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NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION

A Swedish Giant in Brazil – Atlas Copco Group Turns 70



**Atlas Copco Group's Global CEO,
Brazilian Vagner Rego, Participates in
70-year Milestone Celebrations**



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Former Atlas Copco's office, 1980s



Atlas Copco office, 1960s



Itaipu's constructions, 1970s.

Atlas Copco Group in Brazil celebrates seven decades of innovation and growth

In 2025, the Atlas Copco Group completes 70 years of presence and stories in Brazil. In a culture that values and celebrates every achievement, this milestone could not go unnoticed.

The celebration was a time to reflect on the past and project a promising future, reaffirming the commitment to innovation, sustainability, and continued growth.

Atlas Copco Group's key milestones in Brazil

The history of the Atlas Copco Group in Brazil began in January 1955, with the opening of a commercial office in Rio de Janeiro, focused on services and technical assistance.

In 1959, the company inaugurated its first manufacturing unit in the Santo Amaro neighborhood, in São Paulo, dedicated to the production of manual drilling rigs. In 1975, another important step: the inauguration of a factory to produce industrial compressors and mining & construction equipment.

Over the decades, the Group has participated in emblematic projects for the development of Brazil, such as:

- The construction of the Itaipu Power Plant.
- The subways of São Paulo and Rio de Janeiro.
- The duplication of the Imigrantes Highway.
- The supply of equipment for oil rigs and large projects in the automobile industry.

Atlas Copco Group's resilience has also been tested. In times of economic and political crisis in the country, the company remained firm, always by the side of its customers.

In the 1980s, the acquisition of a large company in the pneumatic sector consolidated the expansion strategy through complementary brands. Already in the 1990s, the Group's organization into three business areas — Tools, Compressors and Mining & Construction — gave rise to the divisions that today correspond to Industrial Technique, Compressor Technique

and Power Technique, consolidating its structure and ensuring continued success.

In 1995, operations were transferred to Barueri, where the compressor factory remains today.

Currently, the Atlas Copco Group in Brazil operates with 18 divisions and 18 brands, being recognized for its innovation and quality. Brazil also stands out as an exporter of talent, with more than 50 expatriate employees operating globally.

In the last 10 years, the growth strategy has included the acquisition of 11 companies, such as Leybold, FIAC, Perceptron and Pneumatech. And more specifically in Brazil, the acquisitions of Itubombas, Pressure, Tecturbo and Metalplan, further expanded operations in the country. These acquisitions brought new technologies, competencies and talents, driving steady business growth.

Celebration of 70 years in Brazil, February 2025





Celebration that highlights the Group's history and values

To kick off the celebrations of Atlas Copco Group's 70th anniversary in Brazil, leaders, employees and guests participated in a hybrid event in February, which highlighted a trajectory marked by achievements, challenges and contributions to the country's industrial development.

The opening of the event was led by Alessandra Sellmer, Corporate Communications Manager at Holding Latin America, highlighting the importance of celebrating the milestone and presenting a manifesto video, which summarized the company's journey and its impact on the country.

"Being in Brazil for so long is a testament to our resilience, dedication and ability to adapt to market changes. Celebrating this achievement is part of our culture, as we recognize the importance of each milestone achieved along this journey", she highlighted.

Next, Vagner Rego, CEO of Atlas Copco Group, shared his inspiring trajectory at the company, where he started as an intern in Brazil and today leads the Group's operation worldwide. He highlighted the company's evolution over the decades, always aligned with the values of excellence and commitment to customers. *"It is a date that we should celebrate with great joy, for the last 70 years the Atlas Copco Group*

Vagner Rego

has participated in Brazil's economic activities, contributing to several large-scale projects, helping Brazil to develop. These past achievements are due to the people who have been here and dedicated themselves to bringing the Atlas Copco Group into a position to be admired. And now, it's up to us to take the Group to other levels here in Brazil," he concluded.

Vera Zaitseva, Vice President of Atlas Copco Group in Latin America, expressed pride as she recalled the company's partnership with Brazil: *"We have grown and developed together with the country, overcoming challenges and achieving successes. Our values and principles remain the same, and we are very proud to contribute to this market," she said.*

Silvia Sauaia, representing the General Managers of each business area, highlighted the main milestones of these 70 years and plans for the future, reinforcing the commitment to innovation, sustainability and energy efficiency.

Atlas Copco's future in Brazil

Atlas Copco Group looks to the future in Brazil with optimism. During the 70th anniversary celebrations, the company's leaders reaffirmed their commitment to continuous growth and innovation.

"Brazil is increasingly consolidating itself as an export hub for Latin America. We are very optimistic about the future, for this, we will maintain our investments in training and development of our people, in addition to investments in innovation for greater value offers such as automation, sustainability and energy efficiency projects", highlighted Silvia Sauaia in her speech.

One of the main investments announced is the construction of Atlas Copco House, a complex of more than 100 thousand square meters that will centralize a large part of the Group's operations in Brazil.

The company also maintains a constant focus on research and development, with annual launches that keep it at the forefront of technology, offering modern and efficient solutions to its customers. The search for innovation and sustainability remains a priority, with an emphasis on automation and energy efficiency projects.

"Celebrating 70 years in Brazil is not only looking to the past, but also signaling a promising future. We are ready to build more decades of history", concluded Silvia. ■

Vera Zaitseva



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NordicLight is pleased that these business leaders have just joined the Chamber's Advisory Council:

Alex Pereira



SKF Brazil has appointed Alex Pereira as the new managing-director of its Industrial Market division. The executive, who has over 20 years of experience with the company, previously served as Sales and Services Director for the same segment. A Mechanical Engineering graduate from Faculdade Politécnica de Jundiaí, with specialization in Business Administration and Finance, Alex strengthens SKF's commitment to delivering sustainable and high-performance solutions for the industrial sector.

"It is with pride and a sense of responsibility that I take on this role, confident that, together with our team, we will continue to grow intelligently," says Alex. Under his leadership, the company aims to further enhance Brazil's leading role in the Americas, consolidating its global significance as one of SKF's largest markets worldwide.

The appointment reinforces SKF's strategic presence in Brazil, a country that hosts key operations of Swedish companies.

Fabio Priante



Autoliv has announced the appointment of Fabio Priante as the new Director of Operations for South America. Fabio's distinguished career with Autoliv commenced 20 years ago as an intern, followed by significant leadership roles in Sales and Engineering. He has now been nominated to the top executive position in the region. In his new capacity, Fabio will assume full responsibility for profit and loss and will spearhead the team to drive transformation in South America while maintaining a strong focus on relationships with customers, suppliers, and authorities. Additionally, he will optimize operational efficiency and strengthen Autoliv's presence in the region.

Fabio expressed his honor at being appointed to represent Autoliv on the Swedcham Advisory Council, viewing collaboration as essential to building a sustainable future.

"The automotive industry is undergoing a significant transformation, and I am both proud and motivated to undertake the role of Director of Operations for Autoliv in South America at this pivotal moment, following an extensive career with the company."

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It's been another intense and rewarding semester at the Chamber, where our mission continues to be bringing people together and creating meaningful exchanges. While we embrace digital tools, we remain firm believers in the power of face-to-face meetings and real-world networking.

Over the past few months, we've held 20 events on topics ranging from AI and mental health to carbon credits and motivation. Our Mentorship Program reached new heights, with 30 pairs completing the program and receiving their certificates at our closing ceremony on June 5. Many pairs went beyond the expected — meeting in parks, cafés, even spas — sharing knowledge, supporting each other, and in some cases, building connections that will last well beyond the program.

This semester also marked our takeover of the Eurocamaras Chair, with the German and Italian Chambers stepping in as Vice Chairs. With the EU-Mercosur agreement possibly moving forward this year, the timing is significant. On May 28, we had the honor of hosting the EU's chief negotiator, Rupert Schlegelmilch, and brought together representatives from the German, Dutch, French, and Spanish chambers on short notice.

The global Business Climate Survey continues to grow, this year reaching 37 countries and 2,000+ business leaders — providing valuable insight into opportunities, challenges, and the current global outlook.

Running a Chamber is never without its challenges, especially in complex times like these, but we're proud to see that our members feel the value and turn to us as a platform for support, exchange, and collaboration. A special thanks to our intern from the University of Gothenburg, Lucas De Pina Lopes, for his great work with Young Professionals, the Career Fair, our events, and this magazine.



Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



We are already well into 2025, and we already know that it will be a year of turbulence and change. Trump is the new president in the US and he has a clear ambition of changing the US policy in many areas that will influence the way trade and business has been conducted since the second world war. In NBCC we are also going through changes, I am in place as the new president following Larissa Sigiliano. I would first of all like to thank Larissa for taking the chamber through safely through last year, and improving our day to day procedures and delivering a very positive financial result for NBCC. Our General Manager Johnar Olsen, also decided to focus more on his own business and left the chamber in March this year. Johnar has been a long time serving board member, treasurer and General manager in NBCC. We wish Johnar only the very best for his new endeavors.

I am dedicated to develop NBCC even further, after strengthening the internal processes focus has to be more on our members businesses. Good events is crucial for our members, we will strengthen the events even further and try to have at one high level event per month. We are outlining policy papers to inform stakeholders about our position in important issues for our members. We will revisit the NBCC strategy which the board will discuss in the board meeting in 3 and 4th quarter. Personally I want to understand better how NBCC can support you in achieving your goals in Brazil. I will be present in the NBCC offices most day during the week so we can sit down and talk about your company and your goals. NBCC is a meeting place for the business environment where we should meet to discuss our business, share experience, perhaps get new ideas, learn from each other, and also have a good time in networking events. I see a great opportunity for NBCC to develop and become even more relevant for its members and I invite all of you to come forward with your advice and thoughts. Lets make NBCC greater, together.



Kjetil Solbraekke
President,
Norwegian-Brazilian
Chamber of Commerce

Embassy Update



Sweden-Brazil Pre-departure 2025

With the presence of several students, the Sweden-Brazil Pre-departure took place on April 24th, at Swedcham Brazil. The event featured a motivational talk by the Honorary Consul of Sweden in São Paulo, Renato Pacheco; followed by presentations on academic life in Sweden and migration procedures, given by the trade promotion officer of the Swedish Embassy, Leandro Rocha.

We also had the presence of CISB director, Alessandra Holmo, speaking about the open calls for doctorates and post-docs in Sweden. Representing the Sweden Alumni Network Brazil, we had chairman Marcela Miranda Francisco and vice-chairman Bruno Nascimento de Paula, who shared their experiences in Sweden as master's students.

This year, in addition to the warm welcome, students also received the Student Guide to Sweden — a resource prepared with great dedication by the SBAN board with the support of the Embassy of Sweden in Brazil, the Swedish Consulate in São Paulo, SWEDCHAM | Swedish Chamber of Commerce in Brazil and other alumni.

It was an evening filled with valuable insights and marked the beginning of many friendships. We wish everyone who participated good luck on this new journey!



Workshop on recycling and exhibition redefining waste in Curitiba!

On May 21st, Curitiba, Paraná, it was hosted a Workshop on Recycling, organized by the Embassy of Sweden in Brasília and ISBE — the Swedish-Brazilian Institute for Circular Economy. Along with the workshop, the exhibition 'Redefining Waste' was inaugurated, showing how Sweden is rethinking the issue of waste, applying concepts of circular economy and innovation.

The workshop and inauguration of the exhibition 'Redefining Waste' took place at UniEnsino university and it was attended by the Minister Counselor of the Swedish Embassy, Sten Engdahl; the Honorary Consul of Sweden in Curitiba, Isabela França; the Director of ISBE, Julita Ferraz, as well as representatives from the environmental sector, academia, civil society and Curitiba city administration.

During the workshop, the Swedish Embassy had the opportunity to show how waste is managed in the chancellery building and, in its residences, seeking the Green Embassy Award, sharing its good practices in recycling.



Sweden Strengthens Cultural Ties with Brazil Through Literature and Art

The presence of Swedish cartoonist Liv Strömquist is one of the highlights of Literary Fair of Paraty (Flip) 2025 in Paraty, Rio de Janeiro. Her visit to Brazil is promoted by the Embassy of Sweden, in partnership with Flip, reinforcing Sweden's commitment to international dialogue and artistic innovation through the global promotion of Swedish literature. Strömquist, internationally acclaimed for transforming essays into comics and for addressing themes such as feminism, romantic relationships, and hyperconnectivity, will participate in Flip's main program, bringing her critical and humorous perspective on contemporary issues.

In Brazil, Liv Strömquist has already published four books with Companhia das Letras: *A Origem do Mundo*, *A Rosa Mais Vermelha Desabrocha*, *A Astrologia* and *Na Sala dos Espelhos*. Her works, translated into more than twenty languages, are global references and have inspired theatrical adaptations in Brazil. Strömquist's importance to comic literature lies in her unique ability to combine research, social critique, and humor, elevating the genre to a new level and inspiring readers and authors worldwide.

Besides Liv Strömquist, Flip will feature a space dedicated exclusively to Pippi Longstocking, the famous children's character by Astrid Lindgren, who has taught girls and boys to value independence, authenticity, and creativity around the world for over 80 years. To celebrate this milestone anniversary of one of Sweden's most beloved literary figures, the Embassy of Sweden is launching a special traveling installation inspired by Swedish children's libraries. This interactive space will appear at various events in Brazil between 2025 and 2026, including the São Paulo Biennial.

However, the 36th edition of the São Paulo Biennial goes beyond Pippi Longstocking in its educational programming. Katarina Spik Skum and Anders Rimpi are the Swedish representatives reaffirming Sweden's commitment to



Liv Strömquist
Photo: Galago

promoting art and culture in Brazil. Both artists are of Sámi origin, underscoring Sweden's dedication to dialogue around diversity and global sustainability, while also valuing the rich traditions and contemporary expressions of the indigenous people of northern Scandinavia.

Katarina Spik Skum is a renowned Sámi artisan whose journey began in childhood, learning traditional duodje (Sámi handicraft) techniques from her grandmother and other women in her family. Today, she combines the creation of accessories and design pieces in reindeer leather, tin thread embroidery, and wool braiding with writing, lectures, and courses through her company Duodje by KSS, based in Jokkmokk.

Anders Rimpi is a Sámi composer, sound artist, and singer, known for his electroacoustic, instrumental, and choral works. With commissions from prestigious institutions across Europe, Rimpi has presented his compositions in cities such as Venice, Paris, New York, and Berlin. The presence of these artists at the Biennial broadens the debate on identity, ancestry, and innovation, fostering a deep cultural exchange between Sweden, Brazil, and the international arts scene.

The Paraty International Literary Festival takes place from July 30 to August 3, 2025, in Paraty, Rio de Janeiro. The 36th edition of the São Paulo Biennial will be held from September 6, 2025, to January 11, 2026, in São Paulo.

New Honorary consulate in Curitiba



A new Honorary consulate was inaugurated in Curitiba in December 2024, which will now serve the states of Paraná, Rio Grande do Sul, and Santa Catarina. Sweden is pleased and grateful to have appointed Isabela França as the Honorary consul. Isabela França brings to the role her extensive experience as a journalist and public relations professional.

Isabela França, Honorary Consul of Sweden in Curitiba.

Jonas Montpaz



Within the Embassy's diplomatic corps in Brasília, Jonas Montpaz, who has served as Head of the Section for Economic Affairs, Trade and Promotion since 2021, will assume the role of Deputy Head of Mission, succeeding Sten Engdahl, who is returning to Sweden at the end of his term. To take over the responsibilities related to promotion,



Peeter Boldt-Christmas will be joining the Embassy at the end of August. He brings valuable experience from working on strategic products within the Ministry for Foreign Affairs.

Peeter Boldt-Christmas
Photo: Centerpartiet / webpage

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Volvo starts electric bi-articulated and articulated buses production in Brazil

By Marco Greiffo *

Volvo's Brazilian operation is celebrating a historic moment. The factory in Curitiba (PR) today celebrated the production of the first electric bi-articulated bus chassis of the brand in the world. With zero CO2 emissions and very low noise levels, the BZRT model, in articulated and bi-articulated versions, is manufactured exclusively at Volvo's Brazilian unit, which is now capable of exporting it to BRT systems worldwide.



André Marques

this initiative," assures André Marques, president of Volvo Buses Latin America. The new product was developed within the framework of R\$ 1.5 billion in investments by Volvo in the country, that includes novelties also in trucks, construction equipment and engines, during the period from 2023 to 2025.

100% Electric

The BZRT is a 100% electric vehicle, equipped with two 200kW motors each, totaling 400kW, equivalent to 540hp. It features a two-speed automated transmission based on the Volvo I-Shift. The chassis can accommodate up to eight batteries, with a total capacity of 720 kWh. The charging time varies between 2 and 4 hours, depending on the type and power of the charging station.

The motors are located in the central part, below the floor, ensuring better weight distribution and dynamic balance. The batteries are also positioned underneath, allowing for completely free passenger areas in the body. "We have combined the attributes of our conventional articulated and bi-articulated buses, renowned worldwide, with the advantages of the most advanced electric technology from the Volvo Group," notes Alexandre Selski, director of electromobility at Volvo Buses in Latin America.



Measuring 28 meters in length and capable of carrying up to 250 passengers, the Volvo BZRT bi-articulated is a highly efficient vehicle, able to transport the same number of passengers as a subway, but with much lower implementation and operating costs, while still providing the same benefit of zero emissions. "The start of production in Brazil marks an important step in Volvo's commitment to decarbonizing transport. We aim to achieve zero CO2 emissions from our vehicles by 2040. The offering of high-capacity electric buses is part of



Zero Accident vision

In line with the Zero Accident vision, Volvo's ideal future for its vehicles, the BZRT is equipped with advanced active safety devices. Among them are cameras to detect dangerous situations that the driver may not foresee, as well as front and side sensors in blind spots to protect pedestrians, cyclists, and other road users. The model also features traffic sign sensors, with alerts on the instrument panel to identify signs and detect speed limits on roads.

Alexandre Selski



With advanced connectivity, the BZRT is ready for the activation of the "Safety Zones" system, capable of automatically reducing the bus's speed through GPS monitoring. This technology can operate in areas more prone to accidents or regions near terminals, schools, and hospitals, providing additional protection to road users. "Some cities have seen up to a 50% reduction in collisions with this system," explains Selski. ■

***Marco Greiffo** is Head of Corporate Communication
— Volvo Group Latin America

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From left to right: Renato Pacheco, Swedish Consul General in São Paulo; Jonas Lindström, Swedcham; Karin Wallensteen, Ambassador of Sweden; Dan Ioschpe; and Andreas Rentner, Business Sweden.

Advisory Council Meeting on Sweden's National Day

On June 6 – a day of dual celebration marking both Sweden's National Day and a key gathering for Swedish industry leaders in Brazil – Swedcham hosted its Advisory Council Meeting at the Chamber in São

Paulo. The event brought together executives from leading Swedish companies, Team Sweden representatives, and distinguished guests for a morning of high-level dialogue and strategic insights. The session commenced with opening remarks from Swedish Ambassador to Brazil, Karin Wallensteen, who provided an update on Embassy priorities and recent developments in Swedish-Brazilian relations. This was followed by the anticipated launch of the Swedish Business Climate in Brazil 2025 report. Presented by Jonas Lindström, Managing Director of Swedcham, and Andreas Rentner, Trade Commissioner & Country Manager to Brazil at Business Sweden, the report offered timely analysis on market conditions, investment perspectives, and the evolving business environment for Swedish companies in the country. Readers can explore the full report in detail on pages 42–44 of this edition.

The Swedish Consul General in São Paulo, Renato Pacheco, then contributed diplomatic insights, reinforcing the importance of strong bilateral ties and institutional cooperation.

In line with Swedcham's continued commitment to sustainable business, Karin Vecchiatti, ESG Project Manager, introduced progress and next steps in the ongoing initiative Responsible Supply Chains. The project promotes responsible sourcing practices and aims

to foster ethical and sustainable supply chain management across industries. A highlight of the meeting was the keynote by Dan Ioschpe, Chair of B20 Brazil and Chairman of Ioschpe-Maxion, who also sits on the boards of WEG, Embraer, and Marcopolo. Drawing on his extensive leadership background, Ioschpe spoke about Brazil's critical role in the global energy transition and the responsibility of the private sector in driving meaningful climate action ahead of COP30.

Gustavo Bonini, Swedcham Board Member and representative of Scania, emphasized the significance of Ioschpe's mission in this context:

"Dan Ioschpe was appointed High-Level Champion for COP30 by President Lula, with a two-year mandate to connect private sector sustainability initiatives with the goals of the Paris Agreement. His mission is to lead and expand voluntary climate action, fostering private sector commitments to deliver concrete results at COP30."

The session concluded with continued networking and informal exchanges among participants. Hosting the meeting on Sweden's National Day added a meaningful dimension to the gathering, celebrating both national pride and the enduring partnership between Sweden and Brazil.

Swedcham would like to thank all participating companies and speakers for their contributions and looks forward to continued collaboration in the months to come. ■



Gustavo Bonini, Scania and Dan Ioschpe.



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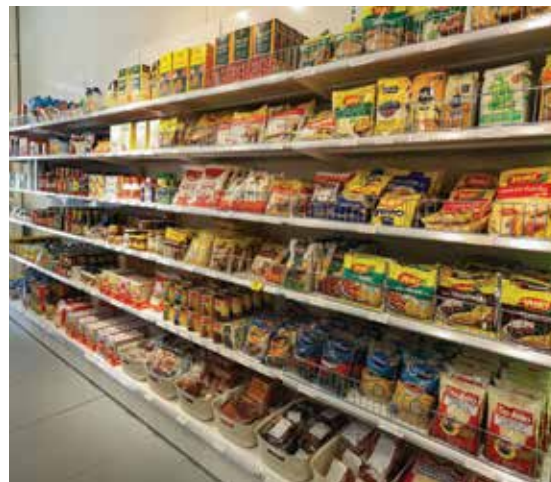
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Brazil & Co – Bringing the Flavors of Brazil to Scandinavia



Founded in 2020 by three Brazilian women – Aurea Cardoso, Karina Latorraca, and Lanay Bedaque – Brazil & Co began as a small pop-up and quickly grew into the largest Brazilian retail operation in Scandinavia.

In early 2025, the store relocated to a new, strategic address next to the Brazilian Embassy in Stockholm, at Kungsgatan 90. Today, it stands not only as a specialty shop, but also as a vibrant meeting point for culture, community, and connection.

Brazil & Co offers a curated selection of authentic Brazilian products – including pão de queijo, guaraná, açaí, coffee, teas, hot sauces, brigadeiros, and natural cosmetics. With the Brazilian community in Sweden steadily growing, demand for these products has risen sharply – not just among Brazilians, but also among Swedes who have embraced Brazilian flavors and wellness trends.



Swedish customers are especially drawn to Brazilian coffees, herbal teas, spicy condiments, and clean beauty products, while many are discovering Brazilian classics for the first time.

In addition to the physical store, Brazil & Co operates an e-commerce platform that ships to eight countries across Northern and Central Europe – including Denmark, Finland, Poland, Lithuania, Latvia, Estonia, Belgium, and Germany. It is

also the only Brazilian store available on Uber Eats and Wolt, the region's leading delivery platforms.

Another way Brazil & Co brings Brazil closer to the region is through events — and one of the most anticipated is the Brazilian Street Food Festival 2025, which will take place on September 6th in Stockholm. The event promises an authentic taste of Brazil in all its forms, and companies are warmly invited to participate as exhibitors or sponsors. It's a unique opportunity to engage with a diverse, internationally minded audience and celebrate Brazilian culture.

Through food, community, and meaningful partnerships, Brazil & Co continues to connect cultures and celebrate the flavors of Brazil – with joy, authenticity, and soul.

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Sweden *in* São Paulo

By Peter Johansson
Honorary Vice-Consul



Consulate participates in the launch of classes in "Slöyd" for Brazilian schools

Slöyd (Swedish **slöjd**), also known as **educational slöyd**, is a system of handicraft-based education. It is still taught as a compulsory subject in Finnish, Danish, Swedish and Norwegian schools.

Otto Salomon, with the financial support of his uncle, started a school for teachers on the Nääs estate (now a part of the Swedish municipality of Lerum) in the 1870s. The school attracted students from throughout the world and was active until around 1960.

Educational slöyd's purpose was formative in that it was thought that the benefits of handicrafts in general education built the character of the child, encouraging moral behavior, greater intelligence, and industriousness. Slöyd has a noted impact on the early development of manual training, manual arts, industrial education, and technical education.

Slöyd was recently brought to Brazil by professor Luís Otávio Cocito de Araújo from the Polytechnical School of the Federal University of Rio de Janeiro (UFRJ). The first city in Brazil to have a "Slöyd Experience room" is Rancharia-SP, hometown of professor Luís Otávio, and the inauguration ceremony was held on April 7th, at the Laércio Boim Municipal Theater in Rancharia. Vice-Consul

Peter Johansson participated in the event together with professor Luís Otávio, the mayor of Rancharia, Homero Facão, the vice mayor, Miguel da Farmácia, all the municipal secretaries, teachers, parents of students and authorities from neighboring municipalities.

According to the City Hall of Rancharia, the initiative is aimed at students in the 4th and 5th grades of the municipal school system. The project already has 150 children, divided into 14 classes. According to the methodology, each class will have a maximum of 10 students to ensure individual attention and safety.

The program aims at bringing Slöyd to other Brazilian municipalities as well, so that more children can take benefit of this educational program, helping among others to diminish screen time. Should you be interested in receiving more information, we urge you to access the website sloydexperience.org.

Vice Consul visits UNOESTE in Presidente Prudente

The Consulate had the pleasure to get to know the campuses of UNOEST in Presidente Prudente during a visit to the region on April 8th. Vice Consul Johansson was able to visit the laboratories and discuss possibilities for



collaboration between the university, Swedish universities and the Consulate, before leading the lecture "Study in Sweden," in the Auditorium of the Faculty of Computer Science (Fipp), aimed at the academic community. The lecture was transmitted live to the campus in Guarujá and counted with hundreds of spectators.

Johansson met with various representatives from Unoeste - among them the Vice-Rector for Administration, Guilherme de Oliveira Lima Carapeba, and the Vice-Rector for Academic Affairs, Dr. José Eduardo Creste, as well as representatives from the Distance Education Center (NEAD).

"It's impressive that there is all this technology here. Engaged people, teachers who are passionate about the technology, who want to pass it on... And with cutting-edge technology", said Johansson.

Ericsson award for Academic Production on Intellectual Property reaches 3rd edition

On Wednesday, April 23, Ericsson brought together the organizers, members of the judging panel and the big winners of the 3rd Ericsson Award for Academic Production on Intellectual Property at the MackGrappe Auditorium of Mackenzie University in São Paulo. This year's winners are Jorge Enrique de Azevedo Tinoco, Gabriela Lopes Ota and Paola Ferraz Zuanella, who received their

awards and were able to share with the audience a first excerpt of their academic research work on the subject. As part of the recognition, they received a cash prize and a trip to Stockholm, Sweden, to visit Ericsson's headquarters and learn more about the work developed by the team that works directly in the IPR & licensing area.

Edvaldo Santos, Vice President of Research, Development and Innovation at Ericsson, was also present and discussed the vital role of Intellectual Property as a catalyst for the innovation chain in Brazil. During the ceremony, Daniela Santos, Head of Legal at Ericsson; Eduardo Ariento, Professor at the Law School of Universidade Presbiteriana Mackenzie; and Peter Johansson, Sweden's vice-consul in São Paulo, in addition to being present to honor the winners, gave speeches about the importance of innovation in Brazil and in the world. ■





Swedish National Day celebration

This year's celebration was traditionally organized by the Swedish Consulate in São Paulo and counted with the presence of Ambassador Karin Wallensteen, delivering a speech to the Swedish community, companies and authorities present. The Ambassador laid her focus especially on the upcoming year, since Sweden and Brazil in 2026 will celebrate 200 years of diplomatic relations. The city of São Paulo was represented by the Secretary of International Relations, Angela Gandra, and the state of São Paulo by international advisor Pedro Lagonegro.

The Scandinavian Church was so full of participants that there were no seats for all that wanted to see the service led by the Swedish flying priest, Pierre Schelander. For the special date, a spectacular performance by none less than three choirs, the Nordic Choir, the Choir of the Straube Cultural Institute and the Chamber LGBTQIA+ Choir, with a total of 52 singers left no eye dry. A fantastic presentation of the song "True Colors" drew the attention of its original performer, Cyndi Lauper, who shared a video clip in her social media, counting on millions of followers.



The following musical presentation in the Scandinavian event centre was not less special: the Brazilian cover band "ABBA The History" managed to make even normally stiff Swedes dance with their outstanding performance. Adding to the experience were also the delicious Swedish buffet from Svanen, beer from the Swedish-Brazilian Brewery Ulson, sweets and cakes from Konditori Prinsesstårta and Padaria Nórdico. Many of the about 250 participants were clear in their evaluation of the celebration, saying that it was the best one ever organized in São Paulo.

Vice-Consul Peter Johansson presented this year's Swede of the year 2025, who is well-known Stefan Lundkvist. Lundkvist has for many years been Swedcham's and the Scandinavian Church's treasurer and president. He has been active in bringing Swedish company Gunnebo Industries to Brazil, as well as assisting various others in the local operations. His long dedication to the Swedish institutions in Brazil has had a vital role in promoting Sweden in Brazil and the award is therefore a recognition and inspiration for others. The award was received by Stefan's daughter, Johanna Lundkvist, since unfortunately Stefan was travelling on the occasion.

The Consulate of Sweden in São Paulo would like to extend a special thanks to all sponsors, fellow Consul's and other authorities and of course all others who took part in making this an unforgettable day in the colors of Sweden! ■



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Strengthening Bridges of Innovation and Dialogue

At the Honorary Consulate of Sweden in Rio de Janeiro, our mission is rooted in building bridges between Sweden and Brazil. This year, our commitment has taken shape through a series of actions that reflect Sweden's efforts to promote innovation and sustainability in Brazil.

Strategic Engagement at LAAD: Sweden's Voice in the Defense Sector

Sweden stood out with a strong presence at LAAD, one of the world's leading defense and security events. The visit by State Secretary Peter Sandwall added institutional weight to our participation, reaffirming Sweden's dedication to strategic partnerships and technological cooperation.

Swedish companies such as Saab, Systecon, Ex-Change Parts, and Recotech presented cutting-edge solutions, embodying the Swedish approach to defense: smart, sustainable, and collaborative.

We extend our deep appreciation to Business Sweden for coordinating a robust platform that fostered dialogue, visibility, and valuable business connections between Sweden and Brazil.



Woodlife Sweden: Sustainable Design as a Key Solution

Sweden's commitment to environmental innovation reached Rio's academic landscape with the opening of the *Woodlife Sweden* exhibition at the Federal University of Rio de Janeiro (UFRJ).

More than an exhibition, *Woodlife* is an invitation to rethink the future of construction through the lens of sustainability and design. By promoting timber architecture, the initiative connects Sweden's green expertise with Brazilian talent in architecture, engineering, and research — sparking new ideas for a more climate-resilient built environment.

It is estimated that the exhibition was viewed by over a thousand young Brazilian academics. Its goal is clear: to inspire research, dialogue, and fresh approaches to sustainable engineering in a world that urgently needs innovative solutions.





Institutional Dialogue: Strengthening European–Brazilian Cooperation

The Honorary Consul of Sweden, Mr. Jan Lomholdt, had the pleasure of participating in a key institutional meeting with Mr. Pedro Francisco Vormittag, Technical Coordinator for International Relations, at the Palácio da Cidade.

This meeting marked an important step in strengthening ties between Brazil and the European Union, offering a valuable opportunity to deepen cooperation, explore common interests, and discuss new perspectives for strategic partnerships.

We extend our sincere thanks to the team at the Technical Coordination for International Relations and Cooperation for their warm welcome and efforts in making this enriching exchange possible.

Shared Values, Shared Celebrations

We also proudly joined Europe Day celebrations in Rio de Janeiro — a meaningful occasion to honor unity, peace, and cultural dialogue. This year held special significance, as Sweden celebrates **30 years of European Union membership**.

It was a moment to reflect not only on shared achievements, but also on the values that continue to guide our collective path: democracy, sustainability, and cooperation across borders.



A Nordic Commitment to Social Responsibility

The General Assembly of **Abrigo Rainha Silvia**, an institution dedicated to the protection of women and children in vulnerable situations, offered a moment to reflect on results, strengthen partnerships, and recommit to human dignity. The presence of Ms. Mai Tonheim, Consul of Norway in Brazil, symbolized the shared Nordic values that guide our regional cooperation in social development.

We express our gratitude to the dedicated teams of Abrigo Rainha Silvia and Creche Isabel, whose daily work transforms care into action.



Looking Forward

The work of the Honorary Consulate of Sweden in Rio de Janeiro is driven by the belief that diplomacy is most powerful when it builds lasting connections — between governments and businesses, institutions and communities.

Study, Live, Explore: Alumni *Open the Door to Sweden*

On April 24, during the pre-departure event, the Sweden Alumni Network Brazil officially launched the Student Guide to Sweden, a detailed resource aimed at assisting international students. The guide was produced in collaboration with several organisations, including the Embassy of Sweden in Brazil, the Consulate of Sweden in São Paulo, and the Swedish-Brazilian Chamber of Commerce, along with input from various alumni who shared their valuable insights and experiences. The creation of the guide involved a collaborative effort from dedicated board members and active network members, ensuring it encompasses a wealth of information specifically about Sweden's leading universities.

Tailored for newly admitted students, current students, and alumni, the guide covers a wide range of essential topics. These include pre-trip preparation steps, how to apply for a residence permit, popular tourist attractions, profiles of major universities, and tips for navigating post-study life in Sweden. Practical advice is also offered on finding accommodation and

engaging in the local social scene, making the guide a comprehensive companion for various stages of the student journey.

The guide was developed in response to a clear need identified among alumni for a single, accessible source of consolidated information. The reception from students has been overwhelmingly positive, with many describing it as an indispensable tool for preparing to study in Sweden. For those interested, the guide is available online and can be conveniently accessed through the following QR code:



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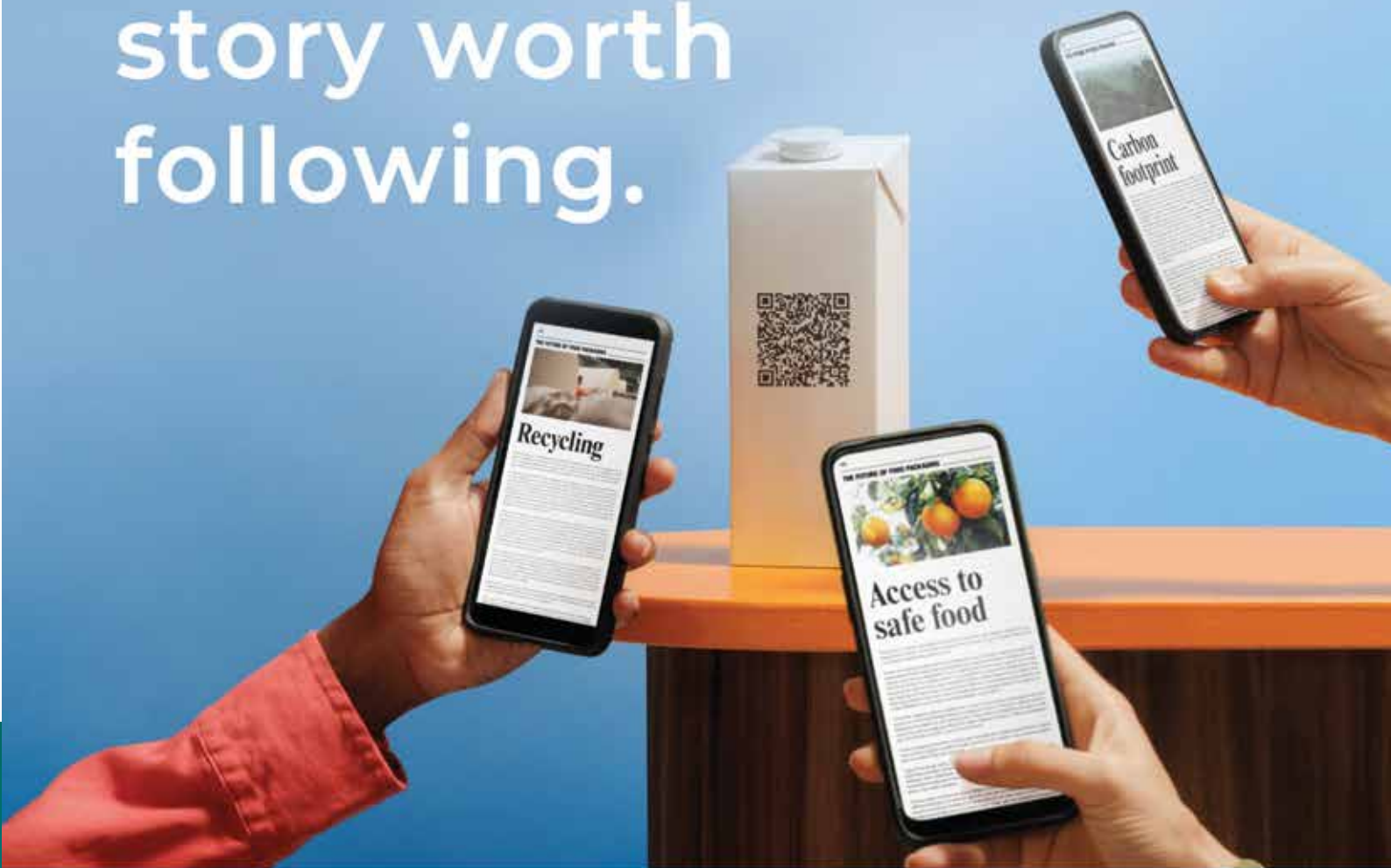
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Sweden *in* Curitiba



Rodolpho Zanin, Municipal Secretary for International Relations of Curitiba; Karin Wallensteen, Ambassador of Sweden; Isabela França, Honorary Consul of Sweden in Curitiba; and Paulo Fernando Pinheiro Machado, representative of the Ministry of Foreign Affairs (Itamaraty) office in Curitiba.

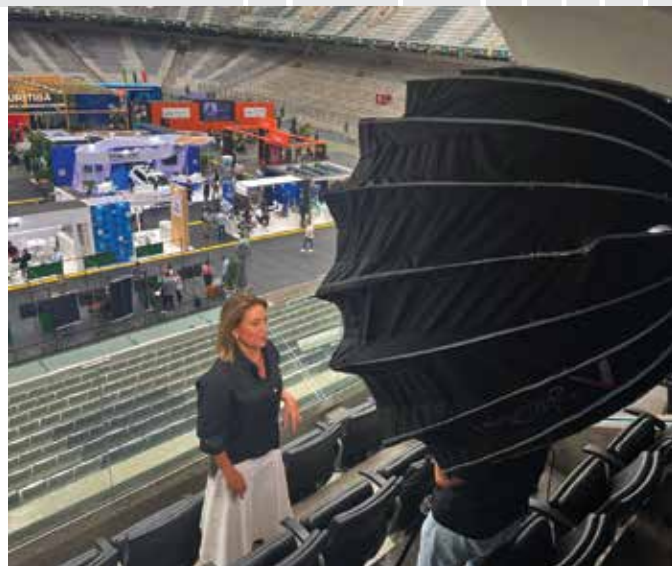
Curitiba opens Honorary Consulate of Sweden for PR, SC, and RS

On December 4, 2024, the newest Honorary Consulate of Sweden was officially inaugurated in Curitiba, covering the states of Paraná, Santa Catarina, and Rio Grande do Sul. The opening was marked by a reception at the Graciosa Country Club in Curitiba, with the presence of Ambassador Karin Wallensteen, and introduced the new Honorary Consul, Isabela França. Isabela, a native of Curitiba, is a journalist and communications professional working in corporate communication and cultural projects. The event was attended by members of the consular corps, representatives of Curitiba's city government and the state government of Paraná, the Ministry of Foreign Affairs (Itamaraty), city council members, state deputies, press, and executives from Brazilian and Swedish companies.

Sweden participates in Smart City 2025

The Paraná Institute of International Relations (IRIP) organized a diplomatic lounge at Smart City 2025, the sixth edition of the event held from March 25–27 in Curitiba, at the Ligga Arena. The Honorary Consulate of Sweden in Curitiba was among the participating diplomatic missions, represented by Honorary Consul Isabela França.

Swedish company Volvo, headquartered in Curitiba, was one of the highlights of the fair and drew significant attention



Isabela França giving an interview at Smart City 2025.

to its stand. The IRIP lounge hosted meetings with foreign missions, interviews, and country video presentations. The largest smart cities event in the Americas featured high-level discussions under the theme "Transforming Cities: Building Happiness," exploring forward-looking perspectives on urban mobility and the future of sustainable city planning.

Woodlife Sweden Exhibition showcases sustainable design in Curitiba

Woodlife Sweden was one of the featured exhibitions at EBRAMEM — the Brazilian Conference on Wood and Timber Structures — held in Curitiba from May 5 to 9. The event brought together over 500 participants, including academics, researchers, engineers, architects, designers, and companies showcasing cutting-edge innovations in timber construction. It was hosted at the headquarters of the Federation of Industries of Paraná (Fiep).

The exhibition was opened by Isabela França (Honorary Consul of Sweden in Curitiba), Professor Angela do Valle (President of EBRAMEM), and entrepreneur Martin Kemmsies. The exhibition featured 40 projects of houses, buildings, and public spaces built with wood — some already completed, others under construction, and several still in the design phase. All highlight how timber can help build better cities — more beautiful, practical, and sustainable.



Isabela França and Martin Kemmsies

Produced by the Swedish Institute and Architects Sweden, in collaboration with the Swedish Wood Award and the Swedish Forest Industries Federation, Woodlife Sweden invites visitors to explore Sweden through its diverse climate zones, showcasing both small-scale and large-scale urban transformation projects.



Isabela França and Mayor Eduardo Pimentel

Mayor of Curitiba hosts consular community

In March, the Mayor of Curitiba, Eduardo Pimentel, welcomed consuls from 29 diplomatic representations for a luncheon and extended the city's public resources to support the international community.

During the event, Honorary Consul Isabela França expressed her gratitude to the city and announced that Curitiba will be part of the official program celebrating 200 years of Sweden–Brazil bilateral relations in 2026.

European Union Delegation visits Paraná

From May 20 to 23, the European Union Delegation in Brazil and deputy chiefs of mission from the embassies of Germany, Austria, Belgium, Croatia, Slovenia, Spain, Finland, France, Italy, Malta, the Netherlands, Poland, Portugal, Czech Republic, and Sweden visited Curitiba and Foz do Iguaçu.

The group was received by Governor Carlos Massa Ratinho Júnior and Mayor Eduardo Pimentel. In addition to official visits to Palácio Iguaçu and Palácio 29 de Março, the delegation visited the Volvo factory and took part in a moving ceremony at the Ukrainian Memorial in Curitiba. ■

Honorary Consul of Sweden Isabela França, Minister-Counsellor of the Embassy of Sweden Sten Engdahl, and Governor Ratinho Júnior



Bridging4Growth 2025 – A week of insights and opportunities in Brazil



Swedcham was once again proud to welcome the Bridging-4Growth delegation to São Paulo, offering a comprehensive program tailored for Nordic and Baltic startups aiming to explore the Brazilian market. Over the course of a packed week in April, participants engaged with experts, mentors, and potential partners, gaining firsthand knowledge of the unique dynamics and opportunities Brazil offers.

From Arrival to Action: Building Momentum from Day One The delegation officially kicked off on Monday, April 7, with a relaxed welcome picnic in Ibirapuera Park, followed by a group dinner with mentors and Swedcham staff. This informal setting allowed delegates to connect socially and begin forging the bonds that would carry them through an intensive and inspiring week.

A Full Day at Swedcham: Deep Diving into the Brazilian Market Tuesday, April 8, stood out as the most content-rich day of the week. Swedcham served as both host and co-organizer of a full-day program that delved deeply into what it takes to succeed in Brazil. The day began with a keynote from Sérgio Quiroga da Cunha, who illuminated the complexities of Brazil's business culture and what foreign companies can expect.

Luiza Federici (Katam Technologies) and Pedro Vasques (Webrock Ventures) followed with tangible business experiences, discussing lessons learned and strategic adaptations. Lucas Sizervinsk from InvestSP then mapped out public sector incentives and regional growth hubs, while Carol Böttcher (BrainKapital) led a compelling session on the human dimension of scaling internationally, emphasizing cultural sensitivity and team integration.

In the afternoon, Jesper Rhode Andersen (Tr4nsform Energy) delivered a thought-provoking keynote on innovation and transformation in emerging markets. This led into a dynamic pitch session where each startup presented to a panel of Brazilian experts, followed by valuable feedback

and networking. The day wrapped up with a relaxed business mingle at Swedcham, open to all members.

Beyond Tuesday: A Week of Strategic Engagements On Wednesday, the delegation visited Business Finland for in-depth sessions on legal frameworks and intellectual property. Finnish executives shared real-world insights, and the day concluded with a company visit to Saab Brasil.

Thursday centered on one-on-one matchmaking meetings, connecting startups with potential partners. The evening dinner provided time to reflect and share outcomes.

Finally, Friday brought the group back to Swedcham for a closing session of shared reflections, lessons learned, and action planning. The Bridging-4Growth week affirmed the power of face-to-face engagement and underscored Brazil's growing appeal for Nordic-Baltic innovators. ■



Linda Robinson (Bridging4Growth), Jesper Rhode and Jonas Lindström.

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Rooted in purpose – A visit to Horta das Flores

On the morning of May 24, Young Professionals and members of the Sweden Alumni Brazil network came together for a unique experience at Horta das Flores, a community garden tucked away in the Mooca district of São Paulo.

Under the guidance of local experts Rogério, Leandro, and Nelson, participants explored the garden's diverse ecosystem — learning about PANCs (unconventional edible plants), native species, and the important role insects play in maintain-

ing balance. The visit offered a refreshing break from city life and a chance to reconnect with nature in an urban setting.

To mark our presence, the group planted a tree together — a symbolic gesture of care and shared responsibility for the environment.

It was a simple morning, but one that left space for reflection — on how we interact with the world around us, and how even small gestures can grow into something meaningful.

The Future of Home experiences – A visit to Electrolux Group

What does the future of consumer experience look like? That was the starting point when Young Professionals visited Electrolux Group's headquarters in São Paulo — an exclusive event filled with inspiration, insight, and a touch of real-world business strategy.

We were warmly welcomed by a professional and passionate team who shared Electrolux's journey in Brazil — from innovative sustainability practices and inclusive workplace culture to bold branding and marketing approaches. The day culminated in a practical challenge: developing creative marketing strategies for real Electrolux products, all centered around the evolving concept of a futuristic home.

The exchange of ideas, the energy in the room, and the openness of the Electrolux crew left a lasting impression. This wasn't just a meeting with a global Swedish brand — it was a unique opportunity to test our skills in a real-world context, alongside like-minded Young Professionals.

This was more than just a company visit. It was a reminder of what happens when innovation, connection, and ambition come together.





Pizza, wine & plot twists – YP & Alumni game night

On May 28, a small group of YP and Sweden Alumni members gathered at Margherita Pizzeria in Jardins, São Paulo — a returning favorite on our event calendar — for a relaxed and fun evening with pizza, wine, and a few rounds of the bluff-heavy game Undercover, the night turned into a playful mix of strategy and laughter. Secret words were exchanged, alliances formed, and roles revealed — all in good fun.

Small group, big laughs — and connections that linger beyond the game.

With warmth from São Paulo – Wrapping up my Swedcham story

As my year with Swedcham comes to an end, I find myself reflecting not just on an internship, but on an experience that has shifted perspectives, built bridges, and left lasting impressions. What started as a leap into the unknown became one of the most formative chapters in my journey — both professionally and personally.

One of the true highlights has been the chance to shape and grow the Young Professionals program. From leading the organization of the 2024 Career Fair to co-creating our unforgettable End of Year Party, I've seen what happens when ideas, people, and ambition come together. These experiences reminded me how powerful it is to create spaces where people connect, grow, and evolve.

Beyond YP, I've had the privilege of working across Swedcham's core — from producing Nordic Light magazines to supporting events and member engagement. Every project taught me something new about storytelling, collaboration, and the power of shared vision.

Along the way, I've also come to admire how deeply Swedish companies in Brazil believe in what they do — promoting not only business, but a values-based way of working that blends seamlessly with Brazil's rich energy and openness. To the Swedcham team and the broader Team Sweden network — thank you for your trust, guidance, and generosity. You've turned São Paulo into something more than a destination — a place where I grew, connected, and felt at home.

Até logo & tack så mycket! / **Lucas De Pina Lopes**





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Swedcham's 2025 Mentorship Program: A journey of growth



Swedcham's 2025 Mentorship Program began with great energy on February 13, when around 60 mentors and mentees gathered at the Chamber in São Paulo for the official kickoff. What followed was a four-month journey filled with exchange, learning, and personal growth.

By the program's end in June, 30 mentor-mentee pairs had completed the cycle, recording over 158 meetings in total – some meeting up to ten times. Sessions ranged from strategy talks and leadership reflections to factory visits, book discussions, and even walk-and-talks in the park. Topics covered included self-awareness, communication, motivation, and long-term career planning, to name a few.

One mentor described the journey as: "A powerful experience of exchanging real stories, lessons, and leadership reflections." Meanwhile, a mentee

shared: "I redefined my strengths and discovered how I want to lead – not only professionally, but personally."

This year's Most Creative Couple award went to Yohana Wesolowski Vera (Atlas Copco) and Alexandre Seishun Iramina (Getinge Brasil). Despite living in different parts of Brazil, they created a vibrant mentorship journey through remote sessions that included visual games, structured planning

tools, and even a virtual insight into Alexandre's work environment in Sweden. Their approach stood out for its consistency, depth, and originality.

We extend our heartfelt thanks to our Special Members for making this program possible, and for their ongoing dedication to development that spans generations, industries, and business sectors. Participating companies in 2025 included: **Atlas Copco, Getinge, Scania, Höganas, Electrolux, Volvo Cars, Husqvarna, Sandvik, SKF, Semcon, Saab, Mölnlycke, AQ Trafotek, PNST Advogados, Assa Abloy, and Epiroc.**

Although this edition has come to an end, the connections it sparked are sure to last. ■



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The 2025 Brazil Business Climate Survey is out showcasing the position of Swedish companies in the Brazilian market

By Marcelo Juc – Business Sweden in São Paulo

In a year when sustainability is a keyword, companies are discussing challenges and opportunities in Brazil

In June, Team Sweden – the Swedish Embassy in Brazil and its Consulates, Swedcham and Business Sweden – launched the 2025 edition of the Brazil Business Climate Survey (BCS). The BCS is part of a larger global assessment with the goal to evaluate the business environment in 37 key markets for Swedish companies – that is, 14 more than in 2024.

A global analysis of the surveyed markets will be presented in Stockholm on June 16th, providing an outlook of the world's business climate and overall conditions for Swedish growth and investments worldwide.

This year, 48 Swedish companies with local operations participated in the Brazilian survey. Below the main takeaways:

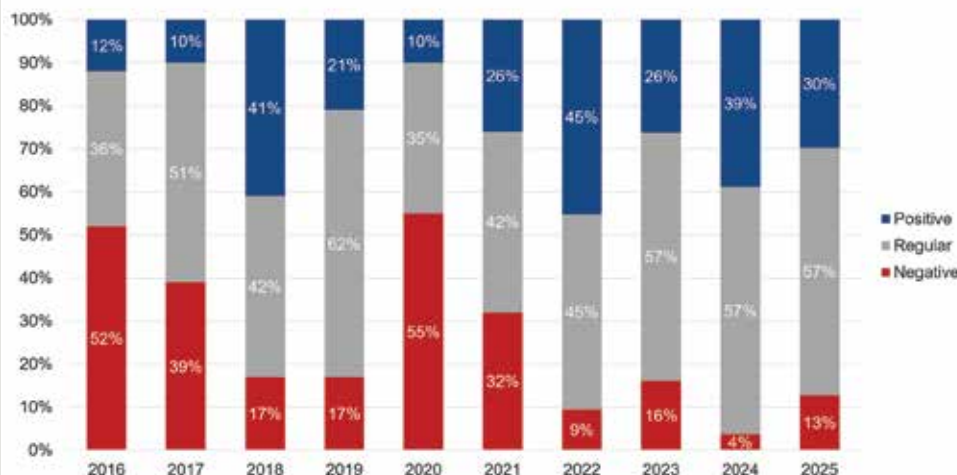
1. 81% of Swedish companies in Brazil made a profit in 2024, which is in line with previous assessments
2. 69% of companies expect to grow in Brazil this year, and 47% confirmed new local investments
3. 57% classified Brazil's business climate as regular, with 30% perceiving it as positive
4. Taxes, regulation and infrastructure are still the main bottlenecks preventing stronger market development
5. A few companies (6 out of 48) were exposed to some form of corruption during 2024, while none identified human rights violations
6. Respondents have identified business opportunities connected to the "green transition" in Brazil

The business climate in Brazil is yet to improve

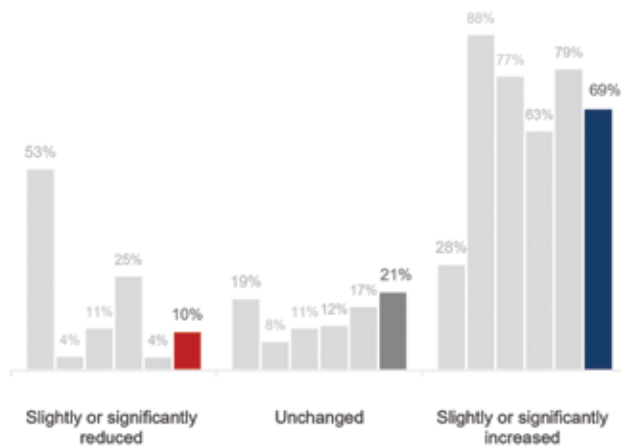
For the third year in a row, the majority (57%) of Swedish companies in Brazil perceive the business climate as regular (neither positive nor negative). In fact, no company attributed the best nor worst score to Brazil, on a scale of 1-5. Yet, although the more optimistic respondents (30%) are still more numerous than the less optimistic (13%), they are fewer this year compared to last year's survey.

The stagnation of the business climate's scoring indicates that the

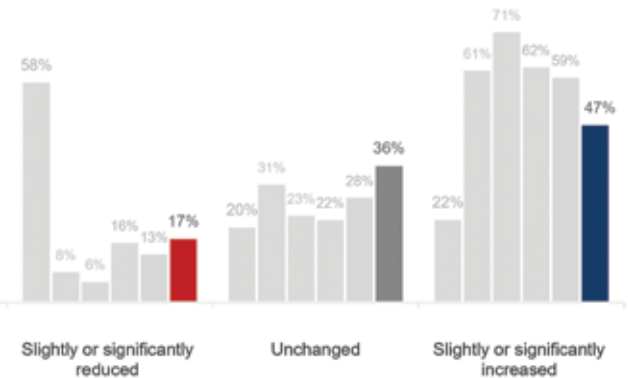
How do you perceive the business climate in Brazil?



Compared to the development in the past 12 months, what are your expectations for the coming 12 months for your industry in Brazil regarding turnover?



What are your company's investment plans for the coming 12 months in Brazil, compared to the past 12 months? Investments will be...



companies have not identified clear improvements regarding the main challenges or opportunities for business in Brazil. On the top of the 'infamous challenges list', linger topics such as corporate taxes, customs, infrastructure, labor market regulation and personal safety.

In the short term, companies responded that they were worried about macroeconomic threats and their impact on business. For 85%, the exchange volatility perceived during the last months is a major challenge, impacting foreign trade. Inflation pressures and high interest rates are also relevant threats for 71% and 69%, respectively. 38% also saw the new American protectionist policy could affect business in Brazil, but it is worth mentioning that the survey was conducted

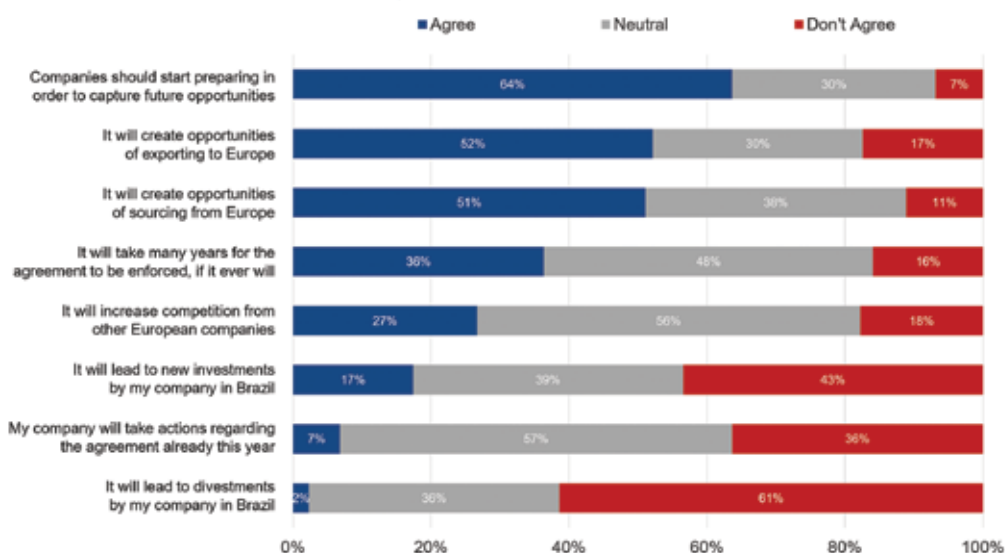
before the application of the new tariffs by US President Trump in April this year.

As a result of such uncertainties, the rate of respondents expecting to grow business in Brazil during the next months dropped to 69%, still maintaining a fairly high level. However, the rate of respondents expecting to increase investments fell to 47%, the lowest level since 2020 in the BCS series.

New opportunities in a global scenario of trade protectionism

With the imminence of a global tariff war led by the US, the free trade agreement between the European Union and Mercosur becomes even more essential to secure markets. The BCS asked about

How do you agree (or not) with the sentences below about the development of the EU–Mercosur Trade Agreement?



their position and found that 64% of companies agree that players should start preparing for the effects of the agreement's implementation. However, only 7% will be acting already this year. This means that, while companies are preparing for change, this should only happen in the medium to long term. All in all, at least half of respondents can foresee opportunities of either sourcing or exporting to Europe from Brazil.

Action is needed to accelerate sustainability investments

With the United Nation's Conference on Climate Change COP30 coming up November this year in Belém, the sustainability topic is now even more central for Swedish companies operating in Brazil. Although more and more opportunities have emerged in the last years, companies still face challenges in selling sustainable products and services mainly due to cost sensitivity from Brazilian customers. In this year's survey, only 30% of respondents said that Brazilian customers consider sustainability aspects much or very much during the purchasing process – that is the lowest rate

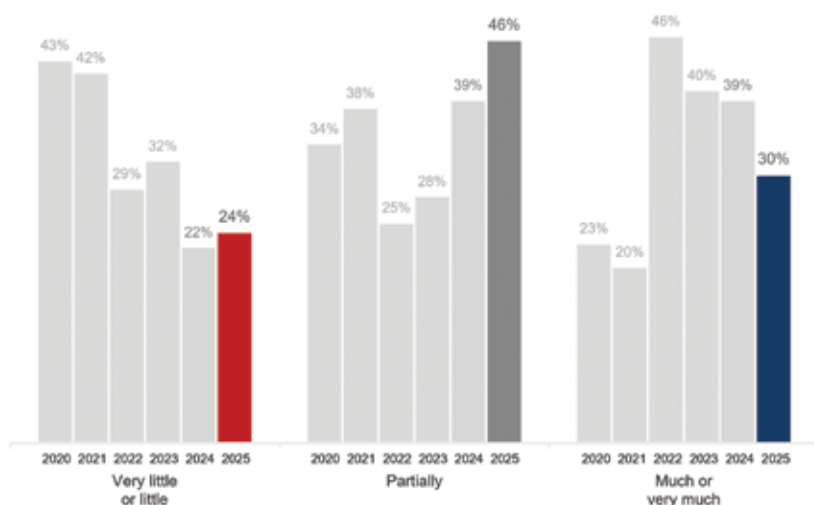
since 2022. This result can probably be linked to the slight deterioration of the domestic business climate with new inflationary threats, as indicated before. At the same time, the proportion of customers considering environmental aspects little or very little continue to be on a low level compared to previous assessments (24%).

Still, many companies confirmed business opportunities related to specific sustainability segments according to another question. They have identified that they have a relevant offering for Brazilian customers within sustainable transport (35%), circular economy (31%) and renewable energy generation – solar (27%), wind (29%) and biofuels (29%). In fact, 29% of respondents also stated that climate-friendly investments have led to an increase in domestic sales of products and services, indicating that developing a local sustainable offering can be a relevant sales strategy for some of the companies in Brazil. According to the survey's results, local product development and adaptation is important for 40% in order to maintain competitiveness in Brazil.

With COP30 conference coming up by the end of this year, it's good to see that sustainable actions continue to show positive development in Brazil. It has led to several strategic partnership being established between Sweden and Brazil and COP30 will serve as a good opportunity to showcase these collaborations and the impact Swedish companies make with existing solutions, says Andreas Rentner, Trade Commissioner at Business Sweden.

Jonas Lindström, Managing Director at Swedcham, adds that "It has been a fantastic journey to follow how some rather small local business climate surveys a few years ago have grown into a global project with more than 2000 business leaders for Swedish companies sharing their opinions on business opportunities, trade barriers, ESG and much more. This year, for the first time we will also be able to compare the results in Brazil with not only Mexico, the US and Canada, but also Chile and Colombia." ■

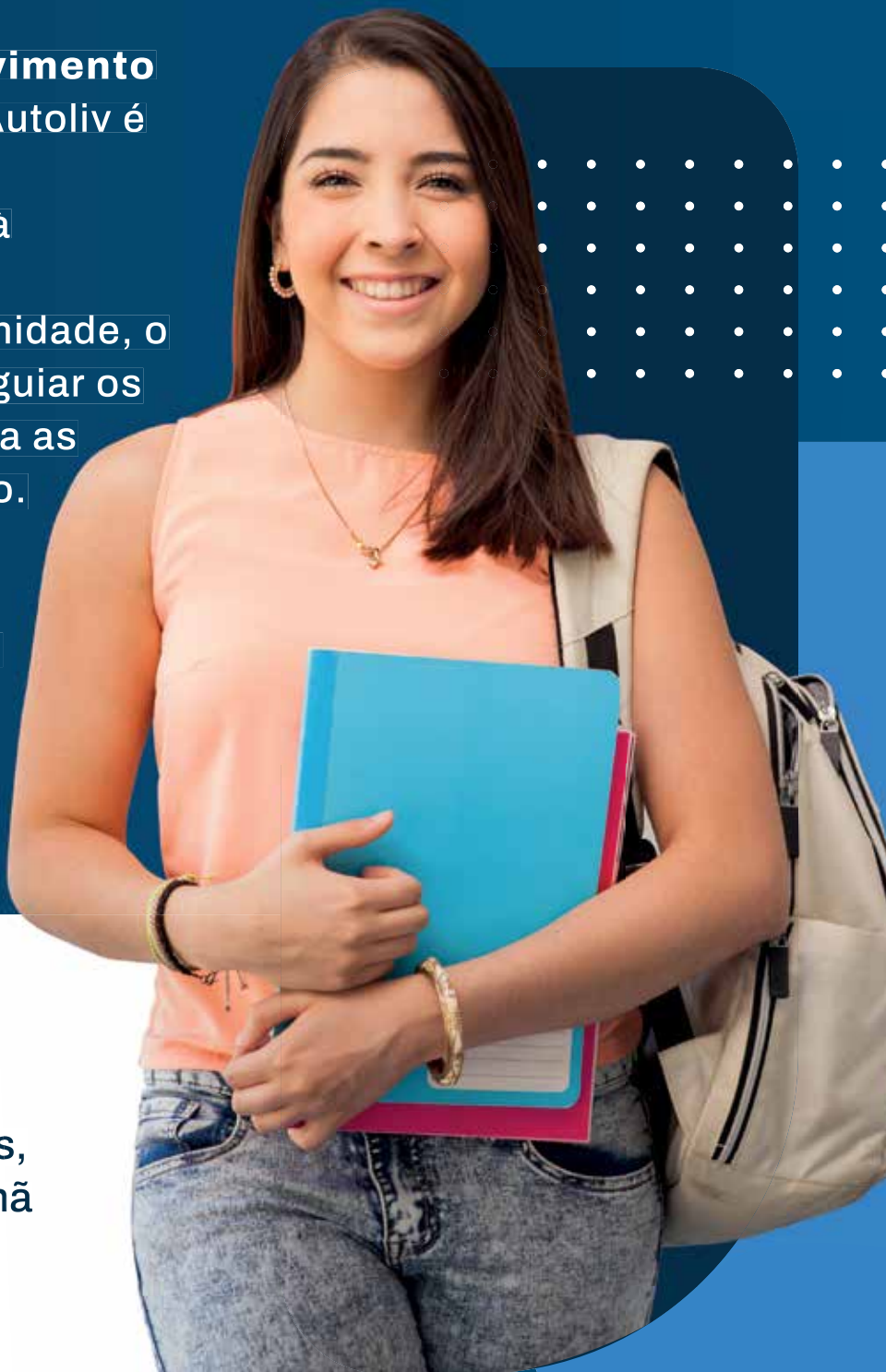
To what extent do customers in your industry in Brazil consider environmental aspects of a product or service in their purchasing decision?



Guiando Você Para o Futuro

O **Centro de Desenvolvimento de Talentos (CDT)** da Autoliv é um espaço dedicado ao crescimento contínuo e à inovação. Voltado para colaboradores e a comunidade, o CDT tem como objetivo guiar os profissionais de hoje para as transformações do futuro. Investimos no potencial de cada pessoa, oferecendo ferramentas, conhecimento e oportunidades para que todos possam atingir suas melhores versões.

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NBCC keep remains committed to organizing top-tier events

In the first five months of 2025, NBCC - Norwegian Brazilian Chamber of Commerce has promoted some significant events target at the Norwegian Community and its stakeholders. In the following lines we share details about each of those meetings. Our goal is to continue the initiative of providing opportunities to our members being in touch with relevant actors of business industry.

Kjetil Solbraekke, New NBCC President and Larissa Sigiliano, Former NBCC President.



2025-2026 NBCC Board and Heloisa Borges (EPE), one of the main speakers.



NBCC's Annual General Meeting (AGM)

With more than 90 representatives of the NBCC - Norwegian Brazilian Chamber of Commerce Community, we held the Annual General Meeting on March 26th! This significant attendance demonstrates the commitment of all to the Chamber.

The leadership transition took place in an atmosphere of tranquility and respect. During the AGM special thanks was addressed to Larissa Sigiliano, former President whose dedication and competence are already remarkable in NBCC history. At the same time NBCC members welcome the new President, Kjetil Solbraekke with the best wishes of success in this new journey.

As guests of honor, we had the opportunity to



NBCC Annual General Meeting

learn from two brilliant and insightful speeches from Heloisa Borges – EPE (Energy Research Office), sharing the perspectives about the national energy plan and Jacopo Iorino – EQUINOR that talked about how the company is preparing for different energy transition scenarios.

Proceeding with the efforts of developing networking and business opportunities for our stakeholders we count on all NBCC Community members under the leadership of the new Board for 2025/2026 period:

Kjetil Solbraekke	President	DBO
Cláudio Goulart de Andrade	Vice President RJ	DNB
Knut Øvrebø	Vice President SP	Odfjell
Tobias Alvarenga	Treasurer	DNV
Aleksander Skaare	Board Member	Scatec
Cristiane de Lamare	Board Member	Kongsberg
Erik Hannisdal	Board Member	M&O Partners
Harald Borna	Board Member	Brazilship
Jacopo Iorino	Board Member	Equinor
José Carlos Elias	Board Member	Alterra
Juliana G. Meyer Gottardi	Observer	Consulate SP
Klaus Doscher	Board Member	Hydro
Larissa Sigiliano	Board Member	BW Offshore
Marcelo Altieri	Board Member	Yara
Mette Tangen	Observer	Consulate RJ
Natasha Gaertner	Board Member	Statkraft
Paulo Rolim	Board Member	PR As. Empresarial
Rachid Félix	Board Member	Valor +
Ronaldo Camargo Veirano	Board Member	Veriano Advogados
Therese Fuglerud	Board Member	Rystad Energy
Thomas Conradi Granli	Observer	Innovation Norway
Tom Mario Ringseth	Board Member	HBISA
Volmir Korzeniewski	Board Member	One Subsea
Yann Cottart	Board Member	Subsea7



New Double Taxation Agreement between Brazil and Norway

New Double Taxation Agreement between Brazil and Norway

On March 17th, the Norwegian Consulate in Brazil and NBCC held the seminar “New Double Taxation Agreement between Brazil and Norway”, aiming to present details on the elimination of double taxation between the two countries. This step forward represents a milestone for bilateral trade and investment, making the Brazilian market more attractive to Norwegian investors, in addition to facilitating operations and reducing tax costs.

During the event, which was attended by 183 registrants, experts discussed how the new regulation impacts operations between Brazil and Norway, detailing the changes in the taxation of dividends, interest, royalties and technical services, as well as the application of the Mutual Agreement Procedure (MAP) to avoid tax disputes.

The event also discussed specific rules for offshore activities, permanent establishments and the method of eliminating double taxation. Moderated by Gabriela Rocha from Hoegh Evi the seminar was attended by João Paulo Martins da Silva, from the Federal Revenue Service; Øystein Lysne, Norwegian Tax Authority; Tiago Severini, from Vieira Rezende Advogados and Alessandra Okuma, from Okuma Advogados.



Svein Harald Øygard and Kjetil Solbraekke

Seminar with Svein Harald Øygard

On April 28th, NBCC and Rystad Energy promoted the seminar "The macroeconomic outlook for Brazil and Europe in the light of the new geopolitical situation" at the Edifício Argentina Auditorium in Rio de Janeiro (RJ).

In a world in constant transformation, geopolitical tensions and shifts in international relations have a direct impact on global economies. How are LATAM, Brazil, Europe and Norway positioning themselves in the face of these challenges? What are the economic projections and opportunities arising in this new context? Complex questions were raised and deeply analyzed during the event.

Counting on the presence of economist Mr. Svein Harald Øygard, investor and board member in MAHA energy, previously Director and Senior Partner in McKinsey and Central Bank Governor in Iceland and Deputy Minister of Finance in Norway as key speaker, the event was an opportunity for discussion and gaining insights into the economic outlook of these two important economic hubs.

Norway's Constitution Day

In celebration of Norway's Constitution Day, NBCC and the Norway General Consulate Rio de Janeiro promoted the seminar "Challenges and Opportunities for Strengthening Collaboration Between Norway and Brazil", with the honor of welcoming the Norwegian Ambassador Odd Magne Ruud and Ambassador Flavio Goldman, Itamaraty as key speakers.

Among other topics, the longstanding friendship and shared strategic goals; evolving partnerships



Norway's Constitution Day

beyond trade to climate, energy, innovation and a model of sustainable and principled cooperation in a shifting world were object of discussion during the seminar.

In addition to the relevant topics followed by enriching debate, participants had the opportunity to enjoy a delicious brunch on the terrace of MAR - Museu de Arte do Rio, with a breathtaking view.

The event was a time to celebrate and honor the signing of the world's second written constitution and offer to all NBCC members and representatives of the Norwegian Community in Brazil the opportunity for networking and strengthening relationships. ■



Norway and Brazil: Building a Sustainable and Prosperous Partnership

*By Ambassador Odd Magne and
Consul General Mette Tangen*



Consul General Mette Tangen visits Yara Brazil with Honorary Consul Antony Rover Baptista during a trip to Rio Grande do Sul.

Dear friends of Norway,

The Norwegian Embassy in Brasília and the Consulate General in Rio de Janeiro have had an eventful year so far in 2025, and with prospects of many more exciting activities until the end of the year. In this edition of NordicLight, we would like to share some of our activities with you – and at the same time thank you for the good cooperation and engagement from the Norwegian community and our many Brazilian partners.

Last year was marked by the Norwegian participation in the G20, as Norway was invited by Brazil to participate as a guest country. Many Norwegian ministers and state secretaries, as well as Prime Minister Jonas Gahr Støre, visited Brazil last year. They all used the occasion to promote

Norwegian-Brazilian collaboration, and the importance of Brazil as a partner for Norway.

In 2025, we will build on the good results and the increasingly close cooperation between our two countries. As part of this renewed focus, the Norwegian government launched its new Brazil strategy - Partnership for a common future - during an event in Oslo on May 8, with Secretary for Europe and North America, Ambassador Maria Luisa Escorel de Moraes from the Brazilian Ministry of Foreign Affairs present.

The cooperation between our two countries covers a wide range of areas, including global and multilateral issues, business, climate and environment, as well as research and innovation. There is regular and close contact between Norwegian and Brazilian representatives, both politically and in other areas. Throughout 2025, several political visits will also take place between our countries – among others, Brazil's Minister of Administration and Innovation in Public Services was on an official visit to Norway in May. We received several Brazilian delegations to Norway in May and June, including a delegation focused on Carbon Capture and Storage (CCS), a delegation for the Nor-Shipping conference, and a large delegation from the Brazilian Association of Port Terminals (ABTP).

Among the topics of particular interest to the Norwegian community in Brazil, we want to highlight that the cooperation between Norwegian and Brazilian authorities yields concrete results that make it easier for Norwegian companies to operate in the country. The agreement between Norway and Brazil to avoid double taxation was ratified by President Lula this year. This means that Norwegian companies in Brazil no longer have to pay taxes in both Brazil and Norway – an important improvement of the framework conditions. Additionally, Norwegian and Brazilian authorities have agreed on a framework for the export of Norwegian farmed



Ambassador Odd Magne Ruud with Indigenous peoples in Xingu, participating in the Muvuca — a method of forest restoration through the collection and commercialization of seeds from diverse species. Photo: Cesar Greco

fish. Shortly after, Norwegian smoked salmon was found on store shelves in São Paulo. Furthermore, Brazil and Norway have signed a Memorandum of Understanding to establish a climate-friendly shipping corridor between our two countries. Norwegian business, technology, research, and expertise will be central to this work, which can be an important contribution to the global green shift.

In the first months of this year, we have undertaken several trips in Brazil - from Belém in the north, via Xingu and São Paulo, to Porto Alegre and Rio Grande in the south. During these trips, we have met with local authorities, Norwegian companies, universities, civil society, indigenous peoples, and other partners. There will be more such trips throughout the year. For us, this is crucial to understanding the social development in this large and diverse country - and for promoting Norwegian interests and values.

The highlight of this year will undoubtedly be

the UN Climate Conference COP30, which will take place in Belém in November. The Brazilian embassy in Oslo organizes a pre-COP meeting in Oslo on 12 June with the participation of Ana Toni, National Secretary for Climate Change at the Brazilian Ministry of the Environment and Climate Change and the Executive Director of COP30. The Norwegian Minister of Climate and Environment, Andreas Bjelland Eriksen will also participate.

While Norway's negotiating team in Oslo prepares for the COP30, we are fully engaged in planning Norway's participation on the ground. We expect high-level visits from the Norwegian government both to the summit ahead of COP30 and to the climate conference itself, in addition to the negotiating delegation. The Norwegian Parliament's Standing Committee on Energy and the Environment is also planning to participate with a smaller delegation. Several Norwegian companies will be represented at the Norwegian pavilion, organized by Innovation Norway. We also expect Norwegian civil society organizations to participate in Belém.

There is also a high level of activity in other areas. Aqua Nor, the world's largest aquaculture technology exhibition takes place in Trondheim in August, with possible high level participation from Brazil. In September, a new investment and trade report on Norwegian value creation in Brazil will be launched. And in November, the traditional November Conference will again gather research communities from both countries in Rio de Janeiro, to further strengthen our bilateral cooperation in knowledge and innovation. We will also continue our efforts to promote Norwegian culture in Brazil – through collaboration with local actors, participation in cultural arenas, and support for initiatives that elevate Norwegian perspectives and voices.

Best regards!



Norwegian Prime Minister Jonas Gahr Støre is the referee for a football match with Karanba at the beach during his visit to Rio de Janeiro to attend the G20 summit in November 2024. Photo: Luciana Sposito

Norwegian Salmon relaunches in Brazil via Casa Santa Luzia



Norwegian smoked salmon special launch event

On May 14, 2025, Ambassador Odd Magne Ruud joined a special launch event at Casa Santa Luzia in São Paulo to mark the return of high-quality Norwegian salmon to the Brazilian market.

The celebration highlighted a new import partnership with Casa Santa Luzia, now offering smoked salmon from the Norwegian company Brødr Remø AS under the GOLDFISH brand. Guests included Randi Bolstad, Director of the Norwegian Seafood Council in Brazil; Juliana G. Meyer Gottardi, Honorary Consul General of Norway in São Paulo; and representatives from the Norwegian Embassy, NBCC, and SWEDCHAM.

The group was welcomed by Casa Santa Luzia's senior management and treated to a guided tour of the

renowned store, ending with a tasting session of the premium product. The verdict? Outstanding quality.

Watch highlights from the event on Instagram: (QR-Code alt Link (keep in mind link would only be available for online version))

The smoked salmon is now available in various sizes — 100g, 200g, 500g, and 1kg fillets — for in-store purchase or delivery via Casa Santa Luzia's mobile app (within a 10km radius of the store in São Paulo).

For corporate clients, the product is also distributed through a B2B channel across Brazil, catering to corporate clients, hotels, restaurants, and gourmet retailers. B2B Contact: Lucimara Porto – Vendas B2B, b2b@santaluzia.com.br, +55 11 3897-5000. ■



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Chambers Brazil Guide 2024



Charter Contracts within the tax Reform

By *Patricia de A. de Azevedo and Marcelo Siqueira**



Patricia de A. de Azevedo



Marcelo Siqueira

W Taxation of charter contracts was never a straightforward topic in Brazil. The current case law position after long court discussions is that bareboat (BBC) and time charter (TCP) contracts do not trigger State VAT (ICMS) or Municipal Service Tax (ISS). Voyage charters, in turn, are considered as transportation services subject to ICMS.

This understanding will likely be affected by the tax reform on the indirect taxation to be implemented in Brazil as per EC 132/2023 and LC 214/2025.

Although charter contracts are not specifically addressed therein, the underlying rationale of the indirect taxes will significantly change with the new rules. They will not rely anymore on the “manufacturing”, “sale” and “services” activities, but on the “supply of assets, tangible or intangible, including rights, or services”. In this sense, taxation will not be based on the contractual and legal aspects of the transaction, but on the value created on the relevant chain. This will result in a broader tax base.

Operational leases, rentals and/or charters agreements will likely be subject to IBS and CBS. The impact, however, will differ depending on the charter nature and on whether the agreements are entered domestically or internationally.

Local BBC and TCP will trigger CBS/IBS estimated at 28% approximately. Charterer, in turn, will have the credit for the CBS/IBS paid by Owner.

For cross-border charters, however, the tax treatment is unsettled and needs to be clarified by additional legislation and/or formal tax authorities position regarding whether these transactions shall be covered by the

supply of assets or by the provision of services. With the lack of specific treatment, the inbound charter agreements can be subject to CBS/IBS on the hire remittances as of 2026.

The same contractual relation will also be subject to taxes on the temporary importation of the vessel, that can be suspended or reduced in view of the applicable special custom regime (REPETRO-SPED, temporary admission with full suspension or proportional payment of the taxes, as the case may be).

Thus, the relevant transaction may be subject to taxation on both inbound temporary importation and outbound remittance of the hire. The legislation does not seem to accept this double taxation, particularly if the amounts remitted abroad are also comprised within the value of assets definitively imported (e.g. freight paid on voyage charter embedded within the custom value of the imported goods).

Under BBC or TCP contracts, the vessel is imported on a temporary basis only. Therefore, there is no direct relation between the custom value of the vessel and of the hire being charged. Even so, there are arguments against such double taxation, based on an interpretation of LC 214/2025, and in favor of the IBS/CBS taxation only on the vessel temporary importation, and not on the hire.

With 2026 soon approaching, Owners and Charters will need to discuss the impacts of the tax reform in the value of the hire in view of the “change in law” provisions of the existing contracts. This requires Owners to demonstrate the incremental tax cost and additional tax credit to the Charterer so that the value of the hire can balance-out. With the lack of definition of the CBS/IBS actual rates and of the tax treatment to cross-border contracts, the change in law negotiation become more complex to the extent that the parties would need to work with different scenarios.

***Patricia de A. de Azevedo and Marcelo Siqueira** are lawyers at Kincaid.

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solutions. Our ultimate goal is to deliver the best technical and commercial outcomes, backed by a process guarantee.

We are proud to announce that we are now offering our OPUS by NOV approach in Brazil, expanding our global presence to meet the growing market demands. NOV Brazil carried out the first mobilization offshore to map the process and to gather 'real-time' analytical data as part of the Understand phase.

The oil and gas industry are recognizing the tangible benefits that our approach can deliver, from maximizing asset lifespan to reducing carbon emissions and enhancing operational efficiency.

As we move forward, we are excited to continue leading the way in innovation and excellence in process optimization in Brazil, empowering our clients to reach new levels of performance and sustainability. ■

Challenges in the labor environment: DET, workers' credit and eSocial

By Adriana Costa*

The labor sector in Brazil, already known for its complexity, has faced transformations driven by regulatory changes and technological demands. Among the impacts that employers must closely monitor are the Electronic Labor Domicile (DET), the operationalization of workers' credit, and the growing demand for information from eSocial.

DET became mandatory in 2024, but as experience has shown, many companies still have not understood the need to regularly monitor this platform. This is a channel for receiving communications that presents the employer with the challenge of timely monitoring.

Through this channel, notifications related to pending FGTS payments, automatic-paycheck-deduction loans, compliance with the legal quotas for hiring Young Apprentices and People with Disabilities (PcD), among other important labor-related notices, are received.

An important point is that the employer is considered aware of the communication delivered to the DET mailbox on the day of the electronic consultation or, automatically, on the first business day after 15 calendar days from the publication date in the platform's mailbox. Failure to do so may result in legal and financial consequences.

From the employer's perspective, another topic that requires attention is workers' credit. This federal government measure facilitates access to credit for private sector employees. However,

it implies operational challenges, as automatic paycheck deductions for loan installments must be processed directly from payroll and forwarded by companies to financial institutions. Consequently, more data circulates within the payroll and is reported to eSocial, in addition to the financial flow itself.

Moreover, managing this benefit can create friction points in the relationship between the parties, as it increases the company's exposure to potential inquiries. To verify the amounts to be deducted, the employer must access the Emprega Brasil Portal monthly, where loans details are available.

The implementation of **eSocial** marks a milestone in digitalization in this area, consolidating in a single platform the provision of information related to employment relationship, contributions, payroll, and worker health and safety. It is a fact that most of the obligations have already been reported by companies through this channel for several years, but new codes and points of attention arise day by day. The demand for data, combined with automated inspections, has raised the level of rigor in terms of compliance with obligations.

Strict monitoring of the DET, effective management of the **workers' credit**, and alignment with eSocial obligations are some of the current labor scenario challenges, requiring companies to be prepared to operate with agility, technology, and control. Relying on a partner who is up to date with all requirements becomes even more essential to ensure business conformity.

***Adriana Costa** is partner at Domingues e Pinho Contadores.





Statkraft Brazil focuses on solar energy and on the implementation of the largest wind turbine in the country

In the year that celebrates the 130th anniversary of its parent company in Norway, Statkraft Brazil is finalizing the construction of its first photovoltaic energy generation projects. By the end of the year, the company will have three solar ventures: the Serrita Solar Complex in Salgueiro (in the state of Pernambuco), Santa Eugênia Solar and Morro do Cruzeiro Solar, hybrid projects that combine solar and wind energy generation in the state of Bahia. These projects comply with Aneel's (Brazilian National Electrical Energy Agency) regulations for hybrid plants and will leverage the complementarity of their wind and solar power generation units.

The Serrita Solar Complex, acquired through the purchase of Enerfin Brazil, includes the Serrita I and II photovoltaic plants and will have an installed capacity of 60 MW — 30 MW in each park. The complex will supply 52 consumer units in Pernambuco through a public-private partnership (PPP).

In Bahia, the hybrid projects Santa Eugênia Solar

and Morro do Cruzeiro Solar are expected to begin operations in 2025 and will inject 228 MW (or 274 MWp) of photovoltaic solar generation. Once completed, and combined with 688 MW of wind energy, the two wind-solar ventures will reach nearly 1 GW of installed capacity. During the construction phase, the company is generating over 1,000 direct jobs.

The company also announced earlier this year the appointment of its new CEO. Thiago Tomazzoli, who previously held the position of Vice-President of Strategic Operations, stepped into the role following Fernando de Lapuerta's move to the company's Global Corporate Management.

Also in 2025, the company — a leader in innovation — will inaugurate the largest wind turbine in Brazil, located in the Brotas de Macaúbas Wind Complex. This complex was the first built in Bahia over a decade ago. The initiative will replace the old turbine (ALSTOM ECO-86) with a state-of-the-art wind generator, the AGW172/7.0 MW, developed in partnership with WEG. ■

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

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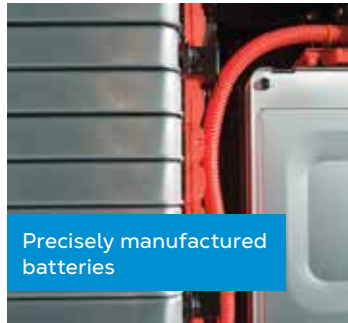


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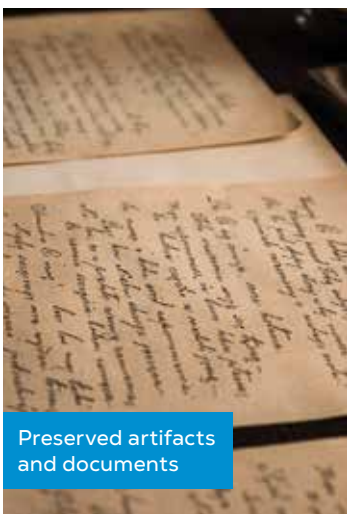
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Swedcham's Networking Night sets the tone for 2025

Swedcham officially opened its 2025 calendar with a networking Happy Hour on February 6, bringing together members and partners for an evening of connection, dialogue, and light-hearted competition. The event created a relaxed yet dynamic atmosphere, encouraging guests to expand their professional networks and explore new collaboration opportunities. In addition to engaging conversations, the evening featured a caipirinha and gin & tonic bar, along with light snacks to keep spirits high.

Participants also took part in a five-part individual challenge, ranging from estimation and logic to golf putting.

Congratulations to our top performers: Christian Meyer de Rezende from SEB, Luciana Queiroz from D&Q Advogados, and Camila Corrêa Sousa from the Danish Consulate in São Paulo — each of whom stood out with skill and enthusiasm.

A strong and engaging start to the year, setting the tone for 2025.

AI in the Workplace: Insights from Miguel Lannes

On February 19, Swedcham partnered with Atlas Copco to host an exclusive event exploring how Artificial Intelligence is reshaping the future of HR and occupational safety. Held at Atlas Copco's headquarters in Barueri, the event featured guest speaker Miguel Lannes — a leading voice in AI in Brazil and Director of Artificial Intelligence at Exame.



With his deep expertise in innovation and business education, Lannes delivered a dynamic session on how AI is revolutionizing talent management, enhancing safety standards, and driving smarter decision-making.

The event attracted professionals from across industries and was particularly relevant to Swedcham members working in Human Resources, leadership, and innovation roles. Swedcham thanks Atlas Copco for their hospitality and for promoting such a timely and forward-thinking discussion — reinforcing the importance of knowledge-sharing in navigating the future of work.



Unlocking AI for Marketing & Communications: Practical strategies for the digital age



On March 11, Swedcham's Communication & Marketing Committee brought together members for an inspiring and hands-on online session exploring how artificial intelligence is transforming the fields of marketing and communications.

Leading the session was Okan Gunay, Global Communications Manager – Digital at Tetra Pak Turkey, who shared practical

strategies and real-world applications of AI that can boost efficiency, creativity, and strategic thinking. Gunay emphasized that one doesn't need to be an AI engineer to effectively utilize AI technologies. Drawing parallels, he noted, "Just as one can be an excellent driver without knowing how to build a car, one can effectively leverage AI without being its creator." He demonstrated how AI can streamline content creation, optimize communication plans, and facilitate more efficient collaboration with agencies.

The workshop included hands-on examples, showcasing real-world AI prompts that deliver tangible results. Participants learned how to apply AI for benchmarking, content optimization, and strategic planning, gaining practical knowledge to implement in their daily workflows.

This event exemplifies Swedcham's commitment to providing members with forward-thinking resources to navigate the evolving digital landscape.

For those who missed the live session, the full workshop is available online: ➔



High-Impact Leadership: Unlocking purpose, presence and influence

On March 18, Swedcham hosted an exclusive session that went beyond traditional leadership frameworks — exploring how to lead with lasting influence in today's evolving business environment.

With over two decades of experience across telecom, healthcare and diplomacy, David Wallenstein Bergknut shared honest reflections and transformative tools from his work with senior leaders at Ericsson, AstraZeneca, and the Red Cross. He brought a uniquely human perspective to the table — one that bridges strategic thinking with empathy, humility, and cultural awareness.

Participants were encouraged to rethink what leadership means today, drawing inspiration from both Nordic and international experiences. The session inspired leaders at all levels to elevate their presence, challenge old habits,



and thrive with authenticity.

An impactful morning that sparked deep insight — and left many motivated to lead not louder, but smarter.

When the lights went out – A masterclass in brand storytelling

On April 3, Swedcham welcomed communication specialist Thiago Costa — Head of Content at Evcom and Professor of Communication at FAAP — for an exclusive talk on Brand Storytelling and how brands can share their stories in an authentic and engaging way.

What no one expected was that, just as the event began, a power outage would put both technical resources and the speaker's adaptability to the test.

Drawing on his experience as a professor and communicator, Thiago carried on without slides or visuals — illuminated only by candlelight. What followed was a true lesson in the art of connecting with an audience, whether you're a speaker or a global brand.

Despite the unexpected circumstances, the audience remained fully engaged and participative, proving that great stories — and great storytellers — can shine in any situation. Thiago reminded everyone that when it comes to branding, *presence and content speak louder than any digital presentation*.

Swedcham extends its thanks to all who attended and to Professor Thiago Costa for his flexibility, creativity, and professionalism in the face of the unexpected.



Networking lunch – Tuy Cocina

On April 16, Swedcham's first networking lunch of the year brought together a diverse group of professionals to Tuy Cocina — a long-standing favorite nestled in the heart of Jardins.

Set against a relaxed yet elegant backdrop, the afternoon buzzed with conversations that bridged industries, perspectives, and ambitions. Executives, legal professionals, entrepreneurs and newcomers alike shared insights over Iberian inspired cuisine, exploring everything from market shifts to leadership practices in an ever-evolving landscape.

In the spirit of the season, an Easter raffle added a festive note to the gathering, with chocolate eggs awarded to two lucky attendees — Dr. Cecilia Higa and Anders Pettersson — earning smiles and applause all around. More than just a meal, the occasion reaffirmed the value of face-to-face exchange — something Swedcham continues to champion through its rich and diverse event calendar.



Nestlé and Ericsson: **Where innovation meets industrial transformation**

On April 25, Swedcham's Innovation Committee hosted an insightful webinar exploring the frontiers of manufacturing in the age of Industry 4.0. Centered around the transformation of production in a digital age, members were invited to hear from Gustavo Moura, Executive Manager of Automation and Digital Transformation at Nestlé Brazil, in conversation with Edvaldo Santos, Vice President of R&D & Innovation at Ericsson Latin America.

Drawing from more than 15 years of experience, Gustavo shared Nestlé's journey toward building "connected factories" — where advanced manufacturing meets people-first leadership. From AI-powered production and immersive learning environments to 5G applications and digital twins, he offered an inside look at how Nestlé is redefining industrial operations across its 18 Brazilian plants.

"Digital transformation isn't just about implementing tech," Gustavo emphasized. "It's about empowering people to challenge the status quo."

With real-world examples from factory floors, he highlighted how internal upskilling, smart automation, and a deep focus on user experience have led to reduced down-



time, greater efficiency — and a workforce that's more engaged, proactive, and confident in driving change. Participants joined a dynamic Q&A session touching on gamification, collaborative robotics, AI for predictive maintenance, and the human side of change management.

Missed the event? You can rewatch the full session here:



Understanding Brazil's regulated carbon market



On May 7, Swedcham's ESG Committee, led by Marcela Miranda, hosted a timely session on the regulated carbon market in Brazil — a topic gaining momentum as the country advances toward climate accountability and green growth.

Environmental consultant Jéssica Campanha led the discussion, offering an in-depth look at how Brazil's carbon market is structured, the implications for emission-intensive sectors, and the strategic role companies can play in advancing decarbonization goals.

Participants explored opportunities linked to the emerging regulatory framework, including emissions inventories, science-based targets (SBTi), and the potential for innovation and competitive advantage through climate action. The session sparked dynamic exchanges and left attendees with practical insights on integrating carbon markets into sustainability strategies.

Strengthening EU-Brazil ties – Swedcham welcomes EU-Mercosur Lead Negotiator

As the incoming Chair of Eurocâmaras in Brazil, Swedcham had the honor of hosting Mr. Rupert Schlegelmilch, Chief Negotiator of the European Commission for the EU-Mercosur agreement, for a high-level discussion on May 28.

The session opened with an engaging icebreaker: AI tools were asked to predict when the EU-Mercosur FTA would be signed. Some answers were optimistic, others cautious highlighting the agreement's complexity and the range of expectations surrounding it. The discussion covered key topics such as trade barriers, US tariffs, and macroeconomic trends, with Mr. Schlegelmilch offering insights into the state of negotiations.

Held during the EU-Brazil Investment Forum week, the meeting also brought together key representatives from



other European chambers and trade councils, further reinforcing Swedcham's role as a platform for high-impact dialogue.

The Map to Motivation: Insights to lead with purpose

On the morning of May 30, Swedcham welcomed renowned corporate educator and philosopher Edilberto Camaliente for an energizing session on motivation in the workplace. Backed by over 30 years of experience and insights drawn from his book "O Mapa da Motivação", Camaliente guided attendees through four core drivers of motivation: recognition, autonomy, continuous learning, and purpose. Blending research, real-life interviews, and practical strategies, the session sparked reflection on how leaders can create truly engaging environments — not by "motivating others" directly, but by cultivating the right conditions for motivation to thrive.

The audience, fueled by cinnamon buns and carrot cake in true *Swedish fika* style, left with actionable takeaways and renewed energy.





Getinge safe health care, sustainable and efficient

Believing that every person and community should have an access to the best possible medical care, Getinge provides hospitals and life science institutions with products and solutions designed to improve performance and optimize workflow. Our product portfolio supports intensive care, cardiovascular procedures, operating rooms, sterile reprocessing, and life science.

Getinge's global team consists of approximately 12,000 employees, and its products are distributed in more than 135 countries.

Our sustainability efforts are an integral part of our passion for life. At Getinge, we help our customers save lives with an obligation to run our business in a respectful, ethical and environmental friendly manner. We invite you to learn more about our efforts and solutions on our website: www.getinge.com

Atlas Copco volunteers make a difference beyond the workplace



Social responsibility is a core value for the Atlas Copco Group, which has supported the Instituto Social Parque dos Camargos (IEPPC) since 2009. A dedicated internal committee of volunteer employees coordinates the company's social initiatives, with around 30 members representing different business areas. Each member is responsible for organizing at least one social action per year for the IEPPC, promoting projects internally, participating in bi-monthly meetings, and visiting the institution at least once a year.

"We aim to provide fun and engaging experiences for the children while promoting the project internally to involve more employees and supporters," highlights Alessandra Sellmer, coordinator of the Social Committee.

The committee leads several initiatives throughout the year, including Easter and winter clothing drives, fundraising for year-end outings, Children's Day events, and professional development programs.

BMO Comercial at Intermodal South America 2025

BMO Comercial participated in Intermodal South America 2025 — the largest logistics trade fair in Latin America — with a booth at L013. The event took place from April 22 to 24 at Distrito Anhembi, São Paulo.

At the fair, BMO Comercial showcased high-frequency chargers from Micropower Sweden AB, featuring innovative system solutions designed to optimize fleet management of chargers and lead-acid or lithium-ion traction batteries. These solutions are intended for use in forklifts, AGVs, and ground support equipment (GSE) at airports.

Intermodal is a key event for the logistics sector, bringing together major companies and professionals to discuss innovations, challenges, and trends. BMO Comercial used the opportunity to strengthen relationships with clients and explore the growing demand for energy-efficient electrification — replacing fossil fuel-based equipment with electric alternatives.



Nexer announces a new leadership phase in Latin America and Portugal

César Palmieri, formerly Managing Director, is now **Chief Growth Officer** at Nexer Enterprise Applications, leading global sales expansion. **Fabio Sá**, previously COO, takes over as **Managing Director for Latin America and Portugal**.

Founding partners of Nexer Brazil, César and Fabio have built a solid 18-year journey. César led the Brazilian operation, opened offices in Colombia and Portugal, and helped position Nexer as one of Microsoft's leading Business Applications partners in Latin America.

Fabio played a key role in leading our Business Applications delivery team in Brazil, ensuring high-quality projects and customer satisfaction.

This transition marks a new chapter in Nexer's commitment to growth, innovation, and leadership in ERP, CRM, and AI-powered solutions with Microsoft Dynamics 365.

Contact: Silvana Coelho | Silvana.coelho@nexergroup.com



A Semester of progress at Saab Brasil



The first months of the year brought positive developments for defense. Saab has been working to expand its markets, strengthening a robust portfolio with high-end technology already proven in other regions. LAAD 2025, one of the largest security and defense fairs in Latin America, was a key moment where we deepened

connections with industry partners, both current and potential clients, reaffirming our expertise across multiple sectors.

At the event, we showcased increasingly advanced surface radar technologies in the Surveillance segment, such as the Giraffe 1X. In Dynamics, we presented our Ground-Launched Small Diameter Bomb (GLSDB) in Brazil for the first time. And in Aeronautics, we received excellent news with Colombia's selection of the Gripen fighter jet. Beyond showcasing products, LAAD 2025 was also a key moment for strengthening Brazil-Sweden ties. Sweden announced its commitment to acquire four C-390 Millennium aircraft from Embraer, securing production slots and joining the programme alongside the Netherlands and Austria.

It has been a first semester of positive momentum that sets a hopeful tone for what's to come in 2025.



Brazil is the fourth most relevant market in sales for Essity in Latin América

Essity, a global leader in hygiene and health, reported sales of SEK 146 billion in 2024. Latin America accounted for 17% of this total, with Brazil standing out as the fourth largest market in the region, reaching SEK 1,457 million—an increase of 40% compared to 2022. The country plays a strategic role due to its market size, innovation, and strength in e-commerce.

Highlights for 2024 include increased local production of the TENA brand, a leader in incontinence care, and the expansion of the Libresse brand into physical retail stores. Brazil also excels in professional hygiene (Tork) and health solutions (Sorbact, Jobst). Essity surpassed its sustainability goal: 87% of innovations in 2024 delivered a positive impact. The company remains focused on growing sustainably and innovatively.



Circularity Project for drives, motors, and generators

ABB's Circularity Project aims to maximize process efficiency, optimize the use of natural resources, and minimize the environmental impact of production chains. The initiative focuses on replacing motors, generators, and drives that have reached the end of their service life with new, high-energy-efficiency models, while ensuring the proper disposal of obsolete equipment, thereby reducing carbon emissions and energy consumption.

In one project alone, 74 motors were recycled, reinserting 5.45 tons of materials back into the production cycle and avoiding the amount of energy consumption equivalent to powering 20,000 households for one month.



The project offers a practical solution for the replacement or acquisition of equipment, including clauses for circularity and energy efficiency. After installing the new equipment, ABB collects the old machinery and transports it to an authorized partner for environmentally responsible disposal, issuing a certificate of compliance.

Wordloc becomes the first translation agency to join ABRACRO

In March 2025, Wordloc marked a significant milestone by becoming the first technical translation agency to officially join ABRACRO (the Brazilian Association of Clinical Research Organizations). For over 15 years, ABRACRO has played a key role in advancing clinical research in Brazil by promoting best practices, professional training, and col-

laboration across the sector. With the majority of its clients in clinical research, Wordloc sees the partnership as an opportunity to strengthen its commitment to quality, ethics, and linguistic accessibility—while fostering continuous development for its team of translators.

Volvo Car Brasil introduces the EX90 to the national market



Volvo Car Brasil officially launched the EX90, its latest fully electric and flagship SUV, designed to be the safest, most advanced and exclusive vehicle ever produced by the brand. The seven-seat model reflects Volvo's Scandinavian design heritage, prioritizing efficiency and protection. With a certified range of 459 km (Inmetro), the EX90 is the first Volvo car to be equipped with LiDAR and a core computing system, setting new standards for the company in safety and connectivity. A key highlight is the Driver Understanding System, named by Time magazine as one of the best inventions of 2024. This real-time monitoring technology can understand if a driver is tired or distracted, and intervene if needed. With the launch of the EX90, Volvo reaffirms its commitment to safety, innovation, and sustainability, further strengthening its position as a leader in the global automotive industry.

Discover the timeless elegance of the IKEA STOCKHOLM 2025 range



We believe in crafting furnishings that combine style and functionality, embodying the spirit of Scandinavian design. The STOCKHOLM 2025 range is no exception, showcasing our dedication to using quality materials and embracing innovative craftsmanship. What makes this collection truly special is the way each piece seamlessly blends contemporary aesthetics with enduring appeal. It invites you to create spaces that reflect your personal style while enhancing everyday living. From plush, inviting sofas to exquisitely crafted lighting solutions, the STOCKHOLM 2025 range is a celebration of contemporary living. Inspired by nature and the trend to mix and match furnishings, this 96-piece collection enables people to create their own personalised spaces.

The STOCKHOLM range is available through our International Sales Team. Contact us to bring beautiful, affordable Scandinavian design into your home or workplace.



Veirano Advogados expands its presence to Minas Gerais

Veirano Advogados is expanding its footprint with a new office in Belo Horizonte, strengthening its commitment to this strategic market and addressing growing client demand. Leading this initiative is Julio Antonio Nunes Queiroz, a Minas Gerais native with extensive experience in Corporate and M&A, Capital Markets, and Investment Funds, advising key sectors such as infrastructure, mining, energy, and financial services.

Julio's expertise strengthens Veirano's multidisciplinary offering and ensures high-quality legal support for diverse business needs for its wide client base.

"Our expansion into Belo Horizonte marks a key step in serving our clients more closely and effectively," said Paula Surerus, Managing Partner at Veirano.

With offices in Rio de Janeiro, São Paulo, Brasília, Porto Alegre, Belo Horizonte, and New York, Veirano solidifies its role as one of Brazil's leading law firms, delivering strategic solutions with local expertise and global vision.



ASSA ABLOY earns ISO 14001 certification

The Silvana factory in Campina Grande (PB), Brazil, has achieved ISO 14001:2015 certification, an international recognition of its commitment to environmental management.

Key sustainable actions include water reuse from galvanic processes, rainwater harvesting, use of renewable energy, effluent treatment, and smart waste management.

Employees were also trained to apply sustainable practices across all production stages.

This certification confirms that Silvana follows strict environmental standards, ensuring impact reduction, efficient resource use, and legal compliance.

By achieving ISO 14001, Silvana strengthens its sustainable operations and stands out as a competitive, innovative and responsible brand; committed to building a better future.

AI and corporate reputation: How buying decisions are driven by Artificial Intelligence

Today's customer journey is increasingly intertwined with AI, which plays a central role in guiding the search for reliable information. When consulting generative models like those used by Google, TikTok, and Meta, consumers not only receive fast responses but also encounter narratives shaped by algorithms that draw on data from various sources.

In Brazil, 50% of consumers express interest in using chatbots to search for product information before making purchasing decisions (PwC). AI reflects and amplifies brand reputation by influencing search results, recommendations, and personalized ads. This positions companies in a reality where digital reputation management is critical. Brand perception — often shaped by algorithms — has a direct impact on buying decisions. In this new information landscape, where AI leads the way, companies must adapt and become proactive in how they manage their presence and visibility online.

Maíra Fontoura is Director of Strategy and Marketing & Business Development at LLYC.



Nordea and COP30: Investing in climate solutions

With COP30 set to take place in Brazil in 2025, the global climate agenda is moving firmly into the spotlight. Discussions around energy transition and sustainability are gaining increased regional and international attention, highlighting the urgency—and opportunity—of integrating environmental factors into investment decisions.

Nordea Asset Management has established an exclusive partnership with BB Asset Management, along with XP and BTG, to offer Brazilian investors access to the **Nordea Global Climate and Environment strategy**. This international strategy invests in listed global leaders committed to delivering high-impact environmental solutions—ranging from energy efficiency and natural resource management to clean technologies.

The initiative not only aims to deliver attractive long-term returns, but also to create a positive environmental and societal impact by allocating capital to companies leading the transition to a more sustainable global economy.



Alfa Laval showcases technological solutions for enhanced Energy Efficiency

At Alfa Laval, our mission as Energy Hunters is to identify and implement solutions that recover residual energy from industrial processes — transforming waste into efficiency. As a global leader in heat transfer technology, we develop innovative systems that enable companies to reuse excess heat within their own operations, reducing operating costs and improving overall energy performance.

In Brazil, we operate in key sectors such as pulp and paper, chemicals, and steel. Beyond efficiency, we deliver innovations that advance the circular economy, protect the environment by reducing carbon emissions, and ensure effective and economical thermal recovery.

Learn more: Energy Hunter - technology to accelerate hunting for waste heat and energy | Alfa Laval

Semcon merges with Knightec – strengthening Nordic–Brazilian collaboration

Semcon and its Swedish peer Knightec have joined forces to form Knightec Group – one of the leading professional service firms in product and digital service development. Operating at the intersection of business strategy and technology development, Knightec Group partners with world-leading customers to drive positive change for the business of tomorrow.

With nearly 20 years of experience in Brazil, Semcon is now part of Knightec Group – expanding the service offering with greater specialisation and enhanced delivery capabilities. This opens up new opportunities for customer growth and employee development, while strengthening cooperation between the Nordics and Brazil. With teams in Sweden, Norway, and Brazil working closely together, Knightec Group offers tailored solutions that address local challenges while driving global innovation.



Dimitris Gioulekas, CEO - Knightec



SKF promotes social action in youth soccer

In April, the city of Cajamar (SP), where SKF do Brasil is based, hosted the SKF Meet The World 2025 Tournament, which defined the team responsible for representing America in the Gothia Cup, the world's largest youth soccer competition, held in July in Sweden. More than just sport, the event reinforced the company's social commitment, with actions for the community, live broadcasts and voluntary participation by employees. The initiative sought to provide transformative experiences for young people

and their families. Since 2006, around 2,000 teenagers in Brazil have taken part in the project, which aims to leave a positive legacy in the regions where SKF operates. The project supports the winning team, which will have all expenses paid by the company. The initiative is part of the SKF Group's largest social responsibility project. The company has been promoting the Meet The World tournament in various countries for almost two decades and is an official partner of the Gothia Cup.

*Swedcham wishes to welcome the following **New members:***

CORPORATE MEMBERS

Amistad Networks

Amistad Sistemas Ltda specializes in communication solutions for voice, data and network security solutions. With over 18 years' experience, it offers cloud telephony, resource optimisation, video collaboration and digital security. It serves companies with customised projects, specialised technical support and cutting-edge technology.

Cristiano Barros Advogados

Cristiano Barros Advogados specializes in sanctioning litigation, such as misconduct and criminal litigation, acting with care and confidence in the defense of its clients. The firm also works from a preventive perspective, developing Compliance plans and providing preventive consultancy.

De Vivo, Castro, Cunha e Whitaker Advogados

De Vivo, Castro, Cunha e Whitaker Advogados is a full-service Brazilian law firm, founded in 1997, that stands out for its strategic, business-oriented legal solutions. With a multidisciplinary team combining technical excellence and experience in leading multinational companies, the firm advises clients across a broad range of practice areas. Their approach is tailored, pragmatic, and aligned with each client's specific goals. Known for their ethical standards, clarity, and transparency, De Vivo is committed to delivering high-quality legal support that drives results.

Gustek

A solutions development company focused on developing applications, websites and platforms. We combine technology and innovation to create efficient, intuitive and scalable digital solutions, meeting the business needs of various segments.

Incentivare Brasil

Incentivare is a Brazilian company specializing in the design and execution of customized corporate events. They create experiences that align with clients' strategic goals, combining creativity, innovation, and flawless logistics. Their services include event planning, content development, guest management, and production, all tailored to strengthen brand engagement and deliver measurable results. With a multidisciplinary team, Incentivare transforms ideas into impactful and memorable moments.

Legis Consultoria

Legis is a consultancy firm specializing in strategic regulation of companies operating in the health and agriculture sectors. We are united in our time as professionals with over 15 years of experience and know-how.

Mono Digital AB

Mono is a Swedish MadTech startup behind DUIU — a next-gen social platform launched in Brazil. Focused on video challenges and community voting, DUIU replaces passive scrolling with active participation. Users create, compete, and decide what wins — giving brands viral UGC and real cultural traction through democratic creativity.

Nexoris

LC Works helps organizations embed innovation by aligning strategy, processes, and culture. With deep expertise in national and international markets, their team brings decades of hands-on experience in strategy, innovation, and organizational development. They stay up to date with global trends to deliver high-quality, customized solutions. LC Works values long-term partnerships and tailors its approach to each client's unique goals and challenges.

Triggle Sys

Triggle Sys is specialized in technological and strategic innovation. Our philosophy is: "Interact Once, Run Anywhere". We transform ideas into practical and innovative solutions, with customized systems and consulting, analyzing and optimizing processes to ensure greater efficiency and alignment with market demands. We understand the specific needs of each client, with detailed briefings and interviews.

Waynes Coffee


Wayne's Coffee is a Swedish coffeehouse chain known for its organic coffee and commitment to sustainability. Founded in Stockholm in 1994, it offers a cozy, Scandinavian-style café experience. Wayne's emphasizes eco-friendly practices, with many locations certified organic. Today, the brand has expanded internationally, maintaining its Nordic roots and values.

INDIVIDUAL MEMBERS

- Ana Paula Mukoyama Silva
- Eduardo Saliby Salomão
- Marianna Silva

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Redefining the Future of Networks: Technology having Sustainability as a Central Pillar

By *Edvaldo Santos**



In a world increasingly dependent on digital technologies, the role of telecommunications networks in the global economic and social structure is indisputable. However, as we advance toward a future of immersive communication and digital twins, we must reflect on the challenges and opportunities that arise from integrating our technological development and sustainability.

Sustainability can be defined as “meeting present needs without compromising the ability of future generations to meet their own needs.” When applied to telecommunications networks, this concept not only involves reducing the carbon footprint but also addresses socioeconomic issues. Thus, future networks, as a central part of digital infrastructure, should minimize negative impacts and amplify positive effects aligned with the United Nations’ Sustainable Development Goals (SDGs).

Data from the Global System for Mobile Commu-

nications (GSM) indicate that mobile networks represent up to 0.6% of total global energy consumption, highlighting the urgent need to optimize energy use. Initiatives like those from Ericsson, which use artificial intelligence to optimize energy consumption in network operations, are crucial. The company’s goal of reducing its CO2 emissions by 50% by 2030 exemplifies the necessary commitment to tackle the climate crisis.

By placing sustainability at the center of development, we can not only reduce the environmental footprint of networks but also promote social and economic benefits, such as reducing digital inequality and improvements in key sectors like education and healthcare. We are committed to this vision of a “connected and sustainable world”, dedicating efforts to support technological development that respects our planetary boundaries and promotes a more equitable and prosperous future for all.

Edvaldo Santos is Vice President of Research and Development at Ericsson for the Southern Cone of Latin America and Coordinator of Innovation Committee at Swedcham. With over 20 years of experience at Ericsson, Edvaldo has built a solid and diverse career in the telecommunications sector. Graduated from the School of Engineering of Lins, Edvaldo is recognized as an expert in the development and patenting of 5G technologies. His work has been instrumental in positioning Ericsson as a reference in telecommunications solutions in the Southern Cone region of Latin America, significantly contributing to the advancement of connectivity and telecommunications in the region. The executive stands out not only for his technical expertise but also for his commitment to diversity and inclusion initiatives within the company.

The power of strong communicating leaders: a key for Swedish companies' success

By *Andreza Rodrigues**

In today's dynamic and interconnected world, the role of leadership has evolved far beyond managing operations and setting strategy. One of the most critical competencies for leaders — particularly in Swedish companies, where flat hierarchies and transparency are valued — is communication.

Strong communicator-leaders not only align teams with company goals but also foster trust, drive engagement, and build resilient, agile organizations. In Sweden's business culture, where collaboration and consensus are central, the ability to communicate effectively becomes even more vital.

Why communication matters

Effective communication is the bridge between strategy and execution. It ensures that employees not only understand the company's direction but also feel connected to its purpose.

Research consistently shows that companies with leaders who communicate clearly and authentically enjoy higher employee engagement, lower turnover, and better overall performance. According to Gartner, leaders with strong communication skills are 3.5 times more likely to build trust within their teams. Additionally, organizations where leaders communicate objectives effectively see 47% higher employee engagement and 23% lower turnover rates compared to peers.

In Swedish companies, leadership communication takes on a special meaning. The traditional Swedish leadership style — rooted in lagom (balance) and respect for collective input — demands leaders who listen, adapt, and articulate their vision without hierarchy or distance. Leaders must not only share information but invite dialogue, creating a space where diverse perspectives are heard and valued.

What good communicators do differently

Strong communicating leaders excel at:

- Clarifying purpose: They make complex strategies simple and relatable.
- Building trust: Through openness and consistency, they reinforce a culture of transparency.
- Listening actively: They understand that communication is a two-way street and value feedback as much as messaging.
- Inspiring action: Their words are not just informative but motivational, turning company values into everyday behavior.
- Adapting their style: They tailor their approach based on the audience, context, and cultural nuances.



The Swedish advantage — and the challenge ahead

Swedish companies already have an advantage: a business culture that emphasizes humility, inclusiveness, and equality. However, even in Sweden, leaders sometimes underestimate how much — and how often — communication is needed. In times of uncertainty, silence is quickly filled with speculation. Regular, clear, and empathetic communication becomes not just desirable, but essential.

Moreover, with globalization and digitalization accelerating, Swedish leaders must now balance their traditional approach with new demands: faster decision-making, multicultural teams, and a workforce that expects transparency, authenticity, and purpose.

Developing the communicators of tomorrow

Companies that invest in developing leaders' communication skills will be better prepared to navigate the future. This includes offering training in storytelling, active listening, cross-cultural communication, and digital engagement. It also means recognizing that communication is not an "extra" — it is a core leadership skill, as critical as strategic thinking or financial acumen.

In the Nordic spirit of innovation and human-centered leadership, strong communication is the catalyst that will turn good strategies into great outcomes.

As Swedish companies continue to influence the global business landscape, their ability to foster leaders who communicate with clarity, empathy, and authenticity will define their success. Communication is not just about sending messages — it's about shaping culture, driving engage-

ment, and leading with purpose.

In Swedish culture, the proverb "Många bäckar små gör en stor å" — many small streams make a great river — captures an important truth about communication in leadership.

Small, consistent efforts to communicate clearly, listen actively, and engage meaningfully with teams might seem minor in isolation. Yet, over time, they accumulate into strong currents of trust, alignment, and shared purpose. For Swedish companies, where collaboration and humility are deeply valued, leaders who embrace communication not as a one-time event but as a continuous, mindful practice will not only inspire others but also build resilient organizations ready for the future.

***Andreza Rodrigues** is coordinator of the Marketing and Communication Committee.

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From Crisis to Core Strategy: How Mental Health is redefining the Workplace

By Carol Böttcher and Renato Pachecho Neto **



Since the pandemic, mental health has shifted from a secondary concern to a core focus for individuals and organizations - exposing personal vulnerabilities and sparking greater openness around emotional resilience.

Organizational well-being shifted from being a peripheral concern to a central pillar in the corporate agenda and specially redefined the roles of both: Human Resources and Legal departments.

For HR, the focus has moved beyond traditional benefits management to actively leading initiatives in mental health awareness, burnout prevention and fostering psychologically safe workplaces. For Legal departments, mental health has emerged as a matter of compliance, risk management and corporate accountability.

In Brazil specifically, the enactment of Law 14.831/2024 has further reinforced this evolution, imposing new legal obligations on companies to ensure and promote mental health in workplaces. This legislation calls for proactive policies and preventive actions, elevating the need for HR and Legal teams to collaborate closely.

What began as a reactive response has become a strategic, legally mandated and culturally embedded commitment to employee health. Therefore a transversal, integrated approach between these departments could be essential—not only for ensuring legal compliance but also for building sustainable, people-centric strategies that support long-term organizational success.

To shed light on the implications of this new legal framework and offer strategic guidance to companies, SWEDCHAM's Legal and Human Capital Committees hosted a powerful and thought-provoking panel discussion, bringing together three most distinguished experts:

Dr. Daniel Martins de Barros, renowned psychiatrist, writer and columnist of CNN Brazil and Radio Band News FM, opened the session with a compelling analysis of the psychosocial dynamics behind Brazil's growing mental health crisis. Drawing from his academic and clinical background, Dr. Daniel emphasized that mental health should not be treated merely as a personal

issue but as a structural one — which is deeply influenced by organizational culture and leadership behaviors. His insights called for companies to move from reactive interventions to preventive, systemic solutions.

Dr. Priscila Márcia S. Santos, a seasoned labor law specialist from Pacheco Neto Sanden Teisseire Advogados, provided a crucial

legal lens on the topic. Dra. Priscila unpacked the new obligations brought forth by Law 14.831/2024, brilliantly detailing how companies must now integrate mental health into their compliance strategies. From risk prevention plans to the potential liabilities tied to negligence, her practical examples offered clarity and direction to HR and Legal Professionals and Executives navigating this transition.

Bringing the corporate perspective, William S. Bermudez, HR Business Partner at Electrolux, shared how multinational organizations are implementing wellness programs across Latin America. William highlighted the importance of listening to employees, building psychological safety, while fostering leadership that leads with empathy and trust. His experience underscored the value of a people-first approach - not only for employee well-being - but also for sustainable business performance.

We once more thank our esteemed speakers for their invaluable contributions to this timely and essential conversation. As organizations adapt to this new legal and ethical paradigm, the message is clear: safeguarding mental health is not only a legal imperative but a strategic priority!

Let's lead this transformation— TOGETHER!

****Carol Böttcher** is coordinator of the HR Committee and **Renato Pachecho Neto** is coordinator of the Legal and Business Committee



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**MATERNAL
MORTALITY IN
BRAZIL:
A CHALLENGE
FOR PRIMARY
HEALTH CARE**

Maternal mortality remains a significant public health challenge in both Brazil and around the world. According to the World Health Organization (WHO), maternal death is defined as the death of a woman during pregnancy or within 42 days of termination of pregnancy, irrespective of the duration of the pregnancy, from any cause related to or aggravated by the pregnancy or its management, but not from accidental or incidental causes¹. The vast majority of these deaths are preventable — which is precisely what makes this issue so urgent.

According to recent data from Brazil's Ministry of Health, there were 1,184 maternal deaths registered in 2024² — the equivalent of approximately three deaths per day. Although the country has achieved a 32% reduction in maternal mortality rates over the past decade (2014 to 2024)³, the rate remains high and far from the Sustainable Development Goals (SDGs) target, which aims to reduce maternal mortality to fewer than 30 deaths per 100,000 live births. Globally, the WHO estimates that around 287,000 maternal deaths occur each year, the majority of which are concentrated in low- and middle-income countries⁴.

A large proportion of these deaths could be avoided through relatively simple and accessible measures. The WHO reports that 9 out of 10 maternal deaths could be prevented with basic interventions such as early identification of risk factors⁵, appropriate care during pregnancy, and the correct use of medications during and after childbirth. This depends, above all, on a well-structured primary health care system capable of supporting women from the beginning of pregnancy, ensuring access to prenatal care and high-quality guidance.

Prenatal care is one of the most powerful tools available for reducing maternal mortality. During antenatal appointments, it is possible to diagnose and treat conditions such as hypertension, gestational diabetes, and infections, as well as identify risk factors that may lead to complications during labour. Effective prenatal care saves lives — both of mothers and babies — and must be ensured equitably across all regions of the country.

The most common causes of maternal mortality include hypertensive disorders of pregnancy (such as pre-eclampsia and eclampsia), infections, labour-related complications, and most notably, postpartum haemorrhage (PPH), which accounts for 27% of cases⁶. PPH refers to excessive blood loss following childbirth and, if not treated promptly, can lead to death within hours.

To address this issue, carbocin — listed as an essential medicine by the WHO — plays a crucial role by promoting uterine contraction and thereby reducing bleeding. Its prolonged effect can be especially valuable in settings where access to emergency medical care is limited⁷, making it a vital intervention for saving lives.

Tackling maternal mortality requires a coordinated effort involving public health authorities, healthcare professionals, the scientific community, and society at large. Investments must be made in infrastructure, workforce training, efficient care pathways, and, above all, the strengthening of primary care services. Every preventable maternal death represents a serious failure in a health system that must place women's lives at the centre of care. While Brazil has made progress, a great deal remains to be done — and it begins with a collective commitment to protecting those who bring life into the world.

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Inspiring Discussions on Circular Economy Solutions

By *Marcela Miranda Francisco**

On Friday, May 16th, Swedcham and Dutcham co-hosted an insightful event titled “Circular Solutions: A Guide to Implementing Impactful Actions”, gathering leading companies engaged in circular economy initiatives in Brazil. Organized by Marcela Miranda, ESG Committee Coordinator at Swedcham, and Karin Vecchiatti, Business Project Manager at Dutcham, the event was part of the official World Circular Economy Forum (WCEF) program and took place at the Swedcham headquarters. It provided a platform for Dutch and Swedish companies operating in Brazil to share their strategies for advancing circularity.

At the core of the event was a roundtable featuring distinguished professionals from across industries: João Zeni, Sustainability Director at Electrolux Latin America, Patricia Acioli, Head of Corporate Relations & Sustainability at Scania Latin America, Valeria Michel, Sustainability Director for Brazil and Cone Sul at Tetra Pak, Ligia Camargo, Sustainability Director at Heineken, Flávia Takeuchi, Sustainability Manager at AkzoNobel, and Giuliana Neto, Senior Consultant in Sustainability at Arcadis.

Each speaker offered concrete insights into their organization’s approach to circularity, highlighting both challenges and scalable solutions. João Zeni opened the discussion by emphasizing Electrolux’s focus on designing products for recyclability, improving reverse logistics, and investing in remanufacturing to extend product life cycles. Building on that, Patricia Acioli described Scania’s circular efforts across its supply chain, including waste reduction and remanufacturing strategies aligned with the company’s long-standing sustainability roadmap.

Valeria Michel followed with an overview of Tetra Pak’s initiatives to



foster low-carbon packaging and expand recycling capabilities, contributing to the broader shift toward circular food systems. From the beverage sector, Ligia Camargo highlighted Heineken’s packaging innovations and collaborative efforts to strengthen recycling infrastructure and drive system-wide change.

Next, Flávia Takeuchi of AkzoNobel shared examples of how the company is enhancing resource efficiency and integrating recycled materials into product development — demonstrating circularity in both processes and outcomes. Bringing a strategic and cross-sectoral lens, Giuliana Neto closed the panel by addressing the structural changes needed to advance circularity in Brazil. She stressed the importance of measurement frameworks, partnerships between industry and academia, supportive fiscal and regulatory environments, and biodiversity preservation as key to long-term resilience.

The session underscored the importance of collective action between businesses, public institutions, and civil society in achieving a circular economy. The experiences and strategies shared during the event serve as a valuable reference for companies aiming to drive meaningful change and build a more sustainable future.

***Marcela Miranda Francisco** is coordinator of the ESG Committee.





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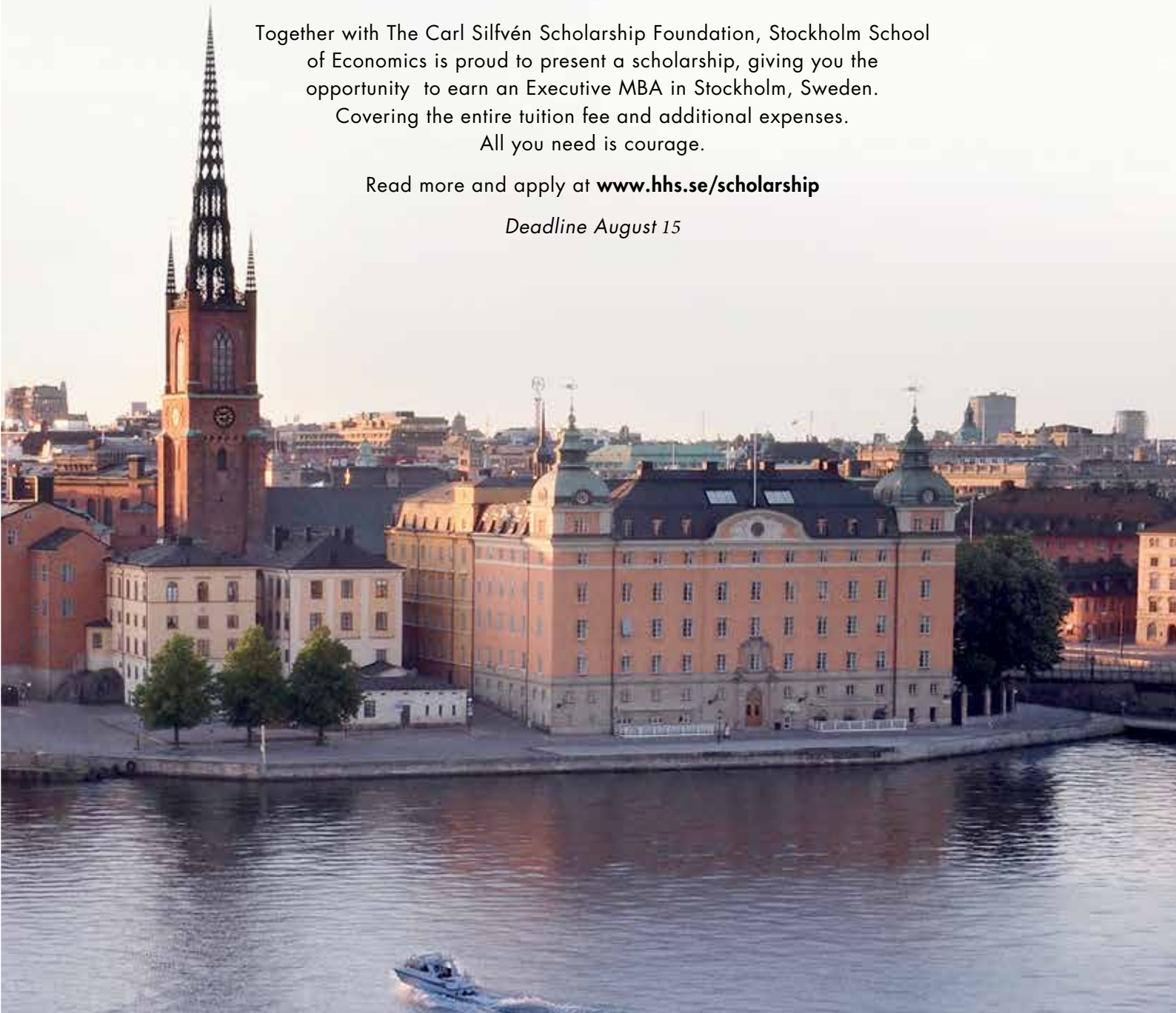
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