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NordicLight

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iZettle takes off in Brazil

Anders Norinder, CEO iZettle do Brasil



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NordicLight

NordicLight is the quarterly publication of Swedcham and NBCC



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Cover photo: Lucca Messer



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Mobile payments company iZettle takes off in Brazil

Photos by Lucca Messer



Anders Norinder, CEO of iZettle do Brasil and Vice-Chairman of Swedcham's Board of Directors, during his interview with NordicLight.

Swedish mobile payments company iZettle, which allows anyone to take card payments with their smartphones or tablets, arrived in Brazil in August 2013 in a partnership with Banco Santander. The company is taking off in this country, where it has become the main means of payment for small merchants and where it expected to reach 150,000 users by the end of 2014.

In an interview with **NordicLight**, Anders Norinder, CEO of iZettle do Brasil, noted that this country is the world's second largest credit card market and largest in terms of debit cards, and it has the potential to become one of the global players in mobile payments.

"iZettle is an example of this: we have been in the country for a little over a year, and we have grown by an average of 10,000 users per month, among small businesses and individuals who seek not only a means of payment, but also a management tool for their business." Indeed, iZettle also provides free analytics tools to help small businesses spot sales opportunities and identify loyal customers.

Brazil is iZettle's second move beyond Europe, and comes after the company's launch in Mexico in June 2013. Based in Stockholm, the company markets a single application and service called iZettle. Jacob de Geer and Magnus Nilsson founded the company in April 2010 and launched its first app and service in 2011.

The iZettle app and card readers allow individuals and small businesses in Sweden, Finland, Denmark, Nor-

way, the United Kingdom, Germany, Spain, Mexico and Brazil, to accept card payments on their iOS or Android smartphone or tablet. The EMV-approved app supports both chip cards and magnetic stripe cards through the iZettle EMV-approved card readers through two plastic devices which either plug into the audio jack or connect wirelessly via Bluetooth to supported smartphones and tablets. The app's interface resembles that of a traditional cash register.

iZettle was the first company to develop a chip-card reader and app for smartphone-based mobile commerce which meets international security requirements.

Why the name iZettle? According to Norinder, the name derives from the expression "settling a debt." The founders wanted a name that described what the company would do. They decided on a stylized combination of the words "I" and "settle."

Norinder, a former Volvo Cars Latin America CEO, noted that the iZettle service allows it to accept major credit cards such as Visa and MasterCard. Users pay 5.75% of the value per transaction and receive the value in up to five days. "Other solutions pay only after 30 days, which represents a problem for smaller businesses that don't have much cash flow," he pointed out.

A major plus is that iZettle's technology converts smartphones into credit-card processors with the help of Chip & Pin and Chip & Signature card readers. With the system, credit card information isn't stored over the phone, but is processed through iZettle's encrypted connection. The phone operates as a secure modem.

According to Norinder, more than 99% of companies in Brazil are SMEs and micro merchants and iZettle wants to give them a cost-effective way to make payments other than cash, so that they don't have to miss out on sales.

Magnus Nilsson, iZettle co-founder and Chairman of iZettle do Brasil, noted that from sole traders in remote towns to micro merchants in major cities, this is the start of a big change in Brazil, where accepting card payments for this group is easier and more affordable than ever. "We are extremely pleased to be partnering with Banco Santander and in particular we find the attitude to and interest in new technology and innovation to be exactly what



Anders Norinder told us that he receives a lot of emails from people saying that iZettle "is such a cool product."

we have been looking for in a partner. Together we will move mountains."

Cassius Schymura, Payments Services Director at Banco Santander do Brasil, reinforced the importance of the partnership between Banco Santander and iZettle. "The launch of a solution which offers secure and flexible mobile transactions with cards is something new in the country and allows thousands of small entrepreneurs to have access to a service previously reserved to larger businesses. Our choice of partnering with iZettle is a true testament to the focus of Banco Santander to offering the best and most innovative solutions to one of our key customer groups – small and medium businesses. For Banco Santander, the partnership means we can now, as the exclusive banking partner, offer SMEs a range of competitive products and services to support them in further developing their business," he adds.

Very enthusiastic about the outlook in Brazil, Norinder said that he receives many emails from people saying, "this is such a cool product." And it certainly is!

To start using iZettle is easy, all you have to do is check out the website **www.izettle.com.br** ■



A new year with new opportunities has begun. The previous one was difficult for many known reasons such as a weak international market, the World Cup and the Elections. The end of the year was darkened even more by revelations of scandals involving a lot of people and a lot of money. Let's hope that this year we all "can get back to work" and focus on the business again.

We interpret the choice of the finance team as a positive sign from the government and hopefully we will see a change of direction where doing business and trade is facilitated by the authorities and not made more complicated.

From Swedcham's point of view, last year was not bad at all. We organized as many events as previous years and members participated a lot.

Some highlights since the last **NordicLight** edition were the visit by another Novare/Investor Group, the meeting with the Advisory Council at Volvo Cars, the Career Fair and finally, of course, our Christmas Luncheon which gathered more than 130 people. It was very encouraging that our survey "Swedish Business in Brazil" got attention in the Brazilian media—a real opinion maker when talking for 68 companies!

We sent out a member satisfaction survey and more than 200 people answered. We will read all answers and suggestions carefully in order to improve our services even more.

Finally, I would like to thank Cecilia Calson, our board member who now has moved back to Sweden. She did a great job in the Board of Directors, for our Young Professionals section and the Scandinavian Church in São Paulo. Cecilia — you will be missed! Roger Alm, who has led Volvo in Brazil for five years, has also moved back to Sweden, where he will take on new challenges within the Volvo Group.

The new President of Volvo Group Latin America is Claes Nilsson...welcome Claes!

Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



Dear friends,

2014 has come to an end. It was an interesting year for NBCC. We were able to promote several successful events, and I would like to thank our members for their strong support and participation. Personally, I would like to highlight the Anti-Corruption work, Rio Oil & Gas and the NHO events.

In light of the new Anti-Corruption law Brazil passed earlier in 2014, and in accordance with general international business practice, the board decided to establish the NBCC Anti-Corruption policy. The new policy was announced in August, and we are pleased to see that our members support and acknowledge our policy through the signature of the Awareness Statement. The Rio Oil & Gas Expo 2014 was busy as always with many delegates, exhibitors and events in the city. Once again, NBCC was able to take advantage of this opportunity to gather many of the important visitors and executives in Rio de Janeiro. Thanks to the excellent contributions from our sponsors and partners, the NBCC networking dinner became a huge success, with a record high attendance of 650 guests. The event is establishing itself as a one of the most important events during Rio Oil & Gas.

During the last week of October, the Board and Directors of the Confederation of Norwegian Enterprise (NHO) visited Brazil. The visit started in Rio de Janeiro and culminated with a trip to Brasília where NHO signed a MOU with their Brazilian sister organization CNI. The Chambers, NBCC in Rio and São Paulo, and BNCC in Norway, were also invited to sign on the MOU, and the purpose vows for a closer cooperation and to promote business and investments between the two countries. The reception from CNI was significant, and a follow-up meeting in Norway is already being planned.

On this very positive note, I would like to wish our members and dear readers all the best for the New Year and a joyful holiday with family and friends.

Halvard Idland
Chairman, Norwegian-Brazilian
Chamber of Commerce



Our Gold, Silver and Bronze Members



Gold



Silver



Bronze



Interview with Scania CEO *Martin Lundstedt*

NordicLight recently interviewed Martin Lundstedt, President and CEO of Scania AB, during his brief visit to Brazil.

Is this your first trip to Brazil? What is the main purpose of your visit?

Not at all. I and my colleagues in the Executive Board spend at least one week each year in this region in order to meet people not only within our organization but also customers and other important stakeholders. In the beginning of my career, I actually worked as an engineer at Scania here in São Bernardo do Campo.

How would you rank the Brazilian truck market in general worldwide and regarding Scania in particular?

Brazil has become one of the world's most important truck markets. The demand has increased enormously over the last five years, which has led to new players entering the market and to an even tougher competition. Brazil has for decades been Scania's single largest market for not only trucks and buses but also engines for electrical power generation, etc. The country will remain as our most important market as well as a hub for export to other countries in the Americas and a number of overseas markets.

What about efficient production set-ups? We have heard that the Scania factory in São Bernardo do Campo in São Paulo State, the hub of the company's operations in Latin

America, is one of the most efficient in the world. Could you elaborate on this?

I would say that the efficiency rate is about the same, high level all over Scania's global production network. In some areas, e.g. uptime of production equipment, our operations in Brazil are of absolutely world class.

In environmental terms, Scania has also been a pace-setter in Brazil. In 1997, the company became the first vehicle manufacturer in Latin America to be certified according to the ISO 14001 environmental management standard. What are the latest developments in this area?

Environmental improvements are continuously made within this framework. The fact that less energy use gives both less costs and less environmental impact means that there are no conflicts between reducing the carbon footprint and investing in energy reduction measures. Being sustainable is about more than fulfilling ISO standards, it's the way forward for a company which likes to remain successful in its future business.

After Volkswagen has taken full control of Scania, are there any changes in the offing for operations in Brazil? If so, could you give us some details?

The only change to be expected is that Scania, thanks to benefiting from synergies within the Volkswagen group, will be able to deliver even better Scania products and services to the Brazilian market.

Could you tell us a bit about your personal impressions of Brazil in general and as a major Scania hub in particular?

I love this country and its people. My Brazilian colleagues and co-workers are not only skilled and hardworking. They also have a humble, warm and open-minded personality that I like. For Scania, Brazil is and will remain its second home market and production hub. ■



(From left) Fredrik Wrangé (CFO at Scania Latin America), Martin Lundstedt, and Eronildo Santos, Sales Director – Scania Commercial Operations Brazil.



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Swedcham organizes visit for 17 Swedish executives in Brazil



Novare group visits the Brazilian Development Bank (BNDES) in Rio de Janeiro.



Novare participant Lars Eklöf (President of Atlas Copco Industrial Technique Service) hands over a thank you gift to the hosts at BNDES in Rio.

Swedcham organized a visit for 17 Swedish executives, The Forum Novare Group, from October 18 to 25, 2014. "The Forum Novare Group chose Brazil since the group believed the country is an important business partner for Sweden today and in the future," said Mia Ritsfalk, Forum Novare Program Director.

Novare, which was founded in 2001 and is partly owned by Investor AB, offers professional services in the Human Resources field and the executive program Forum Novare has run for 12 years. "The purpose of the field trip was to experience and gain overall understanding of Brazilian business life, the political and macroeconomic perspective, latest trends and for the participants to broaden their network. To fulfill this purpose we chose the Swedish Chamber of Commerce as our partner."

"We started our journey in Rio de Janeiro and finished in São Paulo. During the week we visited 18 companies and met over 34 business leaders. We learned a lot during our week in Brazil and had the chance to meet many



Novare group outside the facilities of Natura, Brazil's top cosmetics manufacturer, in Cajamar, São Paulo State.

different companies from widely spread industries. Swedcham acted as our host and partner during the whole week. The business knowledge and know-how about Brazil and also the Chamber's network, were extremely valuable to us."

Mark Braithwaite, CFO of Höganäs, commented on the trip: "Firstly, thank you to all we met in Brazil for their time, energy and showing us the spirit of Brazil. My reflections: Brazil is not a country, but a continent—it was more interesting, diverse and colourful than I expected. I was extremely impressed by the knowledge, self-awareness and self-confidence of the companies and institutions we visited. People were intelligent, welcoming and warm, speaking openly with a focus on the more successful and fairer Brazil they will create." Mark continued: "The big challenge... my view is infrastructure, infrastructure,

infrastructure. Brazilians have plenty of heart, brains and a very strong spirit, but it needs the infrastructural backbone to enable the whole to prosper."

Anne-Marie Vösu, Head of Development Saab Dynamics, said: "I have learned a lot from all of the interesting meetings we had during the week, and with the new knowledge from the people and organizations we met I also understood more and more about how complex the country really is. The contrasts in the country are tremendous but it is of course difficult to understand the whole picture from seeing only São Paulo and Rio de Janeiro, two well-developed world cities. It is clear that in whatever way Brazil will manage to resolve big challenges around infrastructure, bureaucracy, education, poverty and inflation, it will have a critical impact for the country's development and international competitiveness." ■



Novare participants tour Scania's facilities in São Bernardo do Campo, São Paulo State.



Anne-Marie Vösu.



Mark Braithwaite.

Saab and Brazil sign contract for *Gripen NG*



Defence and security company Saab signed a contract in October with the Brazilian Federal Government (Ministry of Defense through the Aeronautics Command, COMAER) covering the development and production of 36 Gripen NG fighter aircraft for the Brazilian Air Force.

The total order value is approximately SEK 39.3 billion. Saab and COMAER have also signed an industrial cooperation contract to deliver substantial technology transfer from Saab to Brazilian industry.

On December 18, 2013 Brazil selected the Gripen NG to be its next-generation fighter aircraft, through the F-X2 evaluation program. Since then, all parties have negotiated to finalize a contract. The October 27 announcement marks the successful conclusion of that process.

Saab and COMAER have signed a contract for the development and production of 36 Gripen NG fighter aircraft, plus related systems and equipment. The program comprises 28 single-seat and eight two-seat Gripen NG.

Saab and COMAER have also signed a contract for industrial cooperation projects, including technology transfer to Brazilian industry, to be performed over approximately ten years.

"We are proud to stand side-by-side with Brazil in this important program. There is already a long and successful history of industrial cooperation between our two countries, and this historic agreement takes that partnership to a new level," says Marcus Wallenberg, Chairman of Saab's Board of Directors.

The contract with COMAER for Gripen NG and the associated industrial cooperation contract will come into effect once certain conditions have been fulfilled. These include, among others, the necessary export control-related authorizations. All of these conditions are expected to be fulfilled during the first half of 2015. Gripen NG deliveries to the Brazilian Air Force will be undertaken from 2019 to 2024.

"The contract with Brazil validates Gripen as the most capable and modern fighter system on the market. It solidifies Saab's position as a world-leading fighter aircraft producer and strengthens our platform for growth," says Håkan Buskhe, President and CEO of Saab.

The contract with Brazil strengthens the ties between Saab and Brazilian industry. Embraer will have a leading role as the strategic partner in the F-X2 program. As part of the technology transfer plan, Brazilian industry will have an important role in the development of, and be responsible for, the production of the two-seat Gripen NG variant for the Brazilian Air Force.



The Brazilian pilots prepare to board the Gripen NG for their first training mission.

Brazil joins Sweden in becoming the launch customer for the next-generation Gripen, which shares the same smart design and innovative technology as today's Gripen versions. Gripen aircraft are currently in operational service with the Swedish, Czech, Hungarian, South African and Royal Thai Air Forces, and also with the UK Empire Test Pilots' School (ETPS).

The next-generation Gripen meets the market's demand for a sophisticated and flexible combat aircraft with sustainable costs. The aircraft provides more thrust, extended range and endurance, expanded weapons capacity, new sensors including an advanced AESA radar, highly effective electronic warfare systems and multi-function communications.

The Gripen NG for Brazil and Gripen E for Sweden share all the attributes of the next-generation Gripen design, but are also tailored to each country's specific national requirements. The commitments by Sweden and Brazil secure Gripen's industrial and operational future into the 2050 timeframe.

On November 19, Brazilian Air Force (FAB) Captains Gustavo de Oliveira Pascotto and Ramon Santos Fórneas were the first Brazilian pilots to train in the Gripen aircraft acquired by Brazil, in a 50-minute flight between Sweden and the Baltic Sea. The two captains are to stay in Sweden for six months and will become the first Brazilian Gripen instructors. ■

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Brazil and the *Midnight Sun*

Swedish fashion explores the Brazilian market

By Pernilla Josefsson Lazo and Alexandra Ek

A Swedish fashion delegation, consisting of *Efva Attling Stockholm*, *SAVAS Milano*, *Reschia*, *IOAKU by Fanny Ek*, *By Malina*, *Del Rio London* and *Scho Collection*, visited São Paulo between November 5 and 9. The visit was organized by the Embassy of Sweden in Brasilia in cooperation with the Swedish-Brazilian Chamber of Commerce and Business Sweden in São Paulo.

The fashion delegation was led by the Embassy's Deputy Head of Mission, Pernilla Josefsson Lazo, and Counsellor Mikael Ståhl. They were assisted by Alexandra Ek, business promotion intern at the Embassy, who helped to coordinate the delegation throughout their visit.

The visit was the third big activity of the fashion exchange project *Brazil and the Midnight Sun* which was initiated a year ago by Alice Ferraz – Fashion entrepreneur, CEO and Founder of F*hits, the first blog network in the world; and launched at the Embassy of Sweden in Brasilia. This innovative project, aiming to create business opportunities in fashion and life style, started with a prestigious Brazilian fashion delegation visiting Stockholm in August and continued with the Swedish fashion delegation visit during São Paulo Fashion Week this November.

During his welcome speech the Swedish Ambassador to Brazil, Per-Arne Hjelmborn, emphasized that the growing international interest in fashion offers good prospects for new business opportunities and more cooperation between Swedish and Brazilian fashion.

The display of the seven Swedish fashion brands was officially launched at the well-known multi-brand store Cartel 011 during an exclusive marketing evening event on November 5. The event, which was hosted by Ambassador Hjelmborn and Trade Commissioner for Brazil Business Sweden, Johan Norén, created networking opportunities with Brazil's fashion elite and good Brazilian media exposure including by F*hits' bloggers.

"I am very proud that we are able to bring representatives from some of our finest design and fashion companies to the Brazilian market. We need to get to know our respective countries and markets better. The project 'Brazil and the Midnight Sun' builds a bridge between our fashion industry and our people," says Ambassador Hjelmborn.

On November 6, Swedcham Chairman Nils Grafström and the Swedish Embassy hosted a seminar on *"Doing business in Brazil"*. Prominent seminar guests such as Renato Pacheco Neto, the Swedish Honorary Consul General in São Paulo, and Johan Norén from Business Sweden, as well as representatives from iZettle, Absolut Elyx, Volvo Cars and the Iguatemi Group, actively participated and shared knowledge about the Brazilian fashion market.

The Swedish fashion delegation visit to Brazil was a success providing new business opportunities and enhanced links between the Swedish and Brazilian fashion industries. ■



Ambassador Per-Arne Hjelmborn, Patrick Axelsson (F*hits investor), and Anette Hjelmborn.



Johan Norén, Efva Attling (Designer), Mikael Ståhl, Björn Clavey (Business Sweden), and Pernilla Josefsson Lazo.



Alice Ferraz (CEO and Founder of F*hits), Daniela Falcão (Editor in Chief of Vogue), and Pernilla Josefsson-Lazo.



Ambassador Per-Arne Hjelm born's speech at the Swedish-Brazilian Innovation Week's opening ceremony



(From left) Jesper Rhode (Ericsson), Nathalie Trutmann (Hyper Island), Ambassador Per-Arne Hjelm born, Anders Norinder (iZettle), Laura Kroeff (W3haus) and David Roos (Berghs School of Communication) were the speakers at the seminar at Swedcham on November 14.

3rd Swedish-Brazilian Innovation Week 2014: an absolute success!

Between November 10 and 14, the Embassy of Sweden in partnership with the Swedish Agency for Growth Policy Analysis, CISB (Swedish-Brazilian Research and Innovation Centre) and Swedcham organized the 3rd edition of the Swedish-Brazilian Innovation Week. The main focus was innovative high-tech cooperation for industrial development and business promotion.

The Innovation Week was inaugurated by Sweden's Ambassador to Brazil, Per-Arne Hjelm born, at the Swedish Embassy in Brasilia. Ambassador Hjelm born highlighted the strategic bilateral partnership between Brazil and Sweden, especially regarding innovation, trade and industrial cooperation. Growth Policy Analysis organized a seminar to discuss opportunities for enhanced future collaboration using the Open Spaces method to promote exchange of ideas between key actors from both countries, gathering representatives from the public, private and academic sectors, including ABDI, BNDES, CNI, Finep, INMETRO, IPEA, MDIC, the Swedish Innovation Agency (Vinnova), KTH and Saab.

CISB organized its fourth annual meeting in São Paulo and several workshops in the focus areas. In view of the need for joint development projects following the decision by Brazil to acquire 36 Gripen fighter jets, CISB introduced Aeronautics as a new area. Over 400 representatives from the public, private and academic sectors engaged in a two-day workshop on Aeronautics & Defence, co-organized

and hosted by ITA in São José dos Campos. Clearly there are high expectations for the Gripen project that links Brazil and Sweden in a strategic industrial and defense partnership for the next 30-40 years.

The Swedish Agency for Economic and Regional Growth organized a seminar at Swedcham on November 14 focusing on the digital and creative sector. Entrepreneurs from influential Swedish and Brazilian SMEs such as Hyper Island, BOX 1824, Berghs School of Communication, W3haus and iZettle as well as Ericsson gave evidence of a sector in constant and accelerated change, that uses education, creativity, market analysis and digital tools to impact the market and offer great potential for cooperation.

A group of Swedish Universities made a Roadshow in Brazil and Swedcham also organized a Career Fair where students and alumni could meet Swedish companies looking for new talents (*please see pages 18 and 19*).

The 3rd Swedish-Brazilian Innovation Week attracted a great number of participants and media coverage, successfully promoting triple-Helix cooperation and Open Innovation. We have enhanced our strategic partnership with regards to innovative industrial cooperation. The outlook for 2015 is even brighter! ■

Swedish University Roadshow at UFABC.





Ericsson celebrates 90 years in Brazil

In 2014, Ericsson celebrated the anniversary of nearly a century of doing business in Brazil. Around 1900, a meeting between the company founder Lars Magnus Ericsson and then-Emperor of Brazil Dom Pedro II planted the seeds that eventually resulted in opening an Ericsson office in the country, in 1924.

A commemorative book has been created for the occasion and given as a gift to customers and stakeholders. In the foreword, Sergio Quiroga da Cunha, head of Region Latin America and Caribbean, wrote: "Ericsson is unique in Brazil as the only company to have maintained a factory since 1955. Connecting customers in Brazil continues to be our mission, and the anniversary is proof of our uninterrupted commitment to Brazil and to bringing the Networked Society to life." He pointed out how archive photos awaken reflections about how much the world has changed. "Rio de Janeiro in the 1920s had trolleys, switchboard operators, and a massive number of cables stretching across the city's skyline."

Quiroga continued: "We are (now) a large family with more than 5,000 employees spread throughout Brazil, who believe they have a blue heart: we love the idea of transforming people's lives, the environment in which they live, the setting in which they'll raise their children. This is today's Networked Society. Before 1924, Ericsson telephones and other installations were in Brazil, but there was never a concerted effort from a business base. The company was

(From left), Sergio Quiroga, Head of Ericsson in Latin America and Caribbean, Communications Minister Paulo Bernardo and Ericsson President and CEO Hans Vestberg.

established with a capital of 100 *contos de réis*, divided into 20 quotas, distributed among partners Allemanna Telefononaktiebolaget L M Ericsson, with 19 quotas, and Tor Janér, with one. Now, Brazil is Ericsson's largest single market in Latin America and the unit is responsible for the export of equipment to all Latin American markets."

The 90th anniversary was celebrated in several ways: city art was created all around the city of São Paulo, with poetry commenting on the Networked Society; Employees went to a "birthday party" and received a memento at Centro Ericsson; and later, customers and special guests were invited to a gala dinner on October 14, when President and CEO Hans Vestberg gave a keynote speech.

"Our company's history blends with the history of Brazil, and even my personal story. I started my international career here, my daughter was born here, and of course I became a Corinthians fan!" he said, referring to the famous Brazilian football team. ■



Ericsson's 90th birthday party on October 14.



Tecnologia e inovação sem fronteiras. Agora no Brasil.



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Um dos maiores grupos multinacionais da Suécia, a Saab está trazendo toda a sua inovação para o mercado brasileiro. Referência tecnológica em áreas estratégicas como segurança, aeronáutica e defesa, ela desenvolve soluções que agilizam a troca de informações, integram pessoas e tornam o dia a dia mais seguro. Para a Saab, este é o verdadeiro desafio: criar hoje as soluções de amanhã.

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SAAB

Sweden-Brazil Career Fair 2014

The second edition of the Sweden-Brazil Career Fair took place in São Paulo on November 13. This year, the event was held at Swedcham's premises and Young Professionals were invited to connect with Swedish companies and higher education institutions. The heart of the event was the actual Career Fair, giving 12 Swedish companies the chance to meet with students and Young Professionals to discuss career opportunities as well as steps to success. In addition, throughout the afternoon visitors could learn from company presentations about the enterprises' services and products on the Brazilian market. Moreover, a special highlight was the participation of eight Swedish universities, which were here in Brazil to promote Sweden as a study destination and a great place to do research within the "Science without Borders" program.

The group of Swedish Universities made a Roadshow visiting Campinas, São Paulo, Rio de Janeiro, Curitiba and Belo Horizonte. Brazilian university students learned more about Swedish universities and received information about how to study in Sweden, including through the "Science without Borders" program.

In his closing presentation, Ambassador Per-Arne Hjelm born fostered again the economic and academic connections between Sweden and Brazil, before the fair led to a more informal networking at the "After Fair."

Overall, the Career Fair 2014 was a great success. More than 150 people attended the event and many interesting connections and partnerships were established.

Lastly, networking and exchange of information about Sweden and Brazil can also be continued online on the Swedcham Young Professionals Facebook page. As part of the promotion of the page, Fernando Cardim, a young professional studying Aerospace Engineering at UFABC, won our Facebook photo competition by sharing online his picture visiting the fair and receiving the most "likes". Congratulations!

If you are interested in sharing your content or start interesting conversations with Young Professionals, please feel free to join and like us on [facebook.com/YPCbrazil](https://www.facebook.com/YPCbrazil).

Swedcham would like to take this opportunity to thank the participating companies: Scania, Gunnebo Gateway Security, Roxtec, Volvo do Brasil, Haldex, EF, ABB, iZettle, Ericsson, Volvo Cars, Elekta and SCA. And thanks Spotify for donating the Premium Account prize!



Young Professionals listen to Ambassador Per-Arne Hjelm born's presentation.



Ambassador Per-Arne Hjelm born during his presentation at the Career Fair.



The Career Fair team (left to right) Swedcham's Elvis Siqueira, Julia Basso, Swedcham Managing Director Jonas Lindström, and Giovanni Pizzignini (KPMG).



(Left to right) Abhilash Ram (Chalmers), João Guilherme Dos Santos (Unicamp), Kieve Saling (International Liaison Officer, Lund University, External Relations), and José Genario Oliveira Jr. (USP).



Danielle van Tongeren (PNST), Ambassador Per-Arne Hjelmhorn, Cecilia Hillman (Chalmers) and Abhilash Ram (Chalmers).



Camila Sjodin and Renata Fernandez from Scania.



Leandro Rocha from the Swedish Embassy in Brasilia (right) with (left) Joel Franklin, Associate Professor at KTH, and Tiago Lazzari (Centro Universitário Univates).



Fernando Cardim of UFABC, winner of the Spotify Premium Account prize. (Photo by Elvis Siqueira)



Isabell Rosén and Andrea Silva (Volvo Cars) with Marina Portes (Volvo do Brasil).



Ana Carolina Melgar and Carla Albuquerque from ABB.

Reaping the benefits of Aerospace & Defence partnership



The São Bernardo do Campo group visits Saab in Sweden.

This year, the Brazilian government announced its decision to purchase the Swedish fighter jet Gripen. There are numerous business opportunities on both sides of the Atlantic as a result of the extensive technology transfer package, financing as well as long-term bilateral collaboration between the Brazilian and Swedish Governments.

São Bernardo do Campo (SBC) and São José dos Campos (SJC) visited Sweden in the end of September. Although their separate visits had divergent purposes and agendas, they had the common goal of establishing closer relations with Sweden.

From September 22 to September 26, the group from SBC visited several science parks, the Linköping University and KTH, Saab and Sandviken. The group also participated in a seminar on innovation and technology with the involvement of the Linköping municipality. The focus of the trip was showcasing the triple helix system of cooperation between the local government, research institutions and private companies. It offered the Brazilian universities the opportunity to find cooperation partners in Sweden for research and student exchange.

During the visit, FEI signed a MOU with the Linköping University. Furthermore, the municipality of São Bernardo do Campo may be signing an agreement with the Swedish Secu-



Pulp and paper delegation participants.

riety and Defence Industry Association (SOFF).

The following week, a group of companies from the space and defence cluster in SJC (Cecompi), together with the São Paulo state investment promotion agency (Investe São Paulo) and the Brazilian industry development agency (ABDI) visited Saab, Ruag and GKN, and took part in a matchmaking event in Linköping. The focus of the trip was initial market recognition and relationship building for future partnerships.

"The meetings were very well organized and our companies made excellent contacts during both the visits and the match-making event. We really appreciate the cooperation with and support from Business Sweden," said Carlos Mateus, Aerospace and Defence Cluster Coordinator at Cecompi.

Pulp & Paper

In October, Business Sweden and the Swedish Pulp and Paper Technology Group (PPT) organized a visit to Sweden for a group of Brazilian companies. In preparation of the event, the Brazilian Technical Association of Pulp and Paper (ABTCP) gathered information about the main technical needs of Brazilian companies and the Brazilian Forest Industry (IBÁ) supported with promoting the program. The visit to Sweden was a continuation of two previous visits of Swedish groups to South America since 2006.

From October 12 to October 17, the Brazilian companies met several Swedish companies' plants and visited research centers in Sweden to discuss environmental issues and sustainable solutions, such as water use reduction and energy optimization. In addition, latest industry and technology developments within gene technology, nanocellulose and other areas were discussed.

The visits brought cooperation possibilities for both sides: "This kind of contact between suppliers and companies is very valuable, especially for the mid-sized companies that are willing to invest," said Lucilene Silva, Responsible for Performance and Management at Oji Papéis.



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Sweden *in* São Paulo

By Renato Pacheco Neto
Swedish Consul General

Before presenting *Sweden in São Paulo*, it is interesting to take a look at the federal and state scenarios and recall that 2014 is over and many important things happened both in Sweden and Brazil, as well as between the two countries. Nobel Prize winners were nominated, Brazil and Sweden had elections, and the much awaited Gripen contract was signed between Saab and the Brazilian Air Force. The latter enabled a much larger perspective for the long-term Swedish-Brazilian relations, comprising transfer of technology, creation of jobs in Brazil, improvement of know-how and the exchange of professionals, not to mention the development of the national aviation industry within the next 40 years.

While Sweden changed its government, the Brazilian election's result enabled a new term for the current President. As this article was being written, Brazil's Head of State was forming her new government, talking to civil society and consulting the political parties represented in Congress, thus looking forward to presenting her new cabinet and improving the country's economic and social performances.

In São Paulo State, the Governor was also reelected and was working to present his new team and resolve the water supply crisis, which could become a huge problem affecting not only the population but also the local trade, industry, restaurants, schools and social life. More than ever, high tech and innovation are needed in SP for assuring its continuous sustainable development.

Team Sweden

Besides its ongoing consular activities, the Consulate General of Sweden in São Paulo also followed the many activities organized by the Team Sweden and its members, now led by the new Swedish Ambassador to Brazil Per-Arne Hjelmbo.

It is worth presenting an overview of the main events and great work developed in São Paulo by the multilateral efforts put together by Swedcham, Business Sweden, the Scandinavian Church, CISB and the Scandinavian Association, together with the Embassy and the Consulate General.

On November 13, the Career Fair took place at Swedcham. It was a fascinating event with a lot of young people focusing on the very interesting

presentations held by some of the leading Swedish companies worldwide. Brazilians will be able to study in Sweden and learn values helping them later on to bring our nations closer together. On November 12, we attended the Advisory Board meeting at Volvo Cars, followed by a nice networking luncheon attended by the 25 most representative Swedish companies. In addition, a Team Sweden meeting took place at the Business Sweden Office in Itaim right afterwards, also led by Ambassador Hjelmbo.

Also CISB (the Swedish-Brazilian Innovation Centre) organized its 4th Annual Meeting at Blue Three Towers on November 11 offering presentations on Innovation and opportunities in the technological arena for Swedish-Brazilian projects. We participated in the opening session of the CISB event, which was followed by a Board Meeting at Swedcham.

On November 7, Tetra Pak hosted Swedcham's Advisory Board Legal Group of 25 leading Swedish companies. A very lively and dynamic exchange took place among the legal officers, who brought their ideas together and shared experiences as well. The Legal Group will meet again next year and will be received by Electrolux in SP.

On Nov 6, we participated in the Business Seminar for the Swedish Fashion Delegation at Swedcham. The day before, Consulate General Officer Richard La Roche and his wife participated in the launching of the Swedish Fashion Week at Cartel 011. This event

Jonas Kac (Linköping University), Swedish Consul General Renato Pacheco Neto and Assistant Danielle van Tongeren during Swedcham's Career Fair.





Elsa Stefenson (Business Sweden), Renato Pacheco Neto, Andrea Reschia and Sergio Santillan at the Cartel 011 event.

brought successful Swedish fashion designers and companies closer to Brazil's fashion market and ideas. A fruitful cooperation also in this area will be developed in the near future.

Scandinavian Fair

Our Consulate General team, with Consular Officer La Roche and Consular Assistant Alexandre Teixeira, attended the Grand Opening of the Scandinavian Fair for 10,000 visitors at Clube Pinheiros on November 4, organized by the Scandinavian Association Nordlyset with the support of all Nordic Embassies and Consulates. This major event congregates the voluntary work of more than 100 people and contributes to the visibility of the Scandinavian Community in São Paulo. It started almost 50 years ago and was once again very successfully organized.

On October 29, Consul General Renato Pacheco Neto and Assistant Danielle van Tongeren met with Mayor Fernando Haddad and Pedro Afonso Gomes, President of the São Paulo Economists Union at the Diversity Forum on Social and Economic Inclusion. The awareness of social integration was the main topic in the event held at Carrefour's premises in SP. Minister Luiza Bairros and other Secretaries participated in the debate introduced by the well-known Ethos Institute.

Swedcham Chairman Nils Grafström participated with us in the Mercosur Eurocâmaras Investment Conference in Asunción, Paraguay, on October 25. It was a pleasant meeting where the Mercosur industrial organizations could discuss their synergies and help build a solid platform for the foreign trade and social development of the countries and players involved. The event was also attended by Ministers and the former Austrian Prime Minister Dr. Viktor Klima, now chairing Eurocâmaras in Argentina.

Memorial service

On October 4, we attended the Memorial Service for Ulf Bertil Olsson at the Scandinavian Church. The memorial was organized by his family and friends, who gathered to express their gratitude for his unforgettable dedication. Olsson was a very special Swede who devoted himself to many important social projects, jazz, tennis, the "Sverige i Brasilien" book, and SAS activities, among many others. His humor and joy of life, his many personal, family and professional achievements inspired many people and he made many friends who will always remember and admire him.

São Paulo State Culture Secretary Marcelo Araújo and Head of Foreign Affairs Rodrigo Tavares welcomed the consular corps at the renovated Immigration Museum on October 1. Consul General Renato Pacheco Neto and Assistant Danielle van Tongeren were also received in Campinas by the TRT Higher Labor Court Chief Justice, Dr. Flavio Cooper, who invited the Swedish Consulate General for an initial meeting on October 6 to establish a strategic cooperation framework.

At a very interesting meeting with the academic world, the FAAP International Relations Faculty invited us on October 1 to hold a lecture on Sweden-Brazil Bilateral Relations and the EU. The event was attended by many students interested in getting to know Sweden better, and willing to study there as well.

On September 30, São Paulo Finance Secretary Andrea Calabi from SEFAZ received the Consul General and Scandinavian Association representatives to discuss the 2014 Fair at Clube Pinheiros. The Secretary and his team welcomed the initiative to support children in need who benefit from the projects supported by the Scandinavian Fair.

On September 19, we attended Chile's National Day celebration in São Paulo, at the invitation of our colleagues Consul General Hernán Bascuñán and Consul Luis Fernando del Valle. The Chilean community has a strong presence not only in Brazil but also in Sweden, where many Chileans emigrated in the 60s and 70s.

FIESP organized a Consular Meeting with European Consul Generals on September 24, also attended by us together with 20 other EU Member States. The main issues discussed were the liberalization of foreign trade and the still upcoming EU-Brazil Free Trade Agreement.

Last but not least, we would like to thank the Swedes who came to the Consulate General from August 25 to 29 to participate and vote for Sweden's Parliament 2014 elections in São Paulo. ■

Illustrious visits

In October, the Swedish Consulate General and community in Rio de Janeiro welcomed Ambassador Per-Arne Hjelm born to our *Cidade Maravilhosa*. We held a party with approximately 50 attendees, and the Ambassador presented the latest developments in Swedish-Brazilian relations and plans for the coming years. We look forward to exciting times.

We also had our second visit this year from Novare, organized by Swedcham. Their week-long visit to Brazil started in Rio with a briefing from the Ambassador, Saab, and Swedcham representative Björn Salen.

Ambassador Hjelm born hosted a luncheon at the Embassy with representatives from several Olympic organizations. It was interesting to hear about Brazil's plans not just for the 2016 games, but their overall strategy to develop sports and opportunities in this vast country. For Brazil, 2016 is not a goal to be reached, but a starting point for a new phase in Brazilian sports.

In November, former Ambassador to Brazil Margareta Winberg visited Rio and Brasília. We were very happy to welcome her back. She is supporting the Abrigo Rainha Silvia through an organization in Jämtland. Her visit coincided with Swedish jazz musician Tomas Janzon's show in Lapa, where a group of local Swedes met to hear his fantastic music. ■

Swedcham Managing Director Jonas Lindström briefing the Novare group in Rio.



(From left) Lars Bergea (Vice Consul), Ambassador Per-Arne Hjelm born, Louise Anderson and Björn Salen (Swedcham Rio representative).



Louise Anderson, Olympic Sailing Champion Lars Björkström, and Ambassador Per-Arne Hjelm born.

(From right) Henry Steffenson, jazz musician Tomas Janzon, and former Swedish Ambassador to Brazil Margareta Winberg with grandson Botvid.





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Responsible *soy*

Round Table on Responsible Soy (RTRS) celebrates its 7th national meeting at Swedcham.

On November 27, the Brazilian Working Group of the Round Table on Responsible Soy (RTRS) held its seventh meeting at the Swedish-Brazilian Chamber of Commerce in São Paulo.

As a global multi-stakeholder initiative involving stakeholders from the soy industry and environmental organizations, the RTRS is an innovative platform searching for market transformation and sustainable soy production through joint global solutions.

The RTRS framework includes: A consensual standard of production which demands legal compliance, bans the conversion of forest areas with high conservation value to agricultural land, promotes the best management practices, ensures fair working conditions, and respects land tenure claims.

As the Swedish market has been proactive in RTRS recently—with special attention to companies such as

ARLA, Lantmännen, HKScan, and AB Fortum Värme, supporting RTRS certified soybean producers in Brazil—the meeting was celebrated at Swedcham. With over 35 partici-

pants from different companies, financial institutions and organizations such as AAK, Norvinda, Unilever, Rabobank and the Nature Conservancy assembling in the Business Center, the event was opened by RTRS Manager in Brazil Daniel Meyer and Swedcham's Executive Director Jonas Lindström.

The event also included some keynote speakers, such as RTRS Executive Director Agustin Mascotena, the Regional Manager for Swedish company Alfa Laval Frederico Viana, the Head of Sustainability issues of Brazilian soybean producer Amaggi Group Juliana Lopes, the Director for Brookfield Agricultural Group Luiz Iaquinta, Andre Zecchin from the environmental organization SPVS and Gisela Introvini from the Brazilian soybean producer FAPCEN.

During the afternoon, participants had the opportunity to take part in smaller working groups to specify different actions for RTRS in Brazil in order to further promote responsible soy production and increase cooperation between countries, companies and organizations. ■

Left to right: Terence Baines (Sustainable Sourcing Manager at Unilever), Frederico Viana (Regional Manager/Latin America at Alfa Laval), Luiz Iaquinta (Director at Brookfield Agricultural Group), Gisela Introvini (Superintendent at FAPCEN), and Daniel Meyer (RTRS Manager for Market Development in Brazil).



Agustin Mascotena
(Executive Director
of RTRS).



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On progress, with Brazil's Ambassador in Sweden, Marcos Pinta Gama *By Simona Ciot**

I met His Excellency Ambassador Marcos Pinta Gama at his office on a rainy and windy morning, typical of the Swedish autumn. Before getting to the old and coquette building in the center of Stockholm, I thought I was well prepared: I had read the Ambassador's impressive resumé and I expected to meet an intimidating diplomat with a distant attitude.

How else should one picture a gentleman who has worked with issues related to transnational organized crime, illicit drugs, terrorism, trafficking of firearms, as well as with humanitarian, environmental and science and technology issues? Who has served at the Mission to the European Community in Brussels, the Brazilian Embassy in Belgrade, Santiago and Washington? A specialist in human rights, Pinta Gama wrote his Masters dissertation on the Inter-American system for the promotion and protection of human rights and was bestowed several Brazilian decorations and the National Order of Merit and the Légion d'Honneur of France.

I had thus every reason to feel a little intimidated when I first laid my eyes on the tall man wearing a dark blue suit matching a piqué tie, but with a candid smile and a handshake he made the uneasiness go away. "But please, have a seat," he said. "We should soon begin to renovate the offices," he added after I complimented the generous fireplace in his office. "We got some very interesting renovation ideas from our colleagues of the Latvian Embassy next door. These fine buildings are old and they constantly need preservation work," says the Ambassador while he takes a chair for himself. Behind him there is the Brazilian flag that reveals a single word: progress. We naturally start discussing about progress, Brazil, technology and sports, like it is not the first time we meet, like we simply pick up the talk from where we left it long ago.

BN: You have been appointed Brazil's ambassador in Sweden for nearly three months. Did your perception of this country change compared to what you previously knew about it?

Ambassador: Sweden is very present in the Brazilian economy and life. More than 200 Swedish companies pro-

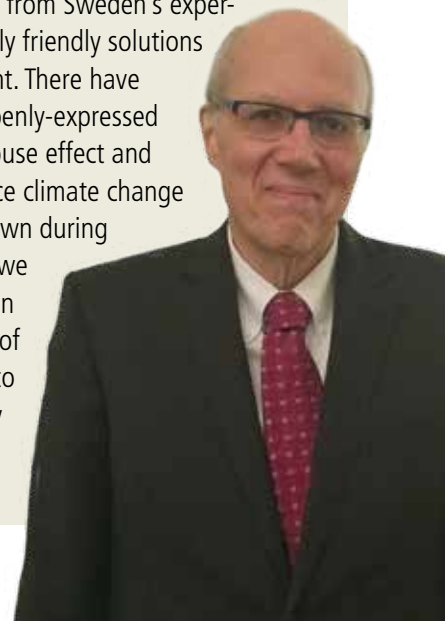
duce goods for the Brazilian market. Sweden is a reliable partner, a country that contributed extensively to Brazil's recent growth. This was my first impression of Sweden and I am delighted to discover that living and working here have confirmed it.

BN: While Brazil is a coffee producer, Sweden is a coffee enthusiast. This cooperation already has a tradition. What other areas are now considered as a priority in Brazilian-Swedish relations?

Ambassador: I am convinced that Brazil has a lot to learn from Sweden's top class technological solutions in terms of sustainable energy, housing or transportation, to name just a few. It is a continuous process of experience and technology exchange between these two countries.

There are indeed many areas where our countries already do and shall cooperate. First of all, I am really happy that the Gripen contract has been signed and that Sweden and Brazil will establish a long lasting cooperation in developing this new aircraft. Saab has a long tradition of building aircrafts. At the same time, airspace and military technology are nowadays top priorities for Brazil, so I believe that this agreement is coming at the right time, with the right partners. As the sole customer so far for the Gripen E fighter, Brazil will be heavily involved in its development and we are really enthusiastic about this.

Moreover, Brazil can benefit from Sweden's expertise in adopting environmentally friendly solutions for residue and water treatment. There have been broad discussions and openly-expressed concern regarding the greenhouse effect and the global climate change. Since climate change is not a far-off problem, as shown during the UN Summit held this year, we are committed to reduce carbon dioxide emissions and the use of fossil fuels. All countries need to rely more on renewable energy sources. In this respect, Brazil



has a long experience in producing and using ethanol, from sugarcane, while Sweden has already built a tradition of using biogas and ethanol as eco-friendly fuels.

Last but not least, Brazil is a coffee producer and Swedes' passion for coffee is well-known. Fika is a Swedish tradition, a daily cultural reality. No wonder therefore that coffee is Brazil's number one export product to Sweden, but we would like to see a broader variety of industrial goods from Brazil on the Swedish market.

BN: How do you drink your coffee?

Ambassador: Me? Well, I enjoy coffee on all occasions, regardless of how it is prepared: black, espresso, filter... I also like the way Swedes drink their coffee, with milk and no sugar.

BN: Is Brazil undergoing a process of transition towards modernity, from an agricultural country to a more technologized one?

Ambassador: Brazil will always be an agricultural country. There are many areas with tropical climate where soya beans, corn, coffee and sugarcane grow. Meat is also widely produced and we can further expand our agriculture, as there is still land to be used for this purpose and no deforestation would be necessary. At the same time, new technologies are emerging and the recent developments in agro-industry offer the image of a modern country which is aiming to contribute to global food security.

BN: Your country is famous for football and was the host of World Cup this year. In 2016, Brazil will host the Olympic Games. How do you think that these sports events impact your country?

Ambassador: This year at the World Cup we were unfortunately not very successful in terms of football, but we managed to organize a beautiful tournament. There was a great sport spirit and we do hope to have the same uplifting experience in 2016 for the Olympic Games.

We are trying to use the Olympic Games as a tool to improve the general infrastructure of Rio, which is an emblematic city for Brazil. All the venues that are being built for the 2016 events are going to be used many years from now, so hosting these sports events was also an investment for the future. A lot has been accomplished in terms of security in the region, and our experience with the World Cup demonstrated that Brazilian cities are safe for both sports events and tourism.

BN: Brazil has just had election. What kind of changes should we expect in terms of general policies?

Ambassador: We experienced a rather tight run-off election this year, when President Dilma Rousseff won her second mandate with a small margin. The fact that no one is contesting the results and that the electronic voting system proved to function so well in a large country like Brazil is the sign of a vibrant and well-established democracy.

Although it is still premature to discuss the changes that might take place within the Cabinet, political analysts expect that previous experiences will be taken into account and the new government will make some policy changes. The world economic realities cannot be ignored. Brazil was also affected by the global downturn that followed the 2008 financial crisis and so were our international partners. The prices for agricultural goods and minerals are not as high as they used to be, and that is naturally affecting Brazil as an international provider. I am convinced that all these aspects will be considered by the new government, adjustments will be made, and new strategies will be coined.

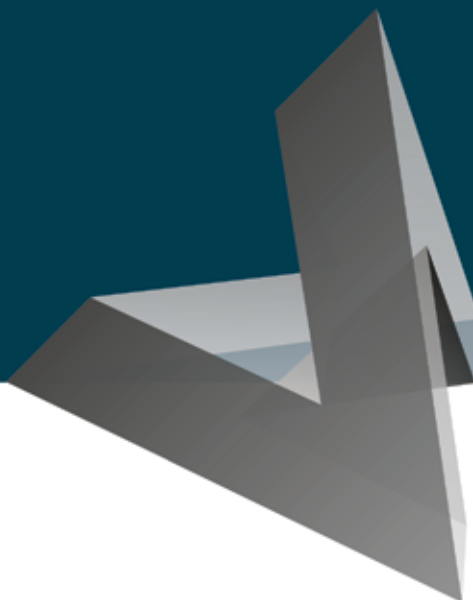
BN: Is there anything in particular that you would like to achieve during your mandate in Sweden?

Ambassador: My main objective is to accomplish the full implementation of our strategic partnership in all areas. I do hope to see a further expansion of bilateral trade and investments, as well as of our political ties. When it comes to culture, I hope to promote new initiatives of cultural exchange between Brazil and Sweden. Last but not least, our industrial cooperation shall continue and gain new dimensions in the near future, especially in the environment, airspace and military areas.

I thank His Excellency for the interview and, while I am gathering my copybook and writing instruments, I am pondering on the other word now hidden within the pleats of the Brazilian flag: order. In this office on the second floor of Odengatan 3, the alchemy between the bookshelves, the fireplace, the flag and the person working here makes one think of a Swedish word: lagom, just right. I say my goodbyes and promise myself that next time I shall ask the ambassador about the little red bus on the shelf. There must be a story about that, too.

**Simona Ciot is a Romanian journalist who is now living in Sweden. She is a guest writer for the Brazilcham pages*

Brazilcham wishes all its members and friends a very happy and prosperous 2015!



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*Bloomberg, June 2014. The ranking is based on factors such as financial strength, the ability to manage risks and cost-effectiveness.

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Managing Director Jonas Lindström acting as the toastmaster among the raffle prizes.



Marcelo Pires (SEB), Swedish Consul General Renato Pacheco Neto and Board Member Peter Hultén.



Chairman Nils Grafström gave the welcome speech



Chairman Nils Grafström thanks Board Member Cecilia Calson who is moving back home to Sweden.



The Pacheco Neto, Sanden, Teisseire Advogados team with the office chair by Kinnarps that Juliana G. Meyer Gottardi won in the raffle.



Xmas toast with happy people.

Swedcham Xmas Party 2014

Photos by Mario Henrique



Buffet Cicareli prepared the traditional Swedish Julbord - Christmas table.

As in December 2012, Swedcham decided to hold a Christmas luncheon in 2014, once again at the Scandinavian Church (in 2013 it held its also traditional Xmas party at its premises on Rua Oscar Freire in São Paulo). The most successful luncheon was attended by more than 130 members and guests.

The welcome speaker was Swedcham Chairman Nils Grafström and the toastmaster Managing Director Jonas Lindström, who were followed by a most inspiring speech by Ambassador Per-Arne Hjelmhorn, who ended up singing a traditional Swedish schnapps melody which was enthusiastically appreciated by all those present!

We would like to express our deepest gratitude to all who made this luncheon such a special occasion by giving excellent prizes to the traditional Christmas raffle: Evinhos, Scandinavia Designs, Lars Bjorkström, EF, Laeder, Absolut, Lufthansa, Spotify, iZettle, Nosso Ponto Stockholm, Maasai Hotel, Buffet Cicareli, Electrolux, Allways Travel, Kinnarps and Nespresso. ■



The Swedcham team.



Ambassador Per-Arne Hjelm born with his wife Anette.



Anders Norinder, Vice-Chairman of Swedcham and Managing Director of iZettle, with Maria Mendes.



Ingrid Kalborg was the lucky winner of the Nespresso coffee machine.



Juliana Passos, Felipe Oliva, Fatima Fonseca and Daniela Metsaranta.



The Absolut Bar was a success with many new and creative fruit mixes!!!



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In Brazil for first official assignment abroad

By Runa Hestmann Tierno

Anita Krohn Traaseth, the new CEO of Innovation Norway, visits Rio de Janeiro to sign MOU, speed-date colleagues - and dance a little samba.

Anita Krohn Traaseth assumed the top position in Innovation Norway on September 15, 2014, and was in Rio de Janeiro for her first official assignment abroad. On November 4, 2014, she signed a Memorandum of Understanding with the Brazilian innovation agency Finep in Rio de Janeiro.

"I am in Brazil to sign this important agreement in the field of innovation and research and to meet my colleagues from Brazil, the United States and Canada, who are gathered in Rio for a regional event this week. I need to get to know our people and understand what they need in order to figure out where adjustments are required and where we want to take Innovation Norway the next decade. It was great timing to combine this with an important milestone, signing a MOU with Finep, as my first official assignment abroad," Mrs. Krohn Traaseth tells **NordicLight**.

She acknowledges that Brazil has a high rank on the Innovation Norway priority list.

"Brazil is and will continue to be important, especially within the oil and gas industry, where our two countries have long traditions. Brazil is also showing interest in closer cooperation in other areas, like renewable energy and tourism, aquaculture and ICT. Norway is becoming an attractive destination for Brazilian travelers, and we would also like to establish closer ties in a renewable world."

Mrs. Krohn Traaseth comes from the position as CEO of Hewlett-Packard Norge, and has also held top positions in companies like Simula Innovation (2005-2008) and DNV. She is pleased with the way Team Norway and what she calls "the Norwegian ecosystem" operates in Rio.

"The good and close relations with the Consulate General, NBCC and others are vital to Innovation Norway and our mission here in Brazil."

Although the new CEO expresses great satisfaction with the efforts of the Innovation Norway Rio office, she sees the need for reforms in the Innovation Norway organization.

"In the 2015 national budget, the government increased our funding with 144 million NOK. At the same time, we were given clear signals on the need for increasing the efficiency in the administration of Innovation Norway, and we have initiated a very transparent and including process to map what we can improve to cut costs and boost our performance even more."

This is also why Anita Krohn Traaseth is on a global speed-dating tour, and in Rio, she met with director Helle Moen and all the other colleagues at the Rio Office, as well as regional directors for the USA and Canada.

"Last week I visited the Norwegian counties Sør-Trøndelag and Møre og Romsdal. This week I'm visiting Rio and Palo Alto, and next I'll be going to Hedmark and Nord-Trøndelag before leaving for London and Singapore. It is quite a mix, and I expect to find the answers I need in this initial phase of my work with my colleagues around the world, and not with external consultants," she explains.

The new CEO, who is active on Twitter, has her own blog and launched her first e-book on Amazon this August, also found time for a samba class during her busy Brazil schedule.

"An opportunity you cannot miss when you are in Rio de Janeiro," she concludes. ■

Anita Krohn Traaseth. (Photo courtesy of Jo Michael/Innovation Norway)





The two Memorandums of Understanding were signed between the Research Council of Norway, represented by Director Siri Helle Friedemann (to the left) and Finep, represented by President Glauco Arbix (in the middle), and between Innovation Norway, represented by CEO Anita Krohn Traaseth, and Finep. In the back, Conference Chair Kjetil Solbrække and Consul General Helle Klem.

New agreements signed during R&D event

By Runa Hestmann Tierno

Two Memorandums of Understanding between Norway and Brazil were signed during an annual conference on research, development and innovation in Rio de Janeiro on November 4, 2014.

The signing took place during the November Conference, a seminar on collaboration between Norway and Brazil within research, development and innovation (RD&I) in the oil and gas industry.

"We would like to intensify our cooperation even further and, on behalf of Finep, I am very pleased to sign these agreements," said Glauco Arbix, President of Finep, before the formal signing of one agreement with Innovation Norway and another with the Research Council of Norway.

Solid fundament

CEO Anita Krohn Traaseth represented Innovation Norway at the signing.

"This agreement is a solid fundament for moving forward, and very important for the future collaboration between our two agencies. I look forward to seeing how we can proceed on this great cooperation, which is in very good shape already. I am convinced that there are great opportunities in the future," she said.

According to the Director of the Research Council of Norway, Siri Helle Friedemann, the work on action plans and

the first common call of Finep and RCN, will now start.

"This is a really good day for us. Our mission at the Research Council of Norway covers all disciplines for research and applied research and innovation, and international collaboration is important in this respect. This agreement opens for common calls and proposals and other common activities. I am therefore very pleased to sign the agreement, and look forward to start working on action plans and the first common call, which will be in the area of petroleum," she said.

Overlapping priorities

The annual November Conference took place in Rio on November 3 and 4. After the signing of the BN21 agreement in 2013, between the Norwegian Ministry of Petroleum and Energy and the Brazilian Ministry of Research, Technology and Innovation, the collaboration on research, development and innovation between Norway and Brazil is increasing.

This year's conference attracted about 160 participants, and how to increase value creation by collaborating was high on the agenda during the event.

Representatives from the Norwegian Directorate of Petroleum (NPD), the Brazilian Petroleum Agency (ANP), Statoil, Petrobras, The Research Council of Norway, Finep, CNI, universities and research institutions were among the speakers at the event.

Several challenges that Norway and Brazil have in common were identified, and researchers from the two countries are now teaming up to tackle these challenges together.

Topics like IOR, subsea processing, life extension of equipment, flow technology, drilling and well technology and marine environmental technology were discussed in parallel sessions during the event.

Increased recovery (IOR/EOR) has always been a priority to the Norwegian oil industry, and Director Arne Holhjem of the Norwegian Petroleum Directorate (NPD) also listed installations in harsher waters, both deeper and colder, the subsea factory, well and drill technology, geological and geophysical methods, reservoir and production as the main challenges in the near future.

Unlocking the value in mature fields is a common focus to both Norway and Brazil.

"On mature fields in the Campos Basin production is decreasing, and it is important to develop new technology to increase recovery here. Brazil is about to become a major player and a major oil producer globally, but we want to be as important in the development of new technology and need to strengthen the systems and environments for innovation," Elias Ramos from ANP said.

Focal points for Petrobras researchers are optimization of well construction, optimization of mature fields, underwater systems and pre-salt production, according to the presentation by Cenpes manager Eduardo Santos.

Fabiano Lobato, head of the Statoil Research Centre Rio, stated that IOR is a main focus to Statoil.

"We believe that technology is increasingly important for the unlocking of access, value creation and growth. BN21 is a great example of how Brazil and Norway can develop the future together. Our focus areas are carbonate reservoirs, IOR, subsea technology, CO2 management and CCS, envisioning the pre-salt challenges. We see a lot of



(From the left) Siri Helle Friedemann, Arne Holhjem (NPD) and Elias Ramos (ANP)

space for collaboration," Lobato said

CNI and Finep representatives discussed what is needed to increase the value creation and competitiveness of the Brazilian industry.

João Emilio Gonçalves, executive director of CNI, called for an overall political strategy for the industry, to avoid contradictory policies.

"Low productivity is the main economic challenge, and we need to focus on innovation to raise productivity and competitiveness. This is critical, and we need to increase investments in R&D," Fernando Ribeiro, director of Finep, said in his presentation. ■

OSM Brasil wins Petrobras contract

OSM Brasil has won a prestigious contract with Petrobras, in partnership with AKOFS Offshore, part of Akastor ASA.

Petrobras has chartered the Aker Wayfarer (photo) for a minimum of five years as a Subsea Equipment Support Vessel, and OSM Brasil will be responsible for Aker Wayfarer's marine operations in Brazilian waters and provide Brazilian marine crew for the project.



The award of the contract marks a key milestone for OSM Brasil in its drive to build on its expertise in the management of offshore vessels.

OSM Brasil, which is a part of the OSM Maritime Group, is able to draw on its long standing history within the marine service sector, to provide effective solutions to meet the needs of modern ship owners.

"We are delighted to work with AKOFS Offshore in providing management for Aker Wayfarer marine operations and local crew through our EBN. The award of this contract reflects the benefit of our investment in OSM's management systems and people, to create a high quality crew management business with great safety awareness, which can deliver real value to our clients," Walker Lima, OSM Brasil's General Manager, says.

Geir Sekkesaeter, CEO of OSM Maritime Group, welcomes the contract. "OSM is committed to offering the highest level of service to its clients. Working with a company with the profile of AKOFS Offshore underlines OSM's reputation in the market place."

OSM provides customers with crew, ship, offshore and new build management services and is a fully integrated third party manager, offering full commercial and technical management services across the maritime industry. The company is headquartered in Norway and operates out of 27 other strategically placed office locations around the world.

AKOFS Offshore is a global provider of vessel based subsea well construction and intervention services to the oil and gas industry. ■

Norskan Offshore ranked first in Petrobras excellence program

The DOF Brasil company scored 95.87 percent in PEOTRAM, which awarded it the first place in the ranking.

Annually, Petrobras evaluates its suppliers from the maritime and aeronautical sectors, in order to keep a standard of quality and safety. This program is called PEOTRAM. In the 2013 cycle, a score of 95.87 percent awarded Norskan Offshore the first place in the rank. DOF Brasil was the best out of 51 offshore maritime companies that supply Petrobras operations.

The program is significant for several reasons. First, because it offers a competitive advantage scale for those who accomplish good results (2 percent of advantage in daily-rates for future bids).

It is also a strategic tool, an open client-relationship-marketing with Petrobras.

"To be at the top of the rank is an opportunity to strengthen our brand in the Brazilian offshore market, a way to ratify our talent retention and motivation policy and, finally, a showcase window for future employees, partners and investors," says Moisés Haddad, DOF HSEQ Vice President in the Brazilian region.

"It is a big responsibility to be number one. We are a reference of excellence, but we cannot take this position for granted. We must always focus on the global, international market, in search of new methods, ways of working, new ideas, etc. And we must always try to create an attractive and motivating working environment at DOF Brasil," Haddad says.

PEOTRAM is at its seven annual cycle. Norskan Offshore has a score average of 91.25 percent.

These evaluations are conducted through audits, executed by classified companies. In the offshore section, one vessel out of a group of approximately ten is selected to be check-listed by more than 400 questions, divided into 13 groups: Leadership and Responsibility; Legal Conformity; Risk Assessment; Operations; Maintenance; Changes Management; Assets and Services Acquirement; Training; Awareness and Competence; Information Management; Communications; Contingency; Incidents and Accidents Assessment; Non-Conformities Treatment and Continuous Improvement Process. ■



New Member

NBCC welcomes the following new corporate member:



Axis Offshore provides high specification flotels servicing the offshore oil & gas industry. The company is a joint venture between J. Lauritzen A/S and HitecVision, combining J. Lauritzen's 125+ years of maritime history with HitecVision's experience and networks in the capital and offshore markets. Axis Offshore owns and operates the high-specification mono-hull flotel Dan Swift, which is currently on charter to Petrobras in Brazil. Previous charterers of the Dan Swift include Statoil and Shell. The company is dedicated to provide safe, reliable and comfortable accommodation solutions to the offshore O&G industry in the harsh environments of Brazil and the North Sea. Axis Offshore will deliver in 2015 the new buildings, Axis Nova and Axis Vega, two high-end semi-submersibles for harsh operations to operate worldwide.



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Impressed by the Norwegian presence

The Brazilian Continental Shelf is a key offshore market for Norwegian oil and gas companies, State Secretary of the Ministry of Petroleum and Energy, Mr. Kåre Fostervold, stated during his second visit to Rio de Janeiro in less than a year.

In this interview with **NordicLight**, he talks about how he values the close contact with the Norwegian Brazilian Chamber of Commerce and his admiration for the technological breakthroughs that Brazil is doing on deep water.

NL: How was your meeting with NBCC during your stay in Rio?

KF: The NBCC is an important meeting place for the Norwegian industry in Brazil, and NBCC members represent a substantial share of Norwegian business interests. This makes the contact with NBCC very valuable to me. These are stakeholders that have a lot of insight, which is an important prerequisite for productive meetings with Brazilian organizations and government. I am impressed by what Norwegian companies and research institutions have achieved so far, and also with how these stakeholders can take part in the future development of the Brazilian continental shelf.

NL: What did the Deputy Minister appreciate the most during his stay?

KF: The Norwegian presence in Brazil is simply impressive, and many Norwegian players have a long-term perspective on this market. I have also had productive meetings with key Brazilian stakeholders

such as the Brazilian Petroleum Agency (ANP), BNDES and the Brazilian innovation agency Finep. Since I signed the research and technology agreement in the field of oil and gas with MCTI last year, called the BN21, I find it important to move from words to action, to ensure that Brazil and Norway together can take part in the development of the next generation of offshore technology and competence.

NL: How important is Brazil to Norwegian industry, mainly for the offshore and maritime industry?

KF: Brazil is forecasted to be the world's largest offshore market in the years to come, followed by Norway. We face many of the same technological challenges. The pre-salt discoveries demand huge investments, and there is a great potential for collaboration between Norwegian and Brazilian industry and research institutions. Brazil is the second largest international market for the Norwegian offshore supply and service industry, with revenues amounting to 31 billion Norwegian kroner in 2013 (around 4.5 billion USD). Rig and drilling services are the main segments for the Norwegian supply and service industry in Brazil. But Brazil is not only an important international offshore market. It is also a global laboratory for research and technology, pushing the technological barrier further, particularly in deeper waters - and below deep layers of salt. We have a lot to learn from Brazil.

NL: What do you see as the biggest challenges for Norwegian stakeholders in Brazil over the next few years?

KF: Norwegian companies see good business opportunities in the Brazilian market, and they are dedicated to complying with the Brazilian local content requirements. Pre-salt is a great opportunity for Brazil, and the main challenge, as I see it, is to solve the significant technological challenges in the most effective manner. Cooperation is important. I hope Norway and Norwegian stakeholders, both the industry and the research institutions, can be good partners to Brazil in the development of the oil and gas industry. ■

Minister Kåre Fostervold.
(Photo courtesy of OED/Håkon Mosvold Larsen/NTB Scanpix).



DNV GL launches oil and gas R&D center

To be better aligned with the current oil and gas priorities in Brazil, DNV GL launches oil and gas R&D Center in Rio de Janeiro.

Research and development has been an integral part of DNV GL for the past 50 years, with about 5 percent of the group annual gross revenue being reinvested in research and innovation. This is the highest level of investment in R&D in the sector, and most of it is allocated to five dedicated centers around the world.

The main objectives of the new DNV GL R&D Center in Rio de Janeiro are focused in the areas of offshore safety, subsea systems and equipment, deepwater drilling and well control.

"We are beginning the activities of the new R&D Unit with a couple of very significant projects involving reliability and maintenance of BOPs and integrity management of free spans in offshore pipelines. Both of the projects fit perfectly within the modern trend of using field data coupled with clever analytical models to provide added guidance and aid to decision-makers in charge of difficult operational decisions," says Alex Imperial, the new O&G South America Regional Manager of DNV GL.

An important component of DNV GL research and innovation activities are the joint industry projects, which vary by size, complexity and number of partner organizations. But they all have one common goal, which is to solve a specific technical need and—where possible—to develop a new standard or technology that benefits the industry at large.

Many of the sector's best-known and most widely-adopted practices are the outcome of this work.

Until now, the majority of the joint industry projects (JIPs) have been conducted by the DNV GL units in Houston, London and Oslo, where the decision-making centers for the largest oil and gas companies are located.

Recently, an important JIP on horizontal directional drilling (HDD), entirely conducted and performed by Brazilian personnel, was concluded.

Two other important new JIPs are being launched from DNV GL in Brazil. One is dealing with collapse assessment of thick offshore pipelines, used in

deepwater pipelines, and the other is about central control of DP tugs in floater positioning.

"Several international companies have established research centers in Brazil to take advantage of the ANP research levy on oil and gas revenues. It is expected that a significant power shift will take place in those companies in favor of more autonomy to the Brazilian subsidiaries in terms of allocation of research funds. This will certainly go in favor of the establishment of more JIPs launched and conducted from Brazil," Imperial says.

"The Rio R&D Center will serve as a catalyzer for the development of new JIPs with greater participation of DNV GL personnel in Brazil," he adds.

Luiz Fernando Oliveira, a risk and reliability engineer with 35 years of experience, has been assigned to lead the new R&D Center. He is recognized as one of the top Brazilian specialists in his areas of expertise, and holds MSc and PhD degrees from the University of California, Berkeley, and has worked from 1989 to 1992 as a Professor at UFRJ, where he taught and conducted research in various areas. He came to DNV GL in 2000, and is also the author of more than 100 papers. ■

The photo shows a typical free span, the challenge being addressed by one of the DNV GL JIP proposals.



Changes in withholding tax exemption for charter contracts

By André Hazan Fonseca*



The triangular contract structure between contractors and Petrobras and other oil exploration rights owners for Charter and Services agreements of drilling rigs, FPSOs and supply vessels, has its origins in a legitimate tax planning based on an exemption of Withholding Tax (WHT), established by art. 1, item I, of Law No. 9.481/97.

This exemption reduces the WHT tax rate from 15 percent to 0 percent on payments to foreign companies related to charter agreements of vessels. As it is only applicable to charter agreements, and not to a combined contract of charter and services, two distinct contracts are necessary: one exclusively for the charter of the rig, signed with the foreign company, and another for the services of operating this rig, signed with a Brazilian company, usually a subsidiary of the foreign company.

With this under consideration, the operation is divided between the Charter Agreement, which represents 85-90 percent of the total contract price, and the Services Agreement, which represents the remaining 10-15 percent.

Nevertheless, even though this is - in principle - a legitimate contractual structure, the Brazilian Revenue Service (BRS) has long been against this tax planning. This is partially because tax authorities believe the oil and gas industry already has too many tax benefits with REPETRO. It is also partially due to isolated cases in which this triangular contract structure is abused

by the parties, by allocating the exempt portion (Charter Agreement) a percentage that is too high, while the Services Agreement cannot break even.

This position by BRS has led to major tax assessments, under a few different legal bases, which may represent a massive impact in the cost of the operation.

Now it seems that Congress has taken a step towards mitigating these tax risks. On October 29, 2014, Congress passed a new legislation (art. 115 of Projeto de Lei de Conversão No. 15/2014), which now awaits presidential sanction.

This article establishes the maximum percentage attributable to the Charter Agreement in order to maintain the WHT exemption. This percentage varies according to the operation (see box).

Even though this legislation limits the exemption of WHT to a maximum percentage of the total day rate, it specifically mentions charters of floating production systems and/or drillships as exempt, up to the limits above. This should end the controversy regarding whether or not the WHT exemption is applicable to them. It does not mention drilling platforms, but the same logic should apply.

This limitation may represent a challenge for supply vessels, which would have to limit their exempt Charter Agreement to 65 percent of the total day rate. Nevertheless, §8 of the article establishes that the Minister of Finance may increase or reduce the limits by 10 percent. It will be up to industry to lobby for an increase.

There are several other aspects of this new legislation that deserve comments, but the space is short, and, perhaps, by the time the next issue of the magazine is published, there will be more light upon the uncertainties we face today.

Vessel Chartered	Charter Maximum Percentage of Day Rate
Floating Production Systems	85%
Drillship	80%
Other vessels	65%

*André Hazan Fonseca is a Partner at Hazan Fonseca Advogados.

Gold Members

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

If you have any doubts about membership in the NBCC, please contact Glorissabel Garrido Thompson-Flôres garridoglory@nbcc.com.br



Abran and FGV-Rio host seminar

By Runa Hestmann Tierno

Event on the growth of the Brazilian oil and gas industry and the challenges on the regulations of the maritime and offshore support industry attracted 80 people.

The Norwegian Deputy Minister of Petroleum and Energy, Kåre Fostervold, was one of the many high profiled keynote speakers at the seminar on September 16, 2014.

On behalf of Norwegian stakeholders, he expressed dedication to the development of the Brazilian offshore industry. About 30 percent of the advanced offshore support vessel fleet in Brazilian waters are Norwegian.

"I hope Norway can be a good partner to you. We are committed to our cooperation. Together we can develop tomorrow's technology," Fostervold said.

Tradition for sharing

Ronaldo Dias, general manager of logistics services and E&P of Petrobras, talked about the huge implications of the pre-salt discoveries, and called it a new era for Brazil. But despite the potential, there are obvious obstacles. The lack of skilled labor, the lack of maintenance yards, local content and low productivity were some of the challenges described by Dias.

Kåre Fostervold with Abran Chairman José Roberto Neves of Solstad Shipping.



"We can turn the game using experiences from abroad, but we have a long way to go," he said.

Njaal Sævik, the CEO of Havila Group and chairman of the OSV group of the Norwegian Shipowners Association (NSA), shared some important numbers about the Norwegian fleet and its activities in Brazil.

"Norway is the 5th largest fleet in the world by market value in 2014. It is a highly specialized fleet, and the harsh environment in the North Sea forced us to develop new technology and build specialized competence. But we have a tradition for sharing, and are open to share our technology and expertise. All the easy oil around the world has now been found. More challenging environments require more specialized competence, and I am sure that Norwegian oil service companies can be a part of this. It is something we are really good at, and Norwegian shipowners have high expectations for Brazil," Sævik said.

Hidden costs

The challenges of current regulations, and how to overcome these challenges, was a topic addressed by several of the speakers.

"I have been told to call them challenges and not problems," said Felipe Meira, from Farstad Shipping do Brasil. Farstad has 30 percent of its fleet in operation in Brazil.

"Brazil has a very complex tax system, and the degree of legal uncertainty increases the risk for the company. Laws and regulations are also subject to personal interpretations. I do however believe in an increased demand in the offshore market," he said.

Celso Costa, CEO of Siem Offshore and director of Abeam, shared experiences from the Abeam associates, 41 Brazilian shipping companies.

"A number of uncertainties brings hidden costs. Heavy onshore support is necessary, due to paperwork and bureaucracy. The risk of penalties from various regulatory bodies can bring unexpected losses, the dry-docking cost is much higher in Brazil than abroad."

Long-term charters and the priority given to Brazilian flag vessels are however among the benefits in the Brazilian market that the speakers mentioned. ■

Church facilities presented to the business community

The facilities at the Norwegian Church in Rio de Janeiro were presented to the business community during a gathering on November 11, 2014.

The church in Gavea was inaugurated in May and is known as Prinsesse Ragnhilds Kirke. It is now fully operational and equipped for business events and social happenings, with meeting rooms of different sizes and a great outdoor area.

"We would like to invite the business community to become our partners and actively use this space. This is an oasis, away from the city, and we would like to have a dialogue with you all on how this partnership could work," said Martin Alsvåg, representing the business relations department of the Seaman's Church in Norway.

NBCC has already hosted an event at the church, on May 17 this year and the traditional Christmas



Representatives from NBCC and Innovation Norway and from companies like DOF, DNB, Brazilship/Scanbrasil, BW Offshore and Jotun attended the gathering at the church on November 11, where host Hita Eikeland served a typical Brazilian "bobó de camarão".

family event also took place here, on December 7, 2014. Innovation Norway has also had meetings at the church.

"It was a good venue. The church has a well-equipped meeting room with the capacity for more than 50 people, air conditioning you can regulate as you need. The nice surroundings also made it a very good experience," Helle Moen, director of Innovation Norway in Rio de Janeiro, said.

Alsvåg also presented the emergency response and contingency preparedness plans that the church offers to Norwegian companies abroad.

Many Norwegian expats are currently living in Rio de Janeiro and the Rio church is one of five so-called business churches, in cities where the presence of Norwegian companies is significant.

"We have a lot to offer, in good and bad times. Maybe you need someone to talk to, maybe your kids want to go home? We are here, and we want the space to be used," Alsvåg said.

Asbjørn and Hita Eikeland and their two sons are the hosts of the church, and other events, concerts, church services and workshops are organized on a weekly basis. ■

Fish on the menu

The Norwegian Minister of Fisheries, Elisabeth Aspaker, attends seafood events in Rio de Janeiro and São Paulo.

On October 21, 2014, the Norwegian Minister of Fisheries attended the 4th Bacalhau Business Encounter in Rio de Janeiro. It is the first time Elisabeth Aspaker visits Brazil as a minister, and on October 20, 2014, she also dined with her colleague, the Brazilian Minister of Fishing Eduardo Benedito Lopes, in Rio.

Meeting important stakeholders of the seafood sector was one of the main goals for this latest

high-level visit to Brazil. Representatives from all the main Brazilian supermarket chains were also present at the event.

"This is a dynamic and rapidly changing market, and competition is getting tougher. The cod is our most valuable stock, and it is in a good condition, but in 2015, the quota will be slightly reduced," Mrs. Aspaker said at the bacalhau event on October 21.

The sales of codfish are increasing in Brazil this year, but with a reduction in quotas, the Norwegian Seafood Council in Brazil expects even further growth in prices.

Before arriving in Rio, Elisabeth Aspaker visited São Paulo, where she toured the Mercado Municipal, the biggest bacalhau market in the world, and attended a similar seminar at the Museu de Arte Moderna in Parque Ibirapuera. ■



Minister Aspaker (in the middle) accompanied by Ambassador Aud Marit Wiig and Consul General Helle Klem.



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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.



Roger Alm



Claes Nilsson

Changes at Volvo

The President of Volvo Group Latin America, Roger Alm, has been appointed to head the company's operations in Northern Europe, where he will be responsible for 35 countries—one of the brand's largest markets in the world. He is being replaced by Claes Nilsson, who was responsible for the Northern Europe region. The changes are effective as of January 2015.

Alm leaves his position after five years, during which he led Volvo's subsidiary in one of its greatest and best moments on the continent. During this time, Volvo was the only brand in Brazil to show sustained growth, rising from a 13% market share in 2009 to the current 21.1% in the segment of trucks of more than 18 tons, during the period January-September 2014. Volvo is leader in the heavy truck segment. During this same period, Volvo jumped from 77 dealerships in 2009 to close to 100 units by the end of 2014. While Alm was at the helm, the FH was the heavy truck most sold in Brazil for four consecutive years. He also brought the world's most powerful truck, the FH16 750 hp, to this country.

Volvo was also considered the Best Company to Work For in Brazil and the best in the automotive sector on several occasions by the meticulous survey conducted by Você S/A. The company also won the PNQ (National Quality Award), the only in the auto sector to achieve this feat. Volvo was also awarded twice as the most admired brand in Brazil by Fenabrave.

Camfil inaugurates new facilities

Swedcham member Camfil inaugurated its new facilities in Brazil in December, occupying a 5,000 square-meter area in an industrial condominium in Jaguariúna, in the interior of São Paulo State.

Camfil is the world leader in air filters and clean air solutions. It is also one of the most global air filtration specialists in the world with 26 production units and R&D centres in six countries in the Americas, Europe, South East Asia and the Asia-Pacific region. The Group, headquartered in Stockholm, has approximately 3,700 employees and sales close to SEK 5 billion. The company's business is to provide customers with sustainable best-in-class air filtration products and services. With 50 years of experience in air filtration products and solutions, Camfil delivers value to customers all over the world while contributing to something essential to everyone – clean air for health, well-being and performance. With the new plant in Brazil, which includes 1500 square meters

of controlled environment, Camfil plans to expand filter production in Brazil and become an export platform to Latin American countries. The plant required an investment of around USD 5 million.



(From left) Armando Brunetti, Executive Vice President Camfil Americas, Jaguariúna Mayor Tarcísio Cleto Chivegato, and Paul Cleveland, Managing Director Camfil Latinoamérica.

NetMediaEurope at ICT Week Brazil

NetMediaEurope was presented as a case study at ICT Week Brazil, an event organized in São Paulo by Southpartner with the objective of showing foreign investors (particularly from Northern Europe) the main difficulties and facilitators for those thinking of investing in the Brazilian market.

With 30 sites across Europe, NetMediaEurope is the leading European B2B sales house to target the IT professional audience and market segment. It has around 12 million monthly users and more than 50 million previews per month.

João Miguel Mesquita, Executive Director of NetMediaEurope in Brazil, explained to those present that Brazil is no more, no less, the best country in the world to do business. Nevertheless, he advised everyone to adjust to the Brazilian market. "It is no use coming here and expecting the behavior of an Englishman or German. The Brazilian market has its peculiarities which must be respected. Otherwise, you are in the wrong country," he stressed.

Mesquita said that European companies can help the Brazilian market develop its IT offer but, on the other hand, this market can provide a return that Europe could never have: dimension. Southpartner set up operations in São Paulo in 2001, spreading later to Rio de Janeiro and Atlanta. The company operates as a facilitator of business relations to all those wishing to invest in the Brazilian market.



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Advisory Council meets at VOLVO CARS

Swedcham's Advisory Council met on November 12 at the premises of Volvo Cars Brasil in São Paulo. The company's President Luis Rezende was a generous host to the event, with about 30 councillors present. Also participating were Swedish Ambassador Per-Arne Hjelmhorn, the Consul General in São Paulo Renato Pacheco Neto, and Björn Clavey representing Business Sweden. As usual, the main point on the agenda was the report given by Swedcham's Managing Director Jonas Lindström about the state of affairs at the Chamber and its major events. The report was met with approval by the Council. The Managing Director was followed by Ambassador Hjelmhorn, who for the first time took part in the Council. The Ambassador gave a much appreciated account of his and the Embassy's activities. Saab's Vice President and Country Manager in Brazil, Åke Albertson, was invited to talk about the Gripen contract. Needless to say that Åke had a very attentive audience. Last but by no means least, the Council's host Luis Rezende gave a narrative about Volvo Cars – its long and fascinating history up until today's Chinese ownership. The event ended with an excellent luncheon.

Christer Manhusen
Chairman, Advisory Council



Volvo Cars Brasil President Luis Rezende, Swedcham Advisory Council Chairman Christer Manhusen, and Swedish Ambassador Per-Arne Hjelmhorn.

The delicious luncheon was much appreciated by all.



Swedcham building completely revamped

It is with great satisfaction that Swedcham informs members and friends that its building on Rua Oscar Freire in São Paulo's famous Jardins area has been totally revamped and is now brand new! We now have a modern Business Center (which was also remodeled recently) in a swanky, completely renovated building—the ideal spot to hold your events! Come and visit us and see for yourself!

Nossoponto Stockholm Espresso Bar

Nossoponto Stockholm Espresso Bar, a new Swedcham member, is a cosy and charming place located at Alameda Lorena, 1655, in São Paulo. It offers delicious, traditional brewed coffee with typical Swedish pastries such as cinnamon buns and blueberry pies. Once inside the door, perhaps to the music of Monica Zetterlund, you will feel like you are back in Sweden for a while! Swedcham highly recommends a visit!

Joint Swedcham, NBCC & PNST round table

Swedcham—in conjunction with NBCC and Pacheco Neto, Sanden Teisseire Advogados (PNST)—organized a most successful round table about “The Responsibility of Partners and Managers in Brazil” to discuss the different kinds of legal responsibilities.

The event focused on understanding the risks to which partners, executives, directors and employees of a company are exposed in their day-to-day work—and how can a businessman reduce these risks?

The guest speakers were PNST’s Juliana G. Meyer Gottardi (Member of the Board/Director), Valdirene Laginski (Expert in Labor Law), and Daniel Miotto (Expert in Tax Law).



NBCC Executive Manager Gloribel Garrido Thompson-Flôres and Per-Magnus Egeberg Pedersen (Handelsbanken).



The round table was a big success.

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Xmas with Nordic Young Professionals

Swedcham gathered all Nordic Young Professionals and friends for their very own Christmas party on December 18.

The lively group of around 50 was treated to sparkling wine, schnapps and typical Brazilian *caipirinhas*, as well as Buffet Cicareli's always excellent food, and of course dancing till the wee hours of the morning.

Swedcham Managing Director Jonas Lindström thanked everyone for a very eventful and successful year and stressed that Young Professionals are indeed the Chamber's future!



Jere Pitkanen and Daniela Metsaranta (Finnish Consulate), Swedcham's Elvis Siqueira, Christian Christensen (Nordea) and Nilton Tsuchiya (individual member).



Liliana Conde (Southpartner), Isabell Rosén (Volvo Cars), Malin Teles (Ekornes) and Michelle Wirmola Barbosa.

28th Auto Show

Swedcham and Volvo Cars invited members to an event during the 28th São Paulo International Automobile Show, which took place at the Anhembi Convention Center from October 30 to November 8. More than 750,000 people visited the show.

The exclusive event for Swedcham members was held on November 5, and participants had VIP tickets and access to Volvo's area where they were able to sample Chivas 18 whisky, Estrella Galicia beer, Absolut Elyx and Concha y Toro wine.



Marcelo Oliveira (Trelleborg) was the winner of the Nespresso coffee machine during the Volvo Cars event.

New Members

Swedcham would like to welcome the following new members up to January 5.

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- **AAK** is the world's leading manufacturer of high value-added specialty vegetable fats. The products can be used as substitutes for butterfat and cocoa butter, trans-free solutions in chocolate & confectionary, bakery and dairy products, and in the cosmetics industry.
- **Brazil Pathways** – Unlocking the door to Latin America's most exciting market. We help foreign companies to establish their operations in Brazil or to identify suitable local acquisition targets. We also help Brazilian companies with restructuring, divestments and business development overseas.
- **GWA Turismo** operates in the tourism market since 1998, providing intelligent and customized solutions for corporate travel, leisure and events, ensuring the lowest cost and excellence in service delivery. We provide full assistance

for organization of domestic and international travel, including the flights, hotels, car hire, travel documentation and all other items that make up a trip.

- **Jet Set Sports** – Jet Set Sports/ CoSport is a leading Official Hospitality Provider of the 2016 Swedish Olympic Team. Learn more at www.jetsetsports.com and www.cosport.se or call the Stockholm office (+46 8 400 307 01).
- **Kazamax** helps companies to successfully navigate in the Brazilian market and achieve better results. We join force with our clients and operate in three different ways: Partnerships; Consulting; and Governance and Business Coaching.

- **Nordic Water** in São Paulo handles distribution and production of Nordic Water Products for water treatment in Latin America. Our capacity is unique key equipment and application know-how for

liquid solid separation in plants for potable, sewage and process water. Nordic Water was founded by Axel Johnson in the 70s.

- **RSG** (Recruitment Services Group) is a consulting company specialized in recruitment with focus on middle and senior management. We are a team of highly qualified professionals with extensive experience in a range of fields and in the recruitment business.
- **The Swedish Paralympic Committee** is committed to enabling Paralympic athletes to achieve sporting excellence and to develop sport opportunities in parasports. In addition, the Committee aims to promote the Paralympic values, which include courage, determination, inspiration and equality.

INDIVIDUAL:

- Giovanni Pizzighini
- José Augusto Manetta Ramos

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Sustainable Productivity



Non-profit organizations, third sector and manager liability

By Marcos Castro de Andrade Mello*

Non-profit organizations in Brazil are ruled by federal legislation (regarding the types, formation and general rules of taxation) and also by state and municipal legislations (mostly on specific rules for taxation). They can be defined as entities not created for economic purposes, but that can generate profits, which however cannot be distributed as dividends – all profits must be reinvested in their own activities.

The following are considered by the Brazilian federal legislation as non-profit organizations:

- I. Associations (Article 53 of Brazilian Civil Code – BCC) and “OSCIP Associations” (Federal Law No. 9790/99);
- II. Foundations (Article 62 of BCC);
- III. Religious Organizations (Article 44, IV, § 1, of BCC);
- IV. Political Parties (Article 44, V, § 3, of BCC).

As part of the “non-profit organizations”, there are the “third sector” organizations. The third sector in Brazil is formed by private non-profit organizations (except political parties) that can only perform activities that were supposed to be provided by the public sector such as educational, care, social assistance, environmental, health, cultural, scientific and other unmet needs for the well-being of civil society.

Manager liability

The officers and directors (or “managers”) of these types of entities are subject to civil liability, but the extent of such liability is different in each entity.

In foundations (which have no indirect owners), if the managers follow the

by-laws and do not perform illegal acts, they shall not be personally liable for the foundation’s debts. In this sense, many Brazilian courts throughout the country have already decided to not apply the joint liability of managers (e.g. TRT 3rd Region – AP No. 735/1999, TRT 1st Region – Process 01385-1998-054-01-00-1, TRT 2nd Region – Process No. 0240900-09.2009.5.02.0046).

In associations, managers also should not be jointly liable for the association’s debts, however some judges in labor and tax cases frequently try to go after the personal assets of managers, especially if such managers are founders and in case the association is not capable of paying its outstanding debts, through a procedure called the ‘disregard of the legal entity’ (*desconsideração da personalidade jurídica*).

The case of religious organizations is a bit more complex. In theory, these entities have no indirect owners, but there are many tax judicial cases in Brazil whereby the courts performed the disregard of the legal entity of the church to go after the personal assets of the managers. In such cases, however, it was confirmed that the managers were also founders of the churches and were using the entity only to benefit from tax immunity.

So in most of the cases, the issues that define the extent of manager liability are (i) if the managers are founders or not, and (ii) if they used their position to lead the entity to perform legal activities or activities that are considered as abusive by the judicial and governmental authorities.

*Marcos Castro de Andrade Mello is a Senior Lawyer from PACHECO NETO, SANDEN, TEISSEIRE – Advogados. He graduated from the PUC Law School and specialized at FGV.

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Can one foresee the future?

By *Giselle Welter**



According to the Chinese horoscope, 2014 was the Year of the Horse. Historically, important facts for mankind occurred in the years ruled by the Horse: in 1918, the First World War; in 1930, the Great Depression in the USA; in 1942, the peak of the Second World War; in 1966, the Cultural Revolution in China led by Mao Tsé-Tung; in 1978, the oil crisis; in 1990, the Gulf War; and in 2001, the wars in Iraq and Afghanistan, and terrorism. What will 2014's claim to fame be?

In Brazil, we hosted the FIFA World Cup, we had the most disputed presidential elections of all times, and the longest drought period ever in the country's Southeast Region. Not all the gloomy estimates regarding the World Cup materialized. The hotel sector in the host cities reported a 24% increase in the occupancy rate with regard to the same period the previous year—with the exception of São Paulo, whose occupancy rate was 75% below what had been expected. Foreign tourists spent 140% more than the year before. The sectors of the economy that benefited the most from the World Cup were beer, bars, hotels, sportswear and tourism.

While the industry related to tourism and leisure was able to celebrate good results, the same cannot be said for the productive sector. According to a survey conducted with 37 companies by Wiabiliza, 70% reported a drop in productivity. According to an article published in the *Diário Comércio, Indústria & Serviços*, productivity fell by 23%. This is a significant figure. Time off given during game days, dispersion during working hours and absenteeism contributed to this. The country literally came to a standstill!

During the post-Cup period, when companies were outlining strategies to recover the focus of collaborators and attract the attention of clients,

the election debates started competing for attention. Negative expectations, uncertainties regarding truths or lies, the war of information or disinformation marked the electoral period. In spite of the absolute lack of control over this scenario, the important thing was to keep focused on business and seek opportunities where everyone sees difficulties. Lawyers, law firms and legal departments operated at an accelerated pace. The media also felt the positive impact. Social networks beat sharing records.

We are in a country where the World Cup had a direct impact on the productivity of companies. In the same manner, during the electoral period, the economy was affected by the climate of economic, juridical and political instability generated mainly in situations where the government plans presented by the candidates were symmetrically opposed. Shares on the stock market behaved like a rollercoaster, according to the result of opinion polls. The economic area is largely influenced by political speculation. That is why many companies, stockholders and investors try to outline strategies and adopt measures based on statistics and probabilities—hypotheses to be checked with the passing of time. Only time will tell if the measures were right or not.

Maybe some executives feel compelled to consult oracles, in addition to statistics and economic projections. Personally, I hope that the Chinese Horoscope is correct and that 2015, ruled by the Goat, is a calmer year aimed more at creative work, development. The future of companies will be mapped out by the choices their leaders made. I wish all inspiration and courage to deal with the unknown.

Happy New Year everybody!

***Giselle Welter** is coordinator of Swedcham's Human Capital Committee.

The expansion of solar energy in Brazil

By Felipe Christiansen*

Driven by a serious water shortage crisis, witnessed by the sharp drop in volumes at the reservoirs of thermoelectric plants, the Brazilian government and international investors are paying closer attention to a market that is still small but with a great potential in Brazil: solar energy.

Brazil is one of the three countries in the world that have the greatest reserves of input for the manufacture of photovoltaic panels, although traditionally it has invested basically in hydraulic energy over the last few decades. Furthermore, the country is privileged with regard to this alternative energy source as it has regions bathed in sunlight from January to December, such as the states in the North and Northeast.

The recent auction, held at the end of October 2014, is already considered a landmark in this sector. The hiring of solar energy producing enterprises in the recent auction shows a growing trend for this energy source, which represents a drop in costs for generators and, consequently, a lower price per Megawatt/Hour (MW/h) for the end consumer.

Over the next 30 years, with a bigger market and greater interest on the part of investors, solar energy should expand, gain scale and become cheaper, besides occupying an increasingly large space on the Brazilian energy grid. Altino Ventura Filho, the Secretary of Energy Planning and Development at the Mining and Energy Ministry (MME), says that solar energy can actually grab a slice of "up to 5% of the energy market in this country, if we count on generation distributed, to end consumers" over the next few years.

The auction resulted in the hiring of 31 generation projects based on solar energy, with a total installed capacity of 889.7 megawatts (MW), which could serve some 4 million residences. The price for hiring this energy was an average BRL 215.12 per MW/h, with a 17.9% discount on the auction opening price of BRL 262.22 / MW hour—which is a major advance if compared with the high price of solar energy in a very recent past.



Of course, investors are waiting for specific credit conditions and attractive financing lines to invest with greater emphasis in the sector, so as to develop a solar energy production chain in Brazil. However, the Government says it is willing to stimulate this new market, even if it still competes with other cheaper energy sources.

Another incentive to develop the sector involves the tremendous technological advances made throughout the world in the manufacture of this type of equipment, which are making this energy source increasingly more accessible.

It is important to stress here that the generation of solar energy, besides being renewable, has a low emission of greenhouse gases, and can help other energy sources (when there is water shortage, for example), since it helps preserve the level of hydroelectric plants, like alternative energy sources such as wind and biomass, playing a very important role in the energy grid.

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



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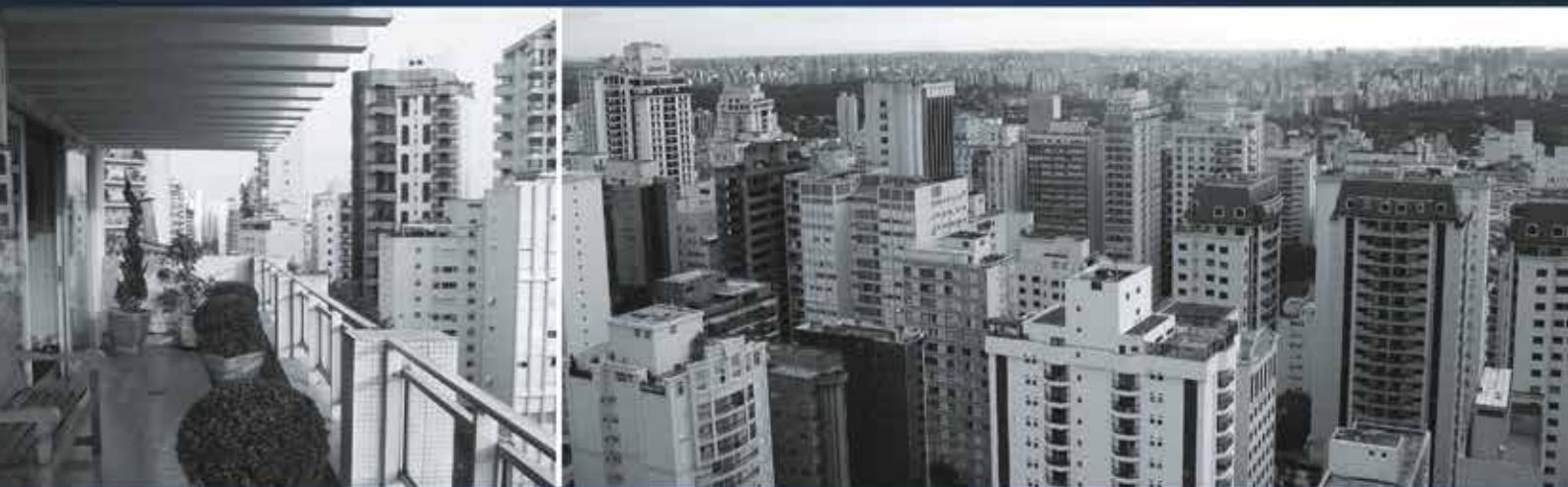
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