

JANUARY - MARCH 2016

NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION



**Sweden-Brazil
Career Fair 2015**
a resounding success



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NordicLight

is the quarterly publication of Swedcham and NBCC



4. The third edition of the Sweden-Brazil Career Fair, organized by Swedcham and the Embassy, was a great success.
Cover photos by Lucca Messer



18. President **Dilma Rousseff** pays official visit to Sweden, during which she gets acquainted with Saab's Gripen fighter jet.



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(Left to right) Julia Bosso, Liliana Conde, Alexandre de Carvalho, Hanna Walan, Caio de Sá Moreira, Fabiana Lucena and Victor Elvis Siqueira.



Round Table 1: (from left) Johan Norén (Business Sweden), Fabiane Sousa (Höganäs), Fabiana Miranda (SKF), Daniela Fukino (Stora Enso), Michele Silva (Sandvik), Eliane Trinca (Volvo Cars) and Inae Fernandes (AkzoNobel).

Third edition of *Sweden-Brazil Career Fair* a great success!

By Victor Elvis Siqueira

Photos by Lucca Messer

Innovation is one of the words that best describes Sweden. This is one of the conclusions of the round table discussions held during the third edition of the Sweden-Brazil Career Fair, which this time was held at the Hotel Meliã Paulista on October 8, 2015.

The Career Fair, which was organized by Swedcham with the collaboration of the Embassy of Sweden in Brasília, invited the Chamber's Young Professionals to connect with Swedish companies and universities.

One of the highlights of the event was the round table discussions, where companies had the chance to discuss career opportunities, steps to success and show among other things the profiles of the candidates that they are looking for in Brazil and worldwide.

Moreover, a special highlight was the participation of nine Swedish universities (KTH, Chalmers, Lund, Halmstad, Linnaeus, Linköping, Umeå, Kristianstad and Malmö), which were in Brazil to promote Sweden as a great place to study and

do research during a road show to Brasília, Belo Horizonte, Curitiba, Florianópolis, Rio de Janeiro, Campinas and São Paulo.

Megan Grindlay, from Lund University, gave a speech about How to Apply to Study in Sweden, covering the programs' duration, application period, specific requirements for each program and the admission results.

According to Eliane Trinca of Volvo Cars Brasil, "being here is a very interesting opportunity inasmuch as we bring cultures together and have the chance to exchange experiences with other companies."

Débora Ferreira, training and development analyst at SKF, pointed out that the idea behind attending a career fair is to attract young people who are entering the job market. "Recruiting nowadays is no easy task, so assessing the true potential of people and identifying talents is difficult. Any opportunity to show a bit about our company and be able to attract these young talents is very important."



Round Table 2: in the presence of Swedcham Managing Director Jonas Lindström, from left Natali Barrios (ABB), Flávia Carvalho (Atlas Copco), Rodrigo Lourenço (iZettle), Gisele Lamas (Alfa Laval), Christiane Peres (Ericsson) and Cristine Sauter (Trelleborg).



Megan Grindlay from Lund University.



Eliana Trinca from Volvo Cars.

The event was also an excellent chance for young people seeking study or work opportunities outside Brazil. Luis Fernando Vianna Nassu—an alumni who studied Design and Construction Project Management at Chalmers through the Science Without Borders program in Gothenburg—talked about why students should choose Sweden as a study destination.

“Our greatest objective is precisely to strengthen commercial, cultural and educational ties between Sweden and Brazil. There is a tremendous satisfaction involving participating companies and universities and visitors. We are very happy with the results of the Career Fair’s 2015 edition and are already working on the next one, scheduled for next year,” said Swedcham Managing Director Jonas Lindström.

At the end of the Career Fair, Cecilia Lif, Counsellor at the Swedish Embassy, spoke about Sweden as a student destination. She stressed the importance of Sweden and Swedish universities having foreign students, since this creates a more dynamic student and social environment. “We want to attract talent to Sweden and Swedish companies, as we consider ourselves an international society and want to continue to be so. And if students have a positive experience, which we think they will, they will be great ambassadors for Sweden,” she noted.

She also said why Brazilian students should choose Sweden as a study destination: the country has good universities where they can study in English, is high in innovation rankings, and is an open, free and secure nation with a mixed population.

The Swedcham Young Professionals Committee is very proud and happy that each edition the fair becomes bigger in size and number of participants. This year, more than 250 people attended the event.

We would like to take this opportunity to once again



Cecilia Lif, Counsellor at the Embassy of Sweden in Brasília.



Luis Fernando Vianna Nassu.



The Round Tables attracted large crowds.



Debora Sprengar Ferreira and Fabiana Miranda.

There was a lot of great interaction at the Career Fair.



Samuel da Silva and Flavia Carvalho.



Kátia Sadério and Cristine Sauter.



Gisele Lamas and Luana Siscati.

thank all the 14 companies (ABB, AkzoNobel, Alfa Laval, Atlas Copco, Business Sweden, Ericsson, Höganäs, iZettle, Sandvik, Semcon, SKF, Stora Enso, Trelleborg and Volvo Cars), the Swedish universities and the Embassy of Sweden for once again joining forces to continue to strengthen the long-standing ties that exist between Sweden and Brazil as partners on the industrial, governmental and academic field.

We would also like to express our thanks to the participants in the Career Fair's round table discussions, who made the event even more dynamic and entertaining:

Round Table 1: Recruitment/ Selection Processes

- AkzoNobel** – Inae Fernandes (Sales Engineer)
- Business Sweden** – Johan Norén (Trade Commissioner)
- Höganäs** – Fabiane Sousa (HR Analyst)
- Sandvik** – Michele Silva (Recruitment and Training Analyst)
- SKF** – Fabiana Cristina Miranda (Training and Development Analyst)
- Volvo Cars** – Eliane Trinca (HR Director)
- Stora Enso** – Daniela Fukino (Leadership & Development Director)

Round Table 2: Human Resources Policies/People Management Model

- ABB** – Natali Barrios (Talent Acquisition Analyst)
- Alfa Laval** – Gisele Lamas (HR Manager)
- Atlas Copco** – Flávia Carvalho (HR Analyst)
- Ericsson** – Christiane Peres (Operational Excellence Manager)
- iZettle** – Rodrigo Lourenço (Head of Online)
- Trelleborg** – Cristine Sauter (HR Director) ■

Our Gold, Silver and Bronze Members



Gold



Silver



Bronze





Unpredictability is an appropriate word to describe Brazil's current situation. We have recently had some very intelligent and high level speakers at the Chamber, such as former ministers and chief economists, but to be quite frank their guesses are as good as ours when it comes to predicting the near future.

Unpredictability is very harmful for business since it creates a lack of confidence and thus scares off national and international investors, and this is bad news for our members and everyone in general.

Now, more than ever, all political parties must take responsibility and secure reforms and economic stability and growth.

I am very pleased to say that, despite the country's tough situation, 2015 was a good year for the Chamber. Our members have remained with us and participated actively in our events. We work hard to assist them in sharing knowledge and contacts, and maybe organizations such as ours fill an even more important role in times of crisis?

Brazil is a huge democratic nation with innumerable opportunities and we should not let our future depend on some politicians in Brasília. As citizens you also have responsibilities, and in this election year I hope you will use your power and vote for honest and hard working politicians, who do exist!

Brazil has achieved hard-won economic and democratic stability and cannot lapse once again into chronic mismanagement and turmoil.

On the more positive side, Rio de Janeiro will be in the global spotlight in August for the Olympic Games and in September for the Paralympics. There are many challenges to overcome, but chances are high that the "Cariocas" will embark on what they do best: throwing a really spectacular party.

The Chamber will be present in Rio and more details will follow in the next edition of **NordicLight**. Enjoy the reading and let's together make the best possible out of 2016!

Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



Every day we receive new bombastic political and economic information in Brazil, and probably our views will be outdated by the time this magazine is published, so I will avoid issues like impeachment, Operation Car Wash, unemployment, terrorism and other recent news.

I do however wonder how the new generation that is graduating today will absorb the dramatic changes in Brazil—a generation of immediate response that needs to be connected by e-mails, WhatsApp, Facebook, Instagram, etc. all the time. Even George Orwell could not have foreseen this kind of control of our lives.

How exhausting it must be to always be exposed, to always have your words recorded and your photos taken. But this is the generation that we need to attract to NBCC as they are our future.

Should we have a blog, a Facebook page or find another new way to connect with them? These are questions we need to ask ourselves in the near future.

When I graduated, Brazil was in a moratorium, unemployment was high and inflation out of control. I believe we can contribute to bringing knowledge and experience to the younger generations.

But let us bring some good news:

Despite all the reduction of costs in companies we have increased the number of members and the attendance of meetings, seminars and events has also improved this last year. Team Norway and our Coordinators were our great support this year and here is our special thanks to them.

We are also glad to inform that we are in the process of merging the two Chambers of Commerce in Rio de Janeiro and São Paulo. Working together will make both of us much stronger.

It is not necessary to be psychic to know that we will face many challenges in 2016. But with hard work and creativity we will be able to overcome them.

We wish all our members a Happy 2016!

Camila Mendes Vianna Cardoso
Chairman, Norwegian-Brazilian
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Taking the Sweden-Brazil *Strategic Partnership* to a new level!

By **Per-Arne Hjelmborn**
Swedish Ambassador



Swedish Ambassador Per-Arne Hjelmborn receives President Dilma Rousseff at the airport in Stockholm on October 17, together with the Brazilian Ambassador to Sweden Marcos Vinicius Pinta Gama (right) and Deputy Prime Minister of Sweden Åsa Romson. (Photo by Roberto Stuckert Filho/PR).

Last October, Brazil's President made a successful visit to Sweden accompanied by six ministers and a business delegation. One of the most important deliverables was the adoption of an updated Strategic Partnership Action Plan which covers political dialogue, trade and investment, science and technology, defense, environment, energy, education and culture.

During last year, we also reinforced our bilateral cooperation forums. The Joint Commission on Economic, Industrial and Technological Cooperation held its first meeting for more than 20 years when the Minister for Enterprise and Innovation visited Brazil in May. Several concrete results were achieved in terms of trade facilitation, including the initiation of preliminary talks on double taxation.

Another significant deliverable was the founding meeting of the Sweden-Brazil Business Council, which took place during the Presidential visit to Sweden. There was a very impressive line-up, particularly on the Swedish side, that included Hans Vestberg and Marcus Wallenberg. I believe that the Business Council will be a very important forum as our trade and investment ties are expanding.

A High-Level Group on Aeronautics was also set up during the Presidential visit to facilitate a strategic cooperation in research and innovation.

Looking ahead, I am very optimistic despite the fact that Brazil is going through difficult times. The Gripen project is advancing rapidly. At the Embassy, we are planning several flagship projects including an excellent seminar in May 2016 with top universities and the fifth edition of the Sweden-Brazil Innovation Weeks. We are also looking forward to several important visits, including royal visits during the Olympics and Paralympics, and a number of ministerial and parliamentary delegations.

I think it is evident that we have taken the Sweden-Brazil Strategic Partnership to a new level! ■

The year 2015 was very special for Sweden-Brazil relations. It marked the beginning of a new era of bilateral cooperation. Three things contributed to this positive development: the final go-ahead of the Gripen project, the frequent high-level visits, and the reinforcement of our cooperation forums.

The Gripen contract became effective on September 10. It took almost eight years of hard work and strategic commitment to land it. This is a game changer, which will transform the bilateral dynamics. We are looking at a project comprising 36 airplanes for a total amount of some SEK 40 billion that will last at least 30 to 40 years—one of Sweden's largest export projects ever. This is also a new type of cooperation, which is based on the concept of co-creation in which Sweden and Brazil act together and join our competitive strengths.

We want to maximize the potential of the Gripen project to affect the speed and dissemination of innovations also in other sectors such as digitalization, mining, and sustainable cities, which were featured prominently in this year's edition of the Sweden-Brazil Innovation Weeks (<http://inovacaosueciabrasil.com>).

Throughout the year, we saw a significant number of high-level visits. Swedish Prime Minister Stefan Löfven visited Brazil in January and had a very productive meeting with President Dilma Rousseff. They also met during the UN General Assembly in which the Brazilian President accepted to join the Swedish initiative on a High-Level Group to ensure the implementation of the sustainable development goals.

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Sweden *in* São Paulo

*By the Consulate General
of Sweden in São Paulo*



Celebrating the legacy of Albert Löfgren

As many in the Scandinavian community probably know, Sweden's history in Brazil goes back many years. That this fact is also recognized by people and institutions outside the community is something we are reminded of in different ways.

In September 2015, the memory of one of the early Swedes in Brazil, Albert Löfgren, was celebrated in an event held by the Environmental Office of the State of São Paulo, to which the Swedish Consulate was invited. At the event, which was called the "Green Hour" (*Hora Verde*), 50 palm trees were planted in the Botanical Garden, simultaneously with 60 other cities all over the state. The event occurred before the celebration of *Dia da Árvore* ("Tree Day"), which occurs September 21, and was idealized by Löfgren.

For those of you who haven't heard about Albert Löfgren before, he was a Swedish botanist, active in Brazil during the period of 1874 to 1918. Löfgren, in Brazil better known under the name Alberto Loefgren, took part in several botanic expeditions in São Paulo and Minas Gerais and acted as a director of various parks and botanical gardens, such as Jardim da Luz, Cantareira and Rio de Janeiro.

Löfgren was an early defender of the importance

The General Director of the Botanical Garden Luiz Mauro Barbosa, Secretary of the Environment Patrícia Inglesias, Assistant to the Consul Danielle van Tongeren and Consular Officer Peter Johansson.

of green cities and maintaining the rainforests. Already in 1903, he wrote a controversial article warning about the effects of the devastation of Brazilian forests. He was also one of the inspirers of the first Brazilian Forest Code, which was adopted in 1934. Can you imagine how different São Paulo would have looked if Löfgren's ideals would have been followed?

His name has been given to one of the biggest parks in São Paulo, *Horto Florestal*, and a street in the city district of Vila Mariana, among others. Löfgren was also the Swedish Consul in São Paulo starting in 1891.

At the event, the Consulate was represented by Consular Officer Peter Johansson and the Assistant to the Consul Danielle van Tongeren. Besides the Environment Secretary of the State of São Paulo, Patrícia Inglesias, Brazilian Congressman Arnaldo Faria de Sá and the General Director of the Botanical Garden Professor Luiz Mauro Barbosa participated in the event. ■

Nordic focus in São Paulo Film Festival

In order to celebrate the 100th anniversary of the birth of the famous Swedish actress Ingrid Bergman, around 60 Nordic films were shown on the big screens all over São Paulo as a part of the city's 39th International Film Festival held last October.

To inaugurate the event, a cocktail party was held at the cultural center "Itaú Cultural", which counted with the participation of the Swedish Ambassador, collaborators of the Swedish as well as other Nordic Consulates and representatives from the Swedish Film Institute, directors and producers.

During the festival, São Paulo residents could enjoy Swedish films such as the comedy "The Hundred-Year-Old Man Who Climbed Out the Window and Disappeared" by Felix Herngren, the drama "My Little Sister" by Sanna Lenken, and also documentaries like "Perver Park" by Lasse and Frida Barkfors.

Visit by Minister for Infrastructure and launch of DERSA digital certificate

A large part of the Swedish Consulates over the world would be able to count official visits from ministers of parliament on just a few of fingers, but mainly due to the Brazilian purchase of the "Gripen" fighter jets we have seen a rather large quantity of high level visits in 2015, including of course the visit of Prime Minister Stefan Löfven already in the early days of January.

November 17 was the time for the Minister for Infrastructure Anna Johansson to stop by São Paulo for meetings with the local business community and Brazilian authorities. The Minister was on her way to the WHO high-level conference on Road Safety in Brasília and took her time for a stopover in São Paulo together with a delegation from the Ministry for Enterprise and Innovation.

Sweden has had a "Vision Zero" regarding deaths in traffic accidents during many years and has actually reached quite significant progress in lowering the number of fatalities. Minister Johansson mentioned several times during her visit how important it is to take the decision that deaths in traffic are "unacceptable", in order to set the bar for the vision on road safety.

Since fatalities are simply unacceptable, the next logical step in Sweden's work has been to identify what has to be done in order to reach the goal of zero deaths on the Swedish roads. In order to make achievements, government offices as well as agencies and universities have worked together and have made it possible that, although the number of cars on the Swedish roads has doubled since 1970, a record low of only 264 people died in road crashes in 2014. This makes Sweden one of the world's safest countries with only 3 deaths per 100,000 citizens, compared to 22.5 deaths per 100,000 citizens in Brazil.

We know that new measures are being taken also in Brazil, especially in the city of São Paulo, where the speed limits have been lowered with promising results, and alternative means of transport are being incentivized (such as bikes and public transport).

In order to simplify one of the processes involved in road construction, the State of São Paulo and its company for road development, DERSA, launched a



(From left), Johan Norén, Trade Commissioner at Business Sweden, Swedish Ambassador Per-Arne Hjelmborn, Minister for Infrastructure Anna Johansson, Swedcham Chairman Nils Grafstrom and ABB Vice-President Américo Nunes at the Chamber's event on November 17.

completely digital process for the certification of a company's technical capacity, when involved in public road construction. Digitalization and simplification is of course something that Brazil needs to see more of and so it was an honor for representatives of the Consulate to participate in the official launch upon invitation from Governor Geraldo Alckmin, which took place at the Bandeirantes Palace on November 16.

At the launching event, Congressman Duarte Nogueira, who is also the State Secretary of Transport and Logistics, was present. Congressman Nogueira also took part in welcoming Minister Johansson on her visit to the State Highway Department, DER, where he expressed a special interest in making a future visit to Sweden. ■

"Diverse São Paulo" Forum

Another very important topic in these times of big migration flows between the countries is of course the social and economic inclusion of people with diverse backgrounds. It was therefore an honor for the Consulate to be invited by the Secretary of Promotion of Racial Equality, Maurício Pestana, to take part in the "Diverse São Paulo" Forum held November 5 at the Anhembi Convention Center. ■

Diverse São Paulo: Joint Secretary of Promotion of Racial Equality Elizeu Soares Lopes, Swedish Consul General Renato Pacheco Neto, Secretary of Promotion of Racial Equality Maurício Pestana and Peter Johansson.





President Dilma Rousseff during her official visit to Sweden, listening to Prime Minister Stefan Löfven speaking during the Business Forum. Next to Dilma is Ylva Berg, CEO of Business Sweden.

President Dilma Rousseff's official visit to Sweden

Participants in the Business Council included (left to right) Lars Linder-Aronson, Chairman of the Board at SEK, Håkan Buskhe, CEO of Saab, and Marcus Wallenberg, Chairman of the Board at SEB.

From October 17 to 19, the President of Brazil Dilma Rousseff traveled to Sweden for an official visit. The Swedish Prime Minister Stefan Löfven and Business Sweden's CEO Ylva Berg welcomed the President and several other Brazilian officials in Stockholm.

As part of the official program, Business Sweden was responsible for arranging both a high-level meeting between Swedish and Brazilian CEOs (Business Council) as well as a seminar about industrial collaboration and business opportunities in Brazil (Business Forum) at the Grand Hotel in downtown Stockholm.

For the Business Council, selected CEOs from Brazilian and Swedish companies could formulate ideas and suggestions to the high-level political leaders on how to improve the bilateral trade and collaboration. The Brazilian President announced that Brazil will make a new offer to revitalize the talks between Mercosur and EU on a trade agreement.

Subsequently, the authorities moved next door to participate in the Business Forum that was attended by around 200 guests. During the Forum, speakers pointed out business opportunities in the Brazilian market and provided examples of Swedish companies that are doing well in Brazil despite the current recession.

To learn more about the visit, please contact Björn Clavey at Bjorn.Clavey@business-sweden.se or +55 (11) 2137-4400.



President Dilma Rousseff giving a speech at the Business Forum.



Digitalization and Entrepreneurship seminars

As part of the Swedish-Brazilian Innovation Weeks, Business Sweden together with the Embassy, The Swedish Agency for Economic and Regional Growth and the Swedish Agency for Growth Policy Analysis arranged two seminars on the theme of digitalization and entrepreneurship in Sweden and Brazil.

The events were co-organized together with local co-working spaces in São Paulo and Porto Alegre. Both events had a very positive outcome, for the purpose of creating a bridge for future cooperation between the Swedish and the Brazilian start-up scenes in the innovation area.

Speakers included start-ups and entrepreneurs from both countries, but also larger companies and institutional stakeholders such as representatives from accelerators, incubators and universities. Per-Arne Hjelmborn, Swedish Ambassador to Brazil, gave opening speeches at both events, emphasizing the potential synergies between Sweden and Brazil in the area.

To learn more about the seminars, please contact Fred Hasselquist at Fred.Hasselquist@business-sweden.se or +55 (11) 2137-4400.

Innovative solutions at dairy seminar in Curitiba

On October 29, Business Sweden arranged a promotional seminar on the theme "Swedish Dairy Farm Management Solutions" co-hosted by OCEPAR, the leading umbrella organization for agricultural cooperatives in Paraná.

The event took place in Curitiba and allowed for Swedish companies to present and highlight innovative solutions towards leading stakeholders and clients within the dairy sector in Paraná.

To learn more about the seminar, please contact Fred Hasselquist at Fred.Hasselquist@business-sweden.se or +55 (11) 2137-4400.



Swedish Ambassador to Brazil Per-Arne Hjelmborn gave the opening speech at the Digitalization Seminar in Porto Alegre.

Business Sweden continues its mining initiative

On November 6, Business Sweden arranged a seminar during the Innovation Weeks with the objective to promote Swedish technology within the mining sector.

The event took place in Minas Gerais and was the result of Mikael Damberg's visit to Brazil in May 2015 where it was established that there is a need for efficient solutions where Swedish companies hold expertise. The goal was to strengthen the cooperation between Swedish and Brazilian companies within the mining and forestry sectors.

To learn more about the seminar, please contact Elsa Stefenson at Elsa.Stefenson@business-sweden.se or +55 (11) 2137-4400.

Mining seminar in Minas Gerais.



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President *Dilma Rousseff* visits Sweden

President Dilma Rousseff paid an official visit to Sweden on October 18 and 19, after which she traveled to Finland. The purpose of the trip was to expand commercial ties, strike defense deals with the two Scandinavian countries, and seek beneficial initiatives for Brazil in technology, innovation, and education. To meet these goals, the Brazilian President met with investors and the heads of state of both nations.

In Sweden, President Rousseff paid a visit to Saab's factory in Linköping, where she personally got acquainted with the Gripen fighter jet. Saab recently signed an agreement with Brazil for the sale of 36 new-generation Gripen jets. It is said that the Brazilian contract is Sweden's largest export order in history. The President also met with King Carl XVI and Queen Silvia of Sweden, as well as Prime Minister Stefan Löfven.

In addition, Rousseff took part in a meeting with the Brazil-Sweden Business Council and delivered a speech at the two countries' business seminar. As she did on other occasions during gatherings with international executives, the President urged entrepreneurs to participate in Brazil's infrastructure concession plans.

According to the Ministry of Foreign Relations, over

200 Swedish companies operate in Brazil, providing jobs to some 70,000 people. In 2014, trade deals between Brazil and Sweden amounted to USD 2.1 billion.

Sweden and Brazil have a long and profound bilateral relation, which is highly prioritized by the Swedish government. The two countries share core values and collaborate, both bilaterally and in international forums, promoting themes such as democracy and sustainable development. Brazil is Sweden's largest trade partner in Latin America and by far the biggest export market in the region.

Brazil and Sweden signed a strategic partnership in 2009, which was renewed during President Rousseff's visit to Sweden in 2015, with the aim to strengthen and expand further the relation between the countries.

The contract signed between the Brazilian Air Force and Saab covering the development and production of the Gripen NG fighter jets creates a new platform for the bilateral relationship.

The Gripen contract is a joint strategic project, involving a significant part of technology transfer to Brazil. The project will also have positive effects on cooperation within other areas, for instance, mining, biomass production, energy, infrastructure, transport and clean technologies. There will also be future opportunities for scientific and trade cooperation in the fields of ICT and health. Bilateral ties are stronger than ever and the strategic partnership which has been developing is increasingly more dynamic and with exciting opportunities for the future between Sweden and Brazil.

Other aircraft manufacturers were passed over during the bidding process in 2013, such as U.S.-based Boeing and France-based Dassault. At the time President Rousseff said, "We are a peaceful country, but we won't be defenseless, a country the size of Brazil must always be ready to protect its citizens, patrimony and sovereignty."

During her visit to Finland, the President talked with the Finnish leader and the country's business community primarily about basic education. According to analysts, despite the turbulence faced at home, Rousseff maintained her travel plans to show investors that the Brazilian government is "business as usual". ■

In the presence of Swedish Prime Minister Stefan Löfven, President Dilma Rousseff gets acquainted with the Gripen jet fighter during her visit to Saab in Linköping on October 19. (Photo by Roberto Stuckert Filho/PR).





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Minister for Infrastructure Anna Johansson addresses Chamber members.



The luncheon meeting at Swedcham on November 17.

Minister for Infrastructure *Anna Johansson* visits Brazil

Swedish Minister for Infrastructure Anna Johansson visited Brazil from November 17 to 20 in order to participate in the WHO Conference on Traffic Safety in Brasília and strengthen bilateral relations further, particularly in the areas of transport and infrastructure.

On November 17, the Minister was in São Paulo where she visited Swedcham to meet with several of

the Chamber's members to learn more about their business activities in Brazil and which opportunities and challenges exist. Everyone was treated to a delicious light luncheon during which they could interact and network.

The Swedish government wants to increase exports and therefore recently launched a new export strategy. The aim is to strengthen Swedish companies' exports and opportunities in international key markets, increase the number of exporting companies in Sweden and create more jobs. Since Brazil is a key market, the Minister had expressed interest in meeting and discussing issues related to infrastructure and transport in Brazil. During her stay in São Paulo, the Minister also visited the Highway Department (DER) and Ericsson.

In Brasília, the Minister participated in the 2nd Global High-Level Conference on Road Safety, together with 1,500 international delegates, many of whom were the ministers of health, transport and infrastructure of various countries, and key partners in civil society and trade.

The conference's objective was to swap know-how and begin activities to avoid traffic accidents and improve road safety. Sweden offered a special seminar during the conference on "Vision Zero"

The high-level conference in Brasília.





(Left to right) Johan Norén, Trade Commissioner at Business Sweden, Ambassador Per-Arne Hjelmhorn, Minister Anna Johansson and Swedcham Chairman Nils Grafström.

(deaths in traffic) with the aim of showing that the method is also applicable to low and medium-income countries.

The Vision Zero initiative is the Swedish approach to road safety thinking. It can be summarized in one sentence: No loss of life is acceptable. The Vision Zero approach has proven highly suc-

cessful. It is based on the simple fact that we are human and make mistakes. The road system needs to keep us moving. But it must also be designed to protect us at every turn.

The Minister also met with Transport Minister Antônio Carlos Rodrigues, Civil Aviation Minister Eliseu Padilha and the Minister of Cities, Gilberto Kassab. ■



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Interview with Cecilia Lif, Trade Counsellor at the Embassy

“NordicLight” recently interviewed Cecilia Lif, the new Trade Counsellor at the Embassy of Sweden in Brasília. She replaces Mikael Ståhl, who has left Brazil for his new posting in Mexico City.

First of all, could you give us a brief background of yourself?

I am from Stockholm and I have been with the Ministry for Foreign Affairs since 2004—mainly working with trade and trade negotiations, but I spent the last three years at the Americas Department covering a number of Latin American countries. Before that I worked at the Ministry for Agriculture and Ministry for Industry and I have my Master's Degree in Political Science. I lived in China (Beijing and Shanghai) from 2008 to 2010, accompanying my husband Henrik who worked there for the Swedish PR company Springtime, and we have also lived in New York where I had a shorter posting at the Swedish UN representation. This is my first posting at an embassy.

When did you take over as Counsellor at the Embassy and what are your main duties?

I took over Mikael Ståhl's position as Trade Counsellor at the Swedish Embassy in August. I work with promotion, mainly trade promotion, helping Swedish companies on the Brazilian market, but also promoting Swedish culture, Sweden as a student destination and Swedish values such as gender equality and human rights.

What was your first major assignment after your arrival here?

The first thing I had to do was to help out with the preparations for President Dilma Rousseff's visit to Sweden in October. A visit like that entails a lot of preparatory work so we had some busy days. But the visit was a success so it turned out well. The second large task I had to do was to prepare for the 4th Sweden-Brazil Innovation Weeks that took place November 3-13.

Is this your first time in Brazil?

As I mentioned earlier, I have worked with Latin America before, but from the Ministry in Stockholm—mainly Chile, Peru and Argentina. But this is the first time for me in Brazil.

What are your main impressions of this country?

I have already visited seven states in Brazil and it is such a great experience to get to see these places that differ so much in terms of climate, development, people, culture, food, etc. I am already in love with Brazil! But of course Brazil is going through a hard time right now and that is also striking.

On a personal note, do you have children? What are your favorite pastimes? Do you plan on traveling through Latin America?

Henrik and I have three kids – Nilo 10 years, Elsa 8 and Joel 4. They love it here and are still fascinated by the monkeys in our garden and the great weather. Of course I spend most of my free time hanging out with them swimming in the pool, baking cupcakes and building Lego. But we also like to travel a lot and we hope to see many places in Brazil, as well as a couple of other countries in Latin America during our stay here. Whenever I find the time off on my own I read books (fiction novels) and I go out running. And I am also working on improving my Portuguese.

Swedcham wishes Cecilia a very warm welcome! ■





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2015 retrospective and season's greetings

By Iliana Perez

We have ended another year in which the bilateral relations between Brazil and Sweden were marked by many important events and state visits.

Brazilcham's work during 2015 focused on strengthening the bonds between these two countries. We organized fewer events, but started and closed the year with a Road Tour in Brazil and met several decision makers in order to better understand the obstacles the country is confronting at this moment and its prospects for the future.

One of the highlights of this year was the visit of President Dilma Rousseff to Sweden. Her entourage included the Ministers of Foreign Relations (Mauro Vieira), Development, Industry & Foreign Trade (Armando Monteiro Neto), Defense (Aldo Rebelo), Science & Technology (Celso Pandera), Communications (André Figueiredo) and the Secretary-General of Education (Luiz Claudio Costa).

During the President's stay, both Governments decided to further advance the mutual ties by adopting a New Action Plan for the Brazil-Sweden Strategic Partnership. Brazilcham's Executive Director Elisa Sohlman was designated as one of the members of a bilateral Business Council, which held a meeting on October 19 2015, led by President Dilma and Prime Minister Stefan Löfven, with the participation of private and public companies and governmental institutions.

On the occasion, both countries restated their commitment to increase and diversify bilateral trade as well as their commitment to foment the growth of investment flows and the discussions on global and bilateral economic and commercial topics.

The New Year is bringing many changes and challenges, but where there are challenges, there are also opportunities!

Brazilcham would like to thank all our partners and associates for 2015 and look forward to a great cooperation in 2016. We wish you all a very Happy New Year!

On October 18, the Brazilian members of the Business Council met President Dilma and the Brazilian Ministers to discuss the agenda for the next day, when they would talk to their Swedish counterparts. Among them were the CEOs of: Inbra (Jairo Candido), Embraer (Jackson Schneider), BR Defesa (Joarley Santos), Brazilcham (Elisa Sohlman), and the President of Apex-Brasil (David Barioni). (Photo by Roberto Stuckert Filho/PR)



Brazilcham's Executive Director Elisa Sohlman is nominated member of the Business Council during President Dilma Rousseff's visit. (Photo by Roberto Stuckert Filho/PR)



Meeting of the Business Council on October 19, led by President Dilma Rousseff and PM Stefan Löfven. The Swedish side was formed, among others, by the CEOs of: Business Sweden (Ylva Berg), Saab (Håkan Buskhe), Ericsson (Hans Vestberg) and SEB's COB (Marcus Wallenberg). (Photo by Roberto Stuckert Filho/PR)





Jerson Kelman, CEO of Sabesp (the largest waste management company in the world by market capitalization owned by the State of São Paulo), Edison Airoidi (Sabesp's Environment and Technology Officer) and Cristina Knorich Zuffo (Sabesp's Technological Prospecting Manager) received Brazilcham to talk about the current hydro crisis and cooperation opportunities.



The Mayor of Volta Redonda (RJ), Antônio F. Neto (center) together with Rose Vilela (Secretary of Sport), Haroldo Fernandes (Industry, Commerce and Tourism Management) and representatives of SAAE (Volta Redonda Water and Sanitation Company) met with Elisa Sohlman to discuss the current hydro crisis and other cooperation opportunities.



Romeu Santini, President of the Campinas Region Chamber of International Trade (left), and Arly de Lara Romêo, President of Sanasa - the Water Supply and Sanitation Corporation of the Campinas Region (center) together with Marco Santos (Technical Manager of Sanasa) and Claudio Rubio (Macromeasurements and Research, Sanasa) met with Brazilcham to discuss the current water crisis and future cooperation.



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Naturalmente.



(From left) Munters CEO Carl Alvenius, Peter Giesel Ekdahl (President of the Munters AgHort Division), Ronaldo Assis Martins (Secretary at the Araucária City Council), Norberto Ortigara (Paraná State Agriculture and Supply Secretary), and Guto Silva (Paraná State Deputy).

Munters celebrates 20 years in Brazil

Munters, a global leader in energy efficient air treatment solutions, celebrated its 20th anniversary in Brazil on September 17, when it inaugurated its new factory in the Curitiba region in Paraná State, where the company is based.

The occasion was celebrated at the factory itself, in the presence of employees, suppliers, clients

and partners, as well as representatives from the State Government and the City Council of the Municipality of Araucária.

Munters arrived in Brazil in 1995, when it started up its operations in Pinhais, in the Curitiba metropolitan region, after which it set up a unit in the Industrial City of Curitiba, then moving on to its new headquarters in Araucária, projected to meet all the company's needs. The new facility totals approximately 10,000 square meters with the capacity to employ 200 people.

With a BRL 50 million investment in the construction of the factory and new production lines, Munters is expanding its investments in Brazil with the aim of growing on the local market and expanding operations in Mercosur.

According to the CEO of Munters Brasil, Carl Alvenius, "the Munters Group believes in the potential and the future of the Brazilian market. With this new investment, we will have the necessary basis to develop our strategy for other member countries of Mercosur. The new factory and production lines have gained great prominence within the Munters Group due to the fact that they are the most modern and technologically developed to this day!"

The Munters group also celebrated its 60th anniversary in 2015 as a worldwide leader in energy-efficient solutions for optimizing the air. The company has grown from its head office in Kista, Sweden, to become a global company with 2,600 employees in more than 30 countries, including U.S. locations in Florida, Massachusetts, Michigan, Texas and Virginia, and annual net sales of SEK 4 billion (USD 500 million).

Creating the perfect climate for customers is a vision fostered at Munters from its inception. When Carl Munters founded the company in 1955, he brought with him years of experience working on pioneering solutions for how air can be best cooled, dehumidified and optimized for people and industry. Today, Munters offers innovative air treatment technologies and solutions for customers that solve many climate challenges. ■



Munters' new HQ in the Curitiba region.

4th Sweden-Brazil *Innovation Weeks*

The 4th Sweden-Brazil Innovation Weeks were launched in Brasília on November 3, with a special seminar at the opening on the theme "Open Innovation", arranged by the Swedish Embassy and the Swedish Agency for Growth Policy Analysis at the Swedish residency.

Continuing on the theme of innovation, a seminar on "Evaluation of Policies for Innovation" was arranged on November 4, in collaboration with the Brazilian National School of Public Administration (ENAP). The seminar took place at ENAP in Brasília.

During the first week of the 4th Sweden-Brazil Innovation Weeks, a Swedish steel delegation had in parallel a number of business visits in Rio de Janeiro and the cities of Ipatinga, Ouro Branco, Tubarão and Jaceaba in the state of Minas Gerais. The Swedish steel delegation focused its meetings on innovation and sustainable steel production. The first week concluded with the seminar "Mining – the Swed-

ish Experience", organized by Business Sweden on November 6 in Belo Horizonte.

The second week focused on activities related to aeronautics, sustainable cities and digitalization. CISB arranged a number of aeronautic seminars in São José dos Campos and São Bernardo on November 9-13 as well as a seminar on sustainable cities in Curitiba on November 11. The last theme for the 2015 Innovation Weeks was digitalization with seminars in Porto Alegre on November 11 and in São Paulo on November 12.

Previous Innovation Weeks

The 1st Innovation Week was arranged in May 2012 in Rio de Janeiro focusing on Innovation and Sustainable Development. The Embassy of Sweden showed the exposition "Sweden – The Innovative Way" at the Centro Cultural do Banco do Brasil in Rio. The following year, in May 2013 during the visit of the Swedish Minister for Enterprise Annie Lööf, the 2nd Innovation Week was arranged. Last year, when the 3rd Innovation Week was arranged the date was changed to November in order to combine the event with CISB's yearly Brazilian Swedish Workshop in Aeronautics and Defense. In 2015, the event was expanded both in time and number of sectors, and covered two weeks. ■



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Otávio Lucchese and Júlio Félix.

Tecpar, university-business cooperation in Paraná

In Brazil, it is common to hear people remarking that there should be greater cooperation between companies and universities. Instituto de Tecnologia do Paraná – Tecpar has been responsible for precisely this kind of cooperation, with excellent results.

Successful business ventures have emerged from the Tecpar business incubator and yielded positive results. There are even cases of technology companies that got listed on the Stock Exchange (Bovespa). Although its head office is in Curitiba, where major Swedish companies are also based, Tecpar is currently not involved in any projects with Swedish companies. In order to acquire a better understanding of the workings of the Institute, the representative of Swedcham in Curitiba, Otávio Lucchese, approached the President of Tecpar, Júlio Félix, who expressed a keen interest in making contact with Swedish companies. He granted the following interview:

What is Tecpar and what is its role?

Tecpar is a nationwide research and innovation center. With a history spanning over 75 years, it has offices in five cities in the state of Paraná. It has four main divisions: Technology Solutions, Innovative Technology Entrepreneurship, Education and Pharmaceutical & Biotechnology Industry. Tecpar functions as a technology incubator and plays an important role in the cooperation between universities and companies. A good example of this is Bematech, which is now listed on the stock exchange, and which had the support of the Institute's incubator. In the sphere of biotechnology, it should be noted that Tecpar is the sole Brazilian manufacturer of Bovine

Tuberculin PPD and Avian Tuberculin PPD. A transfer of technology is also underway for the production of the drug Bevacizumabe, used in the treatment of various types of cancer and macular degeneration.

What is Tecpar's view on medium and long-term investments in Paraná?

For medium and long-term investments, there is a program connected to the Health Ministry's Health Industrial Park, the PDP ("Productive Development Partnership"), which permits the usage of the Ministry's buying power, currently invested in the importation of medication, to stimulate the local production of medicines. As examples of this, I can cite the partnership with the Swiss company Sonova for the supply of hearing aids to the Ministry of Health. There is also the partnership with the British GSK for Salbutamol production, an asthma medication. Another project under analysis with the German Merck Sorono is for the Somatropin growth hormone production. In addition, there is that of the Russian company Biocad, for the drugs Adalimumab and Infliximab, both used in the treatment of rheumatoid arthritis and psoriasis, and other chronic diseases. Tecpar can be an excellent partner to Swedish companies interested in the large-scale production of strategic medicines, for the transfer or development of technology.

Sweden is renowned worldwide for its innovation and concern with sustainability. Which areas could attract the interest of Swedish companies in Paraná?

It is not possible to choose only one area. There are opportunities and solid infrastructure in almost all sectors in Paraná. Agribusiness, which accounts for 30% of the state's economy, will always be a priority, not least because it is a traditional sector with great importance in the Brazilian scenario. In September 2015, for example, the Paraná Network of Agricultural Research and Applied Training was established to stimulate innovation, as well as scientific and technological research for agribusiness. However, there are many other areas of great importance. The information technology sector in Paraná, for instance, is deemed to be of strategic importance, and represents 10% of the sector's turnover in Brazil and 7.4% of formal jobs. There is great potential for growth.

In the aerospace and defense fields, Paraná has entered into an agreement with the Russian aircraft

manufacturer Irkut in order to establish manufacturing facilities of spare parts and components in Maringá, as well as operation centers to serve Brazil and Latin America. Irkut will operate as a kind of "anchor" to attract new investments to the sector. Perhaps this is an area that would be of interest to Swedish companies. The renewable energy sector and new technologies must represent an equally great opportunity. Paraná is the biggest energy generator in the country and has 43% of the energy potential in the south of the country. Tecpar is participating in the development of the Program *Smart Energy Paraná*, whose main actions aim to bring together companies, universities, research and professional institutions in order to study the intelligent usage of energy and distributed generation, including both local and international cooperation agreements.

We are very interested in cooperating with Swedish companies in researching intelligent energy technologies. Tecpar has a great deal to offer innovative companies established in its *Parque Tecnológico da Saúde* (Health Technology Park). In return, the company must carry out research and develop new products in partnership with Tecpar.



In your view, what is Paraná's greatest appeal for foreign companies interested in investing in Brazil?

Paraná is the State with the largest network of State universities, with seven institutions throughout the State and three public research and development institutes. The State government invests over USD 700 million per year in higher education, science and technology, and innovation. It is certainly a very attractive place for new investments and the development of new technologies in Brazil. Having Swedish companies in our midst would be mutually beneficial. ■



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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.

Trelleborg acquires tire manufacturer in Brazil

Trelleborg has, through its business area Trelleborg Wheel Systems, signed an agreement and finalized the acquisition of Standard Tyres Group, a Brazil-based privately owned industrial tire manufacturer. The company is the market leader in industrial tires in Brazil and the main supplier to locally based, global original equipment manufacturers (OEMs) of materials handling vehicles. The acquisition strengthens the presence of Trelleborg in industrial tires in South America and reinforces the company's leading position globally. The acquired business has its head office in Lorena and its manufacturing facility is located in Feira de Santana. Annual sales amounted to approximately SEK 100 million in 2014. This bolt-on acquisition is part of Trelleborg's strategy to strengthen its position in attractive market segments.

"Brazil has the largest materials handling vehicles market in South America, with all major OEMs represented in the country. The acquisition not only provides Trelleborg with access to the OEM market in the region, but it also strengthens Trelleborg as a global supplier of solid tires to major, global OEMs. In addition, the acquisition will facilitate the expansion of sales into the rest of South America," says Maurizio Vischi, President of the Trelleborg Wheel Systems business area.

Trelleborg is a world leader in engineered polymer solutions that seal, damp and protect critical applications in demanding environments. Its innovative engineered solutions accelerate performance for customers in a sustainable way. The Trelleborg Group has annual sales of about SEK 22 billion in over 40 countries. The Group comprises five business areas: Trelleborg Coated Systems, Trelleborg Industrial Solutions, Trelleborg Offshore & Construction, Trelleborg Sealing Solutions and Trelleborg Wheel Systems. In addition, Trelleborg owns 50 percent of TrelleborgVibracoustic, a global leader within antivibration solutions for light and heavy vehicles, with annual sales of approximately SEK 16 billion in about 20 countries.



Carlos Morassutti

Volvo the most sustainable company in the auto sector

Volvo was considered the most sustainable company in the automotive sector in Brazil for the second consecutive year in 2015 by Exame Magazine's Sustainability Guide for 2015. The company received the award at a ceremony in São Paulo in November.

The selection of companies included in the guide is based on a methodology created by the Getúlio Vargas Foundation, a post-graduation institute in Brazil that evaluates the economic, social, environmental and general aspects of the companies. Being recognized as the most sustainable company in its sector is the outcome of a long track record of investments made by the Volvo Group in Brazil.

The company gained the spotlight for the work accomplished by the Volvo Traffic Safety Program, which began in 1987 and since last year has focused on commercial transport aligned with the Zero Accident vision adopted by the Volvo Group.

"This is an important recognition of the work carried out by the Volvo Traffic Safety Program throughout the last 28 years, mobilizing society and transporters around safer traffic," noted Carlos Morassutti, Vice-President of Human Resources and Corporate Affairs at Volvo Group Latin America.

New Members

Swedcham would like to welcome the following new members up to December 23, 2015:

CORPORATE:

• **Gnotec AB** is a leading Scandinavian company specialized in engineering and manufacturing of metal components for automotive and industrial applications. Among our clients you will find leading OEM manufacturers like Volvo Trucks, Volvo Car Corporation, Scania, Renault, Autoliv, JBT FoodTech and Assa Abloy.

• **Systemair AB** was founded in 1974 with a pioneering idea in developing and introducing the circular inline centrifugal duct fan which has simplified ventilation systems. The products range has grown substantially to span a broad range of energy efficient fans, air handling units, air distribution products, air conditioning, air curtains and heating products. The products are robust and easy

to choose, install and use. In 2015, The Systemair Group started sales and production in Brazil through the merger with Traydus Climatização. The new company Systemair Traydus is a subsidiary that will have focus in Brazil and also supply part of production to the rest of South America.

• **Ravelli Auditoria** is an accounting and consulting firm, founded in October 1994 by Fábio Ravelli, who developed a career at KPMG since 1988, focused on providing outsourcing services for accounting, tax, payroll, finance, treasury and human resources for Brazilian companies and international subsidiaries doing business in Brazil, experienced with companies from USA, Germany, Sweden, UK, Spain, Argentina, China, Greece, etc.

• **Taygeta Brasil**, partner with Taygeta UK, is a multidisciplinary, creative studio specializing in design for print, digital communications, branding, video, photography and marketing. Taygeta has worked in the creative industry for over 20 years producing international design, advertising and marketing campaigns for a diverse range of clients in Brazil, Europe and USA. Taygeta also has joint venture partnerships with photo and video specialists L84Cake and TEDx.

INDIVIDUAL:

- Per Hagman
- Sven Magnus Blikstad

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Swedcham Xmas Party beats all-time record

Photos by Humberto Yamaguti

Swedcham's 2015 Christmas celebration, held at the Scandinavian Church on December 11, beat an all-time record attracting around 160 members and friends.

The 2015 celebration was a traditional Xmas dinner with delicious Swedish food, excellently served with the customary competence of Buffet Cicareli, accompanied by beer and schnapps! And once again, everyone was treated to the Absolut Bar, which served a variety of drinks.

Prior to the dinner, sparkling wine was served to welcome everyone. The participants were welcomed by Swedcham Vice-Chairman Anders Norinder, followed by Swedish Ambassador Per-Arne Hjelmhorn, who was present for the occasion with his wife Anette.

Guests were treated to sparkling wine before the dinner.



The Ambassador said that 2015 was a very busy year for the Embassy with many visits and other projects and commitments. The highlight of the year was co-organizing President Dilma Rousseff's official visit to Sweden in October. He also emphasized the importance of the excellent work done within Team Sweden, consisting of the Embassy, Swedcham, the Consulates in São Paulo and Rio and Business Sweden.

The toastmaster was the Chamber's Managing Director Jonas Lindström, who gave a wrap-up of Swedcham's activities, noting that it had been a very busy year which began already on January 3 when the Chamber received the Swedish Prime Minister Stefan Löfven. After that, the Chamber organized no less than 56 events and Jonas thanked all those present for their support as members and for participating actively in the activities.

After the dinner, there was much conversation and dancing to the excellent music provided by DJ Nando Ricci.

We would like to express our deepest gratitude to all who made this celebration such a special occasion by giving prizes to the traditional Christmas raffle: Allways Travel, Electrolux, Laeder, Nespresso Scandinavia Designs, and the Renaissance Hotel. ■



The toastmaster was Swedcham MD Jonas Lindström.



Ambassador Per-Arne Hjelm born and his wife Anette.



(From left), Bjorn Salén, Swedcham representative in Rio de Janeiro, Johan Fager of Kazamax and Swedcham Vice-Chairman Anders Norinder.



Longtime member Ingrid Kalborg receives her Nespresso coffee machine from the Chamber's Hanna Walan.



Swedcham Board member Peter Hultén and his wife Cristina.



Magnus Johansson (Cinnober) and his Kosta Boda crystal snowball presented by Swedcham's Fabiana Lucena.



The Absolut Bar worked at full steam.



The delicious smörgåsbord spread prepared by Buffet Cicareli.



Many people took to the dance floor.



Swedcham member Bo Falk and his family.



Yara Marmolaro Messer (Taygeta) and the Electrolux vacuum cleaner she received from Hanna Walan.

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Take-off for NBCC committees

By Runa Hestmann

The NBCC working committees have hosted a series of productive meetings and presentations by high level guest speakers in the second semester of 2015.

The committees on Finance, Human Resources and Legal matters were formed to discuss relevant topics, after an initiative taken back in 2013, and this last year we have witnessed a take-off in the activity level. A fourth committee was also created, on Regulatory matters.

On October 14, 2015, **Nordic Light** had the opportunity to be present at one of the meetings organized by the Finance Committee, which featured a presentation by Marcia Cristina Loureiro, Vice-President Tax of Statoil Brazil. The tax agreement between Norway and Brazil was in focus in her presentation. Brazil signed its first tax treaty with Japan in 1967.

"Tax treaties can be bilateral or multilateral, and multilateral agreements are becoming more common, as the need for such agreements increases with globalization and technological innovation. The main objective is to avoid double taxation," Mrs. Loureiro explained.

According to Arne Christian Haukeland of DNB, the coordinator of the Finance Committee, all the meetings have been well attended.

"Topics have varied and thus attracted different people from the companies. By this we have achieved something important which is to create engagement for the committee and NBCC also beyond those who usually attend the bigger NBCC events. We have had several legal/economic topics on the agenda, from discussions on the Repetro regime, to the Norwegian-Brazilian tax treaty and how the companies can benefit from that," Haukeland said.

On November 11, 2015, new ANP resolutions were discussed by the new NBCC Regulatory Committee. Coaracy da Silva from CDS Consultoria Naval e Offshore is the coor-



Marcia Cristina Loureiro, Vice-President Tax of Statoil Brazil, gave a presentation to the NBCC Finance Committee on October 14, 2015.

dinator of this committee.

Flavio Diniz and Mariana Bardi from DNV GL outlined the ANP resolution 43/2007 on SGSO implementation, as ANP is in the process of preparing new and strict regulatory framework on well and drilling integrity and subsea systems integrity, including pipelines. Robertha Marques, also from DNV GL, presented the ANP resolution 19/2013 on Local Content. Until 1999, there were no requirements of this kind. Today, they are considered a challenge to the industry.

The Legal Committee and its members have discussed compliance, split of contracts: charter versus services and judicial recovery in meetings held in the second semester. Union relations were the topic for a meeting in the NBCC Human Resources Committee on November 26, 2015. The current market environment and how the collective labor agreements impact salary adjustments were discussed. How HR is responding during the crisis has also been subject to discussions in the committee. Michelle Araújo, HR manager at DNV GL, is the coordinator of the HR Committee, and Andre Carvalho of Veirano Advogados the coordinator of the Legal Committee.

According to Haukeland, the meetings and presentations have fostered good discussions, and resulted in the sharing of experiences and knowledge between the members.

"One of the things we should continue to work on is how to follow up on some of the topics brought up," he said. ■

NBCC

Packed agenda for *Norway's Crown Prince Haakon* in Brazil

By Runa Hestmann

Political talks in Brasília, business promotion in Rio de Janeiro and full focus on the rainforest in Belém. From November 16 to 19, 2015, His Royal Highness Crown Prince Haakon of Norway visited Brazil.

Brazil is Norway's most important business partner in Latin America, and the annual Norwegian investments in Brazil rose 32% in 2014, to USD 1.4 billion. The oil & gas, offshore and maritime sectors concentrated over half of all inbound Norwegian investments into Brazil last year—2015 is however likely to be a turning point for some indicators, increasing the importance of a royal visit to Brazil.

The visit was covered by the Brazilian, Norwegian and international press, increasing the visibility of Norwegian stakeholders in Brazil. The visit also contributes to boosting both economic and political ties between the two countries. The Crown Prince headed a business delegation of about 90 people, and was also accompanied by the Minister of Trade and Industry, Monica

His Royal Highness Crown Prince Haakon was met by Norwegian expatriates in Rio, many with flags, when returning to the Copacabana Palace Hotel.



Mæland, and five deputy ministers.

In Brasília, the delegation was welcomed by Vice-President Michel Temer at the Planalto Palace on November 16, and an MOU on maritime matters was signed in the political talks that followed. On November 17, the Crown Prince opened a business seminar in Rio de Janeiro, and several hundred executives and key industry representatives from Norway and Brazil were present for the opening.

"This seminar is in many ways the centerpiece of our visit, bringing together people from the world of business, politics, academia and government," HRH Crown Prince Haakon said in the opening remarks to the seminar. "It is an opportunity to share perspectives. Brazil is a prominent voice with influence on the international stage. Norway is a smaller country, but we share values and have many of the same interests. Brazil is currently the third largest market for Norwegian supply and service industries and Norwegian companies have a significant presence in a variety of sectors."

In Rio de Janeiro, HRH Crown Prince Haakon also took part in the promotion of *bacalhau* (codfish) in a Rio supermarket, tasted and even served grilled *bacalhau* to other customers. He had lunch with Mayor Eduardo Paes and Governor Luis Fernando Pezão in the Guanabara Palace, and visited Cenpes, where Norwegian and Brazilian researchers are developing the first mobile robot for offshore installations.

"Our commercial relations began with the trade in seafood for coffee more than 170 years ago. I am proud that the quality of *Bacalhau da Noruega* is still very much appreciated in Brazil today, making up one fifth of Norwegian exports to Brazil. However, we have definitely expanded into other sectors as well and made substantial investments in a number of them, most notably in oil and gas," HRH Crown Prince Haakon said.

Graduation ceremony

During a visit to the Vard shipyard, HRH Crown Prince Haakon had the chance to visit a DOF supply



HRH Crown Prince Haakon visited Brazil from November 16-19, and the visit is considered important as it will likely contribute to boosting relations between Norway and Brazil. BNDES President Luciano Coutinho was also among the keynote speakers at the business seminar on November 17.



HRH Crown Prince Haakon met with young professionals from Karanba and Dream Learn Work during his visit to the Vard shipyard in Niteroi.

vessel under construction. He was received by DOF Chairman Helge Møgster and Vard Director Jan Brønsten. The Crown Prince made a guided tour on board the vessel "Skandi Parati".

HRH Crown Prince Haakon also awarded five young professionals with their qualification letters as welders, that they have acquired through the Norwegian NGO Dream Learn Work.

"It's a great privilege for us, we have all struggled and worked hard to get here, and I am proud and grateful," said welder Edson Arthur da Silva Junior (20), who has been working at the Vard shipyard since 2014.

In Itaboraí, Norwegian paint producer Jotun formally opened its new marine and protective coatings factory in the presence of His Royal Highness Crown Prince Haakon, Minister of Trade and Industry Monica Mæland and the Governor of Rio, Luiz Fernando Pezão. The facility is Jotun's first in South America, with a total investment of more than BRL 100 million, and will have an annual production capacity of 10 million liters a year.

"Jotun is a true global company, and I am glad to represent the Norwegian government and witness this expansion. This factory will create new jobs and is an example of our long term commitment to Brazil. The Norwegian government also has a long term commitment in developing our relations with Brazil even further," Mrs. Mæland said during the formal opening.

Rio Governor Luiz Fernando Pezão expressed gratitude to Norway in his address. "Thank you for the confidence you are demonstrating, in Brazil and in the state of Rio. This is not a good moment for our economy and the fact that you believe in us shows that you have a strategic vision of Brazil. We need this partnership with Norway and with Norwe-

gian companies," he said.

When returning to the Copacabana Palace, Norwegian children were gathered outside the hotel to greet their prince, and HRH spent quite some time chatting with both younger and older Norwegians.

Beauty and hospitality

In the evening, Norwegian Ambassador Aud Marit Wiig hosted a formal reception for the Crown Prince at the Copacabana Palace Hotel.

"Thank you for hosting this reception to celebrate the strong ties between Brazil and Norway. I have close family in Rio de Janeiro and have been here several times before – but I am still struck by the beauty of the city and the hospitality of the *cariocas*. It is not obvious that Brazil and Norway have much in common. Our two countries share values and are strong partners in many areas that are important for our common future. Currently, we are facing a challenging economic environment, especially in the oil and gas sector. However, we both have a strong belief that through collaboration we can turn challenges into opportunities," Crown Prince Haakon said.

On November 18, the Crown Prince travelled to Belém in the state of Pará, where he visited INPE and travelled by boat to the Combú island.

"The main lessons I draw from what Brazil and Norway are doing nationally and internationally are these: we must set ambitious goals, and we must engage in joint efforts – between countries, civil society, the scientific community and the private sector. Only then will we be able to achieve our ultimate goal: To hand this world over to the next generation in a better condition than it was handed over to us," he said during a seminar organized by Biodiversity Research Consortium Brazil-Norway. ■

Ready for the *first joint call*

Less funds available for R&D in a market in crisis should provide a rationale for increased collaboration between Norway and Brazil.

This was one of the conclusions drawn at the third November Conference, held in Rio de Janeiro from November 23-24, 2015. Great progress has been made since the first conference in 2013, when the BN21 agreement on increased R, D&I collaboration was signed, and the launch of the first joint call by The Norwegian Research Council and the Brazilian innovation agency Finep was celebrated during the opening of the November Conference 2015. An outstanding achievement, according to Consul General Sissel Hodne Steen.

"This is the start of a new era, that will pave the way forward," Conference Chair Kjetil Solbrække commented.

The first joint call will take place no later than in the beginning of 2016, and at the November Conference 2015, the plans were presented by Elias Ramos of Finep and Siri Helle Friedemann, director of the oil and gas divi-



Representatives from Finep, RCN and Innovation Norway celebrating the first joint call for research projects about to happen soon.

sion of The Research Council of Norway (RCN).

"This call will make funding available for joint projects, and we want to stimulate partnerships. Together we can make a difference, especially in the oil and gas sector," Elias Ramos said.

According to Siri Helle Friedemann, the thematic scope of the joint call would be challenges within the offshore petroleum industry in Brazil and Norway, and relevant applicants would be companies. RCN is also working on a joint call with CNPQ, and she listed several lines of action taken last year, to step up the cooperation.

"We have achieved a lot and the announcement of the first joint call between RCN and Finep here today is an important milestone. We have tools, and it is only a matter of using them," Mrs. Friedemann said. ■



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Innovation Norway

Mapping opportunities in the Brazilian seafood market

On the occasion of the visit to Brazil by 45 members of Profilgruppa, Innovation Norway arranged its first seminar on seafood and aquaculture on November 3, 2015.

Profilgruppa consists of a cluster of companies and enterprises within business and society in the region of Midt-Troms, in the northern part of Norway.

The cluster was established in 1992, and is currently composed of 54 companies within the industrial and primary industry, including seafood, construction, energy and technology, as well as trade, banking and insurance, transport, tourism and expertise, and development actors such as universities and study centers. On the public side, there are members from municipalities, the military and the regional council, among others.

Seminar on Brazilian seafood & aquaculture sector

The program included an introduction to Brazil by Consul General Sissel Hodne Steen and Innovation Norway director in Brazil Helle Moen. Vasco Tørrissen Duarte, marketing advisor at the Norwegian Seafood

Council, spoke to the group about the local market for Norwegian seafood, followed by presentations by the Norwegian Seafood Council, Finep, EMBRAPA, BNDES, Brødrene Sperre and DNB.

Brazil is a promising market for aquaculture and fishing. The seafood & aquaculture sector has recently been included in the strategy of Innovation Norway's office in Brazil, and the level of activities in this sector is going to increase in the near future. Traditionally, Brazil has been one of the largest producers of poultry, beef and pork. Local fishing activities have not been a priority, so the increase in offer will need to come from imports or aquaculture activities.

The country has very positive conditions to develop aquaculture activities: tropical climate, large supply of fresh water, long coastline, large domestic market, developed agriculture and million hectares of reservoirs that can be used in aquaculture. Also, there are sector associations as well as consultancy companies publishing market data.

Tilapia aquaculture is the most consolidated fish farming type in Brazil. Following the same trend of the general aquaculture industry, it has increased along the last 10 years, reaching a 250,000-ton production in 2013.

Press Trip to AquaNor 2015

In 2015, Innovation Norway and the Norwegian Seafood Council also joined efforts in a press trip with two journalists from Brazil. The group traveled to Trondheim on the occasion of AquaNor.

The program combined the seafood & aquaculture and travel & tourism sectors, and part of the outcome is displayed on this page. ■



Brazilian Special Registry (REB) *as an alternative for foreign vessels*

**By *Fernanda Martinez Campos Cotecchia*
and Luisa Falcão dos Santos Werneck,
*Kincaid / Mendes Vianna Advogados***

Aiming to stimulate the internal market and shipbuilding industry, Law no. 9.432/97 established a restriction in Brazilian waters for cabotage, inland navigation and offshore and port support activities.

In this sense, only Brazilian Shipping Companies (EBNs) are allowed to perform such types of navigation in Brazil. EBNs are regulated by the National Agency for Water Transportation (ANTAQ) and must comply with certain technical, legal and financial requirements.

Such types of navigation shall only be performed by Brazilian-flagged vessels, or foreign-flagged vessels chartered by EBNs in specific circumstances. One of those hypotheses is the absence or unavailability of Brazilian vessels of the type and size adequate to the intended navigation, evidenced by means of a consultation to other EBNs ("circularization").

During circularization, it is possible for EBNs to block the charter of the foreign vessel for the entire period requested or only part of it. If this happens, the domestic vessel must be contracted. If not, authorization for the foreign vessel is issued for up to one year.

Due to the present crisis scenario in Brazil, several charter contracts have been terminated, leading to more Brazilian flags available and using their right to block foreign vessels. Hence, shipowners are seeking alternatives to guarantee the operation of their foreign vessels in Brazil, and the most advisable option is to fly the Brazilian flag by means of registry of the vessel at the Brazilian Special Registry – REB.

REB is available for Brazilian vessels and foreign bareboat vessels chartered to EBNs, without the need of circularization, as long as the EBN has sufficient tonnage. The foreign vessel has its original flag temporarily suspended, receiving a provisory Brazilian flag and enjoying all regulatory benefits of Brazilian vessels, not being subject to the risk of blockage.

With regard to the tonnage requirement, EBNs are



Fernanda Martinez



Luisa Falcão

allowed to charter under REB foreign vessels with twice the Deadweight Tonnage of similar types of vessels under construction in a Brazilian shipyard, plus half the Deadweight Tonnage of its Brazilian vessels already concluded and owned (no restriction towards the vessel's type), in any event guaranteed the right to charter at least one vessel of equivalent size.

In February 2015, ANTAQ established the possibility of transference of Deadweight Tonnage from one EBN to another, by means of execution of a bareboat charter and a separate agreement ruling the tonnage assignment.

In this scenario, the vessel bareboat chartered to grant the tonnage must be chartered for at least 36 months, and operated effectively and continuously in the authorized type of navigation by the charterer.

REB has no impacts on mortgages registered abroad over the vessel, since it is a simple flag registration. Notwithstanding, it is necessary to confirm if the financing agreement permits the bareboat charter of the vessel to an EBN, as well as if the country of origin of the flag authorizes the provisory suspension of the flag.

To conclude, we highlight that Brazil is a signatory of the Brussels Convention of 1926, which recognizes the validity of mortgages registered in the other signatory countries, but it is not signatory of the International Convention of 1993. In this sense, the validity of foreign mortgages in Brazil is a controversial matter – but we believe that we have strong arguments to defend its enforcement. ■

HARD ROCK NEWS

NÓS TEMOS
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INSIDE

The 2015 generation Anti Stick-Slip Tool(AST) uses a new counterforce solution for balancing the load on the PDC cutters in both axial and angular directions. This makes it possible to land any PDC drill-bit on hard rock without risk from impact damage.

The better protection of the PDC cutters in the first contact with the bottom of the hole has already delivered impressive results. An operator in South-Eastern Europe recently drilled a deep 6.0 inch section in one bit-run with excellent ROP. The bit drilled for 235hrs to a local TVD record of 5350m (17500'). Back on surface, the bit was graded 1-3-WT.

A similar result was obtained by a major operator drilling on the UK shelf where the planned turbine and impregnated bit was replaced by a conventional PDC bit and the AST solution.

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The 2015 counter force upgrade makes the AST prevent the onset of damaging vibrations from the first cutters engage the rock

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New Members

NBCC welcomes the following new members:

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industry. The company manufactures life rafts, oil spill equipment and different inflatable floating devices and also offers training.

CORPORATE



Transocean is an international provider of offshore contract drilling services for oil and gas wells, specialized in technically demanding sectors of the global offshore drilling business with a particular focus on deepwater and harsh environment drilling services. Transocean has one of the most versatile offshore drilling fleets in the world.

Naurex Brazil offers recruitment, selection and outsourcing services of Brazilian and expatriate employees for the oil & gas industry. The company is French, has more than 20 years of technical experience, and was established in Brazil in 2013. Naurex has an active database of more than 10,000 experts with proven field experience.



Domingues e Pinho Contadores (DPC) is leading company in outsourcing, accounting and business management services since 1984, with a highly qualified team of experts and the best professionals in international accounting standards, also providing bilingual services.

Machado Associados is a law firm headquartered in São Paulo with branches in Brasília and Rio de Janeiro, with 25 years of experience in the main areas of business law: administrative, full due diligences, contracts, corporate finance/capital markets, real estate, import and export, foreign investments, oil and gas, corporate/mergers and acquisitions (M&A), labor and employment, tax and tax litigation.



Angevinier has more than 30 years of experience in the manufacturing and maintenance of lifesaving and safety equipment for the offshore and maritime

Marine Aluminium AS is one of the world's leading companies within engineering, design and fabrication of aluminum structures and products for the offshore, marine and onshore segment. The company has more than 60 years' experience working with aluminum and delivers to clients worldwide.



RIO VISAS takes corruption seriously

For the last ten years, RIO VISAS has been providing services to the Brazilian and to international markets with complete advice on immigration and migration services, based on transparency and cost reduction.

Recently, RIO VISAS was awarded the Trace International Certificate, meaning that the company has completed internationally accepted due diligence procedures and has been forthcoming and cooperative during the review process. Trace is the world's leading anti-bribery standard setting organization, and a certification by Trace demonstrates commitment to commercial transparency.

"Our procedures are free of corruption, and we have extensive knowledge about prevention and the risks involved. Every employee will take a course and get updates on laws and risk prevention for our clients. The only way to influence is by being a good example," says Eduardo Barros, marketing director at RIO VISAS. ■





Fernanda Mattos

Investing today for a busier tomorrow

By Runa Hestmann

Despite the crisis, human resources company Brascrew expresses optimism about the future.

Brascrew belongs to the same holding as Acamin, NBCC member for several years, and the group recently decided to profile Brascrew more actively within the Norwegian Brazilian Chamber of Commerce.

This is part of a strategy to position the company in the market in order to handle future demands

and a busier tomorrow, and the CEO of TAPB Holding, Fernanda Mattos, is optimistic when talking about the future. Despite the crisis, Brascrew is growing and investing in expanding the different services the company offers.

"We envision great opportunities in the Brazilian market in the future, and hope to see growth in 2016 and 2017. This is why we need to invest today to be ready to handle the future demands," Mrs. Mattos says.

While Acamin is an "EBN", a Brazilian Navigation Company, able to charter and operate foreign vessels in Brazilian jurisdictional waters, Brascrew offers services related to human resources.

The company is specialized in immigration services for foreigners and also offers crew management services to foreign vessels operating in Brazil. Brascrew is the second biggest company of the TAPB Group, and Acamin also benefits from the services that Brascrew offers, when hiring crew for chartered vessels.

The business activities of Brascrew have developed over the years.

"As shipowners came to us asking for crew to foreign vessels, we saw new business opportunities, and as a consequence, Brascrew was founded. The foreign crew needs work visas, that we also provide," Mrs. Mattos explains.

She would like to see the Chamber as a forum where common concerns can be debated.

"It is important to be aware of the existing obstacles in the Brazilian market, and although there are plenty of opportunities, we should not be selling 'dreams' or concepts that are not viable to companies," she says. ■



Executive Vice President Asbjørn Grundt addressing the event.

Norwegian energy company Statkraft celebrated its 120th anniversary during an event at the Museu de Arte Moderna (MAM) in Rio de Janeiro on November 18, 2015.

Statkraft is a leading company in hydropower internationally and Europe's largest generator of renewable energy. The group produces hydropower, wind power, gas-fired power and district heating and is a global player in energy market operations. Statkraft has 4,200 employees in more than 20 countries.

Earlier in 2015, Statkraft became the majority owner of Desenvix, which owns and operates hydro and wind power plants in Brazil. Desenvix's experience in the Brazilian market combined with Statkraft's core competence in power generation and trading is considered a platform for further growth in Brazil. ■

Statkraft celebrates 120th anniversary

Gold Members

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

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





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(From left) Juan Carlos Bueno, Global Executive Vice President Biomaterials at Stora Enso, Swedcham Managing Director Jonas Lindström, Advisory Council Chairman Christer Manhusen, and guest of honor Mailson da Nóbrega.



Mailson da Nóbrega during his presentation.

Advisory Council meeting at Twitter

Around 40 people participated in the Swedcham Advisory Council's last meeting of 2015, held on December 2 at Twitter's office in São Paulo, which is also the company's headquarters in Latin America. The Vice-President of Twitter Latin America, Guilherme Ribenboim, kindly offered to host this meeting. In welcoming all participants, Christer Manhusen, Chairman of the Advisory Council, emphasized the importance of the Council. He underlined that the support being given by its members to the Chamber is vital. Without it, the Chamber would not be able to play the same and significant role as the pillar of the Swedish-Brazilian business community.

As guest of honor, the former Finance Minister and *Veja* magazine columnist Mailson da Nóbrega was then invited to present his views on the current political and financial situation in Brazil. Nóbrega served in President José Sarney's administration in the late 1980s during a period of hyperinflation. It should go without saying that his presentation was received with much interest.

Our host Guilherme Ribenboim then followed and made a presentation on "Twitter: opportunities in the fastest growing region". Ribenboim has been general director of Twitter since the local startup in 2012, and he was appointed VP for Latin America in April 2015. We learned that Brazil is today one of the five most important countries for Twitter in terms of users. Besides Brazil, Ribenboim is now also responsible for Twitter's presence in Mexico and Colombia, where the company also has offices, and in Miami, as well as 10 other markets.

After a coffee break, Ambassador Per-Arne Hjelm born took the floor and talked about "Taking the Sweden-Brazil strategic partnership to a new level". Without doubt, this is what is happening with the recent and very successful official visit of President Dilma Rousseff to Sweden and the Gripen jet fighter deal, which hopefully will generate many important new business opportunities between the two countries.

An activity report presented by Swedcham Managing Director Jonas Lindström was favourably received, and last but not least, Honorary Consul General Renato Pacheco Neto informed us of the Consulate's many activities.

After the meeting, participants took off for a luncheon at the Maremonti restaurant, within walking distance from Twitter. The next meeting of the Advisory Council will take place on April 27, the venue to be decided later.

Digital #ends

Host Guilherme Ribenboim.



Ambassador Per-Arne Hjelm born.



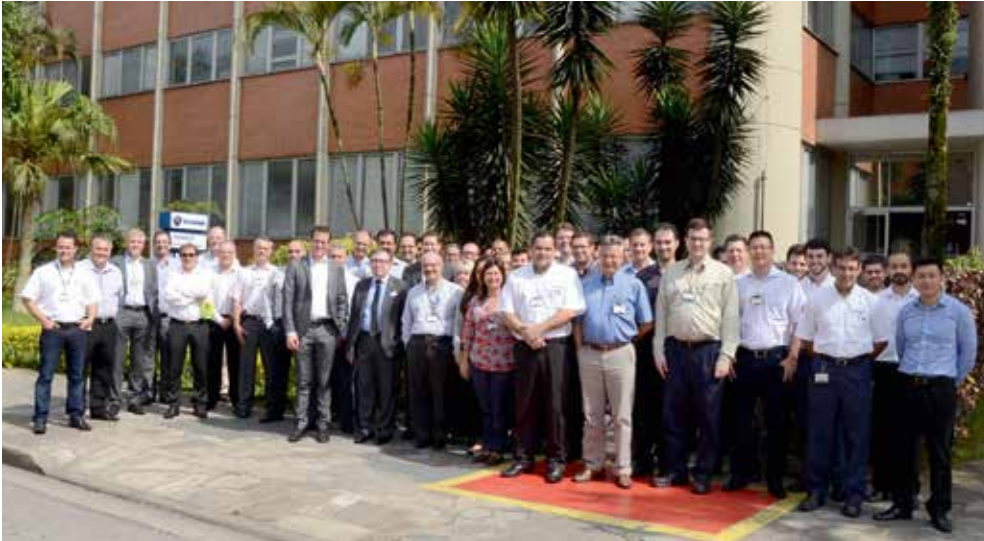
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The Maintenance Group at Scania in São Bernardo do Campo.



Prof. Diego Galar.

Maintenance Group meets at Scania and Volvo

Swedcham's Maintenance Group, coordinated by Board Member Stefan Lundkvist, had a busy end of 2016, with two major meetings in November, one at Scania at the company's plant in São Bernardo do Campo (São Paulo State) and the other at Volvo in Curitiba (Paraná).

In cooperation with CISB, the Maintenance Group had the pleasure to invite members to a workshop at Scania on November 11 with Professor Diego Galar. The presentation provided a review of the last maintenance engineering and managing tools successfully deployed in Europe where Galar has been involved in various projects.

Galar is currently Professor of Condition Monitoring in the Division of Operation and Maintenance Engineering at LTU, Lulea University of Technology, and Professor of Reliability and Maintenance in Skovde University, where he is coordinating several EU-FP7 projects related to different maintenance aspects. He was also involved in the SKF UTC center located in Lulea focused on SMART bearings. He is actively involved in national projects with the Swedish industry and funded by Swedish national agencies like Vinnova.

On November 18, Swedcham and its Maintenance Group paid a visit to Volvo in Curitiba where they participated in a luncheon, followed by a welcome coffee with a presentation of the company by Patricia Bem, product regulation specialist at Volvo Latin America. Following a tour of Volvo's facilities, there was a workshop with Marcos Lima de Oliveira, factory engineering manager, who talked about "Replacement Parts: Policies, Methods, Problems and Partnerships." Other Swedcham members had the opportunity to participate in the factory visit.



The Group at Volvo in Curitiba.



Participants were given a guided tour of Volvo's facilities.

Moody's and the Brazilian Banking System Outlook

Swedcham and its Finance Committee invited members and friends to yet another event with an essential and very timely topic on December 3.

The presentation focused on Moody's banking system outlook for Brazil, which represents their forward-looking assessment of fundamental credit conditions that will affect the creditworthiness of banks over the next 12-18 months.

As such, the presentation provided Moody's view of how the operating environment for banks—including macroeconomic, competitive and regulatory trends—will affect asset quality, capital, funding, liquidity and profitability.

The guest speakers were:

- **Ceres Lisboa** – Senior Vice President at Moody's. She joined Moody's in 2006 and is the Senior Vice President responsible for a portfolio of Brazilian banks. Ceres came from Standard Bank - Brazil, where she was the Regional Credit Officer for Latin American Financial Institutions. A longtime Brazilian bank industry specialist, she holds a B.A. degree from Pontificia Universidade Católica de São Paulo and an MBA in Banking from Fundação Getúlio Vargas, Brazil.
- **Alcir Freitas** – Vice President at Moody's. He joined Moody's in 2013 as Vice President - Senior Analyst, with responsibility for a portfolio of Brazilian banks and securities firms. Prior to joining Moody's, Alcir worked in equity research analysis, from 2007 to 2012, at UBS Brasil and Itaú-BBA, as Senior Head of Latin American Banks and Financial Services. He holds a degree in Business Administration from Pontificia Universidade Católica de São Paulo.

(From left) Daniel Araujo, Finance and Administrative Director at SCA do Brasil, Ceres Lisboa, Senior Vice-President at Moody's, Alcir Freitas, Vice-President at Moody's, and Marcelo Pires (SEB), Coordinator of Swedcham's Finance Committee.



Fred Von Bülow Ulson

Monica Levy Anderson

Novelties at traditional Pea Soup and Punch

Swedcham's popular and traditional After Work with "Artsoppa och Punsch" (Pea Soup and Punch) at the Scandinavian Church featured added attractions in 2015, on September 24 and November 26.

In September, participants were given a presentation on "The Importance of Sleep" by Dr. Monica Levy Anderson, associate professor at the Department of Psychology and head of the Sleep Division at the Federal University of São Paulo (UNIFESP).

In November, it was the turn of Fred Von Bülow Ulson, who talked about "The Art Market and Collecting". Ulson began his career in the art world in 2005 at the Galeria Fortes Vilaça in São Paulo, where he worked until 2011, when he started directing the Galeria de Arte Anita Schwartz in Rio de Janeiro. He returned to São Paulo in 2013 and currently works for the Galeria Nara Roesler.

CSR Projects at Swedish Companies in Brazil

On November 13, Swedcham members were given a presentation on "CSR Projects at Swedish Companies in Brazil" by Mala Chackraborti, Vice President Corporate Responsibility at Atlas Copco.

Mala Chackraborti, who is an Indian citizen, began at Atlas Copco in 2012 as Corporate Responsibility Coordinator working with sustainability presentations, trainings, reporting in accordance to GRI (Global Reporting Initiative), as well as with issue management such as conflict minerals.

Ambassador Per-Arne Hjelm born stated that Mala injected a perfect mix of both energy and realism into the future cooperation on CSR issues by the Swedish companies in Brazil. He said that the Embassy will fully support Swedcham and the Swedish companies in any possible future CSR projects.



imagine



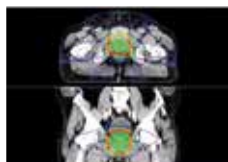
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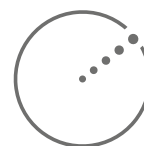
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Nordic Young Professionals throw lively Christmas Party

Photos by Hanna Walan
and Victor Elvis Siqueira

Nordic Young Professionals and friends got together for their very own Christmas party at Swedcham on December 17.

The lively group of more than 50 people was treated to sparkling wine, schnapps and beer, as well as excellent Swedish food (prepared by Smörgas Culinária Sueca), and of course dancing till the wee hours of the morning to music provided by DJ Nando Ricci. There was a raffle that included a bottle of Absolut Vodka and Caipirinha kit, won by Guilherme Dias, and a bottle of Absolut Black Vodka, Special Edition, won by Piotr Neto (a Chalmers exchange student).

Liliana Conde (individual member) won a prize for being the Most Active and Supportive Young Professionals Member of the Year. 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!



Swedcham's Fabiana Lucena and Individual Member Liliana Conde.





Guilherme Dias and Camilla Prando.



Hanna Walan and Caio de Sá Moreira (an individual member who studies Swedish at Swedcham and helped organize the 2015 Career Fair).



Mash-up Innovation Workshop with Hyper Island

Photos by Victor Elvis Siqueira

Swedcham Young Professionals invited everyone to expand their creativity at a Mash-up Innovation Workshop with Hyper Island at the Chamber on November 5. Mash-up is a collaborative idea generation method in which participants come up with innovative concepts by combining different elements together. Mash-up demonstrates how fast and easy it can be to come up with innovative ideas. The well-attended event was coordinated by Renata Minicucci, market development manager at Hyper Island—which designs learning experiences that challenge companies and individuals to grow and stay competitive in an increasingly digitized world. Its range of immersive programs and courses is aimed at equipping people with the necessary knowledge and skills to lead the change and begin a journey of lifelong learning.





Nils Paues (1919-2015)

It is with deep regret that we inform Swedcham members and friends of the passing away of Nils Paues on August 28 last year, at the age of 96. He is sorely missed by his widow Kerstin and family and friends. Nils, a former Chairman of Swedcham in São Paulo (1963), was born in 1919 in Rio de Janeiro, where his father was Consul General of Sweden and later a minister. He graduated as a metallurgical engineer from the Royal Institute of Technology in Stockholm at the age of 22. In 1957, he moved to São Paulo in Brazil to become director of the steel foundry Fábrica de Aço Paulista (Faço). Ten years later, in 1967, he changed industry sector and became president of Billerud's newly started forest company Celbi, in Portugal, where he stayed until retirement in 1984. After a takeover of Billerud by Stora Enso, Nils became an important link for Stora Enso's future investment in Brazil, Veracel, a joint venture with Aracruz Celulose (today Fibria). ■



Amaury Temporal (1938-2015)

Swedcham is also sad to inform that Amaury Temporal, a longtime friend of the Chamber, passed away in Paris on December 19 at the age of 77. We hereby would like to express our deepest condolences to his wife Anna Margareta and family. Temporal was director of CIN, the International Business Center of Firjan, the Rio de Janeiro State Industry Federation, for the last 20 years. The executive presided over the Rio de Janeiro Commercial Association and the Brazilian Confederation of Trade and Industry Associations. "Due to his prominence as a business leader, he received medals from the governments of Brazil, France, the United Kingdom and Portugal," said Firjan. ■



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**SEB**

Brazil at the crossroads

By Per Hammarlund*

With 2015 at an end, Brazil is left licking its wounds after what has been a bruising year. However, the economic outlook for 2016 does not look much better.

The recession will likely slow down. Nevertheless, real GDP looks set to shrink by an eye watering 2% in 2016 after falling by 3.5% in 2015, while inflation (IPCA) remains well above the 6.5% upper bound of the target range.

The political situation is highly uncertain. President Dilma Rousseff currently has enough support in Congress to survive the attempt to impeach her, but political allegiances may change rapidly, potentially as a result of new mass demonstrations of the size seen in March and April.

The obvious risk is that uncertainty about political developments will prompt corporations to postpone investment decisions. Markets have greeted the potential impeachment of President Dilma with joy, hoping that her removal would bring a consensus around fiscal consolidation. However, the single largest obstacle to renewed investment, i.e., the ongoing Lava Jato investigation into the Petrobras scandal, will not go away simply because President Dilma were to be ousted.

A silver lining and a source of future market stability is a sharp narrowing of the current account deficit as a result of a contraction in domestic demand and the depreciation of the BRL. Net foreign direct investments now fully cover the current account deficit, leaving Brazil less dependent on short-term and more volatile portfolio investment to finance the shortfall in external payments. In addition, the crisis has also increased awareness among politicians of the need to revise the unaffordable pension system and the exceptionally cumbersome tax system.

A popular president would have a good chance to build a coalition across party lines in favor of structural reforms of mandated spending, the only



way truly to consolidate public finances.

However, the road ahead is long and full of pitfalls. If President Dilma were to be replaced with Vice President Michel Temer, he would likely face the same difficulties as Dilma of dissociating senior political figures with the Petrobras scandal. In addition, cuts in social benefits would be unpopular under any president, and may prompt large protests, especially in an environment with increasing unemployment and still high inflation.

S&P stripped Brazil of its investment grade status in August, and unfortunately, it looks all but inevitable that the other two large agencies will follow suit. Moody's, which rates Brazil Baa3, placed government debt on a review for downgrade in December. This decision followed Fitch's downgrade to BBB- with a negative outlook in October. While the move to junk status is more or less priced into the BRL by now, downgrades by Moody's and Fitch will delay the market recovery as large institutional foreign investors stay away.

Brazil is standing at the crossroads of history. Brazil needs to move away from the "Scandinafica" model that currently characterizes macroeconomic management, i.e., a high cost, high tax system coupled with weak public services more associated with low cost countries. The current deep economic recession is presenting an opportunity to build a consensus for reform. However, most likely, the economy will muddle through, supported by the external sector, but held back by political sclerosis.

*Per Hammarlund is Chief EM Strategist at SEB Research and Strategy. This article was written on December 14, 2015.



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Promoting mediation for commercial disputes

By *Patricia Freitas Fuoco**

Swedcham—in association with CAE-Eurocâmaras, the EuroChamber's Mediation and Arbitration Chamber—organized an event focusing on mediation and the Brazilian Legal Landmark, and its impacts in the business world.

The goal of the event was to raise awareness on the suitability of commercial mediation as a method for resolving disputes in cross-border transactions as well as in domestic disputes. The increasing globalization requires efficient and reliable alternative systems to increase the legal security and mediation is an advantageous tool.

The event took place on September 24, 2015, at the premises of Swedcham in São Paulo and counted with the presence of representatives from international companies, and guest speakers Fernanda Levy, Alessandra Fachada Bonilha and Patricia Freitas Fuoco, as well as Jonas Lindström, the Chamber's Managing Director.

Jean François Teisseire, Secretary of CAE-Eurocâmaras, opened the session explaining CAE's mission. Conceived almost 15 years ago by the leading bilateral European Chambers of Industry and Commerce, CAE is the only multilateral and multicultural organization explicitly focused on cross-border mediations and arbitrations especially involving European investors, as well as prepared to handle domestic conflicts.

Fernanda Levy, a recognized mediator and collaborative lawyer, talked about how mediation has been developing in Brazil and how its effective use plays a fundamental role in companies' business strategies.

She brought significant information about mediation in Sweden and shared with the audience her huge experience in complex commercial cases resolved through mediation in Brazil.

Furthermore, we listened to Alessandra Fachada Bonilha, who is a lawyer and a well-known mediator with a huge experience in corporate governance and family business.

She illustrated the session with corporate matters involving shareholder disputes.

Being one of the guest speakers, I added the importance of a strategic vision in the business mediation advocacy. For better assisting their clients in domestic or cross-border mediations,

lawyers must be experienced in the dynamics of the mediation process, and adopt a collaborative approach.

In a country with a costly and time-consuming litigation system, and almost 100 million lawsuits, according to the recent report published by the National Council of Justice, alternative methods for resolving disputes have been increasing sharply in the last few years.

Commercial mediation has been used in Brazil with reasonable success as an effective method for resolving a wide variety of conflicts.

Mediation is a structured process of resolving commercial disputes facilitated by a third-party neutral mediator who assists the parties to improve or re-establish their communication, and possibly reach an agreement. It is faster and less costly than a lawsuit or an arbitration procedure. The parties are empowered to move on and reach their own solution.

Attempting to reduce the caseload of the Judiciary, the new Brazilian Civil Procedure Code (enacted in March 2015) favored mediation and other alternative dispute resolution methods. A few months later in June, 2015, the Mediation Act (Law 13.140/15) was enacted establishing the use of mediation in out-of-court disputes and in judicial proceedings.

This legal framework is an important step not only to foster and enhance the use of mediation in Brazil, but also to raise Brazil itself, as an important global player, to the same path of well-developed countries where mediation is already part of the culture.

The initiative of Swedcham in association with CAE-Eurocâmaras is an important step for disseminating the culture from an adversarial mindset to a problem-solving approach.

***Patricia Freitas Fuoco**—Lawyer, mediator and founding partner of Pacheco Neto, Sanden, Teisseire Advogados. With experience in cross-border deals and commercial transactions, Patricia is a specialist in negotiation and mediation and one of the coordinators of the Business Mediation Study Group of the Brazilian Arbitration Committee (CBAr).



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The positive and negative effects of expectations

By *Giselle Welter**

We live in a period dominated by the need to control and predict everything around us. Great efforts have been made with the aim of predicting people's performance in selection processes, including through the computational effort in data analysis: Big Data. Knowledge is power, says the new motto.

However, what is the precision of these predictions? To what point are they not influencing our expectations regarding others, or even the course of the economy and politics? How do expectations triggered by the so-called predictive analyses, or media, influence and impact our behavior? Is it possible to be isolated from expectations? Wouldn't we be co-responsible for the performance of others and the economy as well?

Rosenthal and Fode (1963) conducted a study on the effect of the researcher's expectation about the result of the experiment with a group of students who were to test the ability of rats to find their way out of a labyrinth. The rats, although they seemed no different from one another, were divided into two artificially created groups: bright and dull. The students were previously informed about the characteristics of the rat whose ability to find the way out of the labyrinth they should test. The objective was to check if the students' expectations about the rat's performance, positive or negative, would influence its result in the test. The results of this study showed that the students unconsciously influenced the rats' performance, in accordance with the performance they expected.

Based on this finding, a new study was conducted to check whether the same effect could occur in a teacher-student relation. The study conducted by Rosenthal and Jacobson (1966) with the children of a school showed that the teachers who had a positive view of the children tended to stimulate their good performance, making them achieve better results; inversely, teachers who did not have a positive expectation regarding the performance of their students adopted attitudes that had a negative impact on their performance. This phenomenon is known as self-fulfilling prophecy, or pygmalion effect, and shows that the

greater people's expectations regarding something, the more they may influence and/or contribute to it actually occurring. What is most interesting is that this also works with regard to professional performance. McGregor (1960) showed that the expectations of managers also affect the performance of their subordinates. When a manager has positive expectations regarding the performance of his collaborators, these tend to do very well at work, but when the manager's expectations are negative, these will most likely also be confirmed.

I do not know about studies on this phenomenon applied to the economy, but I do believe that negative expectations regarding the macroeconomic scenario can also negatively influence its performance. Unconsciously, people contribute to the bad performance, such as for example protecting themselves by cutting down on consumption. The opposite could also occur.

If the negative expectation of one single person can negatively influence someone's behavior, what can one say of the negative expectations of millions of people regarding the economy's performance? Looking at 2016, I deal with these issues, in the expectation that next year will be a good year, and that we may contribute positively so that it will in fact be so. Food for thought!

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

*Rosenthal, R., & Fode, K. (1963). The effect of experimenter bias on performance of the albino rat. *Behavioral Science*, 8, 183-189.*

*Rosenthal, R., & Jacobson, L. (1963). Teachers' expectancies: Determinants of pupils' IQ gains. *Psychological Reports*, 19, 115-118.*

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The biggest environmental disaster in Brazil and the lessons to be learned

By *Felipe Christiansen**

The collapse of the dams of mining company Samarco had poured some 62 million cubic meters of iron ore rejects (at the time this article was being written) into the environment, contaminating one of Brazil's main rivers, the Rio Doce, and more than 15 cities, such as Mariana and Governador Valadares. It is being considered the biggest environmental disaster in Minas Gerais State, if not the biggest in Brazil. The images released by the media are shocking.

Experts say that toxic heavy metals, such as mercury, which is also harmful to human health, may be found in the sea of mud spreading through the heart of Minas Gerais State and within the State of Espírito Santo and heading to the sea. Thousands of houses, stores, plantations and even woods surrounding rivers and springs have been completely buried.

In the Rio Doce, practically all life has been compromised (fish, algae, reptiles and amphibians) and it is estimated that more than 500,000 people will be without water, with the river becoming a desert within a short space of time.

But the big question is: will the fine levied on



the mining company—estimated at around BRL 1 billion—be enough to make up for the social and environmental damages? Absolutely not. Even if one multiplies this value by 10, as some environmental protection agencies are considering, the environmental damage caused by the rupture of the dams will never again be repaired in nature.

However, the fine must have a pedagogical nature, so that other mining companies, in Brazil and throughout the world, avoid new tragedies such as this one. Prevention is certainly better than cure. And measures must be taken jointly, by the Public and Private Sector:

By the company, with a greater environmental control over its activities, for example by increasing investments in safety, environmental security, monitoring and risk management.

By the Government (State and Federal, especially), with stricter supervision, especially of activities involving greater pollution potential, such as mining, and investments in the creation of a risk management plan with the neighboring population in areas of risk or dangerous activities. This is a lesson which, even after the recent floods in Rio de Janeiro and Santa Catarina States, the Government seems not to have learned yet.



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



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