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NordicLight

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Optimism marks Rio Oil & Gas 2018



**A toast to recovery by Rachid Felix, Sissel Hodne Steen
and Margareth Øvrum during NBCC's ROG Dinner.**

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NordicLight

is the quarterly publication of Swedcham and NBCC



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37. Kristin Holth is the global head of a new Ocean Industries unit at DNB, Norway's biggest shipping and energy bank.



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48. Swedcham's Christmas Party was full of joy and optimism for 2019.

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The perfect arena for networking, according to guests.

Rachid Felix with Margareth Øvrur (left) and Sissel Hodne Steen.

Optimism marks NBCC's dinner during Rio Oil & Gas 2018

By Runa Hestmann
NBCC Journalist

Judging by the excellent turnout at the 7th NBCC Rio Oil & Gas Networking Dinner, the industry had a lot to celebrate in 2018.

Rio Oil & Gas is Latin America's biggest oil and gas event, and the 19th edition of the event took place in Rio de Janeiro from September 24-27, 2018. The same week, international oil prices reached record levels, while the fifth pre-salt bidding round was drawing the attention from international oil majors.

On September 26, 530 people participated in this Rio Oil & Gas Networking Dinner, organized by NBCC since 2006. And there hardly is no better place to make a toast to recovery than the elegant surroundings of the Itanhangá Golf Club, the venue for the 7th NBCC networking event. The graceful decoration of the club was inspired by snow, ice crystals and winter night stars, perfectly matching the heat of the Brazilian climate and the catchy fervor of the party.

Brazilian Petroleum, Gas and Biofuels Institute (IBP) President José Firmo, National Petroleum Agency (ANP) Director General Décio Oddone, and Vice-Admiral Wilson Pereira de Lima Filho, Director of the Brazilian Directorate of Ports and Coasts, were among the many VIP guests present.

"This is without a doubt the one event you cannot miss during the Rio Oil & Gas week," IBP President José Firmo stated. Regulatory advances and successful bid rounds are now attracting investments and making players look at Brazil with greater interest. This optimism and newfound vitality created by the recovery of the oil and gas industry also marked the networking event very positively.

"The NBCC Rio Oil & Gas Networking Dinner has become a tradition, and I am very pleased to be here. It is an event where you know you will meet business partners and stakeholders of strategic importance. Norway is a very important partner to a range of Brazilian companies," Mr. Firmo said.



IBP President José Firmo



The talented young musicians from Camerata Laranjeiras performed at the event.

Big players

Former IBP president Jorge Camargo, CEOs, top executives like Maria Peralta of Aker Solutions, Lars Peder Solstad of Solstad Offshore and Margareth Øvrum, the new Country Manager of Equinor, were also present and seizing the opportunity to meet friends, mingle and toast with colleagues and business partners.

"The event is growing in importance in every edition, and this is a place where the Norwegian business community feels at home, at ease, and where they meet friends, clients and business partners. This is also an event where authorities mark their presence. As for this edition of Rio Oil & Gas, we definitely have a reason to celebrate together," NBCC Chairman Rachid Felix said.

"The industry is recovering and we note that more big players were actively present at Rio Oil & Gas 2018. But we still have challenges ahead of us, and need to keep in mind that the game is still only at the very beginning. But tonight we allow ourselves to celebrate," he stressed.

Together with Consul General Sissel Hodne Steen, he proposed a toast to the guests at the networking event.

"The industry is now preparing for future challenges. After three days of hard work, we have all the reasons to commemorate and enjoy this wonderful evening with friends, colleagues, partners, in this extraordinary atmosphere," the Consul General said.

In August, Equinor created a new business area in a restructuring process of the international division. Development and Production Brazil was

established as a separate business area, illustrating the importance of the potential in the country. During the NBCC ROG dinner, Equinor's new Country Manager in Brazil, Margareth Øvrum, was also invited to address the guests. Mrs. Øvrum comes from a position as Executive Vice President of Technology, Projects & Drilling in Equinor.

"I am very glad to be here during Rio Oil & Gas and looking forward to start working here. Brazil actually reminds me of Norway in the early 80s, and we see very, very interesting opportunities here," she said.

ESD Drilling very recently joined NBCC as an associate, and CEO John Dale was of course present at the networking event. ESD was established in 2012, and offers marine riser less drilling solutions and all electric controls for BOP operations.

"We have been talking to different stakeholders in Brazil since 2016, and now we have opened an office in Rio and plan to hire engineers and project



CEO John Dale of ESD Drilling with Country Manager Jon Harald Kilde of BW Offshore.

managers and intend to follow the Brazilian market. Opportunities here are huge,” said Mr. Dale.

Win-win

The Rio Oil & Gas exhibition and conference took place in the Riocentro Convention Center, and it was Deputy Minister of Petroleum and Energy, Mrs. Ingvil Smines Tybring-Gjedde, who opened the Norwegian Pavilion on the first day of the event—22 companies were represented at the pavilion, and among a total 500 exhibitors from

31 countries at the event.

“I note a different atmosphere, and I am pleased to see so many of you moving out of comfortable offices in Norway and coming here, to the world’s biggest off-shore market. Norwegian industry does have a place in the Brazilian market. I believe it is a win-win situation for all players, and I advise you to use this event and this venue to meet, talk to each other, talk to us and to Brazilian authorities,” she said.

According to IBP, this year’s edition of Rio Oil & Gas was 20% bigger than in 2016. ■

Decommissioning and digitalization

By Runa Hestmann

Norwegian stakeholders organized a variety of seminars during Rio Oil & Gas 2018.

The 3rd Brazil x Norway seminar organized by Abran, FGV Law School and Team Norway presented a potential area for collaboration between Norway and Brazil, as well as an opportunity to compare Brazilian and Norwegian regulations of the maritime and ocean sectors. Keynote speaker Ingvil Smines Tybring-Gjedde, Norway’s Deputy Minister of Petroleum and Energy, focused on the new, emerging ocean industries as a whole, not only in the maritime and oil and gas sectors.

As the emerging ocean industries involve a variety of risks, realizing the full potential will demand a sustainable and responsible approach which also involves regulations and governance, and speakers representing ANTAQ and the Brazilian Directorate of Ports and Coast shared their views on the challenges brought by the recovery of the O&G activities in Brazil.

Another seminar organized by NORWEP, GCE Subsea, The Consulate General and Innovation Norway addressed how digital solutions can make the oil and gas industry future-fit and more sustainable. “Digital transformation is a new frontier for us to conquer together,” Consul General Sissel Hodne Steen said in her opening remarks to the seminar.

NORWEP Regional Director Gunn Vik was the moderator of one of the panels. “Digitalization is probably one of the most important steps to improve the oil and gas business, in all phases of the value chain, and time is of the essence,” she said.

A Decommissioning Forum was organized by IBP and Team Norway. IBP has created a committee dedicated to decommissioning and revitalization, and Milton Costa, Secretary General of IBP, believes that Brazil has a lot to learn from Norway when it comes to recovery rates. Revitalization of old production units could increase the Brazil recovery average of 21% to something closer to the world average of 35%. ■

The Deputy Minister opened the Norwegian Pavilion at Rio Oil & Gas 2018. Here with Consul General Sissel Hodne Steen and NBCC Chairman Rachid Felix.



Norway's Deputy Minister of Petroleum and Energy, Mrs. Ingvil Smines Tybring-Gjedde, during the decommissioning forum on September 25.



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Walton Magalhães, Business Development Manager at Specialty Rental Division/Atlas Copco Brazil, with Swedcham Managing Director Jonas Lindström.



Rio Oil & Gas 2018 reveals positive scenario for Swedish companies

Rio Oil & Gas is the main and largest trade show dedicated to the Oil & Gas industry in Latin America. Divided into congress, exhibition and side events, it gathers the entire productive Oil & Gas chain to discuss the industry's perspectives and future for the region. This year, it revealed a positive scenario for Swedish and other companies with the recovery of oil prices and new auctions scheduled for 2018 and 2019.

As usual, several Swedish companies participated in the exhibition, which took place from September 24 to 27, attracting more than 34,000 visitors and dozens of exhibitors such as Owners Operators, EPC companies and technology providers.

Atlas Copco introduces Specialty Rental innovations

Atlas Copco, the leading supplier of sustainable productivity solutions, was represented at Rio Oil & Gas 2018 by its Specialty Rental Division of solutions for the oil industry.

The attending guests were able to meet the Total Solution concept of Atlas Copco's Specialty Rental, devoted to the rental of air, power, flow, steam and nitrogen solutions. "Our Division was established in 2007, but it has been more than 21 years providing customized rental solutions that deliver efficiency, reliability and safety to our customers' operations with a 24/7 service," explains Fernando Groba, regional General Manager Specialty Rental in South America.

An oil-free electric compressor, used in critical applications in the industry, and a nitrogen generator represented part of the solutions offered by the Specialty Rental Division.

Atlas Copco was founded in 1873, is based in Stockholm, and has a global reach spanning more than 180 countries. In 2017, Atlas Copco (excluding Epiroc AB) had revenues of BSEK 86 (BEUR 9) and about 34,000 employees.

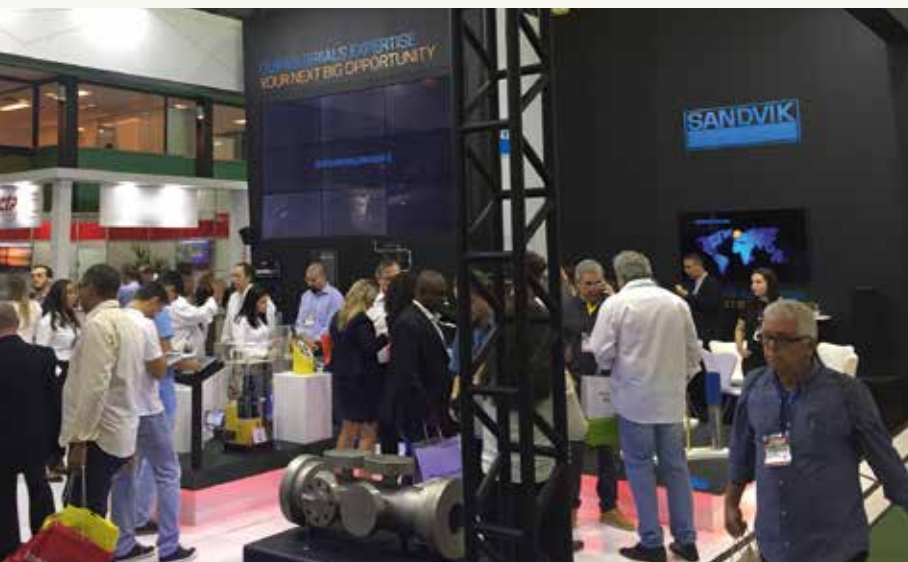


ABB showcases digital technologies

ABB—one of the global leaders in digital solutions and automation and energy technologies—is also a pioneer in the development and implementation of technologies for oil extraction in ultra-deep waters. This innovation was shown in advance at ABB's booth at ROG 2018, and will be available to the Brazilian market in 2019.

Subsea technology can transmit up to 100 MW of electricity, for distances up to 600 km from the coast, and operates equipment at a depth of up to 3,000 meters. The innovation brings a number of benefits, such as ensuring reliable power transmission, reducing environmental impacts and increasing operational safety. The equipment installed has highly durability and has capacity to operate for about 20 years. ABB Ability™ digital solutions allow processes and equipment remote control that operate on the seabed.

ABB's digital offer was another highlight of the company in this edition of the event. It is a segment whose turnover may be of BRL 1.2 trillion by 2030, according to MME estimates. "The oil and gas industry is plunging into the age of digitization, which is transforming data into intelligent actions to increase efficiency and reduce costs," says Maurício Cunha, Oil, Gas & Chemicals Manager at ABB Brazil.

Market experience means success for Sandvik in Brazil

Sandvik, an engineering group in mining and rock excavation, metal-cutting and materials technology, featured its range of corrosion-resistant materials and technology including control lines, umbilical tubing, OCTG, and more at its booth at Rio Oil & Gas.

After a challenging few years, Sandvik believes there are clear signs the Brazilian oil and gas industry is recovering. The successful outcome of recent licensing rounds, coupled with governmental reforms in areas such as local content and tax rules, are encouraging increased foreign investment and generating a greater confidence in Brazil.

Optimism in the local market, enhanced by a global confidence in a return to growth in the international deepwater industry, means that, when it comes to oil and gas, Brazil is very much in the game.

Sandvik entered the Brazilian market in 1949 with a sales unit for drilling bits for mining and construction. Its first production unit was built in 1962 in São Paulo, where it established its current headquarters. In line with its strategy to better serve customers with a local base, Sandvik opened its South American hub and oil and gas production unit in Rio de Janeiro in 2015, with a focus on control lines.

"I think overall that Sandvik has been deeply involved in the whole energy industry. Our development of materials and products to support the needs of the industry is what drives us and allows Sandvik to be in the driver seat for the future of energy production industry," says Alan Souza, Regional Sales Manager Americas.

Hexagon: participation features interactive booth

Hexagon AB is a global technology group focused on precision measuring technologies and is divided into three business areas: Geospatial Measuring (Surveying and GPS), Industrial Metrology (Hexagon Metrology) and Technologies

The company had a prominent participation in ROG 2018 due to its interactive booth, which was specially designed to enable the visitors to experience the Digital Transformation throughout the entire project lifecycle by interacting with Hexagon's cutting-edge, end-to-end software solutions on mobile, virtual and augmented reality devices, aligned with the Industry 4.0 trends.

"The Oil & Gas industry is constantly looking for new ways to be more productive, safe and competitive, and Hexagon meets these requirements by offering a complete and integrated portfolio for companies of different sizes and levels of complexity and maturity. As a global leader in digital solutions and by providing the best-in-class technologies, we allow our customers to take the big leap into the digital transformation, and the event was a great opportunity to prove this," said Fábio Yada, Senior Vice-President of Hexagon's PPM division in South America. ■

Fábio Yada, Senior Vice-President of Hexagon's PPM division in South America, during Rio Oil & Gas.





As this is the last editorial of 2018 it is appropriate to look back and make some reflections. Life in Brazil is always full of surprises and it never gets boring, but this year was really something with major extraordinary events happening all the time, such as the imprisonment of former president Lula da Silva, a national truck drivers' strike, the World Cup and turbulent elections. Our core business is offering relevant events and services to our members and I think we managed well despite all the turmoil.

In this edition of **NordicLight** you can read about some of the 50 events we organized, the *Virtual Swedcham* project and some successful partnerships with other serious organizations such as GS1 (Associação de Automação), Ethos and the other three Nordic Chambers and Consulates in São Paulo.

In August I was very pleased to be reelected to the Board of Directors for *Swedish Chambers International (SCI)*. The world is shrinking, and it is important for us to also act and cooperate with other Chambers on a global level. Speaking of global levels, one highlight was the recent visit of former Swedish Prime Minister Carl Bildt. He is a true global citizen and he saying that our Chamber and the one in New York are the two that stand out in terms of member activities, outreach and impact was very encouraging for me, my staff and the Board of Directors. It is important to look back and learn from the past, but now it is time to look forward and the good news for us all is that Brazil finally is leaving a long recession. Our Business Climate Survey among 72 companies shows a much greater optimism than previous surveys! Thank you for all your support and I hope to see you again in 2019—and for those of you who do not live in São Paulo, follow us on the Web and on Social Media!

Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



It is with hope for improvement that 2019 is about to begin. A new government has been elected, promising substantial changes towards a more liberal business agenda and stronger international trade relations. The energy sector is already recovering, and the number of projects is increasing, with new oil companies starting their operations, while the renewable energy generation is growing, creating a demand for services and infrastructure projects.

2018 was an active year for NBCC. We now have 126 members, and have also strengthened our cooperation with IBP, Abespetro, FIRJAN, other Nordic chambers and Team Norway.

A new focus on sustainable use of all ocean resources is gaining strength, and together with Team Norway, NBCC has organized a variety of events on gender equality, taxes, decommissioning, and digitalization. During Rio Oil & Gas, our traditional ROG Networking Dinner counted with the presence of 530 selected guests.

I would also like to take this opportunity to remember our dear friend Harald Martinsen, who passed away in November. He was NBCC's president since 2013 and fundamental for the foundation of NBCC. His enthusiasm will be missed.

The new year will present us with opportunities and challenges as a new administration takes office. Cooperation will be the fundamental. We believe that our community could play an important role in this scenario, where technology, transparency and entrepreneurial attitude are key words in the creation of a new business environment. With these words I wish you all a successful 2019!

Rachid Felix
Chairman,
Norwegian-Brazilian
Chamber of Commerce



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Embassy Update



The opening event of the Innovation Weeks in Fortaleza, with the State Secretary Niklas Johansson in the Panel, alongside the Vice Governor of Ceará and the Mayor of Fortaleza.

Swedish-Brazilian Innovation Weeks 2018

With more than 35 events in many Brazilian cities, the 7th edition of the Swedish-Brazilian Innovation Weeks was happily concluded on November 30. The Embassy coordinated the overall effort, but the Innovation Weeks was a truly joint event with a number of organizations contributing by hosting various events or participating in the development of the concept: Business Sweden, Swedcham, CISB, Vinnova and the Embassy, just to name a few, as well as Brazilian institutions such as Senai and several Swedish companies.

The aim with arranging so many events during a compact timespan has been to increase visibility for Swedish innovative solutions and our countries' cooperation in co-creation. So far this has been a successful concept which has brought attention both in traditional media and through social networks. A few thousand people participated in Innovation Weeks events this year, including many highly relevant decision makers. The evaluation is

still underway as this column is being written, but as organizers, we are happy with the preliminary estimates of the outcome.

The Swedish State Secretary for Enterprise and Innovation, Mr Niklas Johansson, led a large delegation of scholars, experts and businesspeople who represented Sweden at numerous bilateral meetings, and at the yearly meetings for High Level Group for Aeronautics and the Steering Group for Innovation, two bilateral formats which were created in connection to the Gripen deal between Sweden and Brazil.

Among the topics discussed in the various seminars and round tables were biogas, bio economy, life science, the future of industry, nanomaterials, traffic safety and joint research projects in self driving vehicles, bioplastics, and technical advances in aeronautics.

But innovation is not only about high tech, and the Innovation Weeks also included events without a direct connection to technology. One of them was a CSR round table in São Paulo where leading Swedish companies compared best practice in the Brazilian context. In Fortaleza, State Secretary Niklas Johansson visited a social project for youth in a violence-ridden suburb, which is implementing a model for conflict resolution developed by the Swedish Fryshuset.

The State Secretary also inaugurated a Human Rights Wall painting in a school in Brasília to celebrate the 70th anniversary of the Universal Declaration of Human Rights. The Human Rights Wall was partly funded by Sweden and created by the school's pupils together with the Belgian artist Françoise Schein.

The collective approach of the Innovation Weeks has been very useful to offer space for the different partners to create things in their own interest while at the same time reinforcing the overall project. For future editions, we hope to develop this one step further and invite more partners who can highlight other aspects of the innovative footprint of Sweden in Brazil and of our mutual cooperation. ■

Jenny Lennung Malmqvist: the new Deputy Head of Mission

"Time is not always linear. Seen one way, I have been in Brazil since I joined the Embassy in August as Deputy Head of Mission. Seen another way, I have been present since I was offered the position almost a year ago. My first idea of being posted to Brasilia, however, came almost 15 years ago when I was working at the Americas Department at the Foreign Ministry. So, depending on how you look at time, I have been here four months, a year, or 15 years," she says.

"In any case, I am very happy to have arrived! I am a career diplomat focused on EU, trade and development, human rights and gender issues. Before joining the Ministry, I worked at the National Board of Trade and at the Invest in Sweden Agency. I have also served at the Swedish Parliament's EU Committee, where all ministerial negotiating mandates are approved. Most recently, I spent five years at the Permanent Representation to the EU, where I was responsible for development and human rights. I have also been posted to the Swedish Embassy in Warsaw working with environment, climate and human rights.

"As I am writing this, the Embassy's big Lucia celebration is around the corner. This is an important event in our efforts to make Sweden, its traditions and values and innovative and sustainable solutions, more known. I look forward to contributing to upholding the Embassy's high standards of service and information to Swedish and Brazilian citizens on the diverse range of issues that an Embassy deals with. Looking forward to working with you during the years to come!" ■



Nils Hedberg Grimlund takes over as Head of Promotion

"How to be a good promoter of Swedish business and culture, at an Embassy with a strong reputation for its good work in promotion? That question struck me when I received the good news that I would be spending the coming years working in Brazil," says Hedlund.

"Since I arrived in Brasília in September, together with my wife Emma and our three young sons, I have been thinking about that question. I have tried to apply past experience from ten years in the private sector, working with communication and marketing.

"At this point, my answer is to keep things simple. My task is to make it a bit easier for Swedish companies to be successful in Brazil, and to make a few more Brazilians smile when they talk about Sweden. These two things could and should reinforce each other.

"What I plan to tell and retell, is how sustainability, social responsibility, business efficiency, exposure to competition, innovation and open trade go hand in hand and how countries, businesses and people can benefit. At least that has been the Swedish experience.

"But it is all of you in the Swedish business community that really showcase the good example: in your CSR practices, by creating attractive workplaces as well as in top-notch solutions for your clients. What you do in your business operations adds plenty to Sweden's positive image in Brazil.

"I look forward to meeting with you, learning more about your businesses, discussing any trade barriers you might face, and cooperating – either directly or through the wider Team Sweden Network in Brazil." ■

Biogas, Vision Zero and Industry 4.0 in focus for *Innovation Weeks 2018*

By *Andreas Rentner*

The 7th edition of the Sweden-Brazil Innovation Weeks has ended. It has been two intensive and exciting weeks with many activities and interesting dialogues within a broad range of areas.

One of the main focus areas this year was Biogas, an area in which Sweden has a leading global position and Brazil has a huge potential to do more. Other areas in focus were Traffic Safety & Road Security and Industry 4.0.

Promotion of R&D and innovation was also an important part of the agenda, whereas Swedish subsidiaries with R&D, testing and/or demo activities in Brazil, were invited to a roundtable discussion with Vinnova, the Swedish innovation agency, to understand how they can support local R&D&I.

Traffic Safety & Road Security (Vision Zero)

The number of casualties from traffic accidents is about ten times higher in Brazil when compared to Sweden. Learnings from the Swedish 'Vision Zero' concept, introduced by the Swedish government some 20 years ago in Sweden, was the topic for a roundtable meeting with key stakeholders from both sides.

The Swedish participation included Vice Minister Niklas Johansson, Anders Lie, expert in traffic safety from the Swedish Traffic Agency, Business Sweden, The Swedish Consulate and representatives from Volvo Group and Volvo Cars. The Brazilian side included representatives from both the State and City of São Paulo, the Military Police and road concession groups.

Follow-up activities will be planned for covering both policy, education, infrastructure/planning and technical solutions. A possible pilot case for one of São Paulo state highways is also in discussion.

Signing of MoU between SENAI and RISE (with Ministry of Enterprise & Innovation and Business Sweden as witness).



Traffic Safety roundtable discussion at the São Paulo City Hall.

Industry 4.0 & MoU between RISE & SENAI

Improved efficiency in manufacturing has been identified as one of the key areas to reach long-term economic growth and increased global competitiveness in Brazil. It's a challenge that needs to be approached from different angles such as improved infrastructure, skills training, implementation of existing solutions as well as development of new technologies/solutions.

To further support and drive this change the leading Swedish and Brazilian companies (members of the Brazil-Sweden Business Leaders Forum) welcomed the MoU signed between RISE and SENAI, two of the leading research institutes, which took place during the Industry 4.0 workshop at SENAI's innovation center CIMATEC in Salvador. Swedish companies attending the workshop included ABB, Ericsson, SKF and Saab.

Priority activities 2019

To support and accelerate innovation, we are currently developing a corporate venture platform (called "Thor"), to facilitate the launch of various corporate venture programs. It can be industry specific programs, corporate-driven challenged based programs with a pre-defined need, or startup-driven inspirational programs (e.g. boot camps).

Areas in focus for 2019 will include: Biogas, Sustainable & Smart & Safe Cities, Industry 4.0, Corporate Venture, Digital Health and Mining.

Don't hesitate to contact us for more information about any of the initiatives and programs! ■

Biogas - a sustainable choice

By Elsa Stefenson and Victoria Fernandes



Scania gas bus being fueled with 100% biomethane produced at Sabesp's wastewater treatment plant in Franca, SP.



Biogas seminar at Sabesp in SP with representatives from IVL, KTH, Linköping University, Business Sweden, SABESP, USP and ABiogás

The kick-start for the 7th edition of the Sweden-Brazil Innovation Weeks happened in Fortaleza and hosted authorities such as Roberto Claudio, Mayor of Fortaleza, Izolda Cela, Vice Governor of Ceará, and Niklas Johansson, Swedish Vice Minister for Enterprise and Innovation.

The event revolved around biogas as a fuel for public transport, chosen due to the combination of the vast potential for biogas production in Brazil – from landfill, wastewater and agribusiness residue, its versatility either to be injected in the natural gas grid or used to produce electricity, and the Swedish experience utilizing it in public transport. The generation of biogas - to be used as vehicle fuel or to produce electricity - using society's undesired residues is a good example of the potential circular economy.

Business Sweden has taken the lead in supporting Brazilian cities in the process of implementing the value chain of biomethane for public transportation by advising its different actors on how to access the benefits of introducing this business model.

In Fortaleza, the Mayor Roberto Claudio, in his opening speech, reinforced his commitment to sustainable solutions and expressed his confidence in the potential of biogas for public transportation in Fortaleza. During the whole day, Brazilian and Swedish panelists from the industry, government, and academia shared the stage and interacted with a well-informed audience of more than 100 people, representing the public sector, academia and bus operators, providing valuable insights into the necessary steps to move forward in the process. But Fortaleza is not starting from zero; Cegás, the gas distribution company in Ceará, already offers a mix of natural and biomethane to its customers.

In the following week, it was São Paulo's turn to discuss the chal-

lenges and opportunities for developing a biogas supply chain. The event was a great success of public and engagement. Panelists from different sectors presented relevant and technical data, as well as offered a detailed testimonial of the Swedish experience with biogas and the pilot project developed by Sabesp in Franca, where a number of the company's official cars are already running on biogas and where, prior to the event, Sabesp and Business Sweden invited the press to participate in the first fueling of a city bus with 100% biogas from wastewater sludge.

Scania provided the gas bus that is equipped with the most advanced engine technology available. The automaker has a strong experience with gas vehicles in Europe and a success case in Colombia. Among the public officials attending the meeting was João Octaviano, then São Paulo's secretary of mobility and transport, who voiced his enthusiasm for the partnership with Sweden, and his confidence that biogas will be part of São Paulo's upcoming clean energy matrix.

In a scenario of ever-growing concern with climate change, biogas represents a promising solution as it has the potential to tackle not only greenhouse gas emissions from transport but also from landfill, wastewater and agribusiness.

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Sweden *in* São Paulo

By Peter Johansson
Honorary Vice-Consul



(From the left): Jorge Abrahão, Maria Alice Setubal, Oded Grajew, Caio Magri and Bruno Brandão.

Oded Grajew inaugurates new Consulate premises

The Consulate recently inaugurated new facilities in its building, giving it access to an auditorium for events with up to 70 people as well as smaller meeting rooms. This space will now be used to promote events organized by the Consulate and in collaboration with Team Sweden Brazil as well as other entities, especially regarding public policies.

To kick off the first event, the Consulate invited Oded Grajew to speak about his "Experiences from Sweden", since he visited the county earlier this year in April with support from the Swedish Embassy. Grajew is a well-known public figure from the business sector, where he founded the successful company "Grow Games and Toys", but also from the third sector with his long year dedication to human rights issues, sustainable and ethical development as well as responsible and transparent public policies.

Oded's presentation covered broad areas such as sustainable cities, innovation, education, public health, administration as well as security, political system etc. The aim of the presentation was to insert Oded's experiences into the Brazilian debate, this being an election year and all. In order to propel

this effect even further, a panel of well-established public figures such as Caio Magro (chairman of Ethos Institute), Jorge Abrahão (general coordinator of the Program for Sustainable City Development), Bruno Brandão (executive director of Transparence International Brazil) and Maria Alice Setubal (chairman of the Tide Setubal Foundation and the council of GIFE) were invited to a debate following the presentation. The event counted with the participation and introduction by the Swedish Ambassador to Brazil, Per-Arne Hjelmhorn.

For those who didn't have the opportunity to attend the event, a video recording is available at the Consulate's YouTube channel. ■





Team Sweden together with representatives from the Highway Police in the State of São Paulo: (from the left) Captain Claudio Capelari, consultant Marcelo Juc (Business Sweden), Trade Commissioner Andreas Rentner, Swedish Consul General Renato Pacheco Neto, special advisor to the Governor on international affairs Ana Paula Fava, Renato Stancato (ERESP), commander of the Highway Police Colonel Luis Henrique Di Jacintho Santos, and Vice-Consul Peter Johansson.

Team Sweden in dialogue with SP State regarding road safety using “Vision Zero”

Upon the invitation of the São Paulo State government, Team Sweden, represented by the Consulate and Business Sweden in this project, has started a dialogue around an exchange of experience within traffic and road safety on the basis of the Swedish so-called “Vision Zero”.

The Swedish Parliament decided in 1997 that all activities in the area of traffic safety should originate from the presumption that any life lost in traffic is unacceptable. Roads, vehicles and the surrounding environment should be built in a way that mistakes committed shouldn’t lead to any loss of life.

This holistic view of the traffic environment leads to a need for involving everything from road builders and vehicle manufacturers to government and sign producers. It is therefore very positive that the São Paulo State government and the state highway police are open for dialogues and exchange of experiences between the two countries.

After all, Brazilian traffic is very different from Sweden’s, but both can certainly benefit from each other’s experiences. ■

100 years after the death of Albert Löfgren

The Swedish botanist and naturalist Albert Löfgren arrived in Brazil back in 1874 when he was only 20 years old, but he was to stay for many years until his death in 1918 in Rio de Janeiro. Throughout his life, he created an important legacy in his new home country, among which the fact that he was a major influence for the first Brazilian forestry legislation.

The “Horto Florestal” in São Paulo was founded by Löfgren among many other similar parks and botanical gardens throughout the country, as far away as in Quixadá in the State of Ceará and Juazeiro in Bahia. Löfgren also took the initiative to the “Arbor Day”, which is celebrated annually on September 21 throughout the country to this day.

Löfgren was in many ways a visionary and saw the importance of the forests for our climate and vegetation, being worried about the deforestation created by industrialization. In 1901, he suggested a school service for children where they learnt how to take care of trees, thus cultivating their respect and love for nature.

In remembrance of his work and in order to discuss the potential for new cooperation projects between Brazil and Sweden, the Consulate paid an official visit to the Forestry Institute in São Paulo and also participated in the commemoration of Arbor Day and remembrance of Löfgren’s death. ■

Celebrations of Arbor Day at the Forestry Institute in São Paulo attracted a big crowd.





The president of ACP, Gláucio José Geara, with Otávio Lucchese.

More railways to keep Brazil moving

By Otávio Lucchese*

There are frequent complaints about the deficiency of the transport infrastructure in Brazil. The expansion of the Brazilian railway network has been abandoned for almost a century. In 2018, the truck drivers' strike served to expose Brazil's dependence on road freight transport. The impact on commerce, and on the economy as a whole, was huge.

In a situation perceived by many only as a problem, the Associação Comercial do Paraná (ACP), a century-old institution founded in 1890, saw an opportunity. ACP took advantage of the commotion caused by the strike to launch the campaign "*Mais ferrovias para o Brasil não parar*" (in a free translation: "More railways to keep Brazil moving").

The president of ACP, Gláucio José Geara, welcomed Swedcham's representative in Curitiba,

Otávio Lucchese, for a conversation in which he spoke about the campaign as well as of ACP. Interestingly, Gláucio's connections with Swedish companies go back a long way. In the past, he was a Volvo (Cars and Trucks) dealer, a business which is still run by his family.

What is ACP?

ACP is the Trade Association of Paraná. It brings together entrepreneurs, Paraná trade and industry sectors, promoting the development, and defending the interests of its members. It was founded 128 years ago by the Baron of Serro Azul. It is a non-profit organization, currently with around 30,000 members. We do not receive government funding. The association is maintained by member contributions and by a wide portfolio of services rendered to commerce. For instance, we have a credit bureau with over 30 million data records that supports companies' credit rating assessments. Our range of services is varied. We even offer an Arbitration Chamber (ARBITAC – the name of the arbitration chamber of ACP – is highly regarded and acknowledged in the Brazilian legal community).

How did the movement "More railways to keep Brazil moving" come about?

We launched the movement in the wake of the truck drivers' strike. The enormous losses caused to the commercial sector served to expose the great deficiency of our transport infrastructure. We therefore had the idea of mobilizing both government authorities and the business class. We sent 14,000 letters to stakeholders in various spheres (federal, state and municipal). Investments in railway infrastructure will greatly increase the efficiency of transport, generating gains in all sectors, including road freight.

Some weeks ago, Wilson Lirmann (CEO of Volvo Trucks Latin America) gave a speech here at ACP. He mentioned that increasing the rail network would be very positive, even for the truck industry. Trains and trucks complement each other. One does not exclude the other. Investments in railway expansion would bring about advances and higher productiv-

ity for the whole economy. Brazil stopped investing in railways in the 1950s. With the exception of the mining sector, which represents practically 90% of rail transport in Brazil, one can state that, for all the other sectors, it is currently an insignificant transport mode. This has to change as it is highly detrimental to the competitiveness and efficiency of the Brazilian economy.

Does this mean that the campaign can create new business opportunities?

Yes, foreign companies who want to invest in rail infrastructure in Brazil will have vast opportunities. We are confident that this can happen. In Paraná, all the candidates running for government with whom we spoke agreed to support such investments. Paraná is one of the largest producers of grains in the country and needs railways to transport its agricultural output to market efficiently. The Port of Paranaguá faces the same challenge, as it

has a rail network that has changed little since the days of the Portuguese Empire.

What other business opportunities are there in Paraná at the moment?

We have to increase competition in the banking sector. Besides attracting more banks to Brazil, I believe that, in Paraná, the so-called "FinTechs" would have a broad field of action if they could render the granting of credit to producers and sellers cheaper and less bureaucratic. Paraná is a very attractive state in which to invest. We have almost 12 million inhabitants, great cultural diversity and education standards are higher than the national average. There is no shortage of opportunities.

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

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“Smart Cities as business connectors”, Nov. 12, KTH - Speakers from the left: Jörgen Gustafsson, Deputy Research Director, Machine Intelligence and Automation - Ericsson; Petra Dalunde, Chief Operating Officer, Urban ICT Arena; and Maximiliano Salvadori Martinhão, Secretary of Technology Development and Innovation at the Brazilian Ministry of Science, Technology, Innovation and Communications. (Photo by Paulo Villar/M31 Productions)

On the evening of November 13, Brazilcham Sweden held the event “Brazil - Sweden: Memorable Past, Innovating for the Future” in Stockholm, in the presence of the Major General Vincent Dang and the representative of the Brazilian Football Confederation (CBF), Gustavo Vieira. The ceremony, presented by the journalist Pelle Thörnberg, had as one of its highlights the celebration of the 60th anniversary of the 1958 FIFA World Cup. The final match was remembered as one of the most important moments in the history of sport in Brazil and Sweden and two of the remnants of the Brazilian and Swedish delegations from that time—José Macia (Pepe) and Bengt Ågren, General

Secretary of the 1958 World Cup—were reunited.

An exclusive interview was also presented during the event: the four World Cup Champion (as a player, coach and coordinator), Mario Jorge Lobo “Zagallos”, 87 years old, recorded a special testimonial, captured by M31 Productions, about his participation in that World Cup.

Flavia Kurtz Nascimento represented Pelé, her father, and presented the Nascimento Family Foundation, a joint project with sister Kely Nascimento, focused on education, culture and sport, based on the 17 Objectives for Sustainable Development.

On the previous evening, Nov 12, Swedish and Brazilian participants from 1958 received an unprecedented distinction at the Swedish “Fotbollsgalan” 2018 –at Ericsson Globe – the title of Honorary Life Members of the Swedish Football Association (SvFF), a result of the collaboration of the SvFF and Brazilcham Sweden represented there respectively by its President, Karl-Erik Nilsson and Executive Director, Elisa Sohlman.

In addition to the theme of the FIFA World Cup 1958—a

During the Fotbollsgalan 2018, Nov.12, the Swedish Football Association (SvFF), with the support of Brazilcham Sweden, paid a unique homage to the Brazilian Footballers from 1958 and conceded them the title of Honorary member of SvFF. From the left: Karl-Erik Nilsson, President of the SvFF; Pepe, Brazilian footballer from 1958; Flavia Kurtz, representing Pelé, andOwe Olsson, Swedish footballer from 1958. (Photo by Elisa Sohlman)





Major General Vincent Dang opened both the 2nd Brazil-Sweden Meeting on Defense Trade and the Ceremony on the evening of Nov 13. (Photo by Elisa Sohlman)

fundamental landmark in the Brazil-Sweden friendship—the second part of the program, composed of 2 seminars, focused on the strong bilateral cooperation in the commercial and technological spheres.

The content was elaborated in coordination with the Secretariat of Defense Products (SEPROD), at the Ministry of Defense of Brazil, and the Directorate of Economy and Finance (DIREF), at the Brazilian Air Force.

The sessions were held at the Royal Institute of Technology in Stockholm—KTH and started on Nov 12 with “Smart Cities as business connectors” — organized in cooperation with Smart City Sweden. The day was opened by Maximiliano Martinhão,

“Fotbollsgalan”—An official and annual Swedish sports awards ceremony honoring achievements in Swedish football which is organized by the Swedish Football Association (SvFF) and televised by TV4—From the left: Flávia Kurtz, representing Pelé, Brazilian Footballer “Pepe”, Swedish Footballer Owe Olsson; Bengt Ågren, General Secretary of FIFA World Cup 1958, and Elisa Sohlman, Brazilcham Sweden. (Photo by Livia Fetal)



From the left: Lt. Col. Larissa Leocádio and Col. Diógenes Lima speak about the future of the bilateral relations at the Ceremony on Nov 13. On the right the moderator, the journalist Pelle Thörnberg. (Photo by Livia Fetal)

Secretary of Technology Development and Innovation at the Brazilian Ministry of Science, and moderated by Petra Dalunde, Chief Operating Officer at Urban ICT Arena.

The second session on Nov 13 marked the “2nd Brazil-Sweden Meeting on Defense Trade: Business Innovation”, which was opened by Maj. Gen. Vincent Dang and moderated by Pierre Mattei, Director of Innovation at the Innovation Institute for Embedded Systems - SENAI.

Both days counted on the participation of leaders from companies and institutions of both countries like Serendipity, Ericsson, AVIBRAS, HIQ, Dianova, Morakniv, Greatpeople, Carechain, SENAI, the Brazilian Blockchain and Cryptocurrency Association, the Swedish Security and Defense Industry Association, Rio de Janeiro’s Civil Police Special and Tactical Unit, even international guests such as MBDA and INTL FCStone, and counted also on the support of TAP Airways.

The 2nd Sweden-Brazil Meeting on Defense Trade: Business Innovation: (from the left) André Mattei, Director of Innovation at Innovation Institute for Embedded Systems - SENAI; Dr. Saeid Esmailzadeh, Founder and Chairman -Serendipity Innovations AB, and Col. Diógenes Lima Neto, Head of Financing and Investments, Department of Finances and Defense Economics Ministry of Defense of Brazil. (Photo by Paulo Villar/ M31 Productions).



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Interview with *Carl Bildt*

On the occasion of the Advisory Council meeting on November 30 (please see article on page 32), Swedcham Chairman Nils Grafström had the opportunity to talk with Swedish politician, diplomat and former Prime Minister Carl Bildt.



Nils Grafström and Carl Bildt.

Dear Mr. Bildt, welcome back to Brazil and Swedcham! As you have been to Brazil several times before, also as Foreign Minister of Sweden, do you sense any changes in Brazil today compared to previous visits?

I arrived here just as Brazil is entering a new phase in its political development, and that has obviously been the focus of my different meetings both here in São Paulo and in Brasília. There are great expectations regarding economic policy, but significant apprehensions in other respects, notably on environmental and climate policies, and it remains to be seen how this will work out.

You have met many Swedish companies in Brazil during your visit – what message do you take back to Sweden?

The last few years have obviously been difficult, with the economic recession, but now I detect a new optimism. The economy is starting to pick up, and there are expectations that the economic policy will increase this further. At the same time, I don't think we should underestimate the structural problems that are there in the economy, and the magnitude of the task that is addressing them.

The picture, though, in Swedish media, seems to be quite negative, especially against President-elect Jair Bolsonaro. We have received questions to the Chamber from Swedish companies in Sweden, being concerned about the developments in Brazil. What would you answer them and what are your reflections on the current political situation?

Certainly, there are concerns. The rhetoric of incoming President Bolsonaro has been divisive and confrontational, and he has indicated a direction of policies in certain areas that raise serious concerns in Europe. But we will have to wait and see how things play out. Observers abroad sometimes overlook the fact that Congress is important, as well as the fact that Brazil has a strong and independent judiciary. Overall I believe democracy in Brazil is robust.

Mr. Bolsonaro does not seem to be very interested in a trade agreement between Mercosur and the EU. What is your view on this and what would be the negative impacts, both for Brazil and the EU, if such an agreement did not take place?

His priority seems to be a free trade agreement with the US, which of course is to be welcomed as such. His signals on Mercosur have been slightly confused, but the EU hope is clearly that his more liberal approach to foreign trade will make it possible to reinvigorate also the talks between the EU and Mercosur. At the moment, the EU is concluding and negotiating free trade agreements with numerous key trade players around the world, and Mercosur should not be missing.

You have always been a strong advocate for free trade. Brazil has for a long time

restricted imports through very high tariffs, and at the same time productivity in Brazil is very low compared to many other countries. Do you see a correlation between these two facts, or is Brazil, being one of the major economies in the world, doing right in protecting its domestic industries?

Everyone I have talked with has indicated a correlation between the weak development of productivity and the policy that has restricted openness also to foreign competition. This is not rocket science - it's fairly obvious that this is the case. I hope that we will see changes in this respect in the coming years. Brazil can and must do better!

China is one of Brazil's most important trading partners. President Donald Trump is increasing tariffs on imports from China, seeking a "new balance", and Mr. Bolsonaro seems to talk in the same direction. Apart from the obvious, risking retaliation, what ambi-

tions does China have and how can this affect Brazil?

China has primarily been interested in satisfying its needs of different raw materials, and that's been what has so far dominated its trade with both Africa and Latin America. But now it's also aggressively pursuing its own exports in different areas. Part of this is something that is natural given its new economic weight, but part is probably driven by other considerations as well.

Finally, you have a vast experience of Chambers of Commerce around the world. How do you see the role of Swedcham - now and in the future?

I have always seen Swedcham as one of the two best Chambers that our country has in the world - it's São Paulo and New York that stand out in membership, activity, outreach and impact. And I'm certain it will continue as such in the future as we know that the Swedish-Brazil relationship will develop not least in the high-tech area in the wake of the Gripen fighter aircraft cooperation. ■

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Ambassador Per-Arne Hjelmhorn, Nils Grafström, Carl Bildt and Jonas Lindström.

Advisory Council meets with Carl Bildt

Swedcham's Advisory Council held a meeting at the Chamber on November 30, an event that counted on the participation of some 30 executives of the major Swedish companies in Brazil.

The first part of the meeting consisted of reports from all the "Team Sweden Brazil players," being Ambassador Per-Arne Hjelmhorn, Nils Grafström and Jonas Lindström from the Chamber, Andreas Rentner, Trade Commissioner at Business Sweden, and Renato Pacheco, Consul of Sweden in São Paulo.

The Team gave a report of all activities regarding their respective areas during the year—2018 was another intensive year, with one of the peaks occurring during the Innovation Weeks with many activities all over Brazil and Carl Bildt's visit to São Paulo.

Lindström and Rentner presented the results of the Business Climate Survey 2018, which were very well received by all those present.

Magnus Schöldtz, senior advisor to the Chairman of Investor, gave a presentation on the Wallenberg Foundation and FAM AB which is a private holding company owned by the three largest Wallenberg foundations.

The meeting ended with a much-appreciated presentation and Q & A session with Swedish politician, diplomat and former Prime Minister Carl

Bildt on "The political situation in Sweden and Europe and perspectives on protectionism and trade."

Carl Bildt

Swedish politician, diplomat and Prime Minister of Sweden from 1991 to 1994, Carl Bildt was the leader of the Moderate Party from 1986 to 1999, and served as Sweden's Minister for Foreign Affairs from October 2006 to October 2014.

Today, he is Chair of the Global Commission on Internet Governance, member of the World Economic Forum's Global Agenda Council on Europe and Co-Chair of the European Council on Foreign Relations.

Curiosity

In 1994, as Prime Minister of Sweden, Mr. Bildt sent the first e-mail between two heads of state. "I had been discussing with Al Gore the development of what people at the time called, 'The Internet Superhighway.' So I thought it would be a good idea to send an email to then-US President Bill Clinton. There weren't many connection hubs in Sweden, but we found one in Stockholm. I managed to send Clinton an email to congratulate him on ending the trade embargo with Vietnam—the first digital message between two heads of state," he recalls. ■



Carl Bildt addresses members of Swedcham's Advisory Council;



Magnus Schöldtz



Andreas Rentner

Swedish companies project investments and job creation in Brazil

Every year, Swedcham releases its **Swedish Business Climate in Brazil** survey, which assesses the level of business interest of Swedish companies in Brazil.

The 2018 edition of the survey—which counted on the participation of 72 companies and was conducted in partnership with Team Sweden in Brazil and corporate communication firm LLORENTE Y CUENCA—resulted in positive future market projections.

Like in 2017, most Swedish companies showed optimism regarding the prospects of renewed economic growth. The survey shows that more than 72% of them are considering expanding their activities in Brazil and project growth for their operations over the next three years.

According to the survey, 65% said they were satisfied or very satisfied with the country's business environment. In 2018, 52% of the companies managed to increase their market share and 34% forecast a presence of more than 40% within the next three years.

"This was a year of renewed economic confidence and the companies managed to follow this growth and conquer more space and influence in the Brazilian market," said Swedcham Managing Director Jonas Lindström.

Ninety-five percent of the Swedish companies are located in the Southeast region, but half of them plan to expand their business to other regions. According to Lindström, "this is a trend we will see over the next few years, as development in other regions and competitive advantages are attracting many companies that wish to grow in this country."

The main reasons mentioned for the optimism were the growth in the Gross Domestic Product (GDP) and ongoing tax and labor reforms, as well as progress in the country's infrastructure. The survey also showed that corruption is being seen as less challenging, and that for 82% of the companies it is important to brand themselves as Swedish or Sweden-related, "the latter is very good news for us

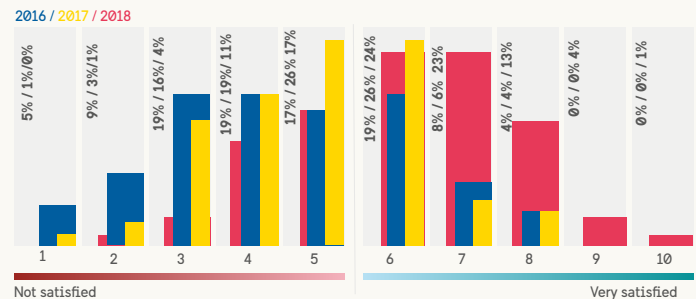
at the Chamber since promoting the Sweden brand is part of our core business", says Lindström.

Job creation

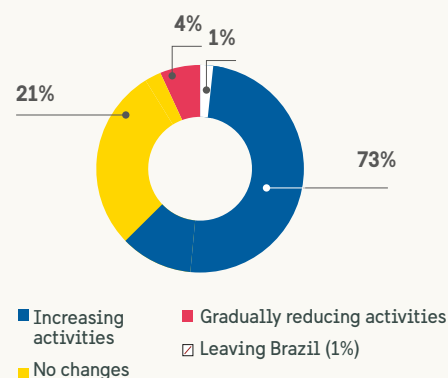
In 2017, 46% of the companies surveyed planned to increase their number of employees the following year. In 2018, 45% actually fulfilled this plan and expanded their staff. The future panorama seems to be even more optimistic as more than 62% of these companies plan to increase their number of employees over the next three years.

Present in more than 17 sectors of the economy, Swedish companies currently account for 130,000 direct and indirect jobs throughout Brazil, most of these in the engineering and automotive sectors. ■

How do you consider the present business climate?



What are your company's investment plans in Brazil for the next three years?





Sweden Brazil Career Fair - success again!

Jan-Frederic Buss, Digital Marketing Manager/
Talent Attraction unit at the Swedish Institute (SI)

The Sweden Brazil Career Fair's sixth edition took place on November 23 at the Hotel Mélia Paulista in São Paulo, attracting around 200 participants—a large crowd as usual for this most successful event.

The Fair was organized by Swedcham Young Professionals with the collaboration of the Embassy of Sweden in Brasilia and the Swedish Institute (SI).

Once again, Young Professionals were invited to connect with Swedish companies and universities, which participated to promote Sweden as a great place to study.

Participants included representatives from seven of Sweden's most respected universities (**Chalmers, Jönköping, KTH, Linköping, Linnaeus, Lund** and **SSE**), as well as major companies such as **ABB, Alfa Laval, Essity, FinanZero, Getinge, Höganas, SAM (Saab), Scania** and **Volvo Cars**.

According to Swedcham Managing Director Jonas Lindström, the event is an excellent opportunity to share knowledge and support the career of these future professionals. "It is with great satisfaction that we promote this fair and give students the opportunity to meet with others and stimulate them to learn and innovate," he said.

Again this year, the event ended with an "After Fair" where everyone had the opportunity to mingle and continue exchanging ideas. ■

Leandro Rocha, Trade Promotion Officer
at the Embassy of Sweden in Brasilia.





Jovane Medina (Jönköping University)



Leandro Persigo and Livianne Resplandes from Getinge



Volvo Cars employees at the Fair.





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All about the ocean

By Runa Hestmann

Since September 2018, Kristin Holth is the global Head of a new Ocean Industries unit in DNB, Norway's biggest shipping and energy bank.

In October, Kristin Holth visited Brazil to meet colleagues, clients and business partners, and to understand the dynamics of the upturn in the market, in order to be even better advisers to the clients and assist them in their financial needs.

The new Ocean Industries Division was created after a reorganization internally, and the ambition is to have broader focus on the ocean industries as well as continue the strong individual industry focus. DNB's business model is further to offer a broader range of services and finance sources to clients.

"We have merged oil & gas, seafood, supply services and offshore into one division. Internationally, these sectors are the backbone of Norwegian export industries. All have a global reach and all are very important to Norway. That's why they are also important to DNB," Kristin Holth explains.

The merge fits perfectly with the approach that Norwegian authorities are taking. In 2017, the first Norwegian ocean strategy was presented as well as a white paper on the place of the oceans in Norway's foreign and development policy. The ocean industries

currently represent more than 70 percent of Norway's export value.

Norway is one of the world's largest producers of oil and gas, one of the world's largest and most advanced seafaring nations, and the world's second largest exporter of fish and seafood. Norway is also at the forefront of marine research and responsible management of marine resources, and also has a world class service and supply industry.

Since the 1970s, DNB has followed its clients abroad, while adding the core and large international clients to the portfolio.

"This was also the case for our shipping clients and later our offshore and oil & gas clients. In Santiago, Chile, we have been present for our seafood clients since 2007. Today we have a global presence, with offices in the large hubs of New York, London and Singapore as well the ocean hubs of Houston, Rio de Janeiro, Santiago and Athens," Kristin Holth says.

"The merging of the sectors internally fits well in Norway, where there is a high focus on ocean. For DNB, this is a good way to show that we are also part of the ocean. It also has to do with our footprint internationally. The ocean industries are all volatile and capital intensive industries. There are crossovers in technology and also in ownership. They are part of the same value chain. For us as a bank to understand all elements, it makes sense to combine the sectors in one unit to strengthen our position and better serve our clients, by better understanding the crossovers and the interaction."

After a rough couple of years, where DNB has actually cut its shipping and offshore portfolio somewhat, the Norwegian executive wants her clients to know that DNB is there to "walk the talk", and strengthening its position through downturns, with a clear focus on the long term.

"We have reduced the number of clients to better serve, add value and really make a difference. We are industry focused and have a strong position in capital market products, with capabilities to take a company to the stock exchange, raise equity or bonds, find investors to export credit financing, to be complete financial advisers to our clients," says Kristin. ■

(From the left) Kristin Holth, Claudio Goulart, Tom-Mario Ringseth and Karsten Sætre.



NBCC

A series of questions on learning and schools

By Andrea Buffara*



Students should be protagonists in their own learning experiences, says author Andrea Buffara.

Opening a new school is challenging. There are limitless possibilities and because the “newness” presents a blank slate and choices are vast, one needs to have guiding principles to provide direction for the learning organization.

The underlying philosophy of why we do things needs to be clear and evident in all that we do. If not, we run the risk of jumping on the bandwagon of a learning industry that is very active in trying to sell products that promise to transform children into childhood prodigies.

What is the role of schools? We firmly believe that schools should be designed to provide the optimal conditions for children to be challenged, grow and learn about themselves and the world around them, but what should schools do when the world is constantly changing at a rapid pace?

The assembly line model of education that many of us experienced as we were growing up was trying to produce individuals that could do repetitive tasks. Students needed to know basic reading and rote arithmetic and school was a place where basic foundational learning could help navigate a world that was changing at a manageable pace. The tech-driven information age made learning content readily accessible. This development significantly changed everything educators were doing—we now needed to change our approach if we wanted to prepare young people for the unknown.

Klaus Schwab of the World Economic Forum calls for leaders and citizens to “together shape a future that works for all by putting people first, empowering them and constantly reminding ourselves that all of these new technologies are first and foremost tools made by people for people”. How do we shape a future that develops people’s minds, puts people first and works for everyone? The level of complexity is increasing, and if you think about it there are many roads that we can take that all claim to do this. Which is the path we should travel? When I think of paths, I think of the American poet, Robert Frost:

***Two roads diverged in a wood, and
I took the one less traveled by,
And that has made all the difference.***

Frost understood there exist multiple paths at any decision-making crossroads. He understood that sometimes the well worn path is not the solution anymore. I believe most people want their children to lead lives that are filled with multiple opportunities and self fulfillment. An education based on inquiry and exploration where students are empowered to wonder, think and create should be at the core of learning experiences. Young people need to develop proficiency in critical thinking, communication, collaboration and creativity. These competencies combined with a core set of values provide sustenance to an academic career.

If we want schools to be places that accommodate the changing needs of future generations, the whole environment needs to be rethought. But all of this is only possible if done collaboratively by people who look within themselves to drive the change. Three areas are crucial in pinpointing the changes and answer some fundamental questions of where, what and how:

• **Where (Location)?** We need to move from a closed school environment to open spaces both in and out of school. Physical spaces are opened up but beyond the physical boundaries, schools need to link themselves to other institutions. Schools need to connect to the community and bring the community to school. Education is something that is a responsibility of the whole community and needs to be shared.

• **What (Academic Experience)?** Teaching and learning will no longer be organized in discrete disciplines. The organizational core needs to be about themes and related exploratory projects. Learning will take place in a non-linear fashion and the focus will be on what you can do with information. Students should be protagonists in their own learning experiences allowing for individual pathways, co-designed with the teacher, to arrive at a deeper understanding.

• **How (Methodology)?** Teachers mediate, curate, help organize and guide students. Learning requires active participation. Students need to do the work and not simply sit back and wait for knowledge to come to them. Knowledge is co-constructed and involves social relationships and the unique rhythm of each learner.

The desired end result of the schooling experience is happy, healthy, children who are able to be good people and productive stewards of tomorrow, capable of navigating the complexities of a rapidly changing world.

***Andrea Buffara** holds a master's degree in Education from Teachers College Columbia University. She has held many roles as an educator- teacher, principal and her current role is Director of the Escola Americana de Vitória in Brazil. EAV is a brand new school that opened in 2018.

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

GOLD

Sapura Navegação Marítima is a Brazilian shipping company headquartered in Rio de Janeiro. It is a joint venture between Seadrill and Sapura Energy and has six support, installation and flexible pipe laying vessels.

Campos Mello Advogados is a full service law firm offering a range of business legal services with an emphasis on Environmental, Litigation and Arbitration and Commercial contracts. The firm has offices in Rio de Janeiro, Sao Paulo and New York.

CORPORATE

ESD Drilling was established in 2012, and opened an office in Rio de Janeiro in 2018. The company offers marine riser less drilling solutions and all electric controls for BOP operations that will make drilling safer and more cost effective.

Clarkson Platou offers integrated shipping services and ship brokering services like vessel chartering, newbuilds, and sale of second hand vessels. The company was founded in 1852 and has 48 offices around the world.

Macnor Marine was established in 2002 in Rio de Janeiro, and is a consultancy company dedicated to the Brazilian naval industry. In Brazil, the company represents a select number of European companies.

Siano & Martins Advogados offers legal services in maritime law, having specialized in maritime accidents and in oil pollution by ships, terminals and ports, as well as in offshore activities. The headquarters are in Rio de Janeiro, but the office is set up to act in all port cities in Brazil.

Escola Americana de Vitoria is an American international school in Vitoria, ES. It opened in February 2018 with preschool and in 2019 it will expand its services to 1st and 2nd grade.

BR Visa offers migrant solutions for the arrival and stay of migrants in Brazil, and also international transfer of Brazilians or foreigners living in the country who need to travel to other destinations.

The unconstitutionality of the increase in the *SISCOMEX* use tax

By **Jeniffer Adelaide Marques Pires**
and **Gabriel Penna Rocha***



The Integrated System for Foreign Operations (*Sistema Integrado de Comércio Exterior - SISCOMEX*) was enacted by Decree no. 660/92, and the operations using the system were initiated in 1993. SISCOMEX is an electronic interface between the importer/exporter with government agencies involved in foreign trade to guarantee a secure and quick operation.

The SISCOMEX system is used by Brazilian Customs Authorities to control the international commerce. Hence, all importation proceedings must be registered through a Declaration of Importation (DI) in such system.

A few years later, Law no. 9,716/98 created the SISCOMEX tax, which is charged whenever a DI is registered in the SISCOMEX system.

The wording of such Law provided that for the registration of an importation, DI tax would be charged in the amount of BRL 30.00 with additional BRL 10.00 for each good added onto the DI. However, the same Law provided that a Decree could adjust the amount charged according to yearly inflation.

The Brazilian Constitution only allows taxes to be created or increased by law and one exception to that rule is in the case of amounts updated according to yearly inflation loss, as it is understood not as a tax increase, but as a measure to adjust the values in accordance with the indexation rate.

However, such decree was only enacted in 2011 by Ordinance 257/11 and provided an increase in the amounts charged. According to the

decree, for the DI registration the tax would be increased to BRL 185.00 and for each good added another BRL 29.50 would be due.

As mentioned, the problem with that increase in the tax burden is that the Brazilian legislation only allows tax to be created or increased through Law, «never» by an act of inferior legal hierarchy such as a decree. The only exception is for a mere update in the amounts according to yearly inflation loss.

Thus, the Brazilian Courts are facing disputes whether this increase was in fact a yearly inflation loss update, thus being regular, or, otherwise, being a tax value increase, which would demand the approval of a proper Law.

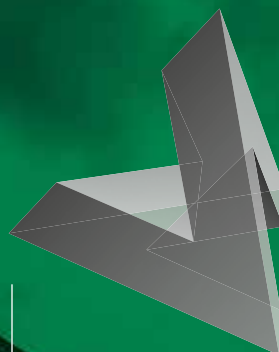
The Brazilian Government supports the decree stating that the tax value had not been updated for more than 10 years, and that amount represents an adjustment in accordance to the inflation during this period.

The Courts, however, may tend to be favorable to the taxpayers in this situation, since such decree increased the tax burden in more than 600 percent, a value much higher than the inflation loss.

The Brazilian Supreme Court on two separate opportunities has adopted the taxpayer arguments showing a tendency for that position (RE nº 1.095.001 and RE nº 959.274.)

Bearing in mind such context, Brazilian taxpayers, especially the ones with significant amounts of importations, should seek consultancy on whether to file a lawsuit aiming not only to pay the SISCOMEX tax using the prior value, but also to recover the amounts unduly paid in excess for the past 5 years, according to the Statute of Limitations.

***The authors Jeniffer Adelaide Marques Pires and Gabriel Penna Rocha are lawyers at Kincaid Mendes Vianna Advogados.**



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Tax review as a tool to rethink business strategies

By Marluci Azevedo*



The complexity of the Brazilian tax scenario is frequently causing difficulties for entrepreneurs in Brazil, and requires constant monitoring to ensure that companies do not pay unnecessary taxes.

Many taxpayers get lost in the tangle of taxes, pay more than they should, operate under a less advantageous tax regime and do not enjoy benefits that could be decisive in the business direction. In this sense, a tax review is an essential tool with the potential to reduce tax expenses, show ways and opportunities, and consequently contribute to a more solid and competitive positioning of a company.

A tax review is a complete diagnosis of the company's tax behavior, essential to charting its current outlook. This work analyzes the fiscal and tax area in a global way, in order to map situations that can be corrected. This can be decisive for the company to be able to present its real market value and its cash flow.

This kind of work is also being used in mergers and acquisitions, where potential buyers seek answers about business risks. Thus, a tax review is recommended in all due diligence processes, since the data raised in the review should be considered in the feasibility assessment of a contract.

This work involves a thorough analysis of the company's balance sheets and records, in great proximity with the client. The result is a report that will

guide the contractor on actions that can be adopted to boost performance under the tax aspect.

Main benefits:

- It contributes to the recovery of tax credits and the efficiency of the cash flow;
- It prevents wasting resources that could be applied to business growth;
- It indicates the possibility of using tax incentives or benefits; it permits the review of the business' financial and operational structure;
- It identifies eventual irregularities in the company's performance, anticipating to correct failures that could generate fines and penalties;
- It indicates the most advantageous tax regime to be adopted;
- It guides the taxpayer to tackle harmful causes and review processes in order to ensure more operational efficiency;
- It identifies internal team training needs to maintain good practices;
- It positively influences the business reputation.

The tax review is a step toward the tax planning, whose accomplishment should be based on the information surveyed from the accounting and management records. This plan aims to reduce, by legal means, the tax burden on the company's operations.

The first aspect to consider is the company's framing in the most appropriate tax regime, as well as the analysis of particularities related to the business activities, capital structure and location, among others. The option for the tax regime (Real Profit, Presumed Profit, or Simples Nacional) allows the company to collect taxes according to their size and/or activity.

Beyond complying with current obligations, this involves identifying and analyzing existing forms of taxation that relate to the business, verifying the taxes collected, in accordance with legal requirements, and avoiding future contingencies.

Both tax review and tax planning are strategic actions to maintain the financial health of a business, which, faced with such a competitive market, is forced to adopt increasingly efficient practices for generating profits and reducing expenses. ■

*Marluci Azevedo is Director at Domingues e Pinho Contadores.

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



Challenges in the acquisition of mature fields in the Petrobras divestment program

*By Daniela Ribeira Davila,
Vieira Rezende Advogados*

Several challenges arise for investors in the process of divestment of mature fields, which are beyond the control and negotiation of the parties. We refer, particularly, to acts that depend on the discretion of ANP.

The first challenge refers to the blocks of the so-called "Round Zero". The term of most of those concessions expires in 2023, and investors consider term extension as a basic premise for the viability and attractiveness of the transaction. This is because the purpose of the business is precisely to extend the productive life of the fields, in which Petrobras has no more interest in continuing to invest in, given the priorities imposed by the discovery of the Pre-Salt.

Considering that only the concessionaire has the legitimacy to request extension of its concession to ANP, and that it makes no sense that Petrobras, having decided to dispose of such rights to third parties, submits to ANP an extension application, there is a situation of uncertainty, since the potential buyer has to make an offer for an acreage whose concession currently ends in 2023 in the expectation that this concession agreement will have its term extended by ANP.

This uncertainty was somewhat mitigated by Resolution No. 17 of the Energy Policy Council - CNPE, of June 08, 2017, which dictated, in its Article 3, VIII, as one of the guidelines to be followed by ANP to "encourage the extension of useful life of the fields, while promoting a culture of preservation of safety conditions and respect for the environment". In principle, ANP should

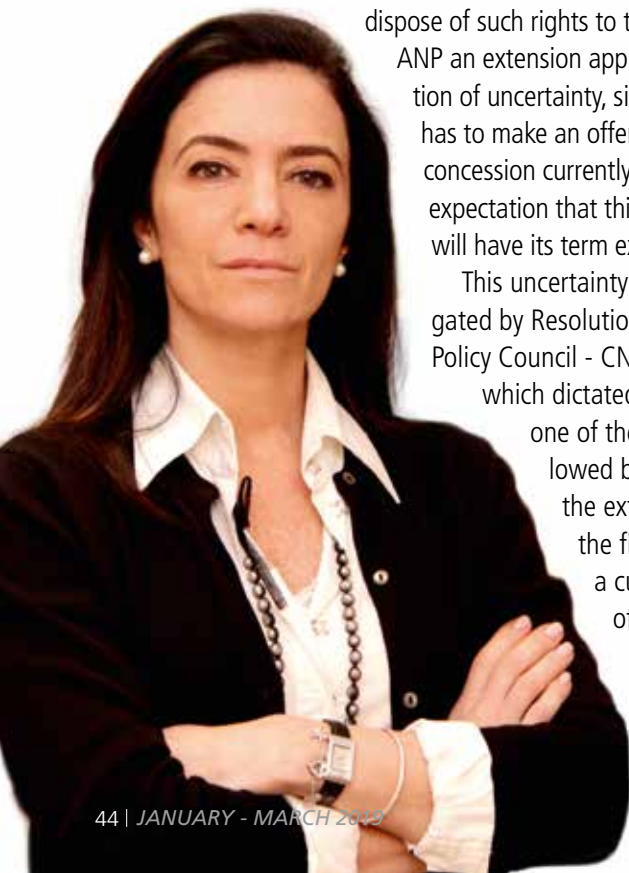
be willing to extend the term of the concession of mature fields, provided that the new concessionaire presents a development plan that gives ANP elements to support a favorable decision. But at the moment, the degree of discretion of the ANP cannot be ignored, resulting in uncertainty to the investor in relation to the purchase of the assets in question.

Another issue in Farmout transactions in Brazil is that the assignment of the concessionaire's rights to engage in E&P activities only takes place by means of the approval of ANP of the respective assignment. Thus, the sale and purchase agreements include a resolute condition concerning ANP's approval of the assignment.

For oil companies already established and registered with ANP, this condition is naturally of less concern. For newly established companies, the approval of the assignment term will also go through the previous stage of registration before ANP, as operators or non-operators capable of carrying out E&P activities. The above-mentioned CNPE Resolution, Article 3, VII, should be noted in this regard, as it establishes the need to incentivize the development of medium and small oil and gas reservoirs.

Depending on the value of the purchase of rights, there may still be a need for approval by the Administrative Council for Economic Defense (CADE), which is also usually a resolute condition for the transactions regarding concession rights assignments.

Although the CNPE Resolution No.17/2017 undoubtedly establish guidelines to make acquisitions of mature fields attractive to small and medium-sized oil companies, processes such as the ones we are seeing in the divestment of mature fields of Petrobras still pose some challenges for investors while preparing their offers and evaluating their risks. ■





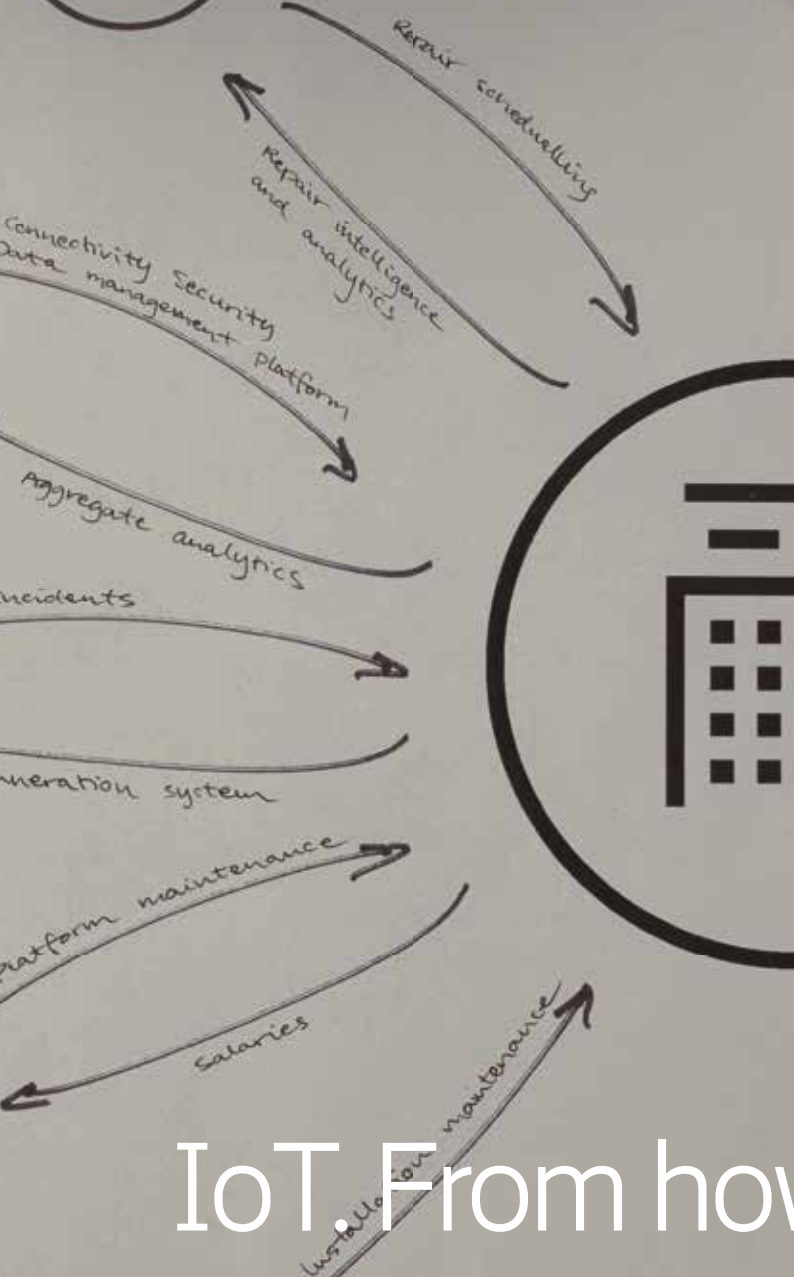
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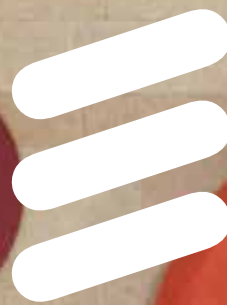
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Xmas Party: joy and optimism for 2019!

Photos by Lucca Messer



The Swedish Julbord

Swedcham held its traditional Christmas Party on December 7 at its own premises, where a climate of general optimism reigned among members and friends.

The evening featured lots of music, drinks and the customary delicious Swedish Christmas food with treats (Swedish julbord) including *gravad lax* (classic marinated salmon), *rökt lax* (smoked salmon), *sill* (marinated herring), *prinskorv* (mini sausages), *köttbullar* (meatballs), *julsinka* (ham), *Janssons frestelse* (grated potatoes with anchovies), and *rödbetsallad* (beetroot salad) among others.

Needless to say, there was a well-stocked bar with beer, *caipirinhas*, vodka, wine and schnapps.

The raffle was a great success and many participants got to go home with nice prizes. Scania received a trophy for having been the most active member in 2018, with participants in 26 of the Chamber's events. This was the third year the prize was awarded, the first two having been awarded to Atlas Copco (2016) and Ericsson (2017).

Swedcham wishes to give special thanks to Husqvarna, Thule, O Escandinavo restaurant, All Ways Travel, eVinhosdaEspanha, Electrolux, Carl J Sund Stockholm, and of course Buffet Cicareli and DeeJay Tc. ■



Welcome words by Chairman Nils Grafström



Patricia Acioli and Hans-Otto Heijne from Scania receive the "Most Active Member" trophy from Swedcham Managing Director Jonas Lindström



Swedcham Vice-Chairman Anders Norinder (left) with wife Cristiana Pontual and friends from Ericsson



Helena Backlund got flowers as a thank you for the delicious glögg (hot wine with herbs and other secrets) she had prepared for the party



Chamber increasingly more digital



The Girls on the Road event organized by the Human Capital Committee was a big success.

The year 2018 marked the beginning of an initiative that can already be considered a success for Swedcham Brasil: its total entry into the digital world.

The project called "Swedcham 6.5" was created to add knowledge and convey quality information to Brazil, Sweden and the rest of the world. Swedes, known for their internationalization and incentive to innovation, could never restrict their knowledge to physical barriers. Much more active in social media, updating its Facebook and LinkedIn on a weekly basis and also creating an Instagram account, Swedcham began its 65th anniversary celebrations in Brazil with this project initiated in April.

The macro strategy was to expand its public in social media

and increase the visibility of Swedcham activities, as well as serve as a showcase in order to allow its members to appear more and to a qualified audience. As a result, the Chamber's Facebook page has grown fourfold in number of fans, reaching the end of 2018 with nearly 5,000 followers. The Instagram profile, created from scratch, has around 1,000 followers and LinkedIn follows the same trend, involving more than 800 people.

This growth was due to the generation of specialized content and investment in targeted media, but also to the success of live transmissions via Facebook during Swedcham events. The average number of views for each video exceeds 1,000 and the events continue attracting attention even after the end of the live transmission. Besides the social media, Swedcham also created a virtual library exclusively for members.



Insper Professor and Lawyer Renato Opice Blum at the Blockchain event on May 28.

Paal Holter from EGGS Design shares future insights

On November 8, Chief Experience Officer and Co-founder of EGGS Design, Paal Holter, spoke to a full audience at the Chamber about future thinking and how to use disruptors and design thinking to create value.

Paal shared his perspectives on what we can expect in the future when it comes to customers, behavior and technology, and how companies can use design methods to remain relevant. By presenting state-of-the-art future research, megatrends and real-life design cases, he gave plenty of valuable insights into what current and future users of services need and want.

EGGS Design is a design and innovation consulting firm that has grown from a startup to the largest design-driven innovation consultancy in Norway in just five years. EGGS has offices in five locations—São Paulo, Oslo, Copenhagen, Trondheim and Stavanger.



Agriculture 4.0

Agriculture and agribusiness in Brazil contributed with 23.5% of the country's GDP in 2017—the largest share in 13 years, and in order to keep growing, it is essential to invest in agricultural technology and capacity.

AgTechs are startups specializing in developing solutions aimed at agribusiness and on September 25 Swedcham organized an event to discuss challenges, opportunities and case studies of AgTechs in Brazil.

Guest speakers were: André Gildin (founding partner at RKKG Consulting/ AgroThings Consultant); Svante Hjorth (founding partner and CEO of Arycom and Southpartner); Eduardo Barradas (founding partner of Moby Tecnologia); Luciano Silveira de Araujo (founding partner of Elio Tecnologia and head of MIT Bootcamp Brazil); and Bruno Holtz Gemignani, founding partner of 3DGEO.

Dr. Cícero Leite (Professor at ESALQ - Escola Superior de Agronomia Luis de Queiroz) acted as the moderator during the seminar.



(From left) Rachid Felix (Norwegian Chamber of Commerce), Jan Jarne (Finnish Chamber of Commerce) and Salim Malik (Danish Consulate General in São Paulo).

Scandinavian Day

Representatives from Norway, Finland, Denmark and Sweden got together at the Renaissance Hotel in São Paulo on November 7 to discuss initiatives involving mobility, sustainability, education, technology and public administration. The event reinforced the dialogue and relations between the Nordic countries and Brazil. The seminar was organized by Swedcham member *Imagem Corporativa* which recently also launched an Electronic Newsletter called Scandinavian Way.

Economic scenario in Brazil

The Norwegian-Brazilian Chamber of Commerce (NBCC) and Swedcham organized a presentation about "The current economic scenario in Brazil" on August 23.

The presentation, given by Mauricio Molan, Chief Economist at Banco Santander, took place at the bank's auditorium in downtown Rio de Janeiro.



Mauricio Molan and Jonas Lindström.

Conscious Communication

Swedcham's Communication & Marketing Committee held a presentation entitled "Conscious Communication in a Constantly Changing World" at Tetra Pak on September 13.

The presentation discussed neuroscience applied to organizations, the VUCA world and the challenges of the social brain and other related topics.

Guest speakers were Mara Behlau, an expert in communication skills and neuroleadership, and Marisa Barbara, another specialist in neuroscience.



(From left) Andreza Rodrigues (Tetra Pak), Marisa Barbara and Mara Behlau.



Challenges for women executives

Women's Executive Network and Swedcham Young Professionals organized an event on September 25 entitled "Challenges for women in the executive market".

The guest speaker was André Freire, Managing Partner at EXEC, an executive recruitment and development company.

Freire talked about a mentorship program he created, "Executives of Tomorrow", based on new research involving the reasons why women don't achieve higher executive positions in organizations in the same proportion as men.

The Girls on the Road

Swedcham's Human Capital Committee had the honor of receiving Fernanda Moura and Taciana Mello, founders of "The Girls on the Road" project, on October 26, when they were in Brazil to launch their book and documentary.

For 15 months, between July 2016 and October 2017, they set off on a mission to meet and interview enterprising women around the world. After 24 countries in 5 continents and more than 300 interviews, the final result was a documentary and a book that were launched in 2018. **(See photo from the event on page 50)**



Deli Matsuo

People Analytics

"People Analytics 101 – what really are People Analytics, how to begin and what is the added value for companies and people?" This was an international and online event organized by the Human Capital Committee on Sept. 19.

The guest speaker was Deli Matsuo, who gave the presentation from Boston, where he currently resides and is Chief of Staff at Celtra, a creative management platform for digital advertising. Matsuo was Human Resources director for Latin America at Google from 2006 to 2010. He was expatriated by Google to Tokyo in 2010 and to Silicon Valley in California in 2011.

Nordic Dialogues on Gender Inclusion

The Embassies of Denmark, Finland, Norway and Sweden, the Danish Cultural Institute in Brazil and the Nordic Chambers of Commerce held an event at Insper on November 12. The event was entitled "Gender and inclusion in companies: dialogues about the impact of gender equality in Nordic countries and Brazil."

Gender equality in the business world is not a passing trend and over the last few years, many studies have shown that diversity and equality are essential means to guarantee business sustainability.

The event was part of **Nordic Dialogues**, a three year project which aims at broadening the spectrum of solutions to some of Brazil's current challenges by engaging and inspiring Brazilians through dialogues on perspectives, experiences and expressions from the Nordic region.





Pablo Di Si, President and CEO of Volkswagen in South America and Brazil.

Volkswagen in Brazil

On August 17, Swedcham had the honor of receiving Pablo Di Si, President and CEO of Volkswagen in South America and Brazil, who gave Chamber members an overview on the automotive market and the implementation of the *New Volkswagen* in South America.

Prior to his current position, Di Si was President and CEO of Volkswagen in Argentina. The charismatic Argentinian football lover (and talented player) began his career at VW in 2014 after holding key positions in the areas of Finance and Business Development at Fiat Chrysler Automobiles (FCA) in the USA and Brazil.

Currently, the executive is responsible for the structuring process of the *New Volkswagen*, which projects the launching of 20 models by 2020 involving a BRL 7 billion investment in Brazil.

Digital Transformation

"How the Digital Transformation has been a catalyst for Volvo Cars' success" was the topic of an event held on November 27. Volvo Cars has in a short time passed its premium car competitors in many areas, one of the most important being the digitalization of both the cars and the CX (Customer Experience). João Oliveira, Sales Director of Volvo Cars Brazil and Swedcham Board member, talked about how the Digital Transformation has been the key for this success.

Furthermore, Nicklas Fredriksson, CEO Penguin Consultants, shared his experiences from working 20 years supporting organizations in their digital transformation journey.



João Oliveira, Sales Director of Volvo Cars Brazil at the Digital Transformation event;

Swedish Chambers International

In August, Swedcham Managing Director Jonas Lindström participated in the Annual Meeting for the *Swedish Chambers International* in Stockholm. The members, representing Chambers from all over the globe, elected the Board of Directors with some few changes.

The new Board is: Chairman - Andreas Hatzigeorgiou, CEO at the Stockholm Chamber of Commerce; Anders Fogelström – France; Kerstin Gerlagh – Netherlands; Eva Karlberg - Hong Kong; Sara Larsson – India; Jonas Lindström – Brazil; and Peter Sandberg - United Kingdom.

On August 30, Jonas attended the *World Trade Day* at Konserthuset, which highlighted the growing importance of the service sector and the contribution of corporations to building Sweden's brand, where leadership, values, sustainability and innovation play a key role.

"It is very important to be able to share experiences and best practice with other Chambers in the world," Jonas says. "In recent years I have been in contact with many Chambers about different issues such as the Business Climate Surveys, the Career Fair and the Nobel exhibitions. Having good relations and an open dialogue with other Chambers has been a great help for our work here in Brazil."

The next Board meeting is planned for March when the Managing Director of the Swedish Chamber in Hong Kong, Eva Karlberg, will be the host, and has prepared a full agenda including a visit to "China's Silicon Valley" Shenzhen.



(From left) Marcos Abbud (manager of the Wind Energy Segment at SKF Brasil), Jonas Lindström, Juliana Sá (executive manager of Special Communications Projects at Scania Latin America), and Luiz Fernando Radulov Queiroz (VP, General Counsel & Integrity Officer - South America at ABB) at the Ethos Conference—20 years on Sept. 25. Swedcham was a partner in organizing a Swedish panel on innovation, technology transfer and sustainability.

CSR Breakfast with Niklas Johansson



Niklas Johansson, Swedish Vice Minister for Enterprise and Innovation, visited São Paulo on November 22, when he joined a discussion at Swedcham about how companies and the government can work together, in order to find ways to further develop CSR standards, and how to better show all the work that is already being done.

Good CSR practices have become more important for companies, in order to increase efficiency, to contribute to society by running businesses in a responsible and sustainable manner, and to create legitimacy for their business operations.

(From left), Andreas Rentner, Ambassador Per-Arne Hjelmborn, Niklas Johansson and Nils Grafström at the CSR Breakfast at Swedcham.

GS1 Automation Award

GS1's Automation Award 2018 Ceremony took place with a major event for 800 guests at *Tom Brasil* in São Paulo on November 7. GS1 is an organization that develops and maintains global standards for business communication. The best known of these standards is the barcode. GS1 barcodes are scanned more than six billion times every day. GS1 has 112 local member organizations and 1.5 million user companies.

Swedcham participated in several events and projects with GS1 this year and Managing Director Jonas Lindström received an award for his contributions in promoting the exchange of knowledge and relations between GS1 and Swedish companies operating in Brazil.

Jonas Lindström and Virginia Vaamonde, CEO of GS1.



YP visit to Saab



Swedcham Young Professionals were invited to visit the new facilities of Saab's aerostructures plant (SAM) in São Bernardo do Campo on November 14. The General Manager of SAM (Saab Aeronáutica Montagens), Marcelo Lima, received them to talk about the stages of hiring employees, training and qualification in Sweden and about the preparations for the plant to be operational in 2020.

The SAM plant will produce aero structures for the Gripen Program, which is further strengthening the ties between Sweden and Brazil and create contacts, partnerships and exchanges far beyond the aeronautics sector.

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Atomico invests globally in disruptive technology companies with ambitious founders from Series A onwards. Our experienced team includes founders and operators from the world's most successful technology firms who partner with our companies as they scale to become global winners. Founded in 2006, Atomico has made over 100 investments into companies including Supercell, Klarna, Stripe, ofo, Lilium, 6Wunderkinder, Lime and the Climate Corporation.

Bexs Banco - We are a bank of international transactions with great experience in Forex operations, e-commerce cross-border and any payment between companies in Brazil and abroad. Bexs is authorized by the Brazilian Central Bank and ready to offer solutions to support all relevant payment methods in Brazil.

Imagem Corporativa - Founded in 2001, Imagem Corporativa is one of the most important PR agencies in Brazil, with offices in São Paulo, Rio de Janeiro, Brasília and a team in Recife. It provides integrated communication for a variety of organizations. The agency's professionals are committed to planning and implementing activities aligned with the best communication practices, in full harmony with the complexity of the global environment. A partner of PROI Worldwide in Brazil, it operates globally by serving international clients in this country and developing work for Brazilian companies in other markets.

Kincaid | Mendes Vianna

Advogados - Founded in 1932, Kincaid | Mendes Vianna Advogados is one of the most traditional law firms in Brazil, with extensive experience in providing legal advice to national and international clients. Headquartered in Rio de Janeiro, with offices in São Paulo, Brasília and Vitória, we operate throughout the national territory, in the areas of Maritime, Port Law, Infrastructure, Energy, Oil & Gas, Insurance & Reinsurance, Litigation, Arbitration and ADR, Tax and Customs Law, Labor, Regulatory, Corporate, Environmental, Commercial Contracts and Compliance Services.

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Objetivo Azul – Atividades

Educacionais Ltda. – The company focuses on the education segment that operates in the following areas: Representation, Marketing Management and Recruitment of foreign universities – currently represents Jönköping University in Brazil; university mediation and advisory consultancy for exchange agreements with foreign universities, assembly of international projects to higher education and double certifications.

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Swedcham and other Nordic Young Professionals met for a Happy Hour at the newly inaugurated Scandinavian restaurant in São Paulo, O Escandinavo, on October 18.

service Brazilian domestic law practice. Tauil & Chequer has an outstanding reputation for the quality of its work across a broad range of areas, including corporate, M&A, litigation and arbitration, bankruptcy and restructuring, IP, real estate, tax, project finance and construction. The firm has a particularly strong presence in the energy, oil and gas, banking, and infrastructure markets. Tauil & Chequer is well-positioned to meet your needs, with offices in Brasília, Rio de Janeiro, São Paulo and Vitória.

Yara Brazil - Yara is a Norwegian chemical company, which has around 15,000 employees and sales to more than 160 countries. We specialize in agricultural products and environmental protection agents. In Brazil, we are headquartered in Porto Alegre, but we have offices in São Paulo and Paulina, and we also have 5 production plants and 24 fertilizer mixing units. There are two units of energy production, five mining units and two own port units.

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The economic impact of late diagnosis in breast cancer on the city of São Paulo

By Marcio Zanetti*

Breast cancer is the most common cancer among women in the world, with 25% of all cancer cases diagnosed, and it is responsible for 15% of all cancer deaths, every year. We estimate that in 2017, 500,000 women died because of this disease.

The Avon Institute has commissioned the Economist Intelligence Unit to measure the economic impacts of its late diagnosis in the city of São Paulo. The city has probably the best infrastructure for breast cancer treatment in the Latin American region, yet diagnosis is often in the later stages.

Understanding the staging of breast cancer is important for calculating its economic impact, because the stage dictates the treatments a patient can receive, and this affects costs. The specific types of drugs and cycles of treatment received are largely dependent on the resources available in the hospital the patient is treated in.

We estimate direct costs of BRL 247 million for the public sector and BRL 590 million for the private sector. Before discussing the implications of this cost we first consider where these costs accrue.

The costs per patient for the public sector, as might be expected, are much lower than the per patient costs in the private sector. This means that even though fewer women (25%) are treated in the private sector, overall costs are higher in the private sector. Direct costs increase between stages I-III, but then drop when moving into stage IV. This is largely due to patients in stage IV not having as many surgeries and intensive treatment, particularly in the public sector where less palliative care is available.

The costs associated with lost productivity due to employee disability and absence from work due to ill health and the need for treatment among women with breast cancer are likely to be substantial. Finding the indirect costs – from the impact of work absence and early mortality on economic output – involved looking at GDP per worker per day; breast cancer's incidence overall and in specific age bands; and age-specific work-force participation rates.

The total cost of breast cancer (direct and indirect costs) in 2018 in São Paulo city was estimated at BRL 857 million. The vast majority of this price tag, 98%, was accrued from the direct costs, with just 2% accrued from the indirect costs.

Future trends

The incidence of breast cancer below age 40 is fairly low (<5%), with rates beginning to increase after age 40, and are highest in women over 70. We therefore considered that changes in the annual number of breast cancer cases over time were likely to reflect changes in the number of women in these age groups.

Population growth rates in Brazil for women over the age of 40, and over the age of 65 years are both around 4%. We assumed the number of breast cancer cases to be likely to grow at a similar rate. We also used the growth rate of healthcare spent per head in Brazil between 2018-2022 to predict changes in the direct costs of breast cancer.

Our forecasts are very conservative, since they do not consider the medical inflation, which is estimated to be 8 to 10 times higher than the average inflation (IPCA). Also, we did not consider the launch of new drugs, usually with significantly higher prices than the existing ones, with their reduced prices. Lastly, we did not measure the impact of changing environment and lifestyle habits, which have a big impact on the incidence of breast cancer.

Barriers to effective breast cancer care

- Need for earlier detection
- Inconsistent screening policies
- Poor access to mammography
- Inequity between public and private healthcare systems
- Delays in accessing treatment in the public sector
- Lack of access to newer testing and treatments
- Lack of reliable data to inform planning and policy making
- Limited access to palliative care

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



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RenovaBio – a step ahead

By **Marilene Novelli Siragna***

Nordic countries have a tradition of environmental awareness. Nordic companies are commonly concerned with the impact of the usage of fossil fuel on the environment and have long directed their commercial strategies and investments to the development of biofuels. Such strategies will now pay off in relation to their investments in Brazil.

Biofuels may be defined as any and all energy source of biological and non-fossil origin, whether in solid, liquid or gaseous state. Increasing attention worldwide has been given to such kind of fuels as substitutes for petroleum-derived fuels.

From the environmental point of view, biofuels contribute to the reduction of greenhouse gas emissions, which results in an improvement in the quality of the air. By ratifying the Paris Agreement in 2016, Brazil committed to reduce the greenhouse gas emission by 37% below 2005 levels by 2025, and by 43% below 2005 levels by 2030. To reach these goals, Brazil undertook to increase the share of sustainable bioenergy in the national energy matrix to 18% by 2030.

An important step toward the achievement of the said goals has been taken by the Brazilian Government upon the publication of Federal Law nº 13.576/17, partially regulated by Federal Decree nº 9.308/18, instituting the National Policy of Biofuels, named "RenovaBio". Aligned with the commitments taken by the country under the Paris Agreement, the law seeks to contribute with the energy efficiency, promote the expansion of the production and use of biofuels, and provide predictability to a competitive participation of different biofuels in the national market.

According to the Federal Law, a primary biofuel producer or importer authorized by Brazil's National Petroleum Agency (ANP) is allowed to request the issuance of a Decarbonization Credit proportional to the volume of biofuel produced or imported and sold. The Credit is calculated based on the Energy and Environmental Efficiency Rating, which represents the difference between the carbon intensity or its substitute fossil fuel and the carbon inten-

sity established in the biofuel certification process.

The Decarbonization Credit (CBio) is a document registered on the book-entry form and issued by a bank or financial institution on behalf of the producer or importer of biofuels, and may be traded with fuel distributors in organized markets.

Fuel distributors, in their turn, must comply with annual mandatory individual decarbonization targets to be established by ANP, which shall be proportional to their respective market share in fossil fuel sales in the previous year and seek to ensure lower carbon intensity in the national fuel matrix. The purchased CBios may be used in the verification of the achievement of the targets.

Annually, ANP discloses the compliance with individual target of each fuel distribution company; in case of non-compliance, the Agency imposes the due administrative and monetary sanctions, which may vary from R\$ 100,000 to R\$ 50 million, proportionally to the quantity of Decarbonization Credit not acquired and considering the highest monthly average of CBio's quotations in the non-compliance exercise, without prejudice to other penalties foreseen in spare legislation.

According to the Federal Decree 9.308/18, the mandatory individual targets to be complied with by fuel distributors shall be defined up to July 1, 2019, to be effective as of December 24 of the same year.

Even though some provisions of the law may still trigger controversy, RenovaBio seems to represent a step ahead from Carbon Taxation: while the latter provides average provisions applicable to all the players without stimulating or rewarding efficient gains, the former foments the recognition of the energetic efficiency by promoting technological development and innovation in order to enhance competitiveness of the biofuels in Brazil and abroad.

Concerned companies should be aware of the targets and terms in order to be prepared to meet the new requirements, to which some legal advice may be of great value to anticipate and define the measures to be taken.

***Marilene Novelli Siragna**, Senior Lawyer, holds a Master's Degree in International and Environmental Law (USP) and is the Head of the Environmental Department at Pacheco Neto, Sanden Teisseire Advogados.

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Continuous improvement or comfort zone?

By Carol Böttcher*

During 2018 our **Human Capital Committee (HCC)** offered five events covering a differentiated agenda with varied event formats. The purpose was to provide all HCC participants and Swedcham members with substantial added value in terms of Human Resources best practices.

Reflecting on the moments we shared and our efforts engaging senior lecturers, who honored our Chamber donating their time and expertise, I take this opportunity to once more express my gratitude to all of you: Guest Speakers, Participants and Facebook online-supporters, who not only made our 2018 HCC journey possible but even more insightful.

Those who partook in this journey may have noticed an omnipresent leitmotif accompanying us from our first to our last encounter:

Change processes of every kind, shaping and transforming different scenarios, knocking down old concepts and creating new opportunities.

Cultural diversity and gender equality seem to be finally becoming organic elements of corporate agendas, but there is still a long way to go.

New technologies are transforming companies and ways to work are changing rapidly: the engagement of artificial intelligence and algorithms are increasingly determining trends, thus significantly changing production processes and employment fields.

Like it or not, regardless of the area of activity and seniority level, there is no escape to technological transformation. The ability to adapt to new settings and incorporate new tools is paramount to ensure competitive advantage and foster innovation.

"The survival of the fittest", as predicted by Charles Darwin and Herbert Spencer about 150 years ago, remains a key concept in the corporate jungle.

Recently, while developing an *Organizational Change Management Program* for a multinational company, I could once more observe how managers are facing a strong demand when it comes to **anticipating** and also **driving change**.

These involve primarily soft skills, to successfully motivate and guide their teams through transformation processes; flexibility and adaptability, an assertive communication style, empathy, perseverance, honesty and the ability to confront senior leadership constructively.

To be or not to be a successful change agent depends initially on the individual's openness to new ideas, as well as willingness to accept and undergo transformation processes. Self-awareness, as well as an optimistic and creative mindset, can certainly be of advantage here.

Yet driving *imposed* change processes often implies having to change set habits and old ways in order to achieve a hopefully greater, yet often unknown cause. This is frequently a more challenging process than it seems, as it is only natural that we prefer to stick to the auto pilot mode, pursuing more predictable and immediate results.

Therefore, the capability to truly unlock *new behavioral potential* of employees and drive innovation in the long term will also depend on the **leader's discipline**.

Motivation and inspiration can be extremely helpful in shaping change processes. However, it is **stamina** and **continuous discipline** which may truly define a successful change agent in the long term.

I wish this upon all of us at the dawn of a new and successful 2019 and hope to see you soon at Swedcham!

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



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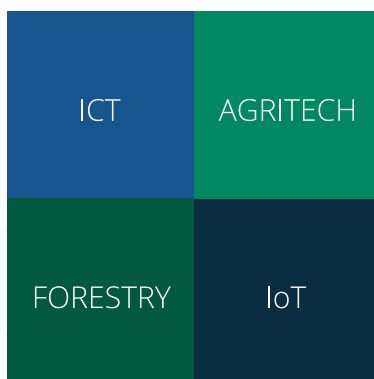
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The future of energy in Brazil

By *Felipe Christiansen**

In 1990, the developed world—the United States and Western Europe—represented two thirds of world electricity consumption. Currently, developing countries already account for 50% of the total. By 2035, the USA and Europe should be consuming nearly 12,000 TWh and developing countries more than 20,000 TWh, according to a study released by FGV Energia.

Brazil is the third largest producer of renewable energy in the world, after China and the United States. The annual electric energy consumption in Brazil amounts to 555 TWh (TeraWatt-hour), with an average growth over the last 10 years of 4% per year. By 2025, Brazil's installed capacity should reach 195.1 GW.

However, after the 2001 blackout, energy security has become one of the most urgent matters for the country's development, and this issue will certainly have to be faced by the new administration.

Indeed, if Brazil plans to resume growth over the next few years, it will need to invest heavily in energy. Nevertheless, we hope that the country will consolidate and direct these investments mainly to renewable energies, following its historic average of 82% of clean (hydropower) resources.

According to data released by BNEF (Bloomberg New Energy Finance), solar, aeolic and biomass energy sources will attract USD 237 billion in investments by 2040. APEX (the Brazilian Export and Investment Promotion Agency) estimates that the solar and aeolic sources alone should represent 18% of energy capacity in Brazil by 2026. And it seems that this is the trend: in 2017 alone, for example, aeolic energy rose 21% and solar energy surged by an impressive 1700%!

The fact is that Brazil has the capacity to have more than 50% of its energy grid from an aeolic source (500 GW), with peaks of 70% in the season with more wind, compared to the world average of the use of this source, which amounts to only 25%.

One extremely positive data is that the increase in the use of these technologies in Nordic countries, China, the USA, Japan, Germany and many others, has contributed to gains of scale such as, for example, of solar panels and turbines, which has been reducing prices drastically year by year, which in turn has contributed even more to the increase in demand. The drop in price, in turn, has increased the financial attractiveness of these investments, which has contributed to greater production at factories, creating a virtuous cycle that is highly beneficial to the planet.

Just to give you an idea, the cost of solar energy of photovoltaic panels today is one fourth of what it was in 2009 and should lower a



further 66% by 2040. According to BNEF, by 2040, residential photovoltaic solar panels will represent up to 24% of electricity in Australia, 20% in Brazil, 15% in Germany, 12% in Japan and 5% in the USA and India.

Large scale batteries, which currently already substitute natural gas to sustain the electrical system's backup at peak hours, little by little should be replaced by small batteries, installed in residences and companies, working together with photovoltaic systems that are expected to represent 57% of energy storage throughout the world by 2040.

Auto manufacturers, in turn, are already working with the scenario that electric cars will top gasoline and diesel models by 2040 and contribute to the drop in the cost of lithium ion batteries, which are still very expensive.

Nevertheless, the big challenge is: if the country wishes to follow its tradition of massive investments in hydroelectric energy (the second largest world source, only behind China), which today explores more than 30% of its total capacity, how does one expand this source without causing environmental damage and interventions in Indian lands?

For all these reasons is why we believe that even Brazil, which already has a clean energy grid, has an enormous potential for investments and work and research opportunities for the development of other renewable sources, such as aeolic, solar, biomass, geothermal and so many other energies that can be discovered in a very near future.

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

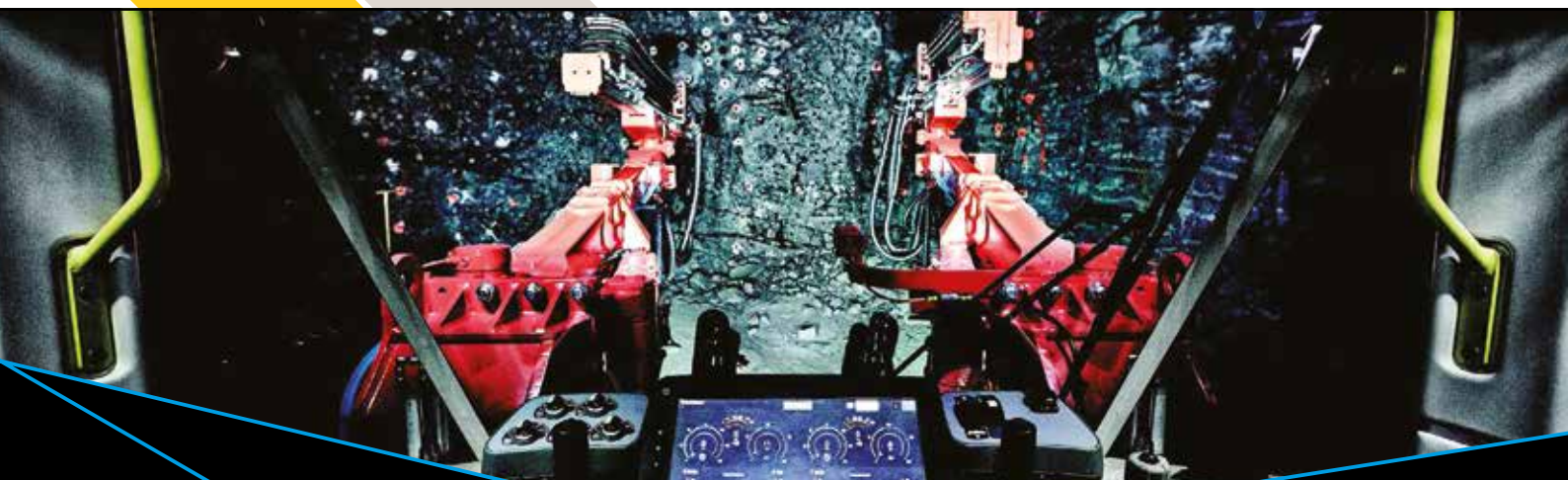


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