices but also to define their purpose, and Corporate Social Responsibility (CSR) is fundamental to them. In a recent survey 66 percent of the respondents say they would switch from a product they typically buy to a new product from a purpose-driven company.

Based on the United Nations Sustainable Development Goals (SDGs), Ouvi is using its coupon platform to pursue SDG 10 and SDG 12, "Reduced Inequalities" and "Responsible Consumption and Production", respectively, by offering the 1-for-1 voucher. A retailer that orders, for instance, 10.000 mobile vouchers for a regular campaign, also gets 10.000 mobile vouchers in credit to use for a social campaign*.

"We call this C+CSR—Consumer and Corporate Social Responsibility—because the client is directly affecting the retailer's support to the social cause via her purchase," explains Ouvi COO and co-founder Janaina Camargo, who is responsible for the integration of the coupon platform with partnering retail checkout systems like Linx and Totvs.

Instead of birthday presents Ms. Wallström had asked her guests to contribute with a donation to GRAAC, a respected NGO in Brazil, where she had been a volunteer for many years. Ms. Wallström always smiles, but her smile was even bigger when she realized that the entrepreneurs she had invested in and mentored will now help her do a fundraising campaign together with major retailers and make a GRAAC voucher available to millions of consumers via the Samsung Pay application. ■

*The QR code on this page gives access to a video showing how Shopping Iguatemi used Ouvi's voucher platform for a social campaign.

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 Glorissabel Garrido Thompson-Flôres garridoglory@nbcc.com.br



Decommissioning in Brazil: *environmental issues and* *regulatory gaps*

***By Fernanda Martinez Campos Cotecchia
and Patricia de Albuquerque de Azevedo****

Despite its political crisis and social inequality, Brazil is one of the world's economic powers. Having risen from ninth to eighth place in 2018's nominal GDP rank, the country's success is largely due to its oil and gas industry. Nonetheless, the economical mess has taken its toll on Brazil's natural beauties.

As ships, platforms and other sorts of equipment come to Brazilian waters, they bring along uninvited guests: *Tubastraea coccinea* and *Tubastraea tagusensis*, respectively originated from the Indo-Pacific and Galapagos Islands, commonly known as Sun Coral.

The oldest records of *Tubastraea* spp. in Brazil

date back to 1980. They first appeared at the Campos Basin, a petroleum drilling site in Rio de Janeiro, and later spread to Ilha Grande, west of Rio, before finally reaching other states on the Brazilian southern coast. There is evidence that the embedding of specimens on the hull of ships and platforms was the cause of the Sun Coral's arrival: for instance, researchers have established a connection between ship routes and ports used by the oil and gas industry and the main infestation spots.

Since the 2000s, researchers have been struggling to combat the Sun Coral's expansion in Brazilian waters. One of the most relevant initiatives dedicated to this goal is Projeto Coral-Sol (PCS), developed by the Brazilian Institute of Biodiversity, which currently monitors an area of more than 310 miles.

One of the project's studies from 2011 reveals that 1/3 of the 326 monitored spots were infested. As a result of its hasty proliferation ratio, the Sun Coral tends to supplant the native corals, thus eliminating the food supply for a variety of animals and disturbing the marine food chain as a whole.

Recent studies have concluded that infestations may be triggered or aggravated by the deactivation procedures of maritime equipment used in the oil and gas industry, known as decommissioning. As petroleum wells are dried out, a myriad of structures left on site must be replaced or discarded. Problem is, when these structures are taken from sea bottom to surface, they carry along the *Tubastraea* spp. attached to them, making it easier for the invaders to reach the coast.



Fernanda Martinez



Patricia Azevedo

This causality between decommissioning and Sun Coral generates the need for regulation, mainly considering the complex arrangement of the Brazilian Public Administration, composed by a variety of Federal and State environmental agencies, each of them competent to issue regulations and to exert policies on their jurisdictions.

Although, almost forty years after the start of the Sun Coral invasion, the country still lacks rules that connect both matters. Most of Brazilian environmental laws focus on the licensing stages, often ignoring the decommission process. Some of the exceptions are Resolutions 25/2002, 27/2006 and 25/2014, issued by the National Petroleum Agency - ANP.

Despite the existence of those rulings, the danger of the Sun Coral proliferation during decommissioning procedures is still absent from Brazilian legislation. Fortunately, public bodies and civil society are already aware of the problem, and have been developing measures to address it, especially the creation of a study group with members of ANP,

IBAMA and the Navy Authority, aiming to have a unique legislation covering such three authorities. The goal is to present a draft of such for public audience, and consequently get also the comments of all the interested parties on this subject.

Notwithstanding the above, it is also important to highlight the tax issue that will come with decommissioning, as the actual exportation of the rigs and relevant equipment is required for termination of the Repetro special custom regime. This is also an important issue to be addressed, as in the near future many rigs should be decommissioned and the parties involved in the operation should start to prepare this complex procedure.

* **Fernanda Martinez Campos Cotecchia**, a lawyer at Kincaid | Mendes Vianna Advogados, is the Coordinator of NBCC's regulatory committee. Her colleague **Patricia de Albuquerque de Azevedo** has also contributed to the article.

New Members | NBCC wishes to welcome the following new members:

GOLD



Port of Açu is a private port strategically located in the north of Rio de Janeiro state, near oil and gas fields. In operation since 2014 and with a total area of 130km², including an environmental reserve of 40km², Port of Açu has 11 operating companies (all leaders in their sectors, such as NOV, Technip and Edison Chouest), and a total of nine terminals divided into onshore and offshore areas.

accounting, fiscal, payroll, treasury and financial consulting.

YPF is the leading hydrocarbon exploration and production company in Argentina, the 3rd largest oil company in the AMERICAS and has more than 1,500 gas stations. In Brazil, the company has established a partnership with GULF OIL MARINE to supply marine lubricants with reliable logistics and customer services to its customers and vessels in Brazilian ports



Scan Tech – Founded in 1995, Scan Tech has become Norway's leading provider of ATEX products and support services to the energy sector. With 65 employees, the company serves the upstream oil and gas industry throughout the exploration and production lifecycle, through the provision of pipeline excavation and maintenance services.

CORPORATE

Açu Petróleo S.A. was founded in 2014 as a subsidiary of Prumo Logística S.A. The company provides transportation services for liquid and gaseous cargo, and engages in the construction, operation and exploration of marine terminals and transshipment of liquid cargo, including crude oil and derived products.



Recall Ledger Contadores & Consultores is based in Rio de Janeiro and provides outsourcing services, either on or off site covering the areas of



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Swedcham 6.5 - going Virtual!

Becoming more digital, Swedcham is already feeling the effects of the work carried out in its social networks since it began in April.

The Swedish Chamber in Brazil was founded in 1953, meaning that we celebrate 65 years of existence this year, but instead of planning retirement we are investing to keep up with new trends in modern society.

Besides Facebook and LinkedIn that already existed, Swedcham member and media partner EVCOM also created an Instagram account, which has been a great success.

We have started online transmissions of our events that have been very well received. Up until this edition went to press, we had three live transmissions via Facebook. The first one was with Christer

Fuglesang, the first Swedish astronaut to make it to space. Then we went on to the presentation about Blockchains and Bitcoins, and finished with businesswoman Rachel Maia, who talked about female empowerment. EVCOM then gave a brief pause on business events to cheer on Sweden in the World Cup in Russia—needless to say without stopping to be involved in social networks. Our Facebook and Instagram registered the Yellow and Blue wave that invaded Swedcham in all Sweden games! Besides the Swedish fans, we had the presence of the Brazilian press that covered our breakfasts, brunches, etc. For the second half of this year, we are planning to launch our Virtual Library, with restricted access only for members, a hotsite with articles, interviews and research that will help Swedes who wish to come to Brazil or Brazilians who want to go to Sweden, as well as a business newsletter with information provided by our members and partners. Virtual exchange is what it's all about! ■



Writing History in the Digital Age—Swedcham Managing Director Jonas Lindström and Chairman Nils Grafström with the 65th anniversary cake offered to Advisory Council members during their visit to Saab's SAM plant in May.

Meet Christer Fuglesang: the first Swede in space!

Swedcham invited members and friends in April to meet the Swedish physicist, astronaut and professor at KTH Christer Fuglesang—the first Swede in space!

Mr. Fuglesang talked to more than 50 participants about his journey from KTH via CERN to ESA (the European Space Agency) and eventually to ISS (the International Space Station). He described his two space flights and how it is to work and live in space. Besides sharing his fascinating experiences in space, he also reflected upon the future for space exploration and “new space” — the fast growing opportunities and applications for space and outer space.



Christer Fuglesang with Marianna Silva, Country Manager for Saab in Brazil, and Bo Torrestedt, Head of Market Area Latin America at Saab AB.

New Board Members



Ana Lundberg



Malin Håkansson



Hans Sjögren

Three new highly competent Board Members were welcomed at the Chamber's Annual General Assembly in April: Ana Lundberg (Human Resources Director at ABB), Malin Håkansson (Office & Communications Manager at EGG Design) and Hans Sjögren (Strategy Director at Ericsson).

We would like to take this opportunity to warmly thank outgoing Board Members Nathalie Trutmann (Hyper Island) and Anders Jansson (ABB) for all their dedicated work for Swedcham over the last few years.

Rachel Maia: an inspiring story

Swedcham's Human Capital Committee and the Women's Executive Network organized an inspiring presentation by Rachel Maia in June, entitled "The role of women executives in economic and social development".

Rachel Maia is a Brazilian accountant and businesswoman who has a remarkable history. She was raised in Cidade Dutra in the Southern Zone of São Paulo, being the youngest of seven children in a family of 11, and her father battled for his daughter's education.

She began her career as controller at Seven Eleven, after which she joined Novartis Pharmacy, and Tiffany & Co. where she was CFO. She was responsible for the expansion and growth of the Danish brand Pandora in Brazil, where she was the company's CEO.

Carol Böttcher, coordinator of the Human Capital Committee, and Rachel Maia.



Ana Cláudia Akie Utumi

Trends in the tax field

Ana Cláudia Akie Utumi gave a presentation about "Tax planning: auditing, the responsibility of partners and administrators, and trends in the tax field" at Swedcham in June, an event organized by the Chamber's Finance and Legal & Business Committees.

The event discussed various aspects pertaining to decision-making in terms of operations that can result in reducing the tax burden as well as possible impacts for partners, directors and other company administrators.

"Brazil in Code" attracts more than 400 people



Daniel Scuzzarello

The 8th edition of the "Brazil in Code" International Conference, organized by the Brazilian Automation Association-GS1 Brasil with the support of Swedcham, attracted more than 400 executives from major companies and experts in technology trends to Hotel Unique in São Paulo in July.

"Brazil in Code" is organized by GS1 Brasil to create an environment that spreads new ideas and trends on innovation, automation, people management and how they can be integrated.

One of the highlights was the presentation by Brazilian astronomer and astrophysicist Dr. Duília de Mello who revealed the discoveries of the first telescopic equipment to visualize the most distant galaxies, the Hubble. Other noteworthy speakers included: Carlos Santiago, COO of Mercedes-Benz do Brasil, Fernando Caprioli, Director of Sales and Services at Tetra Pak, and Swedish-Italian Daniel Scuzzarello, Portfolio Development Director at Siemens PLM Software South America.

"The 4th Industrial Revolution has transformed different segments of industry," said Caprioli. "In the food and beverage sector, the impacts are countless and powerful."

Blockchain in a digital future

Swedcham's Finance Committee organized an event in May entitled "Blockchain – Regulatory aspects, applications and relevance for an increasingly more digital future".

The presentations were followed by a Q & A debate and the mediator was Marcio Zanetti, coordinator of the Chamber's Finance Committee.

The guest speakers were Marcelo Eisele, co-founder of the Blockchain Academy, the first Brazilian school specialized in Cryptocurrency, Bitcoin and Blockchain (currently at Microsoft Brasil), and Renato Opice Blum, professor coordinator of the Digital Law course at INSPER.



(From the left) Marcio Zanetti, Renato Opice Blum and Marcelo Eisele.

How GDPR will affect companies outside the EU



Daniela C. Maciel Santos

Although GDPR (General Data Protection Regulation) is a European regulation, its scope can exceed the borders of Europe and be applied to companies located in other countries.

This was the topic broached by speaker Daniela C. Maciel Santos during a presentation organized by the Legal & Business Committee in June.

Daniela is Legal Director of Ericsson for South America (except Brazil) and head of the Fiscal Council at Previ-Ericsson in Brazil.

Record number of visitors at **Volvo Ocean Race** in Itajaí

The Volvo Ocean Race stopover at Itajaí in Santa Catarina en route to Newport in the US had a record number of visitors (including Swedcham Chairman Nils Grafström and Managing Director Jonas Lindström) and great economic impact.

Mapfre took a close win over the AkzoNobel and Dongfeng Race Teams in the Inport Race, but the overall winner to make it first to Lisbon this year was the Dongfeng Race Team.

From April 5 to 22, 440,000 people went through the Itajaí Race Village, generating an economic impact estimated at R\$ 82 million and exceeding the initial estimate of the local organizers.

"It was a great challenge, having to meet expectations regarding the two previous stopovers, and we managed to exceed them! This is a tremendous success in terms of visibility," said Tourism Secretary and Stopover President Evandro Neiva.



Jonas Lindström and João Oliveira, Commercial Director of Volvo Cars and Swedcham Board Member.



Luiz Manetti, President of the Sandvik Group in Brazil, during the Logistics Center's inauguration.

Sandvik Group inaugurates **Logistics Center in Jundiaí**

The Sandvik Group inaugurated its new Logistics Center in July. The center, located in Jundiaí, will house the logistics area of the company's three business areas in Brazil: Sandvik Managing Solutions (SMS), Sandvik Materials Technology (SMT) and Sandvik Mining and Rock Technology (SMRT).

"The transfer of the site from Santo Amaro to Jundiaí is yet another step in our strategy to achieve excellence in our logistics services," said Luiz Manetti, President of the Sandvik Group in Brazil. "Here we have easy access to Viracopos Airport and the country's main highways and a link to the Port of Santos." Some of the invited guests were Jundiaí Mayor Luiz Fernando Machado and Swedcham Managing Director Jonas Lindström.

New Members

Swedcham would like to welcome the following new members:

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Maha Energy Brasil is part of Maha Energy AB group, a Swedish public limited liability company. The company's predecessor Maha Energy Inc. was founded in 2013 in Calgary, Canada. In May 2016, the new group was formed with Maha Energy AB as parent company. The company operates two oil fields, Tartaruga in Brazil, and LAK Ranch in Wyoming, U.S.



Wine tasting is one of a large variety of events Swedcham offers to members. This event in May featured excellent Spanish wines presented by Swedcham member Carlos Calderon Sund of eVinhosdaEspanha.

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Communication to engage employees

By **Andreza Rodrigues***

A recent survey conducted by the "Corporate Rebels" group* in many companies around the world reveals that only 13% of the workforce are engaged, while 63% are disengaged and 24% are actively disengaged. The same study was applied in Brazil, with better results, but still worrying: 27% engaged, 62% disengaged and 12% actively disengaged.

The point is that it's not just about productivity or turnover. According to the same survey, the level of employee engagement affects directly the business results such as abstention, accidents, defects and consequently profits. For this reason, working closely and looking at the internal public demands we can promote a very positive impact on talent retention and on the business.

More than modern furniture and colored walls, people today are looking for experiences and opportunities aligned with their personal values. The company's efforts, therefore, should not be concentrated on drawing up plans of recognition, salaries and benefits, once the primary objective is to have a purpose and contribute to something meaningful. In addition, they seek opportunities for learning and growth, participating in new projects, being exposed to different experiences to develop their potential.

Of course, this is not a rule and there is a wide range of expectations according to the different profiles of employees, generations and even the company's type of business. However, inspiring leadership is an attribute that leverages employee engagement in most scenarios.

Even if managers are competent and admired, being inspirational requires closeness to subordinates and investing time in establishing a personal and transparent communication. No matter how technological the communication channels are,

nothing replaces the face-to-face meetings to understand the yearnings and perceive the mood of your team.

To this end, internal communication programs can support the approach between leaders and employees, establishing an agenda that aims more than just maintaining a relationship. Every meeting should be evaluated by the participants, in addition the leader having to establish the commitment to evaluate and answer the suggestions and themes discussed.

As an example of this work, two years ago new internal communication pillars were established at Tetra Pak Brazil, including leadership strengthening. Rather than exposing the attributes, agenda and presentations of leaders, the efforts were concentrated on face-to-face meetings with the president, directors and regional leaders. Thus, in 2017 around 800 employees participated in 22 events and had an opportunity to present their opinions and contribute with new and valuable inputs for the company.

Besides being a moment to recognize the importance of each one's contribution, such initiatives increase motivation and engagement. And more than that, this direct communication is the most effective channel when it is necessary to transmit a strategic message. Not to mention that all this mobilization also contributes positively to a better work environment.

** Joost Minnaar, Pim de Morree, Freek Ronner and Catelijne Bexkens, known as "The Corporate Rebels," are on a mission to make work more fun. They abandoned their frustrating corporate jobs and set out to travel the globe to visit the world's most inspiring organizations. By checking out their renowned Bucket List, they share everything they learn. Featured in: NY Times, Forbes, HuffPost, Guardian, BBC. Listed as "Top 30 Emergent Management Thinkers" and nominated for the Thinkers50 Breakthrough Idea Award.*



***Andreza Rodrigues**, Communications Manager at Tetra Pak Brasil, is one of the coordinators of Swedcham's Communication & Marketing Committee.

The importance of education for the future of the Brazilian economy

By Marcio Zanetti*

The world is growing again. Global growth accelerated markedly in 2017 to 3%, its fastest rate since 2011, and we expect the same growth rate in 2018–19.

Latin America is also growing. The economic improvement that began in 2017 in Latin America is forecast to gather momentum in 2018–19, after several years dominated by policy adjustments related to the end of the commodities boom.

Brazil seems to have finally gotten over its recession. However, many reforms are still needed.

The Brazilian state drains important resources that strangle the economy. Moreover, the really important areas are being neglected by the Government.

Brazilian companies face difficulties with high and complex taxes, bureaucracy and red tape—and also low productivity due to poor education from its employees.

In my opinion, education is the most important of them. Poor education is at the heart of all the problems we face today, including healthcare and public security.

Studies show that education alone can impact up to 30% in a country's productivity. Other drivers are urbanization and investment technology, among others.

All variables being equal, higher educational levels nationwide allow for companies to diversify their operations geographically in order to take advantage of wage differentials, thus reducing their investments and operation costs, and bringing their productivity to higher levels. On the demand side, the increase of employment in these new regions would positively impact consumption and, therefore, the GDP. And, on the supply side of the equation this would attract even more companies to invest in Brazil, thus increasing the tax base and, therefore, improving public budgets to face their current constraints.

Therefore, this is an investment that yields results in the long run. But politicians pay very little attention to this. Electors want immediate results.



Brazil's results in the Program for International Student Assessment (PISA) are disappointing. The average performance of Brazilian students is significantly lower than the OECD average in science (401 points, compared to the average of 493 points) and mathematics (377 points, compared to the average of 490 points).

To make things worse, only 2.4% of young Brazilians want to follow a teaching career, down from 7.5% ten years ago, according to an OECD study. This is not exclusive for Brazil. On average, evaluated countries have not fared well: 15 year-old students interested in teaching fell from 6% to 4.2%. Little social recognition and salaries are the main reason.

A recent research from "*Todos pela Educação*", an NGO, shows that 49% of teachers would not recommend young people to pursue the career.

These are worrisome findings.

According to the OECD report, valorization of the teaching profession was the path followed by countries that present the best education indicators

today. Better valued teaching careers attract better students and these become better teachers. Also, according to the study, in countries such as Brazil teaching careers can be perceived as a way for social mobility.

However, there are good examples of how Brazilian municipalities overcame the education challenge they faced.

In 2015, the municipality of Sobral (State of Ceará), obtained a score of 8.8 at the IDEB index (basic education development index), the highest in the country and well above the 6.1 average proposed by the Ministry of Education and Culture (MEC) for 2021.

In 2011, the city school system eliminated school dropout rates from the 1st to 5th elementary grades. All 35 municipal schools were evaluated by IDEB, of which 34 are considered among the top 100 best schools in the Northeast region, and 9 of them are among the top 100 best schools nationwide. Sobral's alphabetization rate is at 94.9%, the highest in Brazil.

By the end of the 1990s, Sobral faced the same fate of other municipalities' education systems

in Brazil: completely unstructured municipal school system, high dropout rates, distortions in the relationship between age and grades (many older students in lower grades), and absence of qualified professors, among other problems. A sense of urgency triggered the city to start major changes in education:

- Selection of professors and directors based on academic performance
- Continuous education for professors
- Bonus based on academic performance for professors
- Administrative, pedagogic and financial autonomy for schools
- External evaluation

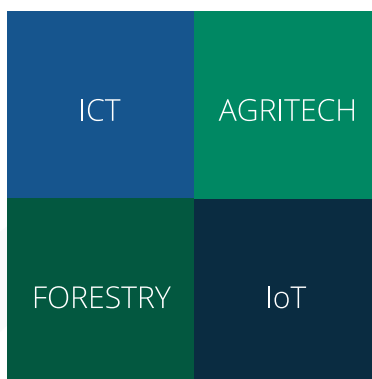
Sobral is now aiming to become a reference for the Latin American region. It is implementing PISA exams for its students.

There are many examples of how investments in education bring tangible results for the economy. Regardless of ideologies, this is the real discussion candidates must engage in for building a better society.

***Marcio Zanetti** is coordinator of Swedcham's Finance Committee

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Angel investor funding and tax benefits for Brazilian investments

*By Daniel Miotto and Isadora Carvalho Algorta**



Daniel Miotto



Isadora Carvalho Algorta

Seeking to encourage innovative activities and productive investments, the angel investor concept was introduced into Brazilian law. This type of funding is applied for contributions in companies classified as microenterprise or small business, a legal regime generally adopted by startups in Brazil.

Up to that time, investments in innovation companies were performed mainly through convertible loan and share purchase contracts, which discouraged the investment considering the partnership risks.

In turn, the angel investor is not classified as a partner and he or she does not have management or voting rights before the company, reducing the liability risks regarding company contingencies.

The Brazilian angel investor contribution does not incorporate the startup share capital and there are basically three types of remuneration: a) Redemption of contributions performed after the minimum period of 2 years of the investment; b) Remuneration for the contributions through participation in the distributed results, not exceeding 50% of the company's profits, for the term of 5 years; and c) Contributions ownership sales to third parties or to the partners.

Aiming to regulate a better tax regime to such remuneration, the Brazilian Federal Revenue stated a special treatment for the angel investor. The main benefit announced by the Tax Authorities was the withholding

tax into the income earned on the contributions under a regressive rate from 22.5% to 15%, depending on the term of the investment. The 15% tax rate is applicable to investments with terms longer than 720 days and the 22.5% would apply to agreement terms shorter than 180 days.

In comparison with the models previously used for startup investments, i.e. loans or share purchase, we cannot affirm that the angel investor tax regime will always be the most favorable.

Regarding the loan taxation, there is no significant benefit to the angel investor tax regime since loan income is also taxed at a regressive rate of 22.5% to 15% depending on the agreement term. However, loan transactions can trigger Tax on Financial Operations (IOF) depending on the term of the contract.

Concerning the share purchase taxation, remuneration through dividends are tax exempted. On the other hand, the gain on the share's redemption is taxed at a progressive rate of 15% to 22.5% depending on the amount of the gain.

Therefore, although the legislation purpose is to improve innovation, the special tax regime does not necessarily reflect relevant benefits for angel investor investments. From a tax perspective, a complete analysis of the intended structure is required, such as the term of the investment and the value of the gain on eventual sale, to verify which investment instrument would be most interesting for optimizing the tax burden. Business issues and corporate risks for the investor should also be considered.

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The rise of the unicorn or the cult of the hidden agenda

By Carol Böttcher*

The unpredictability of our current political-economic scenario is challenging managers in many ways: harsh restructuring measures, continuous operational costs reductions, massive layoffs while implementing new technologies.

And it is mostly during uncertain times that strategic moves will prove to be successful or not...and managers may be forced to deliver on their entire core of competences, capacity and maturity as leaders.

Whether a manager is suitable for a managerial position never depends solely on his or her professional skills. Values and personal leadership style are always crucial to successfully perform a role. But today – as in ancient times – it seems *leading with strategic thinking* may be of great competitive advantage to survive the status quo.

First I believe it is important to frame what *Strategic Thinking* may imply. For this I hereby refer to Henry Mintzberg's theory, understanding that: "Strategic planning is not strategic thinking. One is analysis, and the other is synthesis" and "because analysis is not synthesis, strategic planning is not strategy formation."*

Secondly, as per Olson and Simerson *Strategic Leadership* can be understood as the ability to integrate strategic thinking and leadership. This based on two core components of strategic management which differentiate strategic leaders with regard to their approach: their ability to *form* strategy and their ability to *execute* strategy.**

Strategic leaders are efficient problem solvers, knowing the "what" and the "how", synthesizing and clearly communicating what is meant to be achieved. They are able to adapt different leadership styles to different situations, naturally shifting between various cultural protocols.

By developing projects in several countries for many years, I have had the opportunity to meet professionals with

varying leadership styles and strategic approaches. Some of them proving to be mostly effective and responsible leaders, with the courage and wisdom to nurture their own professional path, while enabling others' successful development.

Others, on the other hand, seem to have completely forgotten about the moral impact their leadership and behaviors may have on their team, peers and business stakeholders. It is as if they were trained to strategically hide their true intentions by focusing only on their personal hidden agenda. In those situations a great variety of tactics maneuvers can be observed, often with the aim to stand out at the expense of others, envisioning more power, merely considering what is good for oneself.

To think strategically is about recognizing patterns, being able to see intertwined systems, connections and envision the future. It is the ability to make effective projections, creating added value and ensuring competitive advantage. Above all, it is about making the right choices: and in uncertain times choices are mostly also strategic trade-offs.

Business ethics and business leadership go hand-in-hand. Consistency and honesty are also strategic elements necessary to lead, to develop and to engage talent—as leadership never goes alone.

And, as the Greek philosopher Heraclitus of Ephesus stated around 500 years before Christ: "a man's character is his fate".

* Mintzberg, H.(2000) *The rise and fall of strategic planning*. Prentice Hall: N.Y.

** Olson, Aaron K. and Simerson, B. Keith (2015) *Leading with strategic thinking*. John Wiley & Sons Inc, Hoboken, New Jersey.

*Carol Böttcher is coordinator of Swedcham's Human Capital Committee.



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Industry 4.0 – the fourth industrial revolution

By *Felipe Christiansen**

The Industrial Revolution was marked by the discovery of the steam engine, which optimized and accelerated production processes. The so-called “Second Industrial Revolution” came after the arrival of electricity and the “Third Revolution” was caused by the automation of processes, such as the use of information technology, computers and the Internet.

Nowadays, we are experiencing the Fourth Industrial Revolution, which involves the use of various technologies to reach much more advanced levels of the automation of production processes.

The “Industry 4.0” allows for the exchange of data between different stages of the production chain, which—beyond the enormous gains of scale (speed)—generate an impressive savings in resources (raw materials) and reduction in losses.

The first technology we can mention is **Artificial Intelligence (AI)**, which allows one to analyze a certain data bank in order to help in decision making, since this technology seeks methods to expand the human being’s rational capacity to resolve problems—from the most simple to the most complex.

The **Internet of Things (IoT)** is defined as a network of objects, such as for instance buildings, vehicles and objects that have the technology to interconnect, through the Internet, and can be controlled remotely and accessed through service providers.

The third technology that is part of the Industry 4.0 is cloud computing, which allows for the storage of data on computers and servers that can be accessed anywhere in the world, at any moment, by simply using the Internet.

Indeed, the combination of these technologies is being responsible for the emergence of “intelligent factories”, where the way by which products are manufactured changes radically in terms of efficiency, as intelligent networks are created throughout the production chain—responsible for controlling and monitoring all stages in an autonomous and highly precise manner, so that even defects presented can be corrected without human interference.

The outcome is that the use of these combined technologies produces excellent results for organizations in terms of per-

formance and profitability. As an example, we can mention that a factory that adopts this technological model can forecast much more accurately the moments in which it should interrupt its production line to carry out preventive maintenance work.

According to a survey conducted by the Brazilian Industrial Development Association (ABDI), the annual estimate for industrial cost reduction in Brazil, since industry’s migration to the 4.0 concept, should reach a minimum of R\$ 73 billion per year.

For this reason, it is worth mentioning here the important initiative taken by the Federal Government’s Ministry of Industry, Foreign Trade and Services. In June 2017, the Work Group for Industry 4.0 (“GTI 4.0”) was created, with the aim of preparing a national agenda proposal for this topic, involving business organizations and government agencies.

The strategy of this work group is to carry out a survey among corporations that goes through the following stages: 1) the company’s Industry 4.0 knowledge and self-evaluation; 2) identify who are the technological and business partners that can contribute to this transformation; 3) define the internal collaborators who will be responsible for implementing Industry 4.0 and the rules to be enforced; 4) obtain the financial means required to invest in these technologies.

It is certain that Industry 4.0 is emerging as a natural way to increase competitiveness in the industrial sector. In Brazil, this technology is still not widely used, but it is an open field for various opportunities—for both professionals and the creation of new businesses.

***Felipe Christiansen** is coordinator of Swedcham’s Innovation & Sustainability Committee.





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