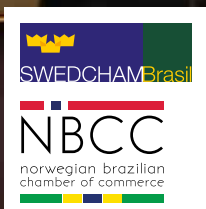
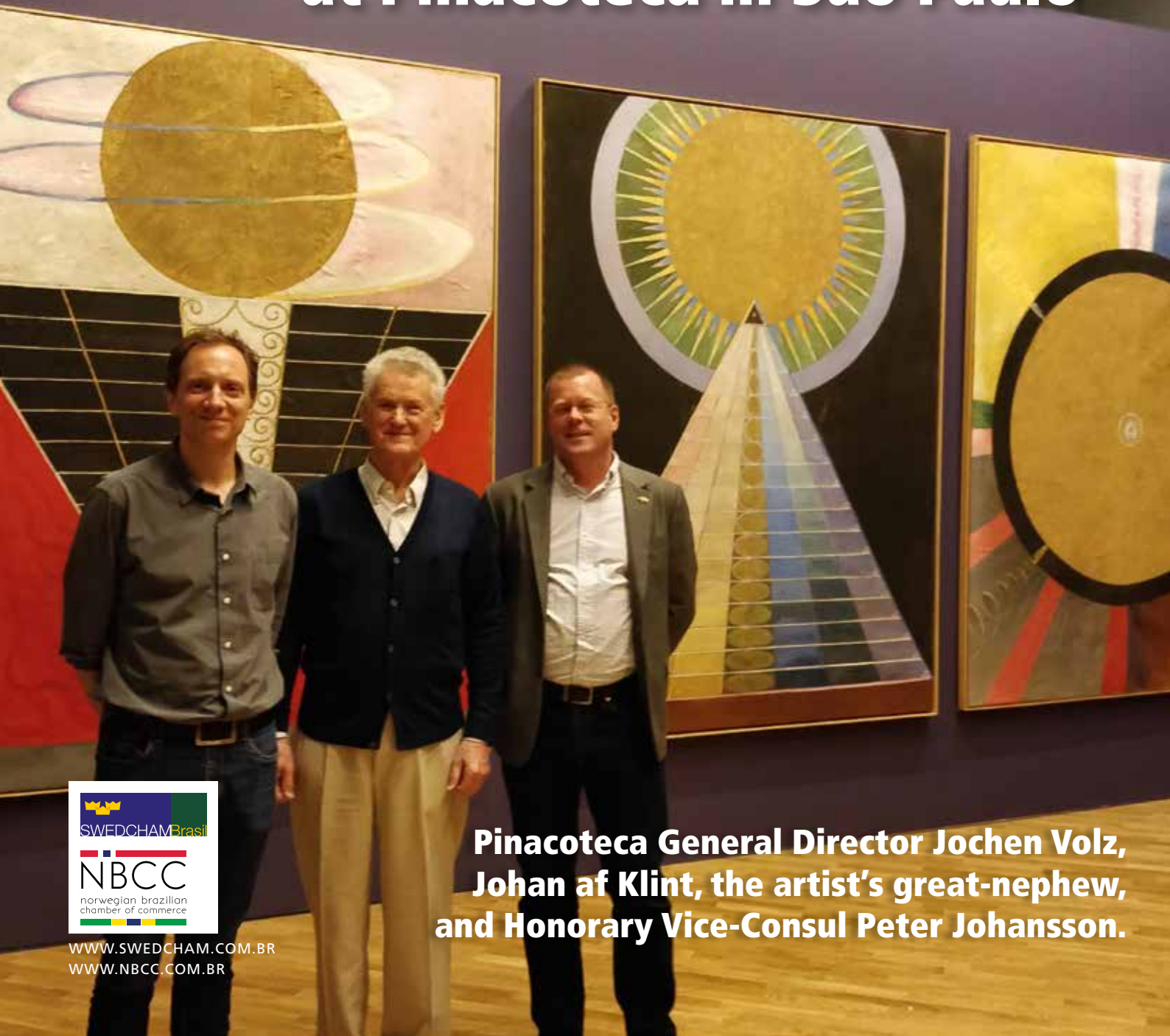


APRIL - JULY 2018

NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION

Hilma af Klint exhibition opens at Pinacoteca in São Paulo



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**Pinacoteca General Director Jochen Volz,
Johan af Klint, the artist's great-nephew,
and Honorary Vice-Consul Peter Johansson.**

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Photos by Christina Rufatto

Hilma af Klint's solo exhibition at Pinacoteca is first in Latin America

The exhibition “Hilma af Klint: Mundos Possíveis” (Hilma af Klint: Possible Worlds) opened on March 3 at the Pinacoteca de São Paulo, a museum of the São Paulo State Culture Secretariat. The Pinacoteca is one of the most important art museums in Brazil and the oldest in São Paulo, having been founded in 1905. This solo exhibition of the Swedish artist’s work is the first in Latin America.

Sponsored by Banco Bradesco and Ultra, with support from the Embassy of Sweden in Brazil and the Swedish-Brazilian Chamber of Commerce, this solo exhibition by Swedish painter Hilma af Klint (1862-1944) – whose work has been recognized as pioneering in the field of abstract art, and remained largely unnoticed for much of the 20th century – is the first in Latin America. The exhibit is also the first of the Pinacoteca’s 2018 calendar, and one of the year’s major highlights.

The exhibition is curated by Jochen Volz, general director of the Pinacoteca, in collaboration with Daniel Birnbaum, director of the Moderna Museet in Stockholm (Sweden’s national museum of contemporary art), and with the Hilma af Klint Foundation. Ambassador Per-Arne Hjelm born inaugurated the exhibition together with the State Secretary for Cultural Affairs of São Paulo, José Luiz Penna, Johan af Klint, the artist’s great-nephew and president of

the Hilma af Klint Foundation, and the Honorary Consul General of São Paulo, Renato Pacheco Neto. On the eve of the exhibition’s opening, there was a special commemorative dinner with the presence of Johan af Klint and the curators, among others.

Hilma af Klint attended the Royal Academy of Fine Arts, the main center of artistic education in Stockholm, but soon distanced herself from academic training to paint invisible worlds, influenced by spiritual movements such as Rosenkreuz, Theosophy, and later Anthroposophy. She was a member of “The Five,” a group of women artists who believed they were led by higher spirits, who wanted to communicate through images, and – starting in the



Johan af Klint, Daniel Birnbaum and Jochen Volz during the inauguration.



Ambassador Per-Arne Hjelm born and his wife Anette with Honorary Consul General Renato Pacheco Neto.

late 19th century – were already experimenting with automatic writing and drawing, predating surrealist strategies by more than 30 years.

The exhibition includes 130 works of her abstract art. One of the show's highlights is a series entitled "The Ten Largest," painted in 1907 and now considered one of the first and foremost works of abstract art in the Western world, since it precedes the non-figurative compositions of contemporary artists such as Kandinsky, Mondrian, and Malevich. In addition to this set of works, the exhibition in São Paulo features several series of works that have never been presented to the public.

"The work of Hilma af Klint, in a certain way, dialogues with the syncretism and plurality of world-views that are so present in Brazilian culture. The seriality found in her works also appears in Brazilian art, especially concretism and neoconcretism," explains Jochen Volz.

The work of Hilma af Klint was first exhibited in 1986 in a show called "The Spiritual in Art: Abstract Paintings 1890-1985," held at the Los Angeles County Museum of Art. But only the grand retrospective organized by the Moderna Museet of Stockholm in 2013 (and later in its travels through Germany, Spain, Denmark, Norway and Estonia) allowed af Klint's work to be recognized internationally to a wide audience. It has since been part of exhibits in Europe and the United States.

Pinacoteca has prepared a bilingual (Portuguese-English) catalog that gathers three unpublished texts written by authors Jochen Volz, curator of the show, Daniela Castro, independent curator, and Daniel Birnbaum. The book also includes reproductions of the works on display, plus a chronology written by Luciana Ventre, a Brazilian researcher who will be

releasing a biography of Hilma af Klint in the coming months.

"Hilma af Klint: Possible Worlds" remains on view through July 16, 2018, on the first floor of Pina Luz – Praça da Luz, 02. Admission is open Wednesday through Monday from 10:00 am to 5:30 pm, and visitors are allowed to remain until 6:00 pm. Tickets cost R\$ 6 (full price) and R\$ 3 (half-price for students, seniors, etc.). Admission is free-of-charge for children under 10 and adults over 60. On Saturdays, admission is free for all visitors. Pina Luz is located next to the Luz Station of the CPTM.

After Brazil, the exhibition will move on to the Guggenheim Museum in New York. This will also be the first major solo exhibition in the United States of this pioneering artist.

During the exhibit in São Paulo, Pinacoteca was to hold a series of conferences on History of Arts in relation to the works of Hilma af Klint, touching on themes such as the rise of abstraction in art and the spirituality movement in the beginning of the 20th century and its influence on Brazilian art.

Honorary Vice-Consul Peter Johansson and Paulo Vicelli, director of institutional relations at the Pinacoteca.



Embassy Update



(From left to right) Torgny Holmgren (SIWI), Pernilla Josefsson-Lazo (Embassy of Sweden), Håkan Tropp (OECD), and Jakob Granit (Swedish Agency for Marine and Water Management).



High-level panel organized by the Swedish delegation.

World Water Forum in Brasilia

The World Water Forum is the world's biggest water-related event and its 8th edition took place in Brasilia from March 18 to 23. The Forum is organized every three years by the World Water Council (WWC), an international organization founded in 1996 in Marseille, with the purpose of promoting awareness, building political commitment and triggering action on critical water issues. This is the first time the event was held in the Southern Hemisphere.

Tens of thousands of participants were expected from all over the world, including official delegations from over 70 countries. The Swedish delegation was led by Stefan Berggren, Deputy Director General at the Ministry of the Environment and Energy, and also included Jakob Granit, Director General of the Swedish Agency for Marine and Water Management, and six other Swedish officials. Civil society representatives such as the Stockholm International Water Institute (SIWI) also participated.

The Swedish participants hosted two sessions: *"Emerging Policy Solutions to Manage Water Quality from Ridge to Reef"* and *"Towards joint action by the freshwater and ocean communities"*. In addition to the sessions, Ambassador Per-Arne Hjelm born and SIWI opened the ceremony for the Stockholm Junior Water Prize. Out of the five Brazilian student groups who were selected, a winner was decided on March 21 for participation in the international final in Stockholm in August: Guilherme da Cruz Catharino from Escola SENAI Jorge Mahfuz in São Paulo, for inventing a system for the intelligent monitoring and control of residential water supplies.

Team Sweden kick-off

On January 30, Team Sweden Brazil, the Embassy, Business Sweden, Swedcham and the Consulates in São Paulo and Rio de Janeiro gathered in Brasilia for a one-day kick-off meeting. The participants discussed the agenda for 2018.

Team Sweden Brazil planned a number of events and activities on topics such as sustainable cities, mining, CSR, transportation, digitalization, health sector etc. as well as the continued assistance to companies on issues related to market access and trade barriers. 2018 will be yet another busy year but, considering the elections in both Brazil and Sweden, there will be fewer visits on a political level.

The 7th edition of the Sweden-Brazil Innovation Weeks will be organized from November 19 to 30, and as in previous years the ambition is to arrange events in many states in Brazil. Swedcham will also do the Business Climate Survey which provides a useful overview of the business climate for Swedish companies in Brazil.

This year is the Centenary of Ingmar Bergman. The Embassy will highlight this commemoration by offering a film festival in various cities throughout the year.

Nordic Dialogues

On International Women's Day, the Nordic Embassies announced the cooperation project Nordic Dialogues (*Diálogos Nórdicos*). It is a three-year project initiated by the Nordic Embassies and the Danish Cultural Institute, and it has been granted funding from the Nordic Council of Ministers. The focus this year is gender equality and various activities, such as seminars and cultural events, will be organized throughout the year together with other Nordic and Brazilian partners.

A flagship event is planned together with Escola Nacional da Administração Pública (ENAP) in the beginning of June in Brasília, focusing on dialogue on gender equality in the political sphere. Another flagship event is tentatively planned for November addressing issues related to gender equality in business. The formal launch of Nordic Dialogues will be organized in the next couple of months.

WikiGap

The first event in the Nordic Dialogues project was #WikiGap, organized in São Paulo and Brasília on March 6 and 8 in cooperation with Wikimedia, Instituto de Pesquisa Econômica Aplicada (IPEA) and Faculdade Cásper Líbero. Ninety percent of the content on Wikipedia is created by men and more than 3 out of 4 biographies on the site are about men.

The Swedish Ministry of Foreign Affairs therefore organized more than 50 Wikipedia edit-a-thons on March 8 around the world in partnerships between Swedish embassies, consulates and local partners. Seventy volunteers gathered at Faculdade Cásper

Líbero to write articles in Portuguese about women in arts and 20 researchers from IPEA decided to focus on women and public policy. The final result was the contribution of 65,000 words to more than 220 articles, adding a much lacking gender perspective to the online encyclopedia.

Women's rights

The Embassy invited internationally renowned pop star and devoted feminist Zara Larsson, who is currently touring in Brazil, to a chat with Brazilian women's rights activists in São Paulo. The chat took place on March 22 at human rights organization Conectas' offices on Avenida Paulista. Conectas is a long-time partner to the Embassy.





Among the topics discussed was the human rights situation in Brazil and global challenges for women. Zara Larsson, who is famous for actively promoting human rights and feminism, demonstrated a profound interest in the topics and devoted more than an hour of her intense schedule to the meeting. The Embassy was represented by Honorary Consul Renato Pacheco Neto.



Zara Larsson (center) and Honorary Consul General Renato Pacheco Neto (right) at the Conectas event on women's rights.

***This column was written by Pernilla Josefsson-Lazo, Cecilia Lif, Gioreley Rios and Faraz Davani.**

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The Brazilian economy recovered faster than expected in 2017 and we can finally see signs of a more optimistic scenario. Taking this and the improvements in the global environment into account, many financial institutions have revised their growth forecasts upwards. This is very good news for all our members and Swedish companies interested in entering the huge Brazilian market—Latin America's largest economy.

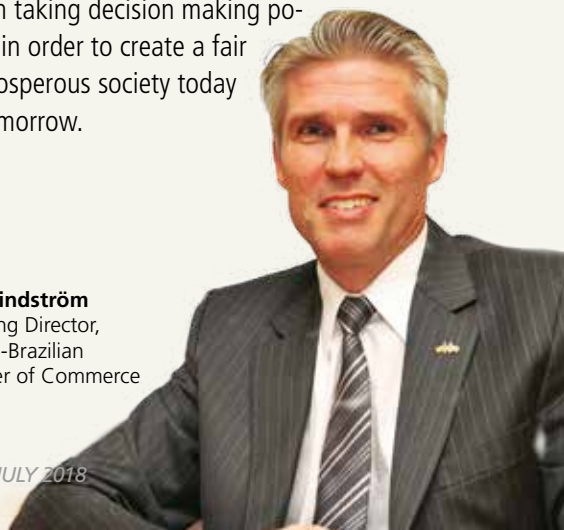
Nevertheless, the materialization of political and fiscal risks could bring the recovery process to an end. Only after the presidential election will we know for sure if this recovery is just temporary or if we can expect a long-term sustainable growth.

Swedes like to plan things ahead and we have had constructive meetings with Team Sweden in Brazil to discuss several joint projects and events for this year, of which one major event will be the Innovation Weeks next semester.

Another positive meeting was one we had in January with all five committee coordinators who have many ideas for their respective areas. We have a good mix of Swedish planning and Brazilian flexibility and openness for new ideas that were not originally on the agenda. We are also continuing our discussions with the São Paulo City Hall where we see many possible areas of co-operation, both in social initiatives and business partnerships to support the city's efforts to create a smarter and more human city.

Finally, I encourage all readers to visit the Pinacoteca in São Paulo and the exhibition Possible Worlds with 130 works by Hilma af Klint, a strong Swedish woman, definitely not a mainstream follower. Brazil needs to invest in visionary and genuine people like Hilma, and support them in taking decision making positions in order to create a fair and prosperous society today and tomorrow.

Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



First of all, I would like to thank NBCC for the confidence shown at our Annual General Meeting in electing me for another year as head of our Chamber. A new board was elected and our 2018 "Master Plan" was laid out.

In the last edition of NordicLight, we talked about the recovery of the Brazilian economy and activity level. Now all indicators are confirming this trend. Recovery has become a reality, and Brazil could become the main global destination for deepwater developments. Still there are challenges to be addressed. Investments are returning, but in a more selective way. Competitiveness is the key word. But the general election in October is causing concern. Rio de Janeiro, the main location for the majority of the Norwegian investments in Brazil, is still struggling to find its way out of the crisis.

The crisis did however result in a greater dialogue between industry, government and regulatory leaders, and cooperation has proven to be a powerful tool to leverage the economic recovery. Some of the results of this cooperation were listed by the Secretary of Oil and Energy, Mr. Marcio Felix, who talked at the NBCC Annual General Meeting in March.

He encouraged NBCC to continue with its efforts to produce a new agenda of fundamental points to be addressed and to improve the current business environment even more, and it is very stimulating to have an open channel to discuss solutions for a better development of our businesses.

We have a year of big challenges and opportunities ahead—let's face it!

Rachid Felix
Chairman,
Norwegian-Brazilian
Chamber of Commerce





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Team Sweden meetings with Mayor João Doria

Team Sweden Brazil—formed by the Embassy, the Consulate General in São Paulo, Swedcham and Business Sweden—held its fifth meeting with Mayor João Doria at his office in the São Paulo City Hall on March 16.

The meetings with the Mayor began on November 22 last year, with the aim of establishing various areas of cooperation between Team Sweden and Swedish companies on the one hand and the São Paulo City Hall on the other. The next meeting was scheduled for April 16, after this magazine went to press.

Present at the March meeting were Pernilla Josefsson-Lazo, Deputy Head of Mission at the Embassy, Renato Pacheco Neto and Peter Johansson, respectively Honorary Consul General and Honorary Vice-Consul of Sweden in São Paulo, Andreas Rentner, Trade Commissioner /Head of Business Sweden in Brazil, Swedcham Managing Director Jonas Lindström, and Elsa Stefenson, Senior Consultant at Business Sweden.

On the corporate side, participants included Alessandra Faria (Axis), Gustavo Bonini (Scania), Luciano Ferreira (Volvo Cars), Marcus Fattor (Tetra Pak), Alexandre Parker (Volvo) and Tiago Machado (Ericsson).

In addition to Mayor Doria, the meeting was attended by International Relations Secretary Julio Serson, Mobility and Transport Secretary Sergio Avelleda, Social Assistance and Development Secretary Filipe Sabará, Innovation and Technology Secretary Daniel Annenberg and Beatriz Gusmão, Investment Director for SP Negócios, among other city officials.

(From the left) Jonas Lindström, Peter Johansson, Renato Pacheco Neto, Pernilla Josefsson-Lazo, Mayor João Doria, Andreas Renter and Julio Serson.



Social projects

The Mayor has invited and encouraged Swedish companies to participate in social and revitalizing projects in São Paulo. The city has many transparent, well planned and interesting projects making a difference for thousands of people. Many of the Swedish companies are already involved in social and educational projects and some being discussed are:

- Scania is engaged in developing socially sustainable transports with the City Hall involving the use of the company's buses to transport people who live in CTAs (*Centro Temporário de Acolhimento*).

- Ericsson would be donating IT laboratories as well as supporting the City Hall in its projects to provide professional training and jobs for homeless and poor people.

- Tetra Pak is developing a project on educational programs for people working in waste recycling cooperatives.

Business opportunities

During the meetings, several areas have been identified where Swedish companies and know-how could contribute to the development of São Paulo, such as public transportation, security, health care, transparency, digitalization and connectivity.

Mission to Sweden

A visit is planned of City Hall officials to Sweden in May. This mission is to be led by Vice-Mayor Bruno Covas (as Mayor Doria will be running for Governor), Julio Serson and Sergio Avelleda.

Details of the visit to Sweden will be ironed out during the sixth Team Sweden-City Hall meeting scheduled for April, but one item on the agenda will be participation in an international conference in Stockholm on sustainable public transportations.

"All these meetings have been very positive and productive," says Swedcham's Lindström. "Naturally, all participating companies seek business opportunities with the city of São Paulo, but it is also very encouraging to see how deeply involved they all are in CSR, sustainable business and making a difference."

"São Paulo has a great potential to become not only a smart, but also a more human city, and we are very proud that we can partner up and offer Swedish products and solutions, both on a short and a long term," Lindstrom adds. ■

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From a market prospect to operations in Brazil: *Diaverum is a success case*



Rafael Romanini

Swedish companies face many challenges when dealing with the Brazilian Health System, which is bureaucratic due to excessive regulations and norms issued by Anvisa, the Brazilian Sanitary Surveillance Agency. Also, the public health system is known for its complex reimbursement model.

Business Sweden has had a key role in supporting Swedish companies in the process of understanding and dealing with the Brazilian health sector. The Swedish Health Care Network coordinated by Business Sweden has been essential to accelerate business for Swedish companies by primarily opening doors for the interaction with Brazilian government agents and regulatory institutions and nonetheless key stakeholders in the private sector. Business Sweden has also been a key partner for companies by providing information on market trends, regulatory landscape and analyzing potential acquisitions in Brazil.

One of these success cases is Diaverum, a renal care service provider that started investigating the potential of Brazil in 2014. Business Sweden supported them during the process of defining an entry strategy. The

company recently acquired two clinics and its operations will initiate this year. In addition to this exciting news, the company also recruited a new country manager, Rafael Romanini.

Can you give us a glimpse of your career? You were previously from the ICT sector, how was the change to the health sector?

I have a business graduation and MBA in entrepreneurship. I started my career in finance, working for consulting and tech companies. After my MBA, I turned my career to the healthcare sector working for listed companies. Recently I was leading the development of a post-acute business in São Paulo.

Did you have any previous experience in a Swedish company or any connection to Sweden?

Diaverum is my first experience in a Swedish company.

How did you end up in a Swedish renal care service company?

I studied the renal care market a few years ago and I was impressed by the social impact and growth opportunities. At that time, I had learned about Diaverum. Last year, I started conversations with the company and joined the team in January this year.

Diaverum started its operations a few months ago with the acquisition of two clinics. What are your focus and ambitions for Diaverum Brazil?

Our intention is to reinforce our position in Brazil by building strong, reliable partnerships with first-class, high-quality clinics in Brazil.

Diaverum is one of the world's leading providers of renal care and serves a patient base of more than 30,000 people, with a strong position in Europe and Latin America

based on this huge experience, how can Diaverum contribute to the development and improvement of the Chronic Kidney Diseases treatment in Brazil?

Our ambition is to contribute, but also to learn from the local market. Brazil has a relevant tradition in the nephrology market and well-known experiences in services like peritoneal dialysis, home dialysis and acute dialysis. Diaverum can contribute by sharing the knowledge built in other countries where we have operations and providing resources and investments to our partners in Brazil to seize the growth opportunities presented to us.

In 2014, Business Sweden carried out a market study about the health system structure in Brazil, as well as evaluated the market size for renal care. One of the challenges within the sector is the reimbursement from SUS that represents more than 80% of the treatments. Are you planning to participate in the discussions related to level of reimbursement having a relevant role since Diaverum is one of the international players in the market?

Our intention is to support local associations, such as SBN (Sociedade Brasileira de Nefrologia) and ABCDT (Associação Brasileira dos Centros de Diálise e Transplante). Diaverum has also the intention to articulate with global players to reinforce, support and develop the ongoing initiatives.

How was the approach to the market during the acquisition process of the two clinics and where are they located?

As mentioned, Diaverum will build partnerships with first-class clinics in Brazil that share the same core values of quality, competence, inspiration and passion to renal care services. These partnerships are developed within our relationship with local top nephrologists. Our clinics are located in Guarulhos and Aracaju.

In the north and northeast region of Brazil there is a lack of clinics to cover the number of patients and specialized workforce. The objective of having Diaverum's presence in the region is to change this scenario?



Pricila Carmo

The lack of clinics in some areas in Brazil is one of our concerns. We intend to contribute and invest to maximize the dialysis patient's access to treatments.

The Swedish health companies are part of the HC Network in Brazil to promote the industry and the Swedish brand, do you believe that this model can support the companies in developing their businesses in the market?

Absolutely. Branding Diaverum as a Swedish company and being part of the HC network has been opening doors for us since 2015. The Swedish brands are spontaneously related to high quality and reliability by the Brazilian market.

The Swedish Healthcare Platform

The main goal of the Swedish Healthcare Network is to support Swedish companies in accessing the potential within the Brazilian healthcare sector.

Business Sweden provides strategic advice, sales execution and operational support to help them increase their international revenues. They can trust in Business Sweden to shorten time to market, find new revenue streams, and minimize risks—from a unique position as an independent partner and trustworthy facilitator, delivering proven results to all the companies.

At Business Sweden, the new person responsible for activities in the healthcare area is Pricila Carmo. She has a long experience working in several projects within this sector. She takes on the responsibility of supporting the Swedish companies to find new market opportunities and to overcome the sector's challenges in Brazil.

For more information about the Swedish Healthcare Platform, please contact Pricila Carmo at Business Sweden's office in São Paulo.



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Sweden *in* São Paulo

By Peter Johansson
Honorary Vice-Consul

We were in March as this article was being written, and according to the Brazilian expression the year had more or less just started, being right after Carnival. Team Sweden has however been working full speed since the early days of January with a series of activities, such as the meetings with the City Hall of São Paulo and Mayor Doria's team. Apart from discussions relating activities in the CSR field, there are also dialogues for the urban transportation sector as well as IT and innovations. If the result of all these meetings is considered positive by the companies, Team Sweden is prepared to take the initiative to other Brazilian cities as well.

Representatives from Maringá visit Västerås

In an agenda organized by the Consulate, representatives from the city of Maringá in the state of Paraná visited Västerås in Sweden. Lieutenant Alexandre Ferelli and Carlos Rafael Leonardo, representing the Fire Department and Association of Commerce of Maringá, visited the city of Västerås for very successful meetings with the Mälardalen Chamber of Commerce, the local government office as well as visits to the local power company Mälarenergi, which runs the world's biggest waste fired electricity boiler, and X-Innovations, supplier of innovative solutions for fighting fire. The two representatives from Maringá also met with the managers of the local firefighters. ■

Attorney General of Labor to visit Sweden for Global Child Forum

During a meeting with the Regional Court of Labor and Prosecutors of Labor of the 15th region in Campinas, it was announced that Brazil's Attorney General of Labor, Ronaldo Curado Fleury, was scheduled to attend the Global Child Forum at the Royal Palace in Stockholm on April 12. The Public Attorney of Labor's Office has a long tradition of campaigns against child labor and social activities and will for sure bring valuable experience to the event. The Consulate is also preparing an official program of visits for the delegation during the stay. ■



Lieutenant Alexandre Ferelli and Carlos Rafael Leonardo from the City of Maringá with Kenta Nerén from Mälarenergi.

Swedish director and educator Liv Elf Karlén gives workshop

With support from the Swedish Embassy and the Swedish Arts Grants Committee upon an invitation from the International Theatre Festival MitSP—which celebrates its fifth edition in 2018, Liv Elf Karlén held a workshop during six days about critique of the established norms in the theatre world.

The workshop was so popular that the number of approved participants had to be extended. The participants discussed and learned how to act against stereotypes and to deconstruct normative acting by ways of working with movement and the physical and symbolical creation of characters. Karlén's method uses masculinity and femininity as creative tools for the artist's imagination and interpretation. ■

Health sector is focus for meetings by EU delegation and Team Sweden

Currently the main focus of the EU delegation in Brazil, led by Ambassador João Cravinho, is of course on the EU-Mercosur trade agreement, which seems closer than ever before (maybe an agreement has already been made public when you read this text), but regular Market Access meetings are also being held in collaboration with the EU Chambers of Commerce.

In late March, a meeting was held at the German Chamber



Liv Elf Karlén's workshop was very popular and well attended. (Photo by Guto Muniiz from MitSP)

of Commerce, where representatives from European companies within the health sector were invited. The goal was to discuss issues companies face on the Brazilian market in order to create a strategy for addressing the identified issues and bringing attention to them with the Brazilian authorities.

Adding value to the relations with health cluster companies was also the goal of a similar meeting organized by Team Sweden and held at the office of Business Sweden in São Paulo. The conclusion of both meetings was that companies mainly addressed regulatory problems with ANVISA and INMETRO, where the agencies' norms don't match many times. ■

Oded Grajew scheduled to visit Sweden in April

As this magazine was going to press, the well-known businessman and founder of the Ethos Institute and Rede Nossa São Paulo, Oded Grajew, was scheduled to visit Sweden in April together with a journalist for a week of meetings with government ministries and institutions.

Grajew, who is an important influencer of public opinion in Brazil, aims to get a better overview of the Swedish model of governance as well as the tax system and solutions for a sustainable society, which should result in articles, seminars and other activities when back in Brazil. ■

Homage to Maestro João Carlos Martins at Legislative Assembly

The consular corps was invited to participate in a special session under the initiative of Deputy André Soares to pay homage to world-renowned Brazilian pianist and conductor João Carlos Martins.

The emotional session counted with a speech by the Portuguese Consul General Paulo Lourenço (Martins' father was born in Portugal) and a fantastic performance by young actor and now pianist Davi Campolongo, who plays the maestro in the recent movie about his life. ■

Investe SP suggests joint activities with Nordic Consulates

Representatives from the Consulates of Sweden, Finland and Norway recently met with the director of the Invest in São Paulo agency (Investe SP), Sérgio Costa, and his team. Investe SP currently promotes an internationalization agenda of the companies in the state and reached out to the Consulates for help in the process. ■

Daniela Metsäranta from the Finnish Consulate, Peter Johansson, Deputy André Soares, Stéphane Larue (Consul General of Canada in SP), Deputy Consul of Argentina, Gabriel Rivera, and Deputy Consul General of Mexico, Luis Geraldo Hernández Madrigal, with Maestro João Carlos Martins and Davi Campolongo.



Dometic signs cooperation agreement with Ominic in Brazil

In February this year, Sweden's Dometic appointed São Paulo-based Ominic as its main distributor in Brazil.



Wladimir Bellizia, Patrik Mattson and Johan Fager.

Dometic is a leading global provider whose core business is climate, hygiene, sanitation, food and beverage applications within the RV, Marine and Automotive markets. The company—with headquarters in Solna, Sweden—holds market leading positions across key products in each of its regions.

There are millions of people around the world today who use Dometic products. They all have one thing in common: they are going somewhere

— whether they are an RV user, a boat owner, a truck driver, a hotel guest or just a lover of the great outdoors.

Dometic has previously sold products under a variety of brand names worldwide such as Waeco, Crusair, Marine Air and Sealand. However, since 2016, the company has started to consolidate its brands making Dometic the primary one.

You will find a lot of Dometic products in Brazil—just to mention a few: minibars and safes at the soon to be opened Four Seasons in São Paulo, wine cellars for private homes sold at Celdom in Rio de Janeiro and São Paulo, and Dometic air conditioning in most yachts in Brazil.

Dometic has been in Brazil since it became an independent company (previously part of Electrolux) in 2001. In February 2018, it appointed Ominic with base in São Paulo as its main distributor in Brazil to cover its RV, Hotel, Retail and Automotive business while its important Marine business is covered by long-time business partners Marine Express and Lestada Comércio.

Ominic is owned and led by Wladimir Bellizia, a long-term Whirlpool executive who will add important retail and online sales expertise to further develop Dometic in Brazil. The company looks forward with high expectations and enthusiasm to this recent change in Brazil.

Dometic has also appointed Johan Fager of Kazamax as its consultant and interface to its Latin America HQ in Mexico City.

"I am very excited about Dometic's possibilities going forward, and together with our partner Ominic we will introduce several comfort products like our range of portable compressor coolers with same performance as your domestic refrigerator cooling all the way down below -20° C, but working on 12V and also our 24V truck rooftop air-conditioners for added driver comfort and security, but maybe more importantly substantial savings in diesel for the truck owner," says Patrik Mattson, Vice President for Latin America. ■



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Youth taking the lead in water issues

By Ana Carolina Deveza and Elisa Sohlman

Brazilcham embraces the protagonism of youth at the 8th World Water Forum in Brasília

On March 20, 2018, the Undersecretariat for Federal Affairs of the Presidency of the Federative Republic of Brazil (SAF), in cooperation with the Brazilian Chamber of Commerce in Sweden, organized a ceremony on the occasion of the second edition of the Stockholm Junior Water Prize Brazil (SJWP Brazil).

Held at the Planalto Palace in Brasília, the event counted with the presence of:

- H.E. Paulo Câmara, Undersecretary for Federal Affairs;
- H.E. Per-Arne Hjelmhorn, Ambassador of Sweden to Brazil;
- Mr. Torgny Holmberg, CEO of the Stockholm International Water Institute;
- Mr. Adilson Pinheiro, President of the Brazilian Water Resources Association;
- Ms. Ana Carolina Deveza, Manager of SJWP Brazil and representative of the National Youth Parliament for Water;
- Winners of the SJWP Brazil 2017;

(Left to right) Adilson Pinheiro, Synara Broch, Ambassador Per-Arne Hjelmhorn, Paulo Câmara, Torgny Holmberg, Ana Carolina Deveza, Jerson Kelman, and Mario Ramacciotti. (Photo by Gedheon Garrido)



- Finalists of the SJWP Brazil 2018;
- Mr. Jerson Kelman, CEO of Sabesp - Basic Sanitation Company of the State of São Paulo;
- Mr. Mario Ramacciotti, CEO of Xylem Water Solutions Brazil.

8th World Water Forum (WWF)

The WWF is the world's biggest water-related event and is organized by the World Water Council every three years. The 8th edition was held in Brasília, from March 18 to 23, for the first time in the Southern Hemisphere. It was the biggest WWF ever seen. Around 110,000 people participated, from 172 countries.

SJPW – 2nd edition

The Stockholm Junior Water Prize (SJWP), which has Crown Princess Victoria of Sweden as its Patron, gathers imaginative young minds from all over the world, encouraging their continued interest in water and sustainability issues. The competition draws more than 10,000 entries from over 30 countries.

On March 21, the final ceremony of the 2nd Brazilian contest for the SJWP took place at the Citizen Village of the WWF. The initiative was organized by the National Youth Parliament for Water (PNJA) and the Brazilian Water Resources Association (ABRH).

At this edition, 40 projects were received from all regions of Brazil and five of them were selected to participate in the final stage. The winning project was the SIMECHR - Residential Water Monitoring and Control System. The winning author, Guilherme Catharino, from SENAI Jorge Mahfuz High School, will represent Brazil at the international final of the SJWP, during the 27th edition of the World Water Week in Stockholm, which will run from 26th to 31st August 2018, the world's leading annual event on water issues.

Innovation

The 2018 contest had the intense participation of the public. Over 700 votes were received through the online system, making one vote with the technical jury. In addition to the prize for winning author and school, the advi-

sors were recognized for their work in guiding the students. The prize for the winning advisor, Wilker Lassia, was given by the representatives from the sponsor companies Sabesp and Xylem. The prize for the school was given by Torgny Holmberg, from SIWI.



SJWP Brazil 2018 winner Guilherme Catharino (left) and his advisor Wilker Lassia. (Photo by Sabesp)

Project summary

The SIMECHR - Residential Water Monitoring and Control System - is a water management system that can control the residential water supply flow and reservoir level. It uses humidity and flow sensors to supply information through a mobile app, allowing the user to actively control the system. It is a tool to stimulate conscious consumption and to empower the consumer against unfair tariffs.

The international jury for the Brazilian stage of the SJWP mixed an intergenerational approach and experience in the educational and water fields. It was formed by:

- Suraya Modaelli – REBOB
- Jair Silva - ANA
- Synara Broch – ABRH
- Felipe Felisbino - MEC
- Rita Amaral – LIS-Water
- Jorge Werneck – ADASA
- Mario Ramacciotti - Xylem

The SJWP Brazil delegation was received by the President of the National Water Agency (ANA), Christianne Dias. During the meeting, participants discussed the importance of ANA's support to the initiative and how the youth perspective may contribute to accelerate actions towards a better water management in the country.

Additionally, at the Portuguese pavilion of the WWF, on March 21, a new strategy was launched to enhance the role of Lusophony in the international context. Rita



SJWP Brazil delegation is received by the National Water Agency (ANA). In the middle (standing), Christianne Dias, President of ANA. (Photo by ANA)

Amaral (LIS-Water) and Ágatha Tommasi (PLACJA) presented the Lusophone Community of Youth for Water (*Comunidade Lusófona de Jovens pela Água – CLJA*), an initiative to congregate water professionals and activists from the nine Portuguese speaking countries. The common language is a valuable tool towards sharing water solutions.

According to Ana Carolina Deveza, manager of SJWP Brazil and co-founder of the CLJA, "The recognition of the SJWP was impressive! The honor of being received at the Planalto Palace and the acknowledgement given to us by SAF and ANA gave me hope that the voice of youth is being heard. The SJWP and the CLJA are platforms that give protagonism to different youth generations. These are opportunities to foment the dialogue between youth and decision makers, in which different experiences can leverage the achievement of a water secure world for all."

"We would like to thank the sponsorship of Sabesp (the Basic Sanitation Company of the State of São Paulo) and Xylem Brazil; also the Brazilian Chamber of Commerce in Sweden, REBOB - Brazil Network of Hydrographic Basin Organizations, the World Youth Parliament for Water, the Brazilian Association for Sanitary and Environmental Engineering (ABES) and Estudar Foundation for their support." ■

SJWP Brazil 2018 finalists and 2017 winners at the 8th World Water Forum.



Foreign exchange remittances vs. CIDE – *The principle of non-discrimination*



Not true! Contrary to the general perception, the Brazilian tax system is not complex. If it were, there would be some logic amongst the myriad of tax rules. The system is, in fact, chaotic. There are unpredictable and erratic elements, exemplified by the behaviour of the political players involved, and also motivated by budgetary needs. Chaos – rather than complexity – is perhaps what best defines Brazilian taxation.

And something chaotic can randomly affect everything around it. This explains why, in Brazil, taxpayers do not question taxes out of mere pleasure. They do so out of sheer competitive need. One of the recent topics, still little publicized, but beginning to appear in the courts, is of interest to the majority of multinational companies.

Recently, the Brazilian Federal Tax Authority, in an Answer to an Advance Tax Ruling Request

published by Cosit (General Coordination of the Taxation System), judged that the provisions of GATT/GATS/TRIPS (Agreement on Aspects of Intellectual Property Rights related to Trade), aiming to ensure that each member State “treating foreign nationals no less favourably than one’s own nationals with regard to intellectual property”, did not represent an antinomy of art. 2, of Act of Law no. 10.168/2000, which deals with the levying of the Contribution of Intervention in the Economic Domain (CIDE) on royalties. Therefore, in the view of the Federal Tax Authority, CIDE does not violate treaties signed by Brazil, although it clearly discriminates against companies located outside Brazil.

CIDE, whose rate is currently 10%, affects not only the remittance of royalties abroad. In order to give an idea of the magnitude of the issue and how it can affect the competitiveness of companies with operations in Brazil, we will refer to the current reality of international cost-sharing agreements. It is no surprise that the Brazilian subsidiaries of large corporations are losing jobs to other countries.

When the head office of a multinational apportions costs among its subsidiaries around the world using the number of employees in each country, the employee of the Brazilian subsidiary can, by virtue of CIDE, cost 10% more than an employee of a subsidiary located in a country that does not discriminate against suppliers according to their geographic location – as is the case of CIDE. Large corporations have large-scale operations. Therefore, following from the example mentioned above, 1000 Brazilian employees could cost, according to the apportionment, the same as 1100 employees in another country.

Note that we are not even concerned here with

the increased cost caused by CIDE. The point is that Brazil signs trade agreements to ensure greater competitiveness and entry into the global market but, by breaching its trade commitments, Brazil mars the attractiveness of investments as a whole. Worse still is to note that this does not only affect multinational corporations, it harms even Brazilian companies that remit royalties on trademarks and specialized technical services provided by companies that are not present in Brazil.

Rendering the business environment in Brazil more attractive is a necessity. In the quest for this improved scenario, some European companies, including Scandinavian companies, have successfully contested the issue of CIDE. There are already some rulings that have acknowledged the illegality of CIDE due to its disregard for international treaties signed by Brazil. Indeed, upon analysis of the General Agreement on Tariffs and Trade (GATT) – of which Brazil is a signatory and which aims to regulate international trade – in light of Brazilian

legislation, the Superior Court of Justice decided that the International Agreement should prevail, extending the benefits granted to domestic products to foreign products originating in GATT/GATS/TRIPS member states.

The good news is that, despite the tax chaos, Brazilian courts appear to have noticed the importance of putting Brazil back on the economic world stage, and for this reason are on the verge of recognising that CIDE violates the principle of non-discrimination, precisely because it treats foreign nationals who are members of the WTO less favourably. Judicial litigation, nevertheless, seems inevitable for the companies affected.

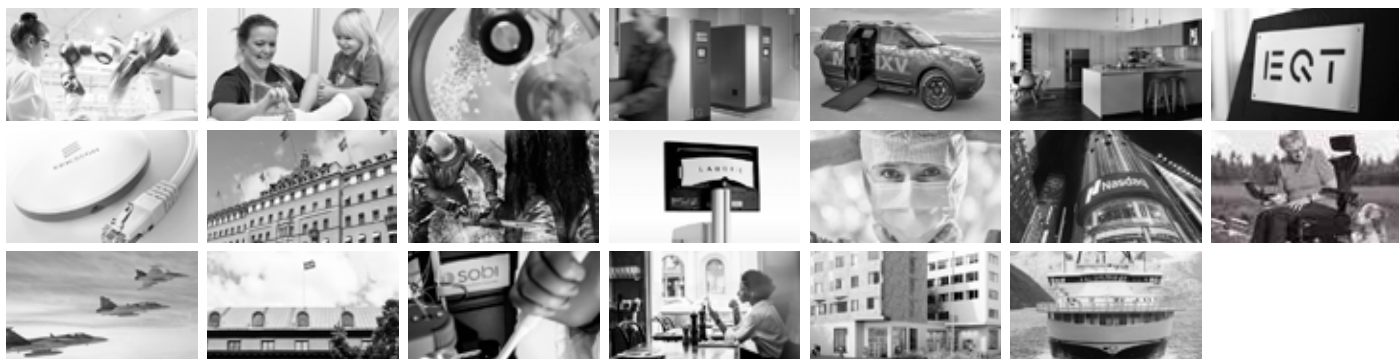
***Otávio Lucchese** is a lawyer, international consultant at Rolim, Viotti e Leite Campos Advogados, partner at Töngren Magnell's Brazil Desk and representative of Swedcham in Curitiba.



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SCI meetings in London

From March 4 to 6, Swedcham's Managing Director Jonas Lindström participated in some meetings and events in London organized by the Swedish Chamber of Commerce for the United Kingdom.

"I am a member of the Board for Swedish Chambers International (SCI) and we hold an annual meeting in one of the countries represented in the Board. I was honored to be the host in São Paulo some years ago, and having London as the host city this year was a natural choice bearing in mind the complex Brexit phase the country is going through," Lindström says.

A major event, the Brexit Forum, was held at SEB on March 5 to discuss how the UK's decision to leave the EU will affect businesses. The Forum consisted of two expert panel discussions and counted on the Swedish Ambassador's participation.

"My conclusion about Brexit is that many players are worried, both in the public and private sectors, but that they do not see any way to revert the decision from the referendum in June 2016. Many people I spoke to said that the biggest problem right now is that the Brexit issue is taking all agendas and that there are many other national and international issues that need to be dealt with, but they come second. The UK intends to continue being active on the international markets, which is comforting to all Swedish banks and companies present in the country, but all the uncertainties are already affecting their businesses."

Lindström believes that the Ireland issue will be specifically tricky to solve before Britain's scheduled departure from the bloc on March 29, 2019.

One very interesting meeting was with Mr. Mark Prisk, Member of Parliament and former Minister of State for Business & Enterprise. Coincidentally, he also led two UK trade missions to Brazil last year, one to São Paulo and one to Recife.

The Board of SCI also visited the offices of London & Partners with a fantastic view over London Bridge, and heard about the Olympic Games legacy. Tourism has grown significantly since London hosted the Olympic Games in 2012, and one can only regret that this has not been the case in Rio de Janeiro.

When it comes to issues related to the SCI, Lindström thinks it is worth mentioning that they discussed how to expand the Business Climate Surveys already conducted in Brazil, China, India and Hong Kong to more countries. "Another issue that is also always on the agenda is how we can work more together to strengthen the Sweden brand. Having strong Swedish Chambers of Commerce around the world is very important, and it is very clear that the Sweden brand is more acknowledged in markets where they work in close cooperation with the rest of Team Sweden—meaning the Embassies, Consulates and Business Sweden."

"It is always inspiring having these benchmarking meetings with other Swedish Chambers around the world. We do have a lot to learn from each other and meeting like this keeps us from re-inventing the wheel," Lindström concludes. ■



(From the left) Sir Mark Boleat, Deputy Chairman of the City of London Policy and Resources Committee, Claes Jacobsson, President at Scania GB, Magnus Lewis-Olsson, Head of Market Area EMEA at Saab AB, and Hans Noren, Managing Director of Stena Line UK, during the Brexit Forum.



Ulla Nilsson, Managing Director at the Swedish Chamber of Commerce for the UK, Maria Borelius, moderator at the Brexit Forum and columnist for Dagens Industri, and Torbjörn Sohlström, Swedish Ambassador to the United Kingdom



The SCI Board after a meeting at the Swedish Chamber in London: (from the left) Jonas Lindström (Brazil), Kerstin Gerlagh (Netherlands), Ulla Nilsson (The United Kingdom), Eva Karlberg (Hong Kong), Thomas Ryberg (Germany), Gita Paterson (France) and Anders Fogelström (France).



Jonas Lindström and British MP Mark Prisk.



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Visit to Business Sweden

On Thursday March 1, Swedcham Young Professionals invited its members to the first event for the year. This time the participants were introduced to Business Sweden, The Swedish Trade & Invest Council, at their office in São Paulo's Itaim Bibi district.

Andreas Rentner, Trade Commissioner, and Elsa Stefenson, Senior Project Manager, presented the company—which has been active in Brazil for more than a decade supporting Swedish companies to grow in Brazil and Brazilian companies to invest and expand in Sweden.

Topics that were covered during the presentation were:

- Business Sweden's structure and official role in Brazil, and

around the world

- Services offered to Swedish companies in Brazil
- Difficulties Swedish companies face in Brazil
- Cultural differences between Sweden and Brazil
- Challenges and opportunities working for a Swedish company

After the presentation, there were some interesting discussions regarding the topics that were addressed during the event. Then the 26 participants continued on to a restaurant in the vicinity in order to mingle and network in a more informal environment.

We would like to thank all the Young Professionals members who participated and Business Sweden for the assistance in organizing the event. ■

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ABB will supply first digital substation in Latin America

The first digital substation in Latin America is being set up in Brazil, in the northeastern state of Bahia. ABB Ability™ based digital solutions reduce installation and commissioning times, enhance safety and improve efficiency and reliability.

Juazeiro (photo by Eduardo Pelosi)

ABB will supply Latin America's first digitally-enabled substation in the city of Juazeiro, in the State of Bahia in northeastern Brazil. The new 230-kilovolt (kV) substation and connection bay at the Juazeiro II substation will deliver power from a 156-megawatt (MW) photovoltaic (PV) power plant under development in the area.

The Juazeiro solar project is owned and operated by UK-based investment firm Actis and its renewable energy arm in Latin America, Atlas Renewable Energy. Atlas oversees more than 1,500 MW of solar PV assets in operation, construction or advanced development. When fully operational, these projects will produce enough clean energy to power more than 350,000 households, reducing

CO2 emissions from conventional generation by more than 1.5 million tons.

ABB will deliver the entire Juazeiro substation and provide a supervisory control and data acquisition (SCADA) system, intelligent electronic devices (IEDs) for protection and control as well as state-of-the-art SAM600 merging units in the switchyard, all conforming to the IEC61850 open communications standard. Copper cables will be replaced with digital fiber optic cables. The digital substation is an ABB Ability™ based technology which helps enhancing controllability and reliability while optimizing the customers' costs.

A substation works like the heart of a power grid, transmitting and distributing electricity to distant locations, so safety, security, reliability and efficiency are essential. Switching to digital fiber

optic connections can reduce the quantity of copper wire needed in a substation extensively, which is a significant cost saving. Digital substations also require substantially less space, and increase safety for personnel because system supervision with digital equipment reduces the need for manual intervention and eliminates the possibility of dangerous electrical shocks in the substation control room.

"ABB continues to be at the forefront of digital grid technology development with a complete range of digital substation automation, control and protection solutions, from the switchyard to the network control center," said Patrick Fragman, head of ABB's Grid Integration business within the company's Power Grids division. "We are pleased to support the development of a stronger, smarter and greener grid with Latin America's first digital substation."

In 2017, ABB completed an upgrade of a similar project in a substation in New York City, where

digital technologies have been applied to the system supplying power to hundreds of thousands of customers in Manhattan. ABB also recently won an order from TAURON Dystrybucja SA, one of Poland's leading power utilities, for the first digital substation installation in Poland.

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The Gripen Design and Development Network (GDDN) in Gavião Peixoto.

The progress of the Gripen Program in Brazil

The history of the Gripen Program, involving the development of the Gripen fighter in Brazil, began in 2013 when Saab won the F-X2 Program bid to substitute the fighter fleet of the Brazilian Air Force (FAB). Since then, many important steps have been taken for Brazil and its industry to promote the development of the fighters in this country.

Saab's selection was announced by the Brazilian government in December 2013, in a bid that involved an American and a French company. The decision was based basically on the prospect of long-term planning that included the transfer of Swedish technology as well as the possibility of manufacturing the aircraft in Brazil.

Since then, the initial steps were taken toward a partnership and the joint development of technology, both on Brazilian and Swedish soil. On October 27, 2014, Saab and the Brazilian government signed an offset industrial cooperation contract that includes technology transfer to Brazilian industries and the commitment to develop and produce 36 Gripen fighters for FAB between 2019 and 2024.

In September 2015, when the contract was officially signed, the two countries began the technology transfer and joint development of the Gripen E and F (single-seater and two-seater) to meet FAB's operating requirements. Already in October 2015, around 50 Brazilian professionals (engineers and technicians) were part of the first team sent to Sweden to participate in courses and on-the-job training according to their participation within the program. They were the first of the more than 350 Brazilians who will participate in the technology transfer until the end of the fighter production.

"The Gripen acquisition has brought benefits beyond the increase in FAB's operating capacity. In addition to equipping FAB with one of the most modern fighter jets in the world, participation in the development program will provide an unprecedented technological leap for the Brazilian industry," said the Brazilian Air Force Commander Lieutenant General Nivaldo Rossato.

In 2016, the Gripen Design and Development Network (GDDN) became a reality. Located at Brazilian aircraft manufacturer Embraer's plant in Gavião Peixoto in the interior of São Paulo State,

Håkan Buskhe, CEO of Saab, Mikael Dahlberg, Swedish Minister of Defense, Markus Wallenberg, Investor Group Chairman, Luiz Nivaldo Rossato, Brazilian Air Force Commander, and Mats Helgesson, Swedish Air Force Commander at the Gripen E Rollout in Linköping.





Brazilian Air Force during the Gripen E rollout in Linköping.

GDDN was inaugurated as the hub for the Gripen technology development in Brazil. By the end of 2017, 110 development engineers were working at GDDN, 90 of which Brazilian and 20 Swedish. This number can reach up to 280 engineers.

There is a huge amount of work involved, but the aim is to guarantee that, even after the delivery of the 36 Gripen fighters to FAB, the efforts and new technologies will be a heritage for the Brazilian industry. “We began the collaboration with Brazil both on the academic and industrial fronts,” explains Pontus de Laval, Chief Technology Officer (CTO) at Saab. “We are working together by means of the industrial cooperation existing in the Gripen Program for Brazil, and the embryo of this transfer and the innovation and technology generation by Saab is the GDDN,” he says.

At the end of 2017, São Bernardo do Campo—a city in the metropolitan area of São Paulo—was chosen as the site for Saab’s new aerostructures facility. This factory is yet another major step in the evolution of the fighter program and will be built in the region in 2018, with the startup of operations scheduled for 2020. This factory will produce large structural Gripen parts such as the tail cones, aerodynamic brakes, wing box, forward fuselage (for both the one-seater and two-seater models), and rear fuselage of the aircraft, which subsequently will be fully assembled at Embraer’s plant in Gavião Peixoto.

The factory will be under the command of Marcelo Lima, a Brazilian engineer with 24 years of experience in setting up and managing manufacturing plants. “The factory can expand business horizons and, although it will initially focus on meeting the demands for FAB’s Gripen fighters, soon it will be able to support fighter exports worldwide. Moreover, the plant’s facilities support the production of

complex fuselage structures for the commercial aviation sector, which will help the innovation and technology to prosper and grow,” Marcelo says.

“The investment in the new factory is yet another stage in the long-term partnership between Saab and Brazil,” notes Mikael Franzén, Head of the business unit Gripen Brazil at Business Aeronautics at Saab.

TIMELINE—The Gripen Program and its developments:

- On December 18, 2013, the Brazilian government announced that the Gripen fighter was chosen to reequip the Brazilian Air Force.
- On October 27, 2014, Saab announced the completion of the contract with the Brazilian government to develop and produce 36 Gripen fighters.
- In September 2015, when all required conditions were met, the contract went into effect.
- In October 2015, the technology transfer program began, when 50 Brazilian engineers were sent for training at Saab in Linköping, Sweden. In a little over two years, Saab has already delivered a substantial technology transfer to Brazilian partners such as Embraer, Akaer, AEL Sistemas and Atech.
- In November 2016, Saab and Embraer inaugurated the Gripen Design and Development Network (GDDN), the technological development hub for the Gripen in Brazil, at Gavião Peixoto in São Paulo State.
- In October 2017, Saab announced the general director of its aerostructures factory, Marcelo Lima, and confirmed the factory’s location in São Bernardo do Campo. ■





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New NORWEP director for Brazil

Gunn Vik is the new Regional Director for Brazil in Norwegian Energy Partners (NORWEP), and will be working closely with Brazil's Country Manager in Rio, Adhemar Freire.

She comes from a position as Regional Director for Shipyards in China, Singapore and Korea, and now takes over after Gulbrand Wangen.

"My plan is to visit Brazil in April. During my stay, I hope to meet representatives from the major energy companies and organizations in Brazil, as well as representatives from the official Norway locally who all are important cooperating partners for Norwegian suppliers in Brazil," Mrs. Vik says.

The new NORWEP director has 30 years of experience from Norwegian industry heavyweights like Hydro and Statoil, where she last held a position as Vice President Supply Chain Management. She has also been VP for both Drilling

and Well procurement and Operations and Maintenance procurement of Statoil.

"I have not worked in the Brazilian market, but as manager for many years within Procurement and Supplier Relations in Statoil, cooperation with the Brazilian office was important. With 20 + years' experience within the supply chain management area, I also hope to connect with other energy companies in Brazil. I worked a short period with Mr. Anders Opedal when he was heading Statoil's procurement unit, and I am looking forward to meeting him in Brazil to discuss how we can cooperate going forward."

Since 2013, Mrs. Vik has been Regional Director for shipyards in China, Korea and Singapore, after being seconded from Statoil to Norwegian Energy Partners.

"During this time I headed the work and co-wrote a report describing the global procurement processes when doing business with Asian yards. With my experience and background, I hope to guide suppliers to navigate in the Brazilian market from an owner's perspective."

Gunn Vik is now excited to start working with partners in Brazil.

"Brazil was the 8th largest energy consumer in the world in 2016, the need for energy is high. Luckily Brazil has natural resources both within the oil and gas and renewable energy sectors. After years with negative focus, we feel there is new optimism in Brazil again and about the Brazilian market. We hope and expect progress for several of greenfield and brownfield projects within the oil and gas sector these coming years which will give opportunities in the market. We also hope that activity within the renewable market will progress positively," Mrs. Viik says.

The new director is based in Oslo, and hydropower and shipyards in Korea are also her areas of responsibility.

Norwegian Energy Partners' main objective is to promote the Norwegian energy industry in overseas markets and provide market information to its partners.

NORWEP is the result of a merger between INTSOK and Intpow in 2017. It is a network-based organization, facilitating dialogue between energy companies, technology suppliers, service companies and the government. ■



"We feel there is new optimism in Brazil,"
 new NORWEP Regional Director Gunn Vik says.
 (Photo courtesy of NORWEP)

NBCC

Taking maintenance further

Jotun develops world's first NORSOK approved offshore maintenance coating system for brush and roller application on power tooled and water jetted surfaces.



Jotun has developed a unique maintenance coating system offering offshore operators the optimum in protection, durability and ease of application, while reducing costs. The new range – which consists of the Barrier Smart Pack, Jotamastic Smart Pack HB and Hardtop One – will be the world's first NORSOK approved solution for brush and roller application on power tooled and water jetted surfaces.

"Until now, offshore maintenance solutions were typically designed and tested in accordance with standards for new constructions," comments Lasse Isaksen, Global Concept Director - Offshore, Jotun.

"This simply does not reflect the challenges that our customers experience when maintaining existing assets. For example, preparing a surface for coating application offshore is far more demanding than doing so in a yard. Poor preparation can lead to premature coating breakdown and shorter lifetimes than for standard products, resulting in an increased frequency of maintenance" he says.

"With offshore maintenance being up to 10-15 times more expensive per square meter than it is in a yard, this is an added cost our customers can do without. That's why this system, designed specifically for brush or roller application and passing the industry's most stringent standards (NORSOK and ISO 20340), is so important. It delivers better coating integrity, longer maintenance intervals, enhanced efficiency, and, of course, real cost savings. It's the solution the industry has been waiting for."

The three individual products have a range of key benefits: Barrier Smart Pack, a ceramically reinforced zinc rich epoxy primer, extends system lifetime while reducing surface preparation and application cost; Jotamastic Smart Pack HB delivers high build, even thickness finish, is easy to apply and gives long-lasting protection in the harshest environments; and Hardtop One offers all the benefits of a two-component high quality polysiloxane coating, in a single component polysiloxane coating.

"We work closely with our customers across the world to gain an intimate understanding of their operations, challenges and needs for new solutions," Isaksen explains. "This is an industry like no other, and it requires systems that are customized to meet the most demanding conditions, both environmentally and commercially."

"Jotun's new maintenance range showcases both our understanding of that, and an on-going commitment to practical innovations, harnessing technology to deliver powerful benefits."

"This is an important step forward for us, our customers, and the efficiency, quality and success of essential oil and gas maintenance routines," concludes Isaksen. ■

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

GOLD

Barbosa Mussnich Aragão Advogados is a full service law firm founded in 1995, with offices in Rio de Janeiro, São Paulo and Brasília. The firm has been described as one of the top corporate and M&A firms in Brazil. Infrastructure projects is also an area of expertise to BMA lawyers.

Tauil & Chequer Advogados in association with Mayer Brown is a full service law firm with more than 150 lawyers in São Paulo, Rio de Janeiro, Brasília and Vitória. The firm provides legal advice to both national and international companies, financial institutions and governmental organizations, including those involving multijurisdictional operations.

CORPORATE

Valor + is a Business Consulting company dedicated to Strategic Planning and Commercial Advice for the O&G Market in Brazil. The company was founded in 2016 by Rachid Felix.

4Subsea is an engineering company founded in 2007 that provides technology and services to help operators maintain production from subsea oil and gas fields and offshore wind farms. They specialize in flexible risers, wellhead monitoring systems, autonomous sensors, and digital tools to enable optimization of subsea assets.

Metropolitan Transports was founded in 1969 and is a leading player in the Latin American moving market. The company has agents in 160 countries and offices in six Brazilian cities. The company offers both residential and commercial moving services, both in Brazil and abroad, and also provides storage options.

PR Assessoria Empresarial Ltda is dedicated to the Business Advisory & Consulting activities, having a strong relationship with the Shipbuilding, Shipping and O&G Norwegian-Brazilian Community.

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Expectations related to *Petrobras'* *New Bidding Rules*

By Juliana Pizzolato Furtado Senna

In 2016, the Brazilian Government enacted the Law 13,303/16 ("The State-Owned Company Act"). Although the main focus is corporate governance, significant changes were made in the hiring and bidding procedures applicable to state-owned companies. The new act will enter into force in June 2018, and the market now starts to have a glimpse of the actual and practical impacts of the changes.

Petrobras has held rounds of presentations to service providers about the main changes in the bidding procedures, and on January 2018, the new Rules for Bidding and Contracts ("RLCP") were approved by Petrobras' board and made public.

In this article, we would like to highlight the major differences of the current procedures based on decree 2.745/98 and the new regime:

Participation

Petrobras will carry out the prior qualification of companies that are able to provide services or goods. It is however possible for not "pre-qualified companies" to participate in tenders, provided that they comply with the qualification required for such specific tenders.

Publicity

Currently, opportunities are exclusively published on Petronect. According to the new Law, announcements with summaries of the bidding

documents and contracts must also be published in the Official Gazette, in addition to the internet. Public companies are further required to provide to any person full copies of all contracts and disclose information such as bidding database, contracts performance and budget to control entities through electronic access.



Juliana Pizzolato Furtado Senna is the senior lawyer of the regulatory department of Kincaid/Mendes Vianna Advogados.

Corruption Prevention Program and Integrity Risk Degree

The RLCP states Petrobras' commitment to conduct its businesses in accordance with the mechanisms laid down in the Petrobras Corruption Prevention Program.

The parties to whom Petrobras has attributed a high integrity risk will not be allowed to participate in contract procedures with Petrobras, with few listed exceptions. The rules for defining the high risk of integrity, as well as those that foresee exceptions to the contract of companies where the attributed risk level is high, shall remain available on Petrobras' website.

Bidding Procedures

The Decree 2,745/98 provided for five types of bidding procedures (invitation, competitive bidding, price quotation, tender, and auction). The RLCP provides for four types of bidding procedures (i) Open: public and successive bids, ascending or descending; (ii) Closed: confidential proposals until disclosure; (iii) Mixed: when the object of the tender can be split into different types; (iv) Auction: preferential use of auction for common goods and services since the period of eight business days for delivery of proposals. The RLCP details each type of procedure.

Judgment Criteria

While the Decree provided for three criteria: best price, best technique; technique and price; the State-Owned Companies Act provides for eight criteria: lower price; highest discount (extension of the discount to the possible amendment); best technique, artistic content; technique and price; greater price offer; greater economic return (seeks reduction of current expenses); better allocation of goods/assets.

Contractual Term

The RLCP provides that contracts can only have the maximum term of five years, including any possible extensions, except in specific cases provided in the RLCP. ■

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Our long term commitment to our clients and distinguished capabilities to understand their businesses allow us to offer efficient and reliable services adding tangible value to our clients’ initiatives in Brazil.

4Subsea receives 2018 Product Leadership Award

Based on its recent analysis of subsea sensors for the well integrity market, Frost & Sullivan has recognized 4Subsea with the 2018 European Product Leadership Award for its innovative Subsea Wellhead Integrity Monitoring (SWIM) solution.

The solution enables operators to carry out heavy intervention work on old wells, and according to a Frost & Sullivan press release "SWIM is a cost-efficient and robust solution that offers predictive maintenance and superior decision-making support tools".

From traditional to digital oilfields

"In the present industry scenario with pressing need from oil companies to curb their operational expenditure (OPEX) and optimize well production, 4Subsea's SWIM is rightly positioned to fulfill these industry requirements. It is a robust and comprehensive solution that ensures efficient performance of offshore drilling and safe intervention operations while optimizing the costs of rig operations," says Kiravani Emani, Senior



4Subsea CEO Peter Jenkins.

Research Analyst, Frost & Sullivan.

"With the new wave of digitalization and emergence of Industrial Internet of Things (IIoT), it is set to transform the traditional oilfields into digital oilfields (DOF). 4Subsea's SWIM is embedded with intelligence and connectivity that serves as a critical tool in the operator's decision-making process."

Autonomous Sensors

"The industry is changing, and we try to be in the driver's seat of this change. By combining our operational experience with digital capabilities and advanced equipment like the sensors, we automate engineering processes and help operators reduce risk and cost. In practice this means that operators can maintain production with related safety, environmental, and economic impact," says 4Subsea CEO Peter Jenkins. ■

New office in Rio de Janeiro

Having kicked off its Brazil operations last fall with a Shell-funded contract of BRL 10 million to support COPPE, the center for engineering research and education at the Federal University of Rio de Janeiro (UFRJ), 4Subsea recently opened its office in downtown Rio.

"We are very excited about setting up an office in Brazil," says 4Subsea CEO Peter Jenkins. "We have had a few projects in the country over the past years and found that the time was right for a proper establishment in Brazil, with local experts heading the office in Rio. We are here to make a difference to the operators in Brazil with our solutions for flexible risers and well systems, helping them to reduce risk and cost while extending the life of their subsea equipment. This way they can maintain production in a safe, predictable and efficient way going forward." ■



From left to right: Advisor Flexible Pipe Technology Jan Muren, CEO Peter Jenkins, Senior Engineer Helio Alves, and Senior Engineer Melqui Santos of 4Subsea at the office in downtown Rio. Mr. Alves and Mr. Santos are the local representatives for 4Subsea in Brazil.

New CEO of the *Norwegian Shipowners Association*

Harald Solberg (41) is the new CEO of the Norwegian Shipowners Association since January 1, 2018.

In Brazil, NSA is represented by ABRAN, the only international wing of the Norwegian Shipowners Association.

"It is important for me to work with our members and all other actors in the maritime cluster to ensure that the maritime industry in Norway is overcoming difficult times," says Harald Solberg.

"Norwegian shipping companies and the maritime industry are a key part of the solution to the opportunities and challenges ahead. Shipping represents a very important part of Norwegian business life that creates jobs and great values throughout the coast, while operating in tough global competition," the new NSA executive says.



Harald Solberg replaces Sturla Henriksen (61).

"After almost ten years in this position, it is natural that somebody else takes the organization further," says Sturla Henriksen. "I have had a good dialogue with the board over the last year and it has been important for both the board and I that we have had a tidy and structured process to find my successor. I am very pleased that Harald Solberg has accepted this position. We have previously been colleagues for several years. He is a skilled and great person, and I am convinced he will do a first-class job."

Mr. Solberg was from 2014 to 2016 director of national and international politics and deputy CEO of NSA, and for the past year he has been at the Royal Secretariat at the Royal House of Norway.

"I am looking forward to addressing exciting challenges in the Norwegian Shipowners Association. The shipping companies make up a strong driving force in this cluster. In the years to come, the resources in the ocean will be a key contribution to addressing some of the major challenges in the world related to energy, food production and transportation of goods in an environmentally friendly way," he says.

"The framework conditions for the industry will be crucial to ensure good and healthy competitive power. Throughout the last years, the efforts of Sturla Henriksen have been very important for positioning the Norwegian Shipowners Association in a positive way, both nationally and internationally. It is with great humility that I am taking over."

The Norwegian Shipowners Association is a trade and employment organization for Norwegian controlled companies within the shipping and offshore industry. The primary fields are national and international industry policies, employer issues, competence and recruitment, environmental issues and innovation in addition to safety at sea. The members are the core and driving force in the Norwegian maritime cluster. NSA's members employ over 55,000 seafarers and offshore workers from more than 50 different nations.

"In the years to come, the resources in the ocean will be a key contribution to addressing some of the major challenges in the world related to energy, food production and transportation of goods in an environmentally friendly way. The framework conditions for the industry will be crucial to ensure good and healthy competitive power," Mr. Solberg says. ■

(Source: Rederi.no)

Photo courtesy of NSA

New internship program taking shape

By Runa Hestmann

Norwegian Centre for International Cooperation in Education (SIU) is preparing to send 18-20 Norwegian students to Rio through a new internship program.



Heidi Tovsrud Knutsen and Eivind Fauskanger.

The first group of students is arriving in the second semester of 2018, and comes from five different Norwegian universities and university colleges. In Rio de Janeiro, they will attend courses at institutions such as PUC, IME, UERJ and UFRJ, as well as work as interns in companies like Kongsberg Maritime, The Norwegian Seafood Council, Petrobras, Technip FMC and Swedish company Roxtec.

"The program called 'InternAbroad' has received funding and is a result of the priority given by the Norwegian government to collaboration within research and education with Brazil. Norwegian authorities would like more students to gain international experience and cross-border knowledge. Six different projects are now taking shape," Eivind Fauskanger and Heidi Tovsrud Knutsen, representing the University College of Southeast Norway (USN), explained when they visited Rio de Janeiro in February.

InternAbroad is a pilot initiative developed by SIU and supported by

Innovation Norway. "The objective is to increase the number of students from Norway who do a credit-yielding internship or work placement abroad, where they get practical experience in a job, enhance intercultural competencies and language skills, and acquaint themselves with work environments and business cultures in a foreign country. As a result, students will benefit from a more relevant education, and companies and organizations will benefit from access to a pool of talented students who may become future employees," it says on the SIU website.

The University of Oslo, the Norwegian University of Science and Technology, Norwegian School of Economics and Østfold University College are also involved in the program, and the institutions work closely together in the planning and organizing of the 'Intern Abroad'. USN has received funding for sending their business and engineering students to companies such as Kongsberg Maritime, TechnipFMC and Roxtec. During their recent visit to Rio de Janeiro, Mr. Fauskanger, Ms. Tovsrud Knutsen and colleagues met with Innovation Norway, the involved companies, Brazilian universities and also with the Norwegian Seamen's Church.

The interns from USN will be undergraduate students. They will be attending courses at the co-operating universities in Rio during their internship, and stay for one semester in Brazil.

Other Norwegian companies in Rio de Janeiro are more than welcome to participate and receive Norwegian interns.

"We have a dialogue with other companies. They have a lot to gain by participating," Mr. Fauskanger says.

The companies will also participate in the selection process of the bachelor and master students.

"Through this new program, the students will gain valuable cultural competence which will come in extremely important in the future, when they will be applying for jobs. Through a program like this, you also grow as a person, and the students selected to participate are certainly privileged. This is great chance for them," Mr. Fauskanger and Ms. Tovsrud Knutsen say. ■

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



A new reality with *eSocial*

By *Luciana Lupinucci and Marcelo Lima**

eSocial will imply big changes in routines, and companies should prepare for its deployment.



e Social is a federal government project aiming to develop a system to collect information on labor, social security and tax, storing them in a National Virtual Environment, in order to enable agencies participating to use such information for labor, social security, taxes purposes and also for tax purposes and the contribution calculation for FGTS.

Anyone who hires a service provider, whether an individual or a legal entity, and has any labor, social security or tax obligation, due to this legal relationship, is required to send information through eSocial.

From January 1, 2018, employers and taxpayers with an annual revenue greater than BRL 78 million in 2016 are required to use eSocial. As of July 1, 2018, the requirement should be extended to other employers and taxpayers, regardless of their annual revenues.

In order to enforce the obligation, the amounts reported in 2016 Tax Accounting Bookkeeping (*Escrituração Contábil Fiscal* - "ECF") are considered in "Gross Revenue" and "Other Operating Revenues" groups. In addition, the Federal Revenue of Brazil has been sending messages through the Taxpayer's Virtual Center Service (*Centro Virtual de Atendimento ao Contribuinte* - "eCAC"),

questioning a failure in submitting the eSocial files to the current date.

Therefore, companies with difficulties in submitting files to eSocial due to reason 174 (message code error at transmission of eSocial files) should review the information provided in 2016 ECF in the mentioned accounts' groups and, in case of inaccuracies or omissions, they must correct their ECF and then fill in the form at the link "*Contestação de Obrigatoriedade ao eSocial*" (Compulsory Responsibility to eSocial Dispute) describing what happened to regularize the situation.

Parallel to this change, the labor reform, in force since November 2017, amended some Consolidation of Labor Laws (*da Consolidação das Leis do Trabalho* - "CLT") articles, as well as legislation dealing with temporary work, with Time of Service Guarantee Fund (*Fundo de Garantia do Tempo de Serviço* - "FGTS") and Social Security Organization and establishes a Costing Plan. eSocial has already been adjusted to receive information based on the new legal standards.

The deployment of eSocial creates a new reality for professionals working in the related areas, as the initial work demand with the system set-up, data collection, processes formalization and standardization of routines will increase. In other words, the system requires greater technical capacity, specialization, and knowledge on legislation to meet the deadlines.

By filing the information online, the tax authority automatically receives the data, identifying all procedures in noncompliance, which may lead to almost daily penalties. Thus, it is important to correct the practices in disagreement and to initiate new policies within the work routine.

* **Luciana Lupinucci** is Domingues e Pinho Contadores' Labor and Social Security Consultancy Manager, and **Marcelo Lima** is the director of DPC

The validity of foreign vessel mortgages

By **Pedro Henrique Jardim**
and **Maria Fernanda Soares***

Recent STJ decision puts an end to discussion on the validity of foreign vessels mortgages in Brazil.



A recent decision delivered by a State Court in Brazil ("TJSP") raised a lot of doubt on the maritime industry, as it dismissed a maritime mortgage constituted in Liberia on the grounds that this country is not a party to the same treaties regarding extraterritorial effects of mortgages and liens (the 1926 Brussels Convention and the Bustamante Code - "Treaties") of which Brazil is a member.

The latest decision rendered by the Superior Court of Justice ("STJ"), however, put an end to the discussion, expressly recognizing the validity of the Liberian mortgage and sending a positive message to financiers of the maritime industry.

Brazilian bank BTG Pactual S.A. ("BTG") filed a collection lawsuit against OSX 3 Leasing B.V. ("OSX") for outstanding payments in the context of OSX's operations in Brazil. FPSO OSX 3 ("FPSO") was seized in order to secure payment of the amounts due.

Having had access to this information, Nordic Trustee ASA ("Nordic"), acting as trustee of creditors of bonds issued by OSX in Norway, filed a motion to secure its privileged rights over the proceeds of any

judicial sale of the FPSO, as secured creditor under a mortgage over the FPSO registered in Liberia (FPSO's country of flag). Nordic argued that the mortgage was compliant with all the legal requirements of Liberian law and, therefore, should be given full effect in order to protect the rights of Nordic in Brazil.

The trial court, however, refused to recognize the validity of the Liberian mortgage in Brazil, because it was not registered in the country. Nordic appealed to TJSP, which equally dismissed the claim.

The issues raised in the lawsuit involved (i) the legal status of a vessel, i.e., whether it was a movable or immovable asset for the purposes of the application of certain conflict of law rules; (ii) the binding effect of the Treaties over non-signatory States; (iii) the consequences of a vessel flying the flag of convenience State without any genuine link thereto (flag of convenience); (iv) the existence of an international rule of customary law according to which mortgages instituted in compliance with the law of the flag State should be recognized by any other country; and (v) whether or not the fact that the vessel was located in the Brazilian Exclusive Economic Zone ("EEZ") could attract any especial rule of jurisdiction.

TJSP did not delve into every issue raised in the lawsuit. In fact, the court simply understood that the Treaties should only produce effects among countries which are equally party to them. Therefore, as Liberia is not a member State of either Treaty, there should be no obligation for Brazil to recognize a Liberian mortgage within its territory.

Nordic filed again an appeal (*'Recurso Especial'*) before STJ. The entire reasoning of the decision has only recently been published, revealing the position according to which, even though Liberia is not a member State of the Treaties, Brazil, as a party to them, undertook to recognize the validity of any foreign mortgage, regardless of the country of its creation and whether or not such country is a member thereof. In other words, no need to panic.

* **Pedro Henrique Jardim** and **Maria Fernanda Soares** are lawyers at Machado Meyer Advogados



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 **Electrolux**

Communication & Marketing Committee: “Public Speaking & Presentation Skills”



Swedcham's Communication & Marketing Committee organized a much appreciated workshop entitled: "Public Speaking & Presentation Skills – an introduction to boost your confidence and reputation."

The guest speaker was Richard Lawrence, founder and managing director of PowerTalk Brazil, a company dedicated to training senior Brazilian professionals in the skills of Public Speaking, in English, from Brazil to the world. Lawrence, born in the UK, is a senior international executive with many years of experience in public speaking, negotiating and presenting in the corporate world.

The event, held on April 4, broached the topic of "does your heart beat faster when you are required to make a professional presentation or speak in public in English?" Whether at an important internal meeting, an external conference, a roadshow or making a pitch, more than 55% of the general public is afraid of speaking in public. This figure increases when you need to give a presentation in English.

The interactive workshop held at Swedcham trained participants in some basic skills: how to overcome your nervous-

ness, using your body language to your advantage, how to structure your presentation, and how to understand cultural differences and recognize your audience.

"In a straightforward and informal manner, Richard Lawrence gave an excellent workshop about how one can improve one's performance to speak in public in English, and gave practical tips about how to overcome fears and anxieties," says Cristiana Pontual, communication director for Saab in Latin America. "He gave excellent examples that will most certainly be remembered when preparing my next presentations."

According to Alessandra Sellmer, corporate communications manager for Latin America at Atlas Copco Brasil, "the event was very useful and interesting. Richard definitely gave the tips needed for a good presentation in only an hour and a half! At multinational companies, one often has to expose oneself at meetings and presentations in English. He exceeded all my expectations!"

"The event was really excellent! Besides this brilliant presentation by a real expert, events such as these are extremely opportune moments to get together and strengthen our networking," says Andreza Rodrigues, communication manager at Tetra Pak Ltda. "I met professionals from other companies and we were able to talk about good practices in our businesses, before and after the presentation." ■



Swedcham goes virtual

The Chamber is developing a “go virtual” project to further expand its network



To mark the beginning of its 65th anniversary celebrations, the Swedish-Brazilian Chamber of Commerce will launch its “Virtual Swedcham 6.5” —a digital project aimed at combining the interests of Brazil and Sweden and disseminating the competitive edges of both countries.

For this purpose, Swedcham chose EVCOM, a communication agency with long experience in the field and member of Swedcham. Led by digital marketing professor Thiago Costa and his partners Alexandra Santos and Daniela Barbará, EVCOM is an expert in hybrid and digital communications that will develop, in partnership with Swedcham, a totally virtual project to reach new target audiences without ever leaving behind its longtime and current members.

The idea is to add value and share quality information with Brazil, Sweden and the rest of the world. The Swedish population, known for their internationalization and incentive to innovation, could hardly restrict their knowledge and network to physical barriers. The “go virtual” project is beginning in April and will grow throughout the year 2018 – stay tuned! ■

Member Survey 2018

At the beginning of this year, Swedcham conducted yet another satisfaction survey among its members. “In order for us to offer relevant services and events it is very important to know our members’ expectations,” says Viviane Ringback, events manager. “This year we had 113 participants and the survey is a very useful tool for us when planning our coming activities.”

It is very encouraging to see that in general terms our members are very satisfied with the events we offer, both in terms of topics and the high level of the speakers. However, we have received very good suggestions which we are sharing with the staff and the coordinators of the Chamber’s five committees.

Regarding the committees, as many as 71% want to participate more in the Innovation & Sustainability Committee,

57% in the Communication & Marketing Committee, and 50 % in the Legal & Business Committee.

The best day for events is Thursday (33%) and the preferred time of the day is mornings (56%).

We were surprised to see that only 37% follow us on Facebook, so here we have room for improvement, especially since we have decided to become more active online this year.

When asked why become a member of Swedcham, the answers are many but the most dominant is to “have access to a unique network.” There are many other reasons, however, such as “competence development”, learning about the Swedish (business) culture and being updated on what is happening regarding business and diplomatic relations between Sweden and Brazil. ■

Human Capital Committee talks about “The future of work”

Swedcham’s Human Capital Committee invited members and friends to a presentation on March 23 entitled “The future of work.”

The presentation, which attracted a large crowd, was given by Rüdiger Leutz, Managing Director of Porsche Consulting Brasil.

Leutz talked about how we live in a time of digital transformation, big data and the 4.0 industry—which will drastically change the way of working and the organizations that participate in this transformation. The event was aimed at seeking answers about what might be necessary for companies to prepare for this digital transformation and what could be the consequences for their structures and organizations.

Leutz joined Porsche Consulting in 2001, acquiring vast experience in managing projects at Porsche AG headquarters in Germany and in companies of all sizes. The German executive has been at the helm of Porsche Consulting Brasil since January 2013. The Brazilian subsidiary was inaugurated in April 2010.

Porsche Consulting provides consulting services to both large corporations and SMEs alike in the automotive industry. The company offers services in the areas of corporate development, research, and development,



procurement and quality, production and logistics, sales and marketing.

In addition to the automotive industry, the Porsche consultants also support the aerospace, mechanical and plant engineering and shipbuilding industry. Other clients come from the service sector and the consumer goods industry as well as the retail and construction industry. ■



Rüdiger Leutz and Carol Böttcher, coordinator of the Human Capital Committee.



Giselle Welter, the Committee’s former coordinator, and Filipe Frota, HR Director at Höganäs.



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Jönköping presentation: Why study in Sweden?

On March 27, Swedcham hosted a presentation of Jönköping University, considered one of the best international universities in the world in terms of student exchange opportunities. Research is also largely internationally focused, which translates into internationally relevant programs and courses. The university is home to Jönköping International Business School and has a strong focus on entrepreneurship throughout the university. Jönköping is also ranked among the best universities in Sweden in terms of innovation, sustainability and entrepreneurship. The university has around 11,000 students, of which 2,000 are international.

The theme of the presentation was “Why study in Sweden/” How can Sweden enable its citizens to work in a globalized world?

The speakers were:

- Jonas Lindström, Managing Director of Swedcham;
- Tomas Bengtsson, Director of International Marketing and Student Recruitment at Jönköping University;
- Jovane Medina Azevedo, Jönköping University Representative in Brazil; and
- Stefan Mockaitis, Jönköping University Alumni. ■

Positive feedback from Swedish student!

It is with great satisfaction that Swedcham would like to share an email sent by Angelo Jovic, a student at Stockholm University.

Angelo took different courses at the University of São Paulo’s School of Economics, Business Administration and Accounting (USP/FEA)—including International Management and Business in Brazil and Sustainable Operations Management.

“I would like to thank the Swedish Chamber of Commerce in São Paulo for the fantastic job you do and especially for us students.

The Chamber has given me a unique possibility to get in contact with many important people in the local business sector, through all the events you organize. I really had a good time there, and made many new friends and business contacts. I do hope that I can come back to São Paulo again not only for visits but also for work, since I see a big potential in the Brazilian market.

I wish the whole team at the Chamber all the best!” ■

Establishing an effective compliance program and trends for 2018

Swedcham’s Legal & Business Committee, FinnCham Brazil and NBCC organized a workshop on March 15 with the theme “Establishing an effective compliance program and trends for 2018”.

The workshop took place at Kemira and highlighted local and international laws requiring companies doing business in Latin America to have appropriate and effective compliance programs, covering aspects concerning the best practices of a compliance program structure and implementa-

tion, to help set up a proper compliance program or identify common weaknesses in existing compliance programs.

The guest speaker was Paula Galhardo, a member of Squire Patton Boggs’ Latin American Executive Committee, with particular expertise in international transactional matters pertaining to inbound Brazilian investments into Latin America, international contracts, and anticorruption compliance and investigations with a particular focus on Latin America. ■

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André Luiz da Silva Santos
Colaborador da Ahlstrom-Munksjö - Unidade Jacareí

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Stora Enso celebrates 20 years in Brazil

On April 5, Stora Enso celebrated its 20th anniversary in Brazil with a cocktail party at the Villa Bisutti Berrini restaurant in São Paulo.

Participants totalled around 100 people, including Alexandre Nicolini, Country Manager Brazil and Global SVP Sales & Supply Chain at Stora Enso, and Swedcham's Chairman Nils Grafström (former head of Stora Enso Latin America).

Stora Enso is a pulp and paper manufacturer headquartered in Helsinki, Finland, with significant operations in four continents. It was formed by the merger of Swedish mining and forestry products company Stora AB and Finnish forestry



Daniela Fukiro, Director of Leadership Development at Stora Enso, Nils Grafström and Alexandre Nicolini.

products company Enso Oyj in 1998.

The Brazilian subsidiary was founded on April 1, 1998, in São Paulo. After the merger, the company's name changed from Stora Sudamérica to Stora Enso Brasil (SEB).

Stora Enso is a leading provider of renewable solutions in packaging, biomaterials, wooden constructions and paper on global markets. SEB is the headquarters of Stora Enso's bio-materials business in Latin America, where two of the group's most profitable operations are located: Veracel and MdP. ■

New Members *Swedcham would like to welcome the following new members:*

CORPORATE:

Associação Brasileira de Embalagem – ABRE

(The Brazilian Packaging Association) is a private non-profit entity that was founded in 1967 with the objective of promoting the development of the packaging industry and enhancing the quality of packages produced in Brazil. ABRE's work is market oriented, focusing on promoting better competitiveness for the Brazilian packaging industry and on representing the segment before the government and before the society for institutional affairs. Internationally, ABRE represents the Brazilian packaging industry, and is an active member of the World Packaging Organization – WPO, and the Latin American Packaging Organization – ULADE.

O4B Gestão e Consultoria

O4B is a consulting company that started its operations in early 2017. The company was founded to support small and medium enterprises in facing their day-to-day problems in this highly competitive market. Its goal is to support these clients with the experiences of renowned executives with proven management results and enterprise solutions across

global companies. O4B has been able to serve in various areas of a company due to its team of specialized consultants. Please do not hesitate if you need more information about O4B Consulting.

Phonoway Comércio e Representação de Sistemas Ltda.

With 27 years of experience, Phonoway is a well-known Brazilian ICT System Integrator. The portfolio includes from turnkey solutions for voice and data to cloud or video conferences, with high-level services and technical management. Phonoway has partnerships with different brands such as: Unify, Cisco, Yealink, Mitel, Midea 5, Allied Telesis, etc. For more information, visit www.phonoway.com.br.

Freyr Serviços Administrativos Ltda.

is a Scandinavian/Brazilian consulting firm specialized in four areas:

1. Supporting foreign companies to enter the Brazilian market either through start-up or acquisition of a local company (business segments: automotive/tier 1 suppliers, construction components/systems and equipment makers)
2. Corporate Social Responsibility (CSR) and ONG support; representative of Kolibri

- Children at Risk Foundation, advice on tax deduction incentives for companies to support Brazilian NGOs
- 3. Translation of texts (Portuguese, English and French)
- 4. Assistance in production of foreign made documentaries in Brazil

Sebratec is a Swedish and Brazilian based company founded in 2016. Its mission is to seek opportunities for talented engineers in the Automotive and Technology industries, with focus on R&D. Both Brazilian and Swedish engineers have experienced the opportunity to foster their career with professional challenges provided by its team. Sebratec strongly believes in providing the best and personal assistance to its consultants, so that it can deliver excellence to its clients. The company was born from the integration between Brazilian and Swedish cultures, and it is excited to offer the best from each perspective to its clients. For more information check out www.sebratec.com

INDIVIDUAL:

- Christian Lindblad
- Luiz Filipe de Araújo Lacerda
- Victor Elvis Siqueira Abreu



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>> Member News

Swedcham members are more than welcome to submit their news for publication in our magazine. All you need to do is send your news items to the editor, Laura Reid, at laura@swedcham.com.br. The Chamber reserves the right to select, edit and/or cut submitted items



Curitiba gains new Volvo bi-articulated buses

Curitiba, capital of the State of Paraná, is renewing the city's fleet with 25 new Volvo bi-articulated buses. The inaugural trip took place on March 28 on the new line "Ligeirão Santa Cândida – Praça do Japão", one of the sections with greater passenger volume of the city's Bus Rapid Transit (BRT) system.

"We have a long history of the BRT's participation in Curitiba. We are very proud to have been chosen once again by the city's transport system for this fleet renewal," says Fabiano Todeschini, President of Volvo Bus Latin America.

The new Curitiba models are the last generation of Volvo bi-articulated buses. With a high degree of con-



Fabiano Todeschini

nectivity, the vehicles include the exclusive recourse of speed control per region. Through remote monitoring and geolocation, the buses are programmed at a distance by the system operator, which limits the speed in special areas.

"This is a breakthrough technology in Brazil, which increases safety in areas close to hospitals, schools, within terminals and other locations with a high flow of pedestrians," according to Gilberto Vardânega, Commercial Director at Volvo Bus Latin America.

With articulated and bi-articulated buses produced by Volvo, Curitiba's transport system has become a world reference. Internationally known as BRT, this model has served as an inspiration to many other metropolises as a viable alternative for urban mobility, especially in developing countries.

Particularly noteworthy in Latin America at the moment

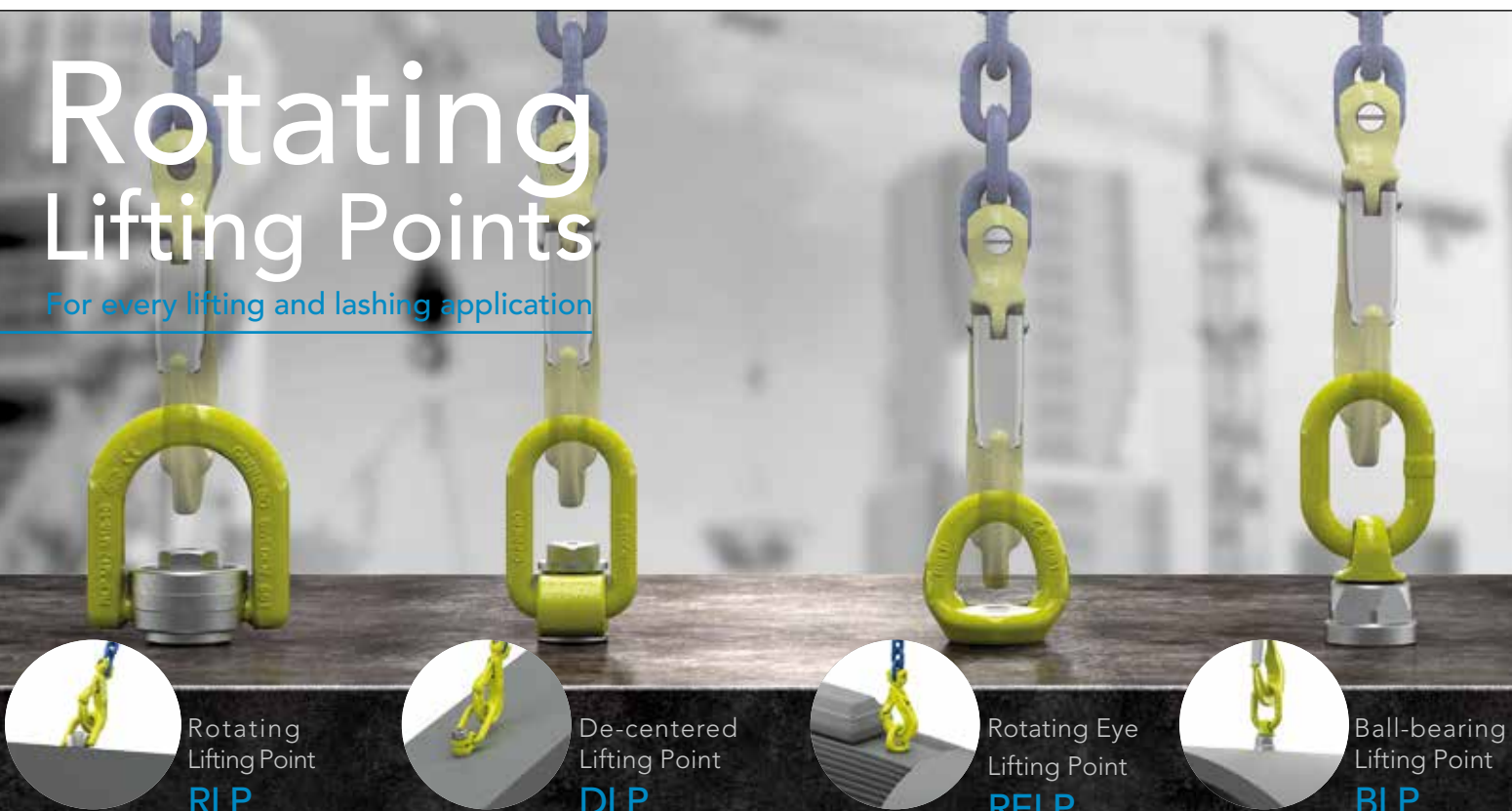


Gilberto Vardânega

are the BRTs in Bogotá, Cali, Rio de Janeiro, Curitiba and Goiania. All operate vehicles with the Volvo brand—the market leader in BRTs in the continent, with a share of more than 50% in the fleets of these systems. ■

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The dispute for Tax on export of Services

By *Lara Rocha Garcia and Marília Pukenis Tubelis**



Lara Rocha Garcia



Marília Pukenis Tubelis

Providing services by a Brazilian company to a foreign company should be subject to Tax on Services (ISS) in Brazil?

This is a question that may have different answers since the concept of exported services, as defined by Brazilian law, leads taxpayers – and tax authorities – into a gray area. The reason for this is that such legal concept is directly connected to a subjective element involving the interpretation of what is deemed (or understood) as a “result of a service”.

The ISS guidelines are set forth in the Federal Complementary Law no. 116/03 (CL 116/03) and based on such guidelines each Municipality must enact its own Municipal Law in order to perform the ISS collection.

Based on CL 116/03, services rendered by Brazilian companies or even imported services by Brazilian companies are subject to ISS. Exported services, however, are not taxed by ISS provided services are developed in Brazil and their results are verified abroad, disregarding the jurisdiction of the contractor.

The gray area derives from the definition involving the concept of “results verified abroad”. For example: a Swedish company hires a Brazilian architecture company to design a bridge to be built in Germany. In this case, debates involve what would be the result

of the service rendered: the project sent to the Sweden contractor or the building of the bridge in Germany?

The majority of Brazilian scholars understands that the term ‘result’, as used by lawmakers, should be interpreted as the effect generated abroad, i.e., the fruition of the advantages by a non-resident that is the final and real beneficiary of the contracted services.

In this sense, considering the Brazilian scholars’ understanding, the result of the architect service would be verified in Sweden as the fruition of the service would be earned there. The building of the bridge would represent a different service.

According to recent judicial precedents involving ISS issued by the Brazilian Superior Court of Justice (STJ) the result of services should be unconnected with the actual rendering of services.

In this sense, the STJ understood that the verification of export of services occurs in cases where the service’s benefits are effectively earned abroad, i.e., in cases where the taxpayers were able to prove the fruition of the service performed abroad. STJ highlighted that the exemption should be based on the evidence presented by the taxpayer.

As a conclusion based on the present understanding of the Brazilian Supreme Court, we understand that a strong probative set of evidences provides greater opportunities to prove the export of services by Brazilian service providers and then the right to benefit from the ISS exemption. In case of lack of evidences, taxpayers may be exposed to tax assessments issued by Municipalities.

***Lara Rocha Garcia** is PNST tax team lawyer and a graduate of Mackenzie Law School. She has taken a course on tax law from IBDT (Instituto Brasileiro de Direito Tributário) and on tax planning from IBET (Instituto Brasileiro de Estudos Tributários).

***Marília Pukenis Tubelis**, is PNST Senior Lawyer in charge of its tax team. She is a graduate of PUC Law School where she also specialized in postgraduate studies as well as in international taxation at Leiden University in The Netherlands.



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The art of doing business in Brazil or taking intercultural competence for granted

By *Carol Bottcher**

“**B**eing global offering local expertise” has become a buzz concept lately, highlighted by many multinational companies (MNCs) and consulting firms. In a globalized scenario such as ours, in which adapting to foreign markets is fundamental, integrating several cultures into the company's culture brings considerable added value whilst bridging large geographical, economic and psychological distances.

Hence, multicultural teams that are interculturally savvy can translate into a significant competitive advantage when doing business anywhere.

Nevertheless, based on my experience supporting established MNCs in starting up their businesses in Brazil for more than 15 years, I still ask myself: when they go abroad - to what extent are they conscious of the necessity to adapt to different markets, including accepting cultural differences? And moreover: are they truly willing to undergo this transformation process?

Culture has been a field of study itself for a while: in 1952 there were over 160 “culture” definitions, here E.B. Tyler's from 1871: “that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by (people) as members of a society.” * Considering the question of how culture influences human behavior, as per Nancy J. Adler's* model, it can be understood as the way in which people organize their personal experiences, which in turn enable them to a continuous learning process and a personal structuring, thereby also guaranteeing the survival of future generations.

When talking about Brazil specifically, we can define it as a “country of continental dimensions and a nation of mixed races (miscegenation), religions (syncretism), and cultures (diasporas, borderlands)” **.

So when MNCs start up their businesses here, they'll see promising new possibilities, currently embedded in an unsteady political-economic scenario and a highly bureaucratic apparatus with lots of shades of gray instead of black and white. In this process, when starting interviews to find their local talent, they are surprised by the diversity of top skilled professionals to be found in the market, usually performing very similarly at a technical level, however

with highly discrepant salary ranges.

At this point newcomers will have an initial glimpse of the complexity of Brazilian culture when faced with a multicultural and multifaceted social pyramid, the product of a country born as a colony which then sheltered a high number of immigrants after the 1st and 2nd World Wars.

Brazilians are used to being confronted with the concept of “differences”, such as: regional cultures, skin colors, social classes, education levels, disparity in income - indicative of high-adaptability and flexibility. Coping with perpetual economic crises is nothing new to Brazilians, who tend to endure critical times with a creative and positive mindset.

As our brain is wired to always categorize information, when interacting with different cultures it is imperative to avoid the use of stereotypes, over generalizations and assumptions of what different stakeholders “may mean” during communication processes. Reading between the lines can be risky, so respect and modesty are most appreciated values almost everywhere.

So when doing business in Brazil – as in any other country – this golden rule should always be taken into account. There are no dos and don'ts – there are only individuals, different points of views, perceptions and expectations, which should always be respected and embraced with openness, as diversity is a great opportunity to truly leverage successful synergies.

* Bowditch, J.L. and Buono, A.F.(2001) *A Primer on Organizational Behavior*

** Garibaldi de Hilal A (2006) *Brazilian National Culture, Organization Culture and Cultural Agreement. International Journal of Cross-Cultural Management* 6 (2)

*Carol Bottcher is the new coordinator of Swedcham's Human Capital Committee.



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Quality of life and wellbeing in the workplace mean increase in productivity and return on investment

By Felipe Christiansen*

More than finding the right collaborators for each position, one of the greatest challenges for any company is to keep them motivated and happy with their jobs. Cristina Banks, Director of the Interdisciplinary Center for Healthy Workplaces, a global research center at the University of California, says that “it is obvious that employees have a greater sense of commitment when their value and contribution to the company are recognized.”

The world trend is that an organization’s strategic planning consider not only the optimization of operating costs with the edification (physical structure) and its facilities for operations, but also be concerned about the quality of the workplace for its employees/collaborators.

It is a known fact that, at the beginning of any enterprise, costs with construction, operation and maintenance exceed costs with human resources, but in the long term this situation tends to be the reverse during a company’s lifecycle.

Another interesting aspect to be considered is the fact that the new generation of professionals, the so-called “Generation Y”, for example, has been giving much value to the quality of life in the workplace, exceeding even their salaries. On average, a professional spends more than 40 hours per week at work and any positive change is immediately noticed, immediately effective, also taking into account the fact that people’s personal and professional lives are becoming more and more interconnected.

Furthermore, costs with health insurance increase every year and represent a significant part of a company’s expenditures, due to the increase in stress-related heart problems and diabetes, among many others. Therefore, reducing these costs represents a tremendous savings for a company over one, five or 10 years, regardless of its size. Just to give you an idea, lack of activity is already the fourth largest cause of death in the world.

It is for these reasons that one can see new certifications of quality of life, wellbeing and health emerging in the corporate world, as a trend and innovation, which guarantee for example an improvement in air quality, thermal and acoustic comfort, lighting (with natural lighting being a favorite), biophilia (the pres-

ence of natural elements), and the selection of more sustainable construction materials, factors that even contribute to people’s good mood.

One of these certifications, WELL (IWBI – International WELL Building Institute), takes into consideration in its assessments criteria such as: work policies, travel policies, family support, financial support, psychological support, women during their pregnancy, nutrition and incentives to physical activities.

The report “The Drive Toward Healthier Buildings 2016”, produced by the World Green Building Council, showed in a research that companies which dedicate investments to projects aimed at improving the quality of life in the workplace, with the use of natural elements alone—vegetation and sunlight—obtained a 15% rate in the improvement of their employees’ wellbeing, a 6% increase in productivity and a 6.4% increase in sleep quality when compared with environments without any alteration.

These practices are showing that they can significantly reduce the levels of absenteeism, expenditures with health plans, risks of diseases and accidents, and legal and labor problems resulting from internal conflicts.

What has become apparent is that, upon adopting these practices, a company develops a much friendlier and beneficial relationship with its employees, a win-win situation, since people work in a much friendlier, cozy and healthy environment, feeling part of the organization and therefore happier; and the organization notices a significant increase in productivity—which ultimately results in better financial results and returns on investments.



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

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