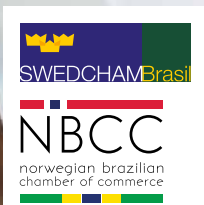


JULY - SEPTEMBER 2017

NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION

Meet Fraser Hall, President of AstraZeneca in Brazil



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Meet Fraser Hall, President of AstraZeneca in Brazil

“NordicLight” interviews Fraser Hall, who took over as President of AstraZeneca in Brazil last year. The Company, which has been established here since 1999, operates in more than 100 countries and its innovative medicines are used by millions of patients throughout the world.



Could you tell us a bit about your background activities before becoming AstraZeneca Brasil President?

I have worked in pharmaceutical and healthcare related industries for my whole career. I joined AstraZeneca two years ago from Novartis, where I covered a number of roles through global, regional and in country positions. Since joining AstraZeneca, I have worked in the global marketing organization preparing to launch a new stroke treatment.

I believe strongly in the innovation and medical advances that my industry has brought forward. There is still much to do, but during my time in the industry we have seen huge advances in treatments for a number of diseases, which had no cure, or treatment. This ability to change the lives of people when they are at their most vulnerable motivates me to continue to push the boundaries of science and medicine.

When did you take over the position of AstraZeneca Brasil President? Is this your first time here or in Latin America? What are your impressions of Brazil?

I have had the pleasure to be president of AstraZeneca Brasil since September 2016. During my career I have worked in a number of countries and regions across the globe. This has included a number of visits to Latin America and Brazil.

I have always been struck by the creative approaches to problem solving and the resilience of South Americans and Brazilians in particular. It is true to say that there is a lot of political turbulence in Brazil and this doesn't help build confidence in the country as a place to invest. However, it is important to remember this is a relatively young democracy and the strides the country has made over the past years are remarkable. We are in the midst of an uncertain time globally, and here in Brazil, but I am sure the strength of character and rich resources of Brazil will emerge powerfully in years to come.

As a foreigner, or “gringo”, I have found the



AstraZeneca's head office and factory are located in the municipality of Cotia in Greater São Paulo.

welcome and acceptance to be always warm and open. People will always try to help and accommodate even the most basic language errors!... And there have been many of them! I feel very fortunate to have the opportunity to live and work here.

What were your main challenges during your first months as President of AstraZeneca in Brazil?

I would divide the challenges into three key areas. Firstly, navigating the complex healthcare and regulatory environment. The economic crisis has only deepened the barriers to launching innovation as well as the ability of patients to afford the best healthcare.

Second was working with my team to restructure our organization to meet the challenges of the environment and our rapidly changing product portfolio. We are fortunate at AstraZeneca to have one of the best pipelines in the industry...if not the best! However, that means we have to adapt ourselves to meet the needs of payers, physicians and patients; building new capabilities and structures while maintaining the strong culture that has been the bedrock of AstraZeneca's success.

Third, and by no means least, learning the language and communicating to all our associates. In a country as large and diverse as Brazil, it is vital we reach out to all our people and help them understand the organization's changes and direction.

Which is the outlook for AstraZeneca Brasil? Could you give us a few numbers to compare 2017 with 2016? What about 2018?

AstraZeneca is one of the top 10 pharma companies in Brazil. The economic crisis has hit our industry as it has all others, and while 2016 was a tough year we are starting to see the strength of our portfolio come through in better performance in 2017. We believe we will grow in medium to high single digits this year and into 2018.

We are entering a transformative period for AstraZeneca. We concentrate in three main areas; Respiratory, Oncology and Cardiovascular metabolic disease. In each of these areas we have a rich near-term pipeline that will bring innovative medicines to the market.

While sales numbers are important we prefer to look at it in terms of patients. We estimate that around 3.5 million patients take an AstraZeneca product in Brazil today. We have a bold ambition to raise this to 5.5 million patients by 2024. At the same time, we will launch a number of new drugs that will address the needs of patients who today have little hope or options. Already this year we have launched two new drugs in lung and ovarian cancer. Each one has a companion diagnostic to identify patients who will respond best to the medicine. This is the future of our industry...to identify the right patient, for the right drug at the right time.

We are also increasing our research and development footprint in Brazil with exciting partnerships in heart regeneration, oncology and clinical research.

Did AstraZeneca perceive any effect of the economic/political crisis in Brazil? In this case, has the Company adopted specific measures accordingly?

Like every sector and market, we have felt the impact of the global uncertainty and deeper crisis here in Brazil. As unemployment increases, so the number of people in company private schemes goes down. This has an impact on affordability and the pool of patients who can afford the more expensive treatments. However, we are also making great efforts to bring our medicines to as broad a population as possible--investigating opportunities to partner with states and at the federal level.

This can be a lengthy process as we navigate the regulations and stakeholders but I believe it is part of our role. AstraZeneca has been at



the forefront of recognizing the differing economic realities around the world and adapting pricing and patient access where possible. Putting patients first is one of our core values and we will continue to make every effort to increase access for Brazilians. As part of this commitment, we run a discount program for patients to increase affordability. This program has over half a million patients included and aims to both address cost issues and educate on the importance of lifestyle and disease understanding.

Could you tell us a little about AstraZeneca's social responsibility/sustainability projects? The Company has a great number of projects in this area. Is there any specific news you wish to share?

AstraZeneca maintains different initiatives geared towards sustainability and social responsibility. We have a number of initiatives around Cotia, the city where AstraZeneca's Head Office is located, that aim to improve the local residents' quality of life. Projects aimed at patients' health and wellbeing, such as *"Encontro com a Autoestima"*, have been running since 2009 with the objective of taking information and exchange experience for women under breast cancer treatment. The *"Viva a Cultura!"* project is designed to take art and culture to children in hospitals, making the treatment period more joyful and less intimidating—this project will have been running for 10 years in 2017.

We also run an AstraZeneca Global Social project here in Brazil that has been implemented in 21 countries — the Young Health Program (YHP) —, aimed at preventing noncommunicable (NCDs) or chronic diseases by educating adolescents in vulnerable communities throughout the world. The objective is to empower teenagers to deal with the problems they face, so that they can enhance chances of a better and healthier life. For the past five years, the Young Health Program has been implemented in five municipalities of the State of Maranhão working with youngsters between

AstraZeneca laboratory—the Company always strives to identify the right patient for the right drug at the right time.

10 and 19 years of age—working with them and their families on making the right choices to protect their health today and in the future with a focus on sexual and reproductive health. Now in 2017, the YHP shall be implemented in underprivileged communities in the city of São Paulo.

Which are the benefits you may perceive being a member of Swedcham? Any comment you would like to make about the Chamber?

We are very proud to be an Anglo-Swedish company. We believe the values and strengths of both home countries are reflected in our values and approach. The recent visit of the Swedish Royal Family and Team Sweden highlighted once again the strong links between Sweden and Brazil. As a member of Swedcham, we were delighted with the proactive and engaged actions of the organization to maximize the links to local companies and stakeholders. We look forward to more opportunities in the future.

As a personal comment, what do you like to do in your free time? Where do you like to travel to and do you have any specific hobby?

I have two young sons so spare time where it exists is normally sports based! Having said that, we are looking forward to travelling around the country and region. We have only recently moved into our home in São Paulo so we are now making plans on the places and countries we want to visit. We recently visited Foz do Iguaçu which was spectacular and we enjoyed greatly. However, there is so much to see...for example we haven't yet been as a family to Rio, so that will be high on our list.

I am a big fan of history and there are so many stories and events that have shaped this region that I am keen to explore as many as possible. In addition, I love sports so hope to ski and play some soccer, golf and squash. However, rugby is my big passion and while my playing days may be behind me, I would love to get involved in coaching and boosting the game here in Brazil! ■



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Interview with Alrik Danielson, *Global President and CEO of SKF*

“NordicLight” recently talked with Alrik Danielson, who was in Brazil this year to participate in the Brazil-Sweden Business Leaders Forum held in São Paulo.



Could you give us a brief background of yourself and your activities prior to becoming Global President and CEO of SKF?

I joined SKF in 1987 as a financial controller in Gothenburg and have held a number of managerial positions in Sweden, Venezuela, Spain, Portugal, the Czech Republic and Brazil. Between 1996 and 1999 I was President of SKF's Industrial Division in Spain and Portugal. Thereafter I moved to Brazil to become President of SKF do Brasil between 1999 and 2003. Between 2003 and 2005 I took on a Group-level role, as President of the SKF Group's Industrial Division and member of the SKF Group's Executive Committee. I left SKF between 2005 and 2014, when I was President and CEO of Höganäs AB.

You were President of SKF in Brazil. Could you tell us a bit about this experience?

It was a fantastic experience! It was one of those once-in-a-lifetime opportunities to learn a lot as a leader. My career would not have developed as it has without those years in Brazil. I see Brazil as “*uma segunda pátria*”!

This year, you were here for the Brazil-Sweden Business Leaders Forum in São Paulo on April 3. What could you tell

us about your impressions of this event?

My most significant impression was that business leaders from both our countries really see the benefits of cooperating. There are so many fantastic opportunities for Swedish and Brazilian industry in the future, and with our long history of working and doing business together, we will take advantage of these. The world is in the midst of the fourth industrial revolution, which is really changing the dynamics of both local and global markets. We have to adapt in order to succeed, and I am convinced that we will do just that.

Could you tell us about any plans for the Business Leaders Forum in the near future?

The Forum provides Swedish and Brazilian business leaders and politicians with a very solid platform for engagement. Working in isolation (either as a country, industry or individual company) is not an option. In order to succeed in developing our businesses and the Brazilian and Swedish economies as a whole, we have to find new ways to collaborate and develop.

What do you feel are your major challenges as head of SKF worldwide?

Bearings are at the heart of almost every single rotating machine in the world. This puts us in a magnificent position, as industry continues to digitalize and automatize. By connecting digital services and solutions to our products, we can support customers in getting the most out of their machines: reducing unplanned downtime and improving efficiency. What a magnificent position that is to be in! Why would anyone want to work for Google, or Apple, when you can work for a company like SKF!?

On a personal note, what do you like to do in your spare time? Where do you like to travel and do you have any particular hobbies?

I try to spend as much time with my family as possible, usually in our cottage north of Gothenburg. I also love riding my motorcycle! ■



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Time has come to sum up yet another semester, which has been turbulent on a national level, and intensive and eventful from the Chamber's point of view. Whatever I write regarding the political situation will be old news when you receive this magazine. But we all agree with the Norwegian Prime Minister Erna Solberg, who expressed "concern" during President Temer's recent state visit over the effects of ongoing political scandals, and that the time has come for Brazil to clean up its act in terms of widespread corruption.

As a Chamber of Commerce, we must try to maintain business as usual despite the turmoil in Brasília, and recently we have had two very distinguished guest speakers who both addressed the current situation in Brazil, from a political, economic and social perspective. They were Thais Herédia from GloboNews and Luiz Felipe d'Avila from Centro de Liderança Pública (CLP), both excellent speakers with sharp analyses and concrete suggestions on what could be done to improve the country's situation.

We have launched two interesting new projects, which are a Young Professionals Advisory Council and a Women's Executive Network and you can read about them further on in this magazine.

After one year chairing the Eurocâmaras, we have now handed over the helm to the German Chamber but together with the Belgalex Chamber we are now with the vice chairmanship and continue to raise the voice of the EU, which is one of Brazil's main trade partners and the biggest investor.

Now it is time to look forward and we are very excited with what lies ahead, such as the Business Climate Survey, Innovation Weeks, the Career Fair and much more. Finally I would like to wish all Scandinavian readers a relaxing vacation and a warm and sunny summer!

Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



First of all I would like to say thank you for the very warm welcome I have received as the new chairman of the NBCC. This month our magazine covers the important Nor-Shipping event in Oslo, an event marked by the promotion of high-level discussions involving all main stakeholders.

The opening debate addressed the impact of disruptive transformations that are taking place, through new technology, digitalization and the change in the energy matrix, together with a significant geopolitical transformation. A positive provocation was made, instigating a debate on what the business model will be 15 years from now, considering the changes that present themselves: renewable energy, automation, remote operation, among others. What will the new maritime and offshore sectors look like?

A Brazil session was dedicated to discussions about the impacts of the global crisis in the sector, the changes being implemented and the opportunities being created. A delegation of about 60 people from Brazil were actively present, including representatives from the Brazilian Embassy, Port Authorities, Petrobras, IBP, BNDES, Statoil, Aker and many others. The program was organized by Abran/NSA and Team Norway in Brazil. It is very clear that Brazil has, and will have, a very important role in the offshore oil and gas production. The cooperation between Norway and Brazil has produced solid results, especially in the high-tech sectors. The new scenario will require a long-term vision, ethical behavior, vocation for technological development, competitiveness and confidence.

We understand that NBCC has an important role to play, facilitating the construction of a new business model, helping Norway and Brazil to build an even stronger cooperation to the technological, commercial and cultural developments we have already built.

Rachid Felix
Chairman,
Norwegian-Brazilian
Chamber of Commerce



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Promoting Swedish values - UN Agenda 2030, migration and gender equality

By Lisa Grehn and Jasmin Höglund Hellgren

After the intense agenda during Their Majesties' visit to Brazil in the beginning of April with the Global Child Forum and Business Leaders Forum in São Paulo and Brasilia, the Embassy has done a number of events in Brazil focusing on the promotion of Swedish values and experience. This is an important task for the Embassy and some of the topics we have concentrated on are Agenda 2030, the feminist foreign policy and migration.



Students from the project Jovem Candango, after listening to Lucas Máximo's presentation.

In 2016, the Swedish Ministry for Foreign Affairs initiated the campaign #FirstGeneration with the objective of spreading knowledge about the UN Global Goals and the value of educators when engaging young people in the work towards sustainable development. The campaign name #FirstGeneration is based on previous UN Secretary-General Ban Ki-moon's statement that the young

people of today are the first generation that can end poverty and the last to stop climate change.

The Brazilian student of international relations, Lucas Máximo, was one of 19 winners who participated in the #FirstGeneration Global Goals Forum held in Stockholm on October 5 last year. To further endorse the focus on youth and sustainable development, the Embassy invited Lucas to continue his work with #FirstGeneration in Brasilia.

On April 24, Lucas and the Embassy visited three schools and education centers reaching out to around 500 students. Lucas gave interactive presentations about the UN Global Goals, particularly about Goal 11 - Sustainable Cities and Communities. The day was concluded with a dinner at the residence hosted by Ambassador Per-Arne Hjelm born together with guests from UNDP, Ministry of Foreign Affairs, Ministry of Environment and representatives from the schools visited. The long and intense day was definitely worthwhile in order to come closer to the objective of encouraging more young people to engage in the work for sustainable development.

Human Rights Watch

In the beginning of May, the Embassy also participated in a migration event held in São Paulo organized by Human Rights Watch together with DOC-galeria and the Embassy. The focus point of the event was the photo exhibition "*Farida – A Syrian tale*", by the Brazilian photographer Maurício Lima. He won the Pulitzer Prize 2016 in Breaking News Photography for capturing the refugees leaving Syria, the perils of their journeys and the struggle of host countries to take them in. The exhibition displayed 33 very touching photographs as the photographer followed the Syrian family Majid



Ahmad Majid, Ambassador Per-Arne Hjelmhorn, Farid Majid, photographer Mauricio Lima and the children Zih, Widad and Nabih at the exhibition "Farida – A Syrian tale" at Museu da Imagem e do Som, São Paulo.

on their difficult journey from Syria through Europe to Sweden.

The purpose of the exhibition and the following seminar was to highlight the migration issue and relate it to the Brazilian context with Sweden sharing experiences of refugee reception, local integration and resettlement. Participating in the seminars besides Human Rights Watch Brazil and Ambassador Per-Arne Hjelmhorn were photographer Maurício Lima and part of the Majid family now living in Sweden.

Seminar on gender equality

The next event was a seminar on gender equality that took place on June 5 and 6 at ENAP (Escola Nacional de Administração Pública) in Brasília. The two-day seminar included panel debates and discussions with the aim to stress the importance of gender equality in political representation, its positive effects as well as possible barriers when implementing gender reforms.

The Embassy invited Louise Lindfors from the Fredrika Bremer Association, the oldest women's rights organization in Sweden and a member of the International Alliance of Women, which has general consultative status with the United Nations. At the seminar, Lindfors shared her experiences about gender equality in the Swedish labor market and talked about how gender equality has been and still is a postulate for the Swedish welfare model.

One of the 25 pictures of the Swedish Dads exhibition (Johan Bävman).



We also took the opportunity to highlight that gender equality is not just a women's issue. Therefore, in relation to the seminar, the Embassy presented the photo exhibition *Swedish Dads*, an exhibition portraying 25 Swedish dads on parental leave. The objective was to give an insight to, and visualize, why more and more Swedish dads choose to stay home with their children and the gender equality benefits for society.

Parallel to these activities, the Embassy also participated in the yearly European Week featuring the European Bazar and Film Festival. Next in line are the Nordic- and LGBTI film festivals. Likewise we will continue the rest of 2017 with a number of promotion projects on Swedish values.

The Embassy is taking the great photo exhibition AccessAbility to Porto Alegre followed by the Porto Alegre Book Fair in November that will have the Nordic Countries as the main theme for this year's fair. The activities promoting Swedish culture and values in Brazil are always well appreciated. There is a great and genuine interest in Sweden which encourages us to work even harder to spread the culture and values of our country.

***Lisa Grehn and Jasmin Höglund Hellgren** are respectively Second Secretary and Intern at the Embassy of Sweden in Brasília.

Swedish Defense Attaché *Christer Olsson* leaves Brazil



Brazilian Air Force Commander Lieutenant Brigadier Nivaldo Rossato and Swedish Defense Attaché Colonel Christer Olsson at a farewell meeting in Brasília. (Photo courtesy of the Brazilian Air Force/CB Feitosa).

After four years as the Swedish defense attaché to Brazil, it is now time for me and my wife Anette to return back to Sweden. The years in Brazil have passed extremely fast and it feels like it was just yesterday that I left Sweden to arrive to an empty room at the Embassy to set up the defense attaché's office.

Living and working in Brazil has been fantastic and we find the country fascinating and the Brazilians extremely welcoming. Professionally, almost every day has brought new experiences.

Something that not everyone knows is that I have been the Swedish defense attaché to Brazil during 16 years. I began in August of 2001 and until 2013 I was a non-resident attaché living in Sweden and travelling to Brazil whenever needed.

In August of 2013, I was posted in Brasilia and only a couple of months later the Brazilian Defense Minister announced the choice of the Gripen as the next jet fighter for the Brazilian Air Force. Even though this was just a coincidence, the timing couldn't have been better.

The main part of my work has of course been connected to the Brazilian Air Force and the Gripen fighter. The Brazilian acquisition is one of the largest Swedish exports ever and has generated a lot of activities between our countries. But it is not only an acquisition of aircraft, but rather the start of a long partnership between Sweden and Brazil in the aeronautics area. We

are now strategic partners developing the new version of the Gripen together. The Gripen acquisition has intensified the relations on many levels also outside the aeronautics area and it is very rewarding to see the strategic partnership that is evolving strongly between our countries.

Besides working with the Air Force, many activities have also been realized with the Brazilian Army, Navy and Ministry of Defense. There are a lot of examples of areas of cooperation that are of mutual interest between our countries, e.g. computer assisted exercises, maritime surveillance, peacekeeping missions, gender and jungle operations.

During my 16 years working with Brazil, I have had the honor of working together with six ambassadors, and the support given by them and the Embassy personnel has been invaluable. When I now leave I hand over the responsibility to my successor Colonel Robert Persson and I hope he and his wife will appreciate their time in Brazil as much as we have.

My best memory from Brazil? Well, that is an impossible question to answer, since there have been so many highlights. One of the greatest memories professionally was probably when I was called to the Brazilian Air Force staff on December of 2013 to be informed that Brazil had chosen the Gripen fighter and wanted a close relationship with the Swedish Air Force.

From our leisure time me and my family have lots of great memories from this exciting country; kitesurfing at the beaches of Jericoacoara, hiking at Chapada dos Veadeiros, strolling around the historic streets of Paraty... Brazil is a fantastic country and offers a great variety!

After returning to Sweden I will first of all spend some time with our three sons, who have been living in Sweden over the past years. This autumn I will retire from the Armed Forces and my plans after that are still quite vague. But whatever I do my memories of Brazil will always be with me!

Christer Olsson



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Swedish defense and logistics sectors strengthen position in Brazil

The sectors of defense and logistics are of strategic interest for Swedish industry in Brazil. In these sectors, among others, Brazilian demand for innovative solutions can be met by competitive and cutting-edge products and services from Swedish companies.

In order to promote solutions towards these sectors, Business Sweden organized pavilions for Swedish companies at two leading industry trade fairs in Brazil during April 2017 - LAAD Defense and Security Fair in Rio de Janeiro and Intermodal South America in São Paulo, for Logistics, Cargo Transport and International Trade. ■

LAAD is the largest and most important trade fair for defense and security in Latin America, bringing together Brazilian and international companies specialized in providing equipment and services for the armed forces, special forces, security services, consultants and government agencies.

The Swedish Pavilion organized by Business Sweden at the LAAD 2017 had the presence of five Swedish companies and organizations within the defense and security area. Participants included Carmenta, Scania, Systemair, Cybaero and The Swedish Aerospace Cluster (ACS).

As part of the long-term strategic Swedish-Brazilian cooperation within the defense and security area, ACS announced during the trade fair a new partnership with the Brazilian Aerospace Cluster which is based in the technology park of São José dos Campos, São Paulo. With the full support of official entities, industry and universities, the partnership follows the model of a triple-helix cooperation, a model successfully implemented in Sweden within various areas to foster innovation throughout society.

Partnerships within the Defense, Security and Aerospace sector are a key driver for Swedish-Brazilian industrial cooperation. These partnerships also hold great potential for spill-over effects into other industrial areas, where Sweden and Brazil can benefit from synergies and mutual interests. ■

Swedish-Brazilian Aerospace Cooperation announced at LAAD



(From left to right) Torbjörn Lönnqvist (Vice President, Carmenta), Tobias Moberg (Product Specialist, Carmenta), Mathias Järnskoog (Product Manager, Scania), Elsa Stefenson (Project Manager, Business Sweden), Per Salberg (Project Coordinator, Scania), Markus Onyango (Business Development Director, Systecon), Robert Hell (CEO, Systecon), Anna Rehncrona (Director ACS), Colonel Christer Olsson (Defense Attaché to Brazil), and Hugo Nicioli (Implementation Manager, Scania).



Anna Rehncrona, Director Aerospace Cluster Sweden, and Marcelo Safadi, Business Director and Cluster Coordinator

Swedish Pavilion at South America's leading logistics and transport event

Intermodal South America is a leading event for the logistics, transports and international trade industry in the region. It is a strategic platform to do business with key players from the national and international markets, product launches, strengthening brand awareness, joint ventures, content, sales and networking.

Due to recent changes in the Brazilian legislation, including new concessions and actions to attract private investments, large-scale investments are expected over the next 25 years. One example is the port system in Brazil, including investments in ports, operational leasing areas and private terminals.

In order to strengthen Swedish companies positioning towards the sector, Business Sweden organ-



(From left to right) Flávio Pinhão (Account Manager Offshore Market, ABB), Peterson Pita (Business Development Manager, ABB), Jefferson Coelho (Local Unit Business Manager, ABB), Pricila Carmo (Consultant, Business Sweden), Malu Novaes (Associate, Business Sweden), Julio Villarreal (Area Sales Manager, Firefly), and Evilásio Carvalho (Agent, Firefly).

ized a Swedish Pavilion at the event. The pavilion had the participation of ABB and Firefly, both companies offering innovative solutions for the Brazilian transport and logistics market.

The Swedish Pavilion provided the opportunity to showcase Swedish technology in light of the upcoming changes, engaging with key decision-makers and leading stakeholders within the sector. ■

For more information on how to participate in future Swedish promotional activities please contact **Elsa Stefenson** elsa.stefenson@business-sweden.se or **Pricila Carmo** pricila.carmo@business-sweden.se



Team Sweden visits Goiás

Ambassador Per-Arne Hjelm born and a Team Sweden delegation paid an official visit to the state of Goiás on April 18 and 19. In addition to the Embassy, Team Sweden includes representatives of the Consulate General, Swedcham and Business Sweden. Bengt Janér, Saab Director in Brazil, also participated in the visit.

Team Sweden's hosts showed their guests the good infrastructure and investment opportunities available for Swedish companies already established in Brazil and those planning to set up operations in this country.

Goiás, nestled in the heart of Brazil, is a state surrounded by Tocantins, Bahia, Minas Gerais, the Federal District of Brazil, Mato Grosso do Sul and Mato Grosso. It is the most populous state of the region and is characterized by its extensive plateaus. It is an important state for many Swedish companies such as Tetra Pak, Scania, Volvo and Ericsson, among others.

In Goiânia, the delegation attended a meeting at the Secretariat of Development, where a presentation was given by William Leyser O'Dwyer, Executive Superintendent for Foreign Trade of the State of Goiás.

The delegation then participated in a seminar at the Goiás State Federation of Industries (FIEG) and later attended an official dinner with Governor Marconi Ferreira Perillo Júnior and staff and the President of FIEG, Pedro Alves de Oliveira, at the Palácio das Esmeraldas.

On April 19, Team Sweden visited the Air Base in Anápolis, which will receive all the 36 JAS Gripen jet fighters Saab will deliver to the Brazilian Air Force. It also held a meeting at the City Hall with Anápolis Mayor Roberto Naves e Siqueira. Afterwards, participants visited Porto Seco Centro Oeste, a unique logistics center for export/import companies.



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Sweden *in* São Paulo

By Peter Johansson
Consular Officer



(From left to right) Mara Luquet, Renato Pacheco Neto, Alexandre Kalache and Debora Freitas.

Consul General gives interview on CBN radio

One of the proposals of the Temer government is of course the much-debated pension reform. This fact has led to an interest in how the system works in Sweden and how the increasingly older population is taken care of from the CBN radio channel, which has a program specialized in this topic called "50 Mais", hosted by the journalists Alexandre Kalache, Mara Luquet and Debora Freitas.

Early in May, Swedish Consul General Renato Pacheco Neto was invited to the program and gave an interview discussing the Swedish experiences in the area. ■

Reinauguration of major traffic education center

Traffic in São Paulo is undeniably hectic and in need of a never-ending education and practical training of its drivers. One of the pillars in this process has for many years been the "EVT Caio Graco", which in essence is a space for traffic experience built in the format of a mini-city, complete with electrical cars, road crossings, gas stations, traffic lights and a series of other items creating an environment where children can safely get practice in handling common situations.

"EVT Caio Graco" had been closed for some time and was in need of a reform, when the current municipal government under Mayor João Doria reached out for support in revitalizing the space. São Paulo's Traffic



Luiz Eduardo Pesce de Arruda (Superintendent for Development and Traffic Education of CET), João Octaviano Machado Neto (President of CET), Peter Johansson and Sérgio Avelleda (Municipal Secretary of Mobility and Transport in São Paulo).

Engineering Company (CET) therefore contacted the Consulate, when Her Majesty Queen Silvia was in Brazil, and asked for help in translating a request for institutional and financial support, which was later handed over to the Queen. Hopefully this initiative will lead to interest among the Swedish industry in Brazil to contribute to creating more centers like this in the city of São Paulo, or even a formal cooperation with entities in Sweden in the traffic area.

At the reinauguration of the "EVT Caio Graco" on May 29, the Consulate was represented by Consular Officer Peter Johansson. ■

"Nordlyset" celebrates its 126th anniversary

Oldest of all the Scandinavian Associations in the world and still vibrantly alive, "Nordlyset" celebrated its 126th anniversary on May 19. Located in a building in the São Paulo area Campo Belo, "Nordlyset" hosted a sold-out gala dinner with delicious Scandinavian dishes and live jazz music, all led by the Association's President Jens Olesen.

We all hope that "Nordlyset" will be around for at least another 126 years, serving as one of the platforms for the Scandinavian community! ■

Anhembi Morumbi Week of International Relations

As part of the university program in international relations, one of the leading private universities in São Paulo, Anhembi Morumbi (part of Laureate International Universities), each year organizes a week full of activities around the theme and invited Sweden to be one out of two focus countries to give a speech about the bilateral relations between the nations. In the case of Sweden, the subtheme was specifically the Gripen project and its history and effects on the relations.

Upon the invitation of Professor Maurício Homma, who is the coordinator of the International Relations Program, Consul General Renato Pacheco Neto together with Consular Officer Peter Johansson held a presentation and debate that lasted about three hours and ended way beyond the expected hour at 10 p.m. Surely this is a sign as good as any that the interest in Sweden in the academic environment is also high. ■



Ellen Teje's presentation in São Paulo at Unibes Cultural.

Ellen Teje presentations on gender equality

Once again, the inspirational Ellen Teje has visited Brazil giving presentations about gender equality in the audiovisual environment in the cities of São Paulo and Santos. Teje, director of a cinema in Stockholm, has become famous for applying the Bechdel-Wallace test on movies and thereby created a type of quality seal (called the "A-rate") based on how the gender issue is treated in the film.

Since the gender issue is a focus area of Sweden's foreign policy, Teje had received support from the Embassy to come to Brazil. Teje drew full houses in both cities with her inspiring style and provoking questions. ■

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Ambassador Per-Arne Hjelmhorn and Honorary Consul General Renato Pacheco Neto with the children who helped to hoist the flags.

Swedish National Day at Scandinavian Church

Photos by Mario Henrique



Pastor Åsa Ström Broman celebrated the beautiful mass at the Scandinavian Church.

"Swede of the Year" Margareta Svensson with Consul General Renato Pacheco Neto (who organized this most successful event) in the background.



The National Day celebration in full swing!

Once again, the Swedish National Day celebration was held at the Scandinavian Church in São Paulo. The event was a success, attracting more than 200 people from the Swedish colony mainly in the São Paulo region. The event took place on Sunday June 4, two days before the actual day, which is June 6.

The day began with a mass celebrated by Pastor Åsa Ström Broman, followed by the hoisting of the Swedish and Brazilian flags and speeches by Consul General Renato Pacheco Neto and Ambassador Per-Arne Hjelmhorn.

The winner of this year's "Swede of the Year" election, a tradition which started in 2015, was Margareta Svensson, a former ABB employee who worked for the company for 14 years.

The 2017 celebration featured live music with Fátima Fonseca and David Pasqua, an exhibition of artist Katarina Nagy's work, special activities for the children, and a variety of delicious Swedish foods served by Buffet Cicareli.

There was also a quiz with many prizes offered by the event's sponsors, which included: Ahlstrom Munksjö, Atlas Copco, Ericsson, Gunnnebo Industries, Höganäs, Nordea, Pacheco Neto Sanden Teisseire Advogados, S/A Llorente & Cuenca and Scania. ■



Artist Katarina Nagy with Consular Officer Peter Johansson.





(From left to right) Ambassador Per-Arne Hjelm born with the four Nordic Consuls: Jan Jarne (Finland), Eva Bisgaard Pedersen (Denmark), Renato Pacheco Neto (Sweden), and Cesar B. Garrubo (Norway).



Fatima Fonseca and David Pasqua put on an excellent show during the celebration!



Cello player Anders Carlén enthralled everyone during the mass.



Johannes Ahlinder (ABB), with Consul General Renato Pacheco Neto and Consular Officer Peter Johansson, won one of the quiz prizes.

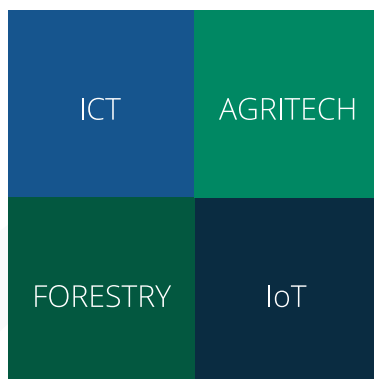


Elsa Stefenson, Cecilia Odevall and Andreas Rentner.

The delicious Smorgasbord buffet was much appreciated by all, including former Swedish Consul General Barry Bystedt (right).

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During a two-day program, Swedish companies could listen to representatives of more than 30 different private and public entities about the defense cooperation between Sweden and Brazil and its effects on other sectors. (Photo by Talitha Cicon)



1st Meeting on Sweden-Brazil Defense Trade

On April 24-25, the Brazilian Chamber of Commerce in Sweden, in coordination with the Secretariat of Defense Products (SEPROD) at the Ministry of Defense of Brazil, organized the "1st Meeting on Sweden-Brazil Defense Trade - fostering sounding businesses". During a two-day program, Swedish companies could take part in some of the opportunities surrounding the defense cooperation between Sweden and Brazil and its effects on other sectors.

The initiative was inspired on the "1st Meeting on Defense Projects Financing: in search of new solutions" held by the Secretariat of Economy and Finance (SEFA), a branch of the Brazilian Air Force (FAB), in Brasilia at the end of 2016.

A Gala Dinner and a series of three seminars: "Brazil-Sweden Defense Trade"; "Trade and Transparency - Finance and Guarantees" and "Innovation & sounding businesses", comprised the event, which included talks from the Brazilian Development Bank (BNDES); Embraer; Saab; Vinnova; EKN; SEK; Swedish Security and Defense Industry Association (SOFF); the Brazilian Agency for Industrial Development – ABDI; the Federation of Industries of the State of São Paulo (FIESP); Serendipity; Royal Institute of Technology; and the National Board of Trade of Sweden;

"Brazil-Sweden Defense Trade: what's in the pipeline" was the first seminar on the program. Some of the speakers (from left): Robert Limmergård - Secretary General, SOFF; Alexandre Felbinger - representing the General Secretariat of the Navy of Brazil; Rear Admiral Thomas Engevall - Deputy National Armaments Director of Sweden; Eduardo Nunes (Embraer) and Micael Johansson - Deputy CEO Saab. (Photo by Carolina Boschetti)



Opening by Mr. Jan Salestrand – State Secretary to the Minister for Defense of Sweden. (Photo by Carolina Boschetti)



Brazilcham's 10th anniversary was celebrated with a Gala Dinner for 160 guests. Among them (from left) Dr. Saeid Esmailzadeh - COB Serendipity; MP Sofia Arkelsten - Moderaterna; Jan Scherman - Former CEO TV4 and Mr. Marcello Teixeira - Ministry of Finance of Brazil. (Photo by Carolina Boschetti)

among others. The occasion also marked the celebration of Brazilcham's 10th anniversary.

The Brazilian delegation was led by Major Brigadier Heraldo Luiz Rodrigues, head of Directorate of Economy and Finance at the Brazilian Air Force and among the eminent speakers were Rear Admiral Thomas Engevall, Deputy National Armaments Director of Sweden, and Mr. Jan Salestrand, State Secretary to the Minister for Defense of Sweden.

Brazilcham would like to thank all the speakers and collaborators, in particular, Mannheimer Swartling, SOFF, Embraer, JUREK and Life Event. We also would like to express our special appreciation to the colleagues at SEPROD and SEFA for all their effort and support that made this initiative possible. ■

Brazilcham's Gala Dinner. (From left): Commander Alexandre Felbinger; Major Rodrigo Goretti - SEFA; Col. Diogenes Lima Neto - SEPROD; Sharif Pakzad - Brazilcham; Elisa Sohlman - Brazilcham; Rear Admiral Thomas Engevall, Deputy National Armaments Director of Sweden; and Major Brigadier Heraldo Luiz Rodrigues, head of Directorate of Economy and Finance at the Brazilian Air Force. (Photo by Carolina Boschetti)



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Volvo innovation at work

Wilson Lirmann is the first Brazilian to assume the presidency of Volvo Latin America. Before taking on his new role, he handled other challenges at Volvo Trucks and Volvo dealer net in Brazil.

He also worked at the company's head office in Gothenburg and had the opportunity of learning Swedish. In the interview that he kindly granted to Otávio Lucchese, Swedcham's representative in Curitiba, he spoke of Volvo's values and novelties, besides sharing his impressions on Brazil's current challenges.

Which values best represent the Volvo Group?

At Volvo, we define our top values in the following order: Customer Success, Trust, Passion, Performance and Change. It is not difficult to explain the reasons for this ranking. Customer success must come in first place as our own success depends on our customers' success. Then comes Trust. If we are not trustworthy, our customers will not give us the

opportunity to help them succeed. Passion for what we do comes third. People who like what they do are more engaged and responsible, and for that reason perform better. This leads us to our fourth value, Performance, which we aim to achieve in all areas. We have four Fundação Nacional de Qualidade (National Quality Foundation) awards, affording us world-class recognition. Change completes the list of top values. We live in an increasingly dynamic world that is merciless with those who do not manage to adapt to new challenges. It is necessary to innovate. Innovation has always been a part of our corporate culture. In Brazil, for example, we have the "I9" Programme, which in Portuguese means "innovate". The programme encompasses not only technological innovation of products, but all areas of the company, from manufacturing to administrative areas. It aims to strengthen our team and the company as a whole.

What are Volvo products' main distinguishing features? And their novelties?

Quality, safety and respect for the environment are some of our distinguishing features. But, I also think it is important to mention our quest to provide the driver with the best environment as a great distinguishing feature. We appreciate and respect all those involved in the market chain. In Brazil, Volvo products abide by the same standards as in Europe. As an example of this, I can mention iShift technology, 6th generation, used in 32-ton FM trucks. Innovation and pioneering spirit are ever present in our company. The novelty of the year is that we have just launched the VM Autonomous, a self-driving truck for the harvesting process of sugarcane. In order to avoid damaging the sugarcane beds—which means the major loss on the operation—we have developed a vehicle that can follow a predetermined path within a 2.5cm accuracy deviation. This is something that is practically impossible for a human operator. In this way, the truck does not crush the plants and seedlings that will grow for the following years' harvests. In Holland,

Wilson Lirmann (left)
with Otávio Lucchese.



we are working on self-driving vehicles for refuse collection. The system makes the truck perform maneuvers automatically so that the operator can put the garbage in the refuse container more easily.

The government has an extensive list of reforms on the agenda. In your opinion, which are the most important and urgent to accelerate the return of economic growth?

Brazil has to regain its credibility. In my view, the first step would be to approve the reforms to recover the economy. The current system is not viable and takes away our ability to invest in infrastructure. It is Brazil's future that is at stake. The labour reform comes next. We need to improve Brazil's competitiveness. Some of the products manufactured by Volvo in Sweden are aimed at the Latin American market because they are cheaper than those made in Brazil. We need true trade openness in order to rectify this type of distortion. The tax reform is also a challenge. We need a stable system. Simplification and a stable system have been on the agenda for a long time and are known to all sectors.



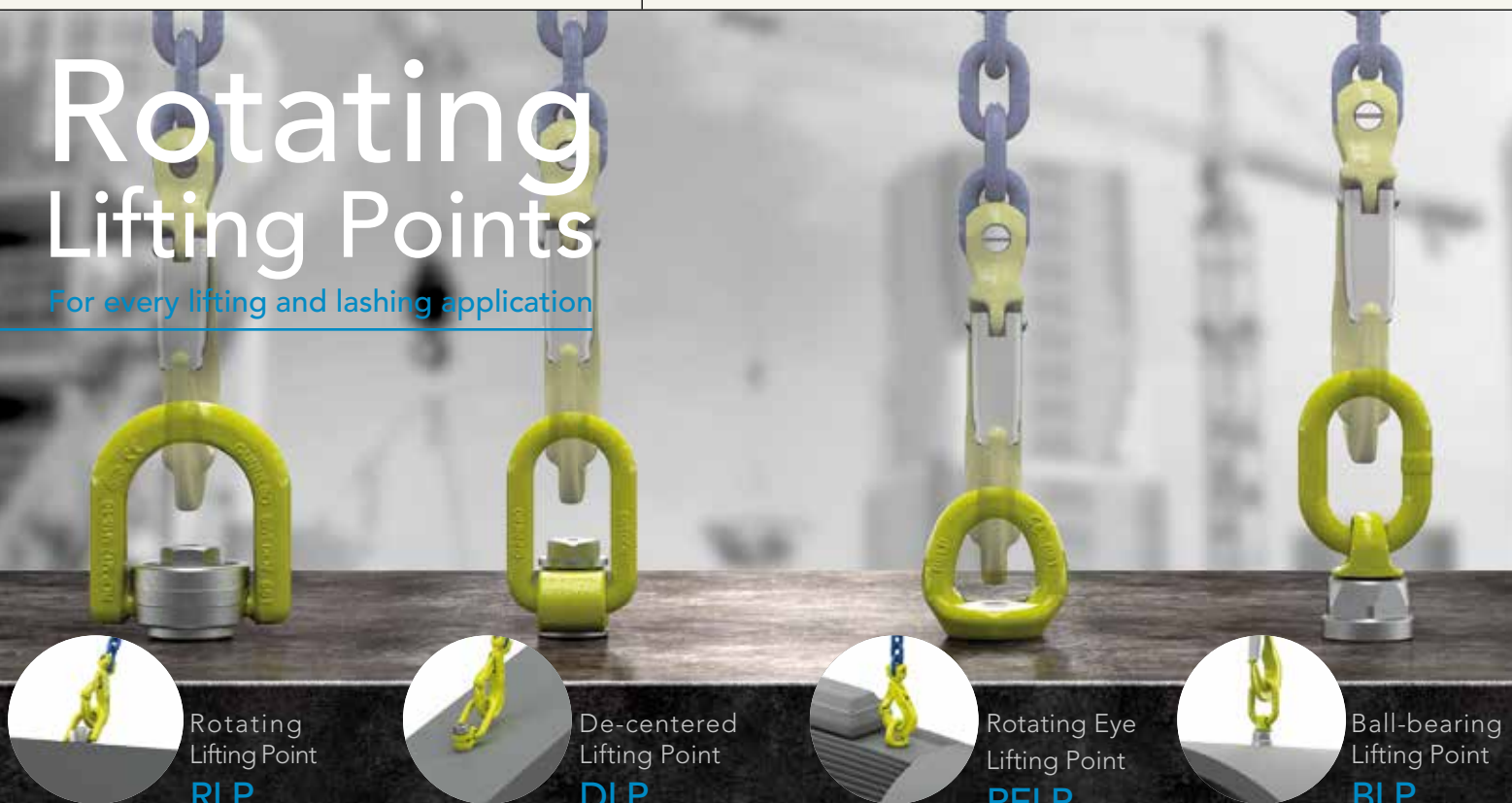
What is your view on the business environment in Paraná? Would you recommend the State to Swedish companies interested in establishing in Brazil?

It is evident that I would recommend Paraná. The State has a distinct business environment. However, we need to innovate and invest in safety, infrastructure and urban mobility in order to attract new investments. ■

Volvo self-driving truck in Maringá, Paraná State.

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EBO WWN Board of Directors 2017-2018: (left to right) Almut Rössner (Vietnam) - Secretary General; Frederik Höglund (Taiwan) - Vice-Chairman; Renato Pacheco Neto (Brazil) - Chairman; Adam Dunnett (China) - Vice-Chairman; and Ramon Brüsseler (Laos) - Treasurer.

Swedcham at Eurocâmaras

By Renato Pacheco Neto*

Swedcham has completed its term ahead of the Eurocâmaras, Association of the bilateral European Chambers of Commerce and Industry in Brazil. It is thus a good time to thank Chairman Nils Grafström and Managing Director Jonas Lindström for their high commitment over the last 12 months. Eurocâmaras intensified even more Swedcham's already very dynamic and busy agenda.

Eurocâmaras' Elected New Board is formed by Dr. Wolfram Anders, Chairman - German Chamber, Nils Grafström, Vice-Chairman - Swedish Chamber, and Renato Pacheco Neto, Chairman - CAE-Eurocâmaras. Other positions are currently being presented.

At least 10 events were organized and hosted at Swedcham, during its Presidency of Eurocâmaras. We could exchange a lot with ELAN (European Latin America Network) not only here but also abroad. There were two missions out of Brazil. The first took place in September 2016 and the last in February 2017, with the Chairman and Managing Director's participation respectively.

This broader agenda—always together with other Chambers, mainly the ones on the Eurocâmaras Board, French, Portuguese, German et al.—enabled a fruitful sharing of experiences and also interaction with the EU Delegation in Brasília in addition to Fiesp and even the Brazilian Ministry of Foreign Affairs.

On May 5, Swedcham's Chairman Nils Grafström handed out to

Foreign Minister Aloysio Nunes the 2017 Position Paper of Eurocâmaras to the EU-Mercosur Free Trade Agreement, currently under an advanced negotiations stage. This Position Paper was issued with support from MAT (Market Access Team), which held four important meetings at Swedcham together with the EU Delegation led by Nicola Ardito and his team of experts.

The Eurocâmaras paper deals with many important issues among which is the strengthening of business ties between the regions through global value chains, modernizing infrastructure and competitiveness, providing better incentives, also access to trade-related intellectual property, converging regulatory frameworks and also enhancing customs procedures. The Position Paper was conceived by a working team of different professionals and experts who brought their contributions and is available for download and further reading on the Eurocâmaras website: <http://www.eurocamaras.org.br/eurocamaras/en/POSITION-PAPER-Eng.pdf>

Last but not least, we would like to say that Swedcham will further participate in the Eurocâmaras as a Vice Chair and also Chair of its Arbitration and Mediation Chamber (CAE). Eurocâmaras European Chambers are internationally organized under the umbrella of EBO WWN (European Business Organizations Worldwide Network) and had their recent 17th Global Meeting from June 19 to 21 in Brussels, hosted by The European Commission Directorate General for Growth, former DG for Internal Market, Industry, Entrepreneurship and SMEs.

The European Business Organization Worldwide Network ASBL (EBO WWN) conducted its Annual General Meeting on June 19 in Brussels. On this occasion, the EBO WWN elected its board. Renato Pacheco Neto (Eurocâmaras-CAE Brazil) was reelected Chairman; Adam Dunnett (European Chamber China) and Frederik Höglund (European Chamber Taiwan) rejoined the board as Vice-Chairman as Ramon Brüsseler (Laos) did as Treasurer. New to the Board is Almut Roessner (European Chamber Vietnam), who succeeded Christoph Heider (European Chamber Korea). ■

***Renato Pacheco Neto, LL.M., President of CAE-Eurocâmaras and EBO Worldwide, is also the Honorary Consul General of Sweden.**



European Union Week in Brazil

Photos courtesy of Fiesp

Paulo Skaf, President of the São Paulo State Federation of Industries (Fiesp) and the São Paulo State Center of Industries (Ciesp), and João Gomes Cravinho, EU Ambassador to Brazil—in partnership with Eurocâmaras—held a seminar entitled “Week of the European Union in Brazil—A Look at the Future”, which was held on May 5 at Fiesp’s headquarters on Avenida Paulista.

The aim of the seminar was to relaunch the European Union as one of Brazil’s main partners in terms of business, investment and technological innovation.

“Fiesp supports isonomy, competitiveness and innovation,” said Skaf. “We have always had a favorable position regarding an agreement with the EU.” He believes that “we must have many innovation and

technology exchanges. The key word is adaptation.”

According to Foreign Affairs Minister Aloysio Nunes, the idea is not to simply sign a trade agreement with Europe. “Our goal is a partnership agreement that encompasses other relevant elements, such as interchange between our universities,” he said.

Ambassador Cravinho emphasized that “São Paulo is the driving force of the economy in Brazil and Latin America,” being a state that works “in the name of integration”.

In addition to issues of an economic nature, Cravinho stressed that “free trade must not be seen as something harmful. “We have prospects of signing deals with Australia, South Korea and Canada, among other markets. The major block that is lacking is Mercosur.”

Paula Aguiar Barboza, Head of the Brazilian Ministry of Foreign Affairs Division for Trade Negotiations with Europe and North America, was one of the participants of the seminar’s first discussion panel. “We are negotiating important items, such as rules of origin. There must be flexibility on all sides: Mercosur is 26 years old, compared to 60 years for the European Union.”

Nils Grafström, Swedcham Chairman and at the time also Chairman of Eurocâmaras in Brazil, stressed that Europe accounts for 20% of Brazil’s trade balance flow, according to 2016 data.

“We defend items such as the free circulation of professionals and the reduction in local content policies, especially in the field of energy policies,” he noted. “Our focus must be on innovation and technology transfer, with more cooperation between Brazilian and European patent offices.”

According to Grafström, there is a simple explanation why a small country like Sweden has created global companies such as Volvo, ABB, Skype and Spotify. “We have a totally free market, which generates competitiveness and innovation,” he summed up.

Grafström took the opportunity of the May 5 event at Fiesp to distribute the Eurocâmaras Brazil Position Paper on the EU-Mercosur FTA Negotiations. Eurocâmaras Brazil, founded in 1999 and based in São Paulo, represents the interests and needs of more than 5,000 European industries and companies in the European business community. ■

****This article is based on an article written in Portuguese by Isabela Barros/Agência Indusnet Fiesp***

Swedcham Chairman Nils Grafström distributes the Eurocâmaras Brazil Position Paper during the May 5 event at Fiesp.





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Advisory Council meeting with *Thais Herédia* and *Bengt Janér*

Swedcham held its latest Advisory Council meeting on Friday April 28. This time the event took place at the Chamber's premises on Rua Oscar Freire in São Paulo, and despite some unusually complicated traffic jams caused by demonstrations, it was well attended.

Following my words of welcome, recalling the great importance of the councillors and their support to the Chamber, came a presentation by guest speaker Thais Herédia, the well known GloboNews journalist. She gave a much appreciated overview of Brazil's current economic/political situation. In spite of a rather bleak scenario, there were some grounds for hope that necessary economic reforms could be approved by Congress during the Temer administration.

After the presentation, activity reports were given by Managing Director Jonas Lindström, Consul General Renato Pacheco Neto and Business Sweden's new Trade Commissioner Andreas Rentner. Regrettably, Ambassador Per-Arne Hjelmboorn could not be present due to demonstrations also in Brasília.

These reports were followed by another presentation, this time about "The Gripen NG Program—Swedish-Brazilian High-Tech Partnerships," given by

Saab Director Bengt Janér presents Swedcham Managing Director Jonas Lindström with a Gripen model.



Thais Herédia with Nils Grafström, the Chairman of Swedcham and now also of its Advisory Council.

Bengt Janér, Director of Saab in Brazil. His presentation caught much attention as this Swedish-Brazilian project represents a historic business deal in every sense of the word between the two countries, and is the result of decades of much hard work and efforts on both sides.

In my closing remarks, which also put an end to my tenure in the Advisory Council, I warmly thanked the Council's members for excellent cooperation and friendship through the years. I also warmly thanked both the Chairman of Swedcham, Nils Grafström, and the representative of Saab, Bengt Janér, for their very kind words.

Swedcham Chairman Nils Grafström is taking over also as Chairman of the Advisory Council.

Last but not least, in this farewell address to all members of the Advisory Council, I make a personal plea for continued support to our beloved Chamber. It has been a long, and not-so-seldom rough ride to get where the Chamber is today, and this has to a very large extent only been possible through the members' generous financial participation.

Christer Manhusen

Thank you, Christer!

On behalf of Swedcham's Board of Directors, I want to express my warmest gratitude to Christer Manhusen, who retired at the annual meeting in April after serving the Chamber for 21 years. During all this time, Swedcham has undergone substantial changes, both as a consequence of new business conditions in general but also by adjusting the activities to the demands of our members in a rapidly changing world.

Christer has been the mastermind behind most of the changes. One of the biggest transitions took place in 2006, when Swedcham, under his chairmanship and on his initiative, passed the decision to hand over basically all external consulting services to the newly opened Swedish Trade Council in São Paulo, today known as Business Sweden. The consulting services had been a cornerstone in the Chamber's activities since it was founded and some questioned whether it would survive. Christer was, however, convinced that it was the right way moving forward, giving the Chamber a new direction and, thus, enforcing the combined Swedish activities in Brazil with

each of the "official" representatives having a well defined role: Swedcham, the Embassy, Business Sweden and the Consulates General—to the benefit of all. And how right he was.

To you, Christer, I want to forward not only Swedcham's thanks to you but especially my gratitude for all the services you have provided to the Chamber. We have all benefitted from your vast experiences, knowledge, availability, excellent judgment and friendship. The friendship will remain even if you have now left the Board and the Advisory Council and I promise that we will always cherish your contributions to the Chamber and to the business community.

My best wishes to you!

Nils Grafström
Chairman of the Board

“NordicLight” pays tribute to Christer Manhusen

“NordicLight” recently interviewed Christer Manhusen, former Swedish Ambassador and a longstanding member of Swedcham, having been first its Chairman and then Chairman of its Advisory Council for several years. He will be missed!

Asked about his background, Christer said he grew up and went to school in Gothenburg, Sweden’s largest port, his father being a sea captain. His family roots, however, are in Sweden’s southernmost province, Skåne or Scania, where both his parents came from.

“After school,” he reminisced, “I thought of being an officer or a diplomat. I became both. First, I became a reserve officer in the Cavalry, then, after an MBA, I entered the Foreign Ministry. I served in our Embassies and Missions in Santiago, Quito, Moscow, Washington, Geneva and finally Brasilia as my last posting. I left government service some 7 years before retirement age and started to work as a consultant, which I still do.”

When did he first visit Swedcham? Christer said that “after four years as chief multilateral trade negotiator in Geneva and being Sweden’s last EFTA ambassador and its first WTO ambassador, I came to Brazil as ambassador in January 1996 together with my wife and youngest daughter. I decided right away to make my first visit to São Paulo, Sweden’s second most important industrial city. I arrived in

February and made my first acquaintance with the Chamber. Then and there I was invited to become honorary chairman, and now I have been on the Swedcham Board in different capacities for more than 21 years.”

According to Christer, his years at Swedcham have been most rewarding. “I am deeply grateful for having had the opportunity to see the Chamber grow and become the booming center of an innumerable number of activities, fomenting Swedish-Brazilian commercial interests.”

Christer said his most dramatic experience at Swedcham was “without a doubt the separation from the then Swedish Trade Council with whom the Chamber had collaborated for years.” The news that the STC would depart and open an office of its own in São Paulo came as “a terrible blow for us. We on the Board had wanted an even deeper cooperation, but to our immense disappointment instead came separation.”

Many thought that the Chamber was doomed and suggested it should be scrapped, he recalled. “A nucleus of enthusiasts on the Board decided otherwise, and I had the privilege to be its voice in the arduous negotiations which followed. To make a long story short, instead of a Chamber that was doomed, we today have a Chamber that blooms and continues to be what it always has been—namely the pillar of the Swedish-Brazilian business community in Brazil.”

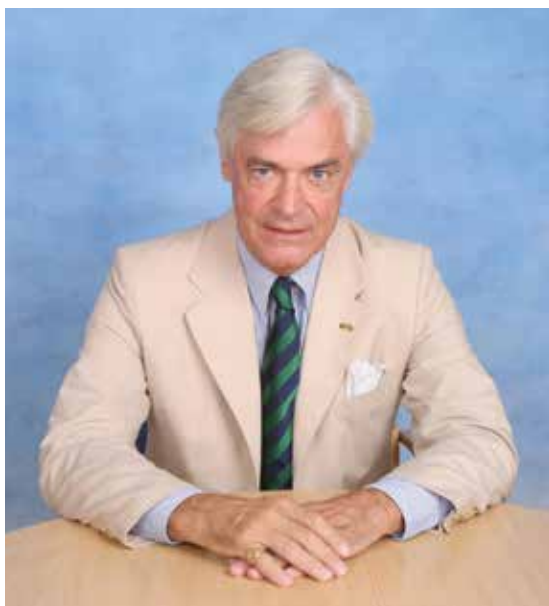
Another extraordinary experience was to see Saab win the race to sell 36 of its top-of-the line Gripen jet fighter to the Brazilian Air Force in an extremely hard competition with what France, the USA and Russia offered. “For Sweden, it is the most important business deal in modern times, and in the campaign the Chamber played its part,” he noted.

“I also take pride in mentioning that, some years ago, Queen Silvia graciously accepted to be Swedcham’s Honorary Member – the only Chamber so honoured. A great privilege, indeed!”

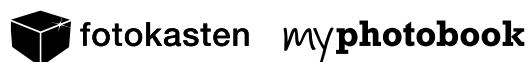
Last but not least, Christer stressed that the warmth and friendship he shared with the members of both Swedcham’s Board and Advisory Council “will rest in my memory. This also goes for many of the Chamber’s members with whom I became friends.”

“In this context, I want to pay a special tribute to the very professional team at Swedcham—its Board of Directors, Chairman, Managing Director and Staff—that is making the Chamber what it is today, a success story to be proud of.

“With their combined professionalism and dedication, I am confident that the Chamber will withstand the big challenges presented by the current political and economic turmoil in Brazil,” he said. ■



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Anders Opedal is Statoil's New Country Manager: *Gearing up for future growth*

By Runa Hestmann

Statoil has great ambitions in Brazil, not only in oil, but also in gas and even renewables. To continue shipshaping the organization was what Statoil's new Country Manager Anders Opedal came to Brazil to do this January. In times of crisis, this means cutting costs and creating measures to increase efficiency. But for Statoil the actual significance is taking operations to a whole new level. Within a few years, the Norwegian IOC aspires to go from a single-field to a multi-field operator.

Anders Opedal came from the position as the Chief Operating Officer responsible for the corporate improvement programs and for driving operational efficiency across Statoil's business areas.

"In terms of prolific areas, there is nothing even close to Brazil. Statoil has already invested USD 10 billion here and plans to invest even more. My job is to create the right organization to make sure that we are capable of capturing that investment," Mr. Opedal says in this interview with **"NordicLight"**.

One of his main challenges during the first months has been learning Portuguese. Deciphering recent changes in the Brazilian oil and gas industry is also taking some time. Still Mr. Opedal feels lucky.

"Changes mean uncertainty, but important steps have already been taken. The opening of the pre-salt polygon was probably the most important change. I am excited to see changes towards making the Brazilian oil and gas industry more diverse, and also to see that it is creating more opportunities for us and for the local supply chain," he says.

Statoil has actively advocated its view on different arenas, and acquired Carcará South from Petrobras when the regulations of pre-salt operatorship were changed. On October 27 this year, ANP is organizing two pre-salt bidding rounds on one day.

"We aspire to be the winner of Carcará North and also become the operator of this field," Mr. Opedal admits.



This does not mean that the money is guaranteed, and Mr. Opedal makes it clear that changes—or lack of changes—in regulations, framework and legal issues might prevent the pre-salt oil from being a profitable investment. Repetro is only one example.

"We have to prove our rights to get the money, and show the Statoil headquarters that we in the local organization are able to manage the risks and uncertainties present here," he says.

But it's not all about oil. The presence of gas on the Brazilian continental shelf is also one of the factors that make Brazil so attractive. The BMC-33 block in the Campos Basin is a combination of gas and condensate and Statoil is carefully studying how to proceed here.

"We think we can make a great contribution," Mr. Opedal says. IBP also thought so, and invited Statoil to be a part of the "Gas to Grow" initiative.

"We are actually selling and marketing in Europe twice the volume of what Brazil is using. We have also gone from being a monopolist to become one of many players on the European gas market. We support IBP's initiative

"As a part of our corporate strategy, we are also looking into new energy solutions, like wind and solar energy. Brazil is a sunny country and, in the future, we might move outside oil and gas and expand our value chain in Brazil even further," Mr. Opedal says. ■



Important insights were shared during the Brazil Podium. (Photo courtesy of Nor-Shipping/Ilja Hendel)



Brazilian singer Liah Soares accompanied by musicians from Oslo Strings was a highlight during the Brazilian party at The Thief.

NBCC on new *Nor-Shipping venture*

By **Runa Hestmann**

For the second time in history, NBCC was present at the Nor-Shipping exhibition and congress in Oslo from May 30 to June 2, 2017.

The Brazil@Nor-Shipping agenda of the global maritime event is an initiative by Abran and the Norwegian Shipowners Association, with the support of NBCC, BNCC, Innovation Norway and The Norwegian Consulate General in Rio. This was the 26th edition of Nor-Shipping, making it the longest running event of its kind in the world: 35,000 visitors from 80 countries were expected to the exhibition and the seminars, and numerous events were dedicated to Brazil.

For the 60-people-strong Brazilian delegation, Nor-Shipping started on May 29, when the delegation was among the guests invited to a mayoral reception in Oslo City Hall. In the evening, Brazil's Ambassador to Norway, Mr. George Monteiro Prata, hosted a welcoming party in his residence.

Nor-Shipping Director Birgit Liødden was very excited with the heavy Brazilian presence, and describes Brazil as a "breath-taking market abundant in potential, resources and opportunities".

"Brazilian-Norwegian relations in the offshore industry are very important. The Norwegian offshore presence in Brazil is strong, and when we invite the world back to our playground here in Oslo, it is only natural to put Brazil and our relations on the map," she said.

Across the oceans

Close to 1,000 exhibitors were present at Nor-Shipping 2017 and 21 national pavilions were part of the exhibition. Several NBCC corporate members and other Norwegian companies active in Brazil were represented at the exhibition with their own stands. Kongsberg, V.Group, Vard, Damen Group, DNV GL, Jotun, Marine Aluminum, Ulstein, Yara, DNB,

Innovation Norway, NOV, Norsafe, Palfinger Marine, Rolls Royce Marine, Storm Geo, Torvald Klaveness, TESS, MacGregor, Wilhelmsen Ships Service, Scana and Air France KLM are some examples.

NBCC Chairman Rachid Felix hopes the Brazilian presence will contribute to greater understanding.

"It is important for us to show the world how Brazil is handling the challenges of the downturn of the offshore industry around the globe and demonstrate what opportunities are still to find in Brazil. I am happy to see that Brazil is considered an important partner for maritime business in Norway," he commented.

Petrobras was also represented in the Brazilian delegation this year, by Juliano Dantas and two colleagues. Other distinguished members of the Brazilian delegation were Jorge Camargo from IBP and the Director of the Directorate of Ports and Coast (DPC), Vice-Admiral Wilson Pereira de Lima Filho.

"Brazil is currently going through some difficulties, but I am convinced that we will overcome these challenges. Now we want to look forward, and the best way forward is across the oceans. This

NBCC Chairman Rachid Felix with Kristian Siem and Claudio Goulart from DNB during the exclusive Brazilian party.





Vice-Admiral Wilson Pereira de Lima Filho is the director of the Brazilian Directorate of Ports and Coast (DPC).

is how we get closer and build stronger relations with other countries," Vice-Admiral Lima Filho said.

Value added

The Brazilian agenda also brought a seminar on Brazil and the very exclusive Brazilian Party, at the rooftop of the Tjuvholmen hotel The Thief, both on May 31. VIP guests like Helge Møgster, Kristian Siem, Wencke Nistad and Lars Peder Solstad all found their way to the social highlight of Brazil@Nor-Shipping.

The Brazil seminar was opened by Norway's Minister of Petroleum and Energy, Terje Søviknes,

and Deputy Minister of Trade and Fisheries Dilek Ayhan was also present, proving the importance given by the Norwegian government to the bilateral relations with Brazil.

"You add value to Nor-Shipping, and the Brazil@Norshipping agenda demonstrates how important your country is as a shipping nation. We are long-term partners," Deputy-Minister Ayhan said.

Several Brazilian speakers focused on how Brazil is in the process of becoming a "friendlier" destination for investors.

"Brazil is a huge market, a huge economy with a huge maritime potential," Brazil's Ambassador to Norway, George Monteiro Prata, said.

The Norwegian tycoon, CEO and Chairman of Siem Industries, Kristian Siem, argued that the lack of predictability and the lack of leadership has been a problem to Brazil, and the Petrobras executive Juliano Dantas acknowledged that Petrobras has had a decision making problem.

"Today we acknowledge what happened, and we understand that predictability is vital going forward, but we are still looking ahead and we are confident that we will get there and create a sustainable industry together with our partners," Mr. Dantas said during the Brazil seminar.

As part of the Nor-Shipping activities, Abran also organized a legal seminar on June 1. Vice-Admiral Lima Filho was one of the keynote speakers. "Norway is an important partner of Brazil, and we look at Norway as a potential investor in our country. The sea connects us," he said. ■

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The Brazilian political and economic crisis and its impact on auctions of public port areas



On March 23 and April 20 this year, auctions of public port areas located in Santarém/PA and in Rio de Janeiro/RJ were conducted by the Brazilian National Waterway Transportation Agency (Antaq).

Since the enactment of the new Brazilian Law of Ports on June 05, 2013, there has been an atmosphere of apprehension

regarding the auctions related to public port areas. The first bids, in 2015, were awash with doubts concerning the application of the new law.

As a result, some auctions were cancelled or had very low competition levels. Two years and nine bids later, it was expected that the legal scenario would be consolidated, but the mood is still of uncertainty, due to the political and economic crisis which raises concerns regarding Brazilian companies' capacity to invest.

The auction of the terminal destined to the movement and storage of solid bulk of plant origin, especially wheat, in Rio de Janeiro was conducted on April 20, 2017. The only Consortium participating in that bid was awarded the contract: it was the Consortium Maravilha – formed by the companies Bunge Alimentos and M. Dias Branco. The aforementioned consortium offered BRL 1.180 million as grant value.

In respect to the auctions in Santarém/Pará, the two terminals for the movement and storage of liquid bulk were acquired by one same bidder, the Consortium Porto Santarém (comprising the companies Petróleo Sabbá and Petrobras Distribuidora) with a total signing bid of BRL 68.2 million. In the first bid, the Consortium competed with two other bidders; as for the second terminal, the Consortium was the sole bidder.

Despite the low level of competition and the values of grant offered by the competitors, these results can be understood as a success, because the country is facing one of the most serious economic crises of its history and any long-term investment brings along optimism.

In order to increase investments in public ports and other sectors of the economy, the Brazilian government created the Investment Partnership Program under which the last bids were conducted. For the second semester of 2017, the Program estimates to publish auction notices related to 10 terminals located in the States of Amapá, Maranhão, Paraná, Pará, Rio de Janeiro, Pernambuco, Santa Catarina and São Paulo.

****Written by Patricia Sampaio Fiad, a lawyer specializing in infrastructure projects and corporate law at Bichara Advogados***

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



Technion is a Brazilian construction company with 30 years experience in the market and with a diversified portfolio of constructions. Examples are industrial plants, warehouses, hangars and administrative buildings.

Grupo CBO is a Brazilian shipping company that builds and operates offshore support vessels. The group has a fleet of 32 vessels of different categories.

Costagille was founded in 2005 and offers consultancy services on immigration, visas, work permits and legalization processes and tax advisory services.



Damen Group is an international shipyard group which operates more than 32 shipyards, repair yards and related companies worldwide.



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Brazilian Oil & Gas Sector: *What to expect?*

*By Alexandre Calmon and Patrícia Arruda**



Brazil is again in the middle of an escalating political crisis triggered by another corruption scandal unveiled during the Lava Jato investigations. The latest chapter of the story makes one wonder: will the political roller-coaster jeopardize all recent efforts towards Brazil's economic recovery, particularly for the O&G industry?

The recent improvement in main economic indicators suggests that the most challenging period for the Brazilian economy might have passed, and the prospect of significant congressional reforms of the labour and social security regulations also helped create more favorable conditions for an improvement of the general business climate.

The financial recovery of Petrobras resulting from a successful strategic plan fiercely coordinated by CEO Pedro Parente; the record operating profit achieved by the state-controlled company in the first quarter of 2017; and the just confirmed renewal of Parente's mandate rise as part of a still optimistic scenario, where new opportunities are eagerly expected by operators and suppliers.

The importance of keeping the measures announced by the Government as part of a real State policy – and not a mere government policy – stands

out as a crucial element to the continuity of the country's recovery as a whole.

For the O&G sector, the implementation of the schedule for the upcoming bidding rounds, the changes in the local content requirements and the new rules related to the role of Petrobras in the pre-salt areas should remain as key factors that will certainly be taken into consideration in the investors' decision-making process when assessing the opportunities in Brazil.

The very recent 4th Bidding Round of areas with marginal accumulations carried out by the Brazilian Agency of Petroleum, Natural Gas and Biofuels (ANP) consists of a yet small but nonetheless meaningful example of how the new regulatory framework may effectively foster the activities in the sector. ANP's goal was to render the award of concession agreements for the rehabilitation of 9 areas with marginal accumulations. Out of such 9 areas, 8 were awarded, which rendered the amount of approximately BRL 8 MM in signature bonuses - a record high amount reached for this type of auction - and a forecast of BRL 9 MM in upcoming investments.

As a sign that the positive agenda should be kept regardless of the outcome of the new political clash, ANP just published the pre-invitation to the 14th Bidding Round, encompassing 287 blocks among offshore and onshore sedimentary basins. The offers submission is scheduled for September 29, 2017, and the resulting concession agreements are expected to be signed by August 31, 2018.

The 2nd Bidding Round for the pre-salt areas – already authorized by the Brazilian Energy Policy Council – emerges as another important milestone, as the pre-salt discoveries are seen as one of the most relevant for the global O&G industry in the past decade, and relate to large accumulations with high commercial value.

Although there are still uncertainties, the need for the recent regulatory steps taken to facilitate the attraction of O&G investments and accelerate the industry's recovery seems to be a consensus and shall undoubtedly turn into a key element to keep a positive outlook for the country regardless of who is sitting in the president's chair.

**Alexandre Calmon and Patrícia Arruda are respectively Partner and co-head; and Senior Associate at Vieira Rezende O&G Group.*

Understanding *cross-border business relations*

A group of PhD and Master students chooses Rio to conduct study on business relations between Norwegian companies in Brazil and their Brazilian business partners.

Earlier this year, PhD student Edson Muylaert and four Norwegian students from the University of Stavanger (UiS) used the business incubator office in the Rio Sul business tower as the base for the project, and in the end of April, the group presented some of the preliminary findings of the study, at the 23rd Nordic Workshop on Inter-Organizational Research in Stavanger.



"Our objective is to identify and understand the main business relationship tension events and what the causes are between Norwegian and Brazilian companies. When you go abroad to do business, you go with a certain mindset and even small things could have an impact and give you the perception of distance," Mr. Muylaert explains.

Although it is too early to conclude, the research already see patterns.

"Brazilians need time to build trust, and they are more protective. Norwegian companies approach the Brazilian business arena with a Nordic mindset, and that's not the case for doing business in Brazil," Mr. Muylaert says.

The participating companies were asked to rank the importance of tension events and incidents and identify their causes. Taxes and regulations are topics causing friction. Project delays and overcost most often have their causes related to different business mindset approaches.

The research project is an initiative taken by Professor Terje Vålund at the University of Stavanger Business School. It is financed from Norway, and it will be concluded in 2020. ■

(Left to right) Edson Muylaert is currently a PhD student at the Coppead/UFRJ Business School, while the Norwegian participants Iara Balo, Tobias Bratebø, Christoffer Haaland and Eirik Runestad are taking their Master's Degrees in Science at UiS.

Great Brazilian oil and gas event moved Houston

During the OTC Houston 2017, the Zoom Out Communication Group held the 4th edition of the Oil & Gas Brazil Meeting, one of the most important and recognized integration events of the Brazilian oil and gas industry. The meeting gathered around 300 national and international executives in an optimistic environment of resumption of investments in Brazil and its repositioning in the international scenario.

Among the speakers, the president of Petrobras, Pedro Parente, spoke about the recovery and restructuring of the company. Also present were the Minister of Mines and Energy Fernando Coelho Filho, ANP General Director Décio Oddone, CEO of Total E&P

Americas, Michel Hourcard, Brazil's Consul General in Houston, Alfredo Camargo and the US Ambassador to Brazil, Mr. P. Michael McKinley.

The Oil & Gas Brazil Meeting was also attended by entities that promote the development of the industry, such as Brazilian Petroleum Institute, Natural Gas and Biofuels (IBP), Brazilian Association of Suppliers of Petroleum Services Companies (ABESPetro), Brazilian Association of Machinery and Equipment Industry (Abimaq), National Organization of the Petroleum Industry (ONIP), Federation of Industries of the State of Espírito Santo (FINDES) and representatives of the Federation of Industries and the Secretariat of Industry and Commerce of the State of Bahia.

The event received support and participation from the Consulates, Chambers of Commerce and International Trade agencies with delegations from USA, UK, Norway, Israel, Singapore, the Netherlands and Canada.

The next edition will happen during OTC Rio and already counts on the sponsorship and participation of some Norwegian companies. ■

A big win for democracy

By Runa Hestmann
(runa.tierno@nbcc.com.br)



(Left to right) NBCC Chairman Rachid Felix, Haakon Lorentzen of the Lorentzen Group, Consul General Sissel Hodne Steen, and Bruno Brandão, representing Transparency International joined Mr. El Hage in the panel.

The power of democratic institutions and the important accomplishments of the Lava Jato task force in Rio de Janeiro were on the agenda for this year's traditional breakfast seminar on the Norwegian Constitution Day, May 17, 2017.

Federal Prosecutor Eduardo El Hage, who is also the coordinator of the Lava Jato task force in Rio de Janeiro, was the keynote speaker, and few topics are more suitable for debate and reflections on the day that Norway and Norwegians all over the world celebrate their Constitution Day. The breakfast seminar on May 17, organized by The Consulate General and NBCC, has become a tradition, and both Consul General Sissel Hodne Steen and NBCC Chairman Rachid Felix participated in the panel debate that followed Mr. El Hage's presentation.

"Brazil was a safe haven for criminals and a very dangerous place for investors, but today, Brazil is becoming a dangerous place for the criminals," Mr. El Hage said in his presentation.

Domino effect

The federal prosecutor shared several insights from the investigations in Rio de Janeiro, which started when representatives of contractor Andrade Gutierrez brought up the name of former governor Sergio Cabral in interrogations.

"We are very happy that we managed to map the criminal organization of Sergio Cabral, and today we actually mark the six-month anniversary of the detention of Cabral. It was a very complex task," Mr. El Hage said. The Lava Jato task force in Rio has so far managed to recover more than 100

million USD and 17 members of Cabral's organization are in jail.

"Now we see a domino effect, and we are advancing mainly as a result of the cooperation agreements made possible in the new Brazilian Corruption Act from 2013, where we can use a defendant to produce evidence."

Mr. El Hage showed photos of evidence and explained how he and his colleagues work. Back in 2009, solid evidence against Sergio Cabral was also seized, but this was later thrown out and found invalid in a Rio court.

"It was a huge setback, but now I see the light at the end of the tunnel. I am confident that people stealing in plain sight like Cabral will not happen anymore, and I believe that public money that has been diverted will be recovered, I am optimistic," he said.

In the panel debate that followed the presentation, leniency agreements and the role of the media and society were among the issues that came up.

The children's day

The commemorations of the Norwegian Constitution Day started on May 16, when Consul General Sissel Hodne Steen hosted a reception in her residence in Urca. Representatives of different Brazilian governmental bodies, the Norwegian-Brazilian business community and friends of Norway were among the guests.

On May 17, the colorful family celebration took place in the Norwegian Church Abroad, Princess Ragnhild's Church in Gávea. More than 50 children and their families were present at the party. What differs in the Norwegian way of celebrating the national day from other countries is the focus on the children and the children's parade where the children sing and wave their flags. In Oslo, children from more than 120 schools participated in the parade. ■

Una Sørtveit gave the children's speech to the party in the Norwegian Church, where the youngest guests enjoyed traditional games and were allowed to eat as many hot dogs and popsicles as they wanted.



Gold Members

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

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



Resumption of the *Oil & Gas Industry in Brazil*

By *Rafael Baleroni**

Since August 2016, the Federal Government has been adopting several measures aimed at fostering investments in the Brazilian oil & gas industry. Petrobras' role in the pre-salt changed, local content policies were reviewed, new bids were approved together with a bid calendar and new policies are being adopted for the upstream and gas sectors, all amid the Petrobras divestment program. We highlight a few topics.

Petrobras' role in pre-salt blocks subject to the production sharing regime was changed in November 2016, and further detailed in May 2017. Petrobras is no more the mandatory operator but will have a preemptive right to be the operator, with an interest of at least 30%. If Petrobras exercises its preemptive right and is the winning bidder, it must join the consortium if the winner bid the minimum price. If the bid is higher, Petrobras will have the option to join the consortium.

The new regime seeks to attract more companies to future licensing rounds for pre-salt areas. However, the Decree created additional uncertainties and its impacts will only be seen in the upcoming rounds.

Local content policies were changed in May, confirming an announcement made in February. The new rules reduced the breakdown of items as well as the minimum local content percentages, removed the local content as a bid criterion in the rounds under the concession regime (as already occurs in the pre-salt rounds) and extinguished the waiver clause in future agreements. The belief is that making

local content rules less stringent will incentivize the resumption of investments in the sector.

In April, a three-year schedule for licensing rounds was approved, from 2017 to 2019. In 2017, four rounds were confirmed and other six rounds scheduled for 2018 and 2019. There will be one bid round of onshore mature fields, one of pre-salt areas and one of exploratory concessions per year; in 2017, there will be an extra pre-salt round, for areas subject to unitization. The creation of a calendar brings predictability to an industry that, since the discovery of the pre-salt area in 2007, is dealing with several regulatory changes and a financial crisis resulting from the drop in oil prices.

Also in April, the Government established strategic directives for the design of the new market of natural gas aiming to tackle existing bottlenecks in regulatory, competition, tax and logistic matters. The new rule only identified restrictions to the development of the sector and established general guidelines, and thus, should still require further regulations to introduce an effective reform. In the same month, a public consultation to discuss new exploration and production policies began.

The recent changes in policies and regulations demonstrate willingness to create a favorable environment for the resumption of investments in the oil sector. Recent political turmoil and the 2018 elections created some uncertainty, but there is consensus between business and most of the political communities that changes are needed. The oil industry is a long-term industry and players in the upstream, offshore and supply chain are all likely to benefit from the recent measures.

**Rafael Baleroni is a Partner at Souza, Cescon, Barrieu & Flesch Advogados.*





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A plentiful field for arbitration in the shipping industry

Repercussions of Law 13,129/2015 and Decree 8,465/2015 in the Brazilian Maritime and Port Sectors



This article was written by Camila Mendes Vianna Cardoso (left) and Marcela Melichar Suassuna, respectively Partner and Associate Lawyer at Kincaid | Mendes Vianna Advogados.

The year 2015 had a major impact for the growth of alternative resolution methods (ADRs) in Brazil. In the first semester, the Brazilian Congress enacted new rules of Civil Procedure (Law 13,105/2015), mediation (Law 13,140/2015), and arbitration (Law 13,129/2015).

In addition, the Federal Decree 8,465/2015 was also enacted, regulating the use of arbitration for the resolution of disputes specifically in the Port sector, for disputes involving public administration and private entities, complementing the provisions already established by the Brazilian Port Law (Law 12,815/2013).

This is part of a solid ongoing movement in Brazil that aims to strengthen the use of domestic arbitration in the maritime and port sectors. Traditionally, most disputes are, without distinction, submitted to arbitration in venues that are already leading exponents in arbitration oriented to the shipping industry, such as London, New York and Singapore.

Although these jurisdictions bear extraordinary chambers and competent professionals highly specialized in this type of dispute, the high costs

and the location of these venues weigh, especially to disputes of smaller sizes and those with Brazilian applicable law supported with documents in the Portuguese language. In this sense, it is not uncommon that ordinary disputes arising from incidents occurred inside Brazilian territory be settled by foreign Arbitration Courts, which may seem incoherent in some occasions.

However, with the advent of Decree 8,465/2015, this scenario is gradually changing. Recently, in Brazil, an arbitration proceeding was opened, filed by Companhia Docas do Estado de São Paulo (Codesp), the state agency that administrates the Port of Santos, in the State of São Paulo, Brazil –the biggest port in Latin America – against the group Libra Terminais, specialized in port logistics and terminals.

In this proceeding, Codesp charges an alleged debt due to the exploitation of a terminal in the Port of Santos while Libra Terminais claims that Codesp did not observe provisions of the bidding terms and, therefore, the group has a credit to receive from the state entity.

Even though the arbitration is still in an embryonic phase, it is important to mention that the proceeding was started by the state port agency, after signing an arbitration commitment with Libra Terminais. This is a welcomed precedent that will certainly disseminate the paper of arbitration regarding shipping and port disputes in Brazil.

It is unquestionable that Brazil is, nowadays, an arbitration friendly field. Impulsing and developing arbitration in maritime and port sectors will be a great tool to boost the country's participation in this area and to, hopefully, become an important venue for arbitration for the international shipping industry.

In this sense, it is worth mentioning that during the month of September 2017, the XX International Congress of Maritime Arbitrators (ICMA) will be held in Copenhagen, Denmark. Just as many states, the delegation of Brazil intends to strongly represent the country in this congress and, moreover, aims to reinforce the city of Rio de Janeiro's candidature to host the event for the XXI ICMA, in 2020. ■

Norwegians celebrate *National Day* in São Paulo

Photos by Mario Henrique

The annual May 17 celebration, Norway's National Day, is the largest gathering of Norwegians in São Paulo and a much anticipated event for the community. This year we had almost 80 participants. The date is an important celebration for Norway around the globe, and just like the Irish St. Patrick's Day the date is commemorated in many places. This year's venue, handpicked for the occasion, was Fleming's restaurant—a nice uptown place with plenty of room for the commemoration.

Ambassador Aud Marit Wiig and her husband, the Representative of the Norwegian Ministry of Education in Brazil, Olve Sørensen, joined us for the occasion. Olve shared his own childhood experiences and celebrations as he has been elsewhere around the world.

This year, we introduced a new twist, and everyone tasted a true Norwegian signature cake named Kransekake baked by the renowned chef Denise Guerschman.



(From left to right)
Léa Desvoyes,
Cesar Garrubo
and Marius Strand.



Viktoria Lund, Stian Rognlid
and Hanne Haland.



Tina Lopes.

Later in the evening, we heard from two important organizations working to improve the lives of children at risk. Both Peter Munck from CARF and Tina Lopes from Håpet shared some of their experiences in working with less fortunate children in Brazil.

Lastly, the raffle was carried out by the children and brought joy and a lot of Norwegian chocolate. ■

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Best Practices in Government Relations in the *European Union*



Ambassador João Gomes Cravinho, head of the EU delegation to Brazil.

Irelgov (the Institute of Government Relations) held the second event of a series on lobbying in the European Union at the ESPM auditorium in São Paulo on May 11, entitled “Best Practices in Government Relations in the European Union”. The first event took place on March 25 at the CNI (Brazil’s National Confederation of Industry) headquarters in Brasília.

Participants in the debates included Ambassador João Gomes Cravinho, head of the EU delegation to Brazil, and Swedcham Chairman Nils Grafström, as well as Christian Lohbauer, Director of Corporate Affairs at Bayer, Eduardo Leão de Souza, Executive Director of UNICA (the Brazilian Sugarcane Industry Association), and corporate communications expert Lejla Kapetanovic Rodrigues.

The debates showed different realities of the EU’s complex political structure and how lobbying activities really function in Brussels, which is considered the de facto capital of the EU.

Ambassador Cravinho explained about the lobbying registration in the EU with the creation of the EU Transparency Register in 2008. Institutions

and lobbyists acting in the defense of interests can spontaneously adhere to the register, which grants free access to the European Parliament. The Transparency Register was reviewed in 2014 and current discussions involve the possibility of making it compulsory. Cravinho also talked about some aspects that should be discussed in the lobbying regulation process in Brazil.

In his address, Swedcham Chairman Grafström noted that transparency and social control are consolidated concepts in Swedish culture, with the first law on transparency dating back to more than 200 years. Sweden believes that it is essential for society to influence politicians, but decisive processes in the public sphere are so transparent that there has been no need to regulate lobbying, with the register of lobbyists and conduct codes, for example.

In Sweden, the control of interest groups is guaranteed by transparency. Any citizen may access information about employees and politicians on the Internet or request any other document from the government, practically at no cost—with the exception of matters related to security and Sweden’s relations with other countries. ■

Swedcham Chairman Nils Grafström, with Christian Lohbauer and Lejla Kapetanovic Rodrigues.



The 2017/2018 Brazilian Political Scenario

More than 50 people attended the presentation "2017/2018 Brazilian Political Scenario" given at Swedcham on June 1 by Luiz Felipe d'Avila, founder and president of CLP – Centro de Liderança Pública.

The political, economic and moral crisis actually reflects three crises: of leadership, management and civic spirit. To reform the country requires courage and determination to change values, beliefs and attitudes that impair Brazil's progress. The CLP, a non-profit organization, was created to form new political leaderships, help improve the quality of public management and mobilize civil society to become engaged in reforms that will help strengthen democratic institutions, the Rule of Law and increase accountability between government and citizens.

D'Avila is a member of the board of Laspau, which is affiliated with Harvard University, the Fernando Henrique Cardoso Foundation, the Millenium Institute and the Supreme Electoral Court. He is also the author of several books on history and politics, including "Dona Veridiana", "Os Virtuosos" and "Caráter e Liderança". ■



Camila Figueiredo and Vinicius Pendeza from Scania.



Swedcham launches women's executive network

Swedcham organized an exclusive breakfast meeting for women on June 20, when it launched its women's executive network.

The guest speaker was Cristina Gomes, a Coaching Professional from the ICC – International Coaching Community and the International School The Inner Game, with Timothy Gallwey. Her presentation was entitled "Woman—Where do you want to go?" Cristina's work involves helping women achieve leadership through example. She showed participants what she learned from her experiences and success cases, being acquainted with the culture of nearly 40 countries in immersion programs in major international institutions such as Universal Studios, Disney and Nasa. She is a founding partner, coach and trainer at ASAS Desenvolvimento Humano, and a researcher and lover of Human Behavior, always in search of new knowledge.

<http://mulherlider.com.br/blog/> ■

Cristina Gomes



Temporary work and outsourcing

Swedcham's Legal & Business Committee (LBC) hosted an event on June 13 with a presentation about Law 13.429/17 on temporary work and outsourcing.

The presentation was given by José Carlos Wahle, the national Practice Group Leader for Veirano Advogados' Labor Group and the regional Practice Group Leader for the Consumer Litigation team. His practice also includes Commercial Litigation. He brings significant industry knowledge to his clients in the pharmaceutical, medical technologies, technology of software, and consumer products and services industries.

With regard to temporary work, the presentation featured issues such as: important measures; subtle, but important changes; what hasn't changed or hardly changed; doubts, criticisms and recommendations; and the Labor Reform. In terms of outsourcing, Wahle talked about fundamental elements; comments and criticisms; application; and juridical context. Finally, he mentioned the controversy surrounding the post-truth in the political antagonism environment. ■



Guest speaker José Carlos Wahle with Rita Leme from Stora Enso.



Paula Alves da Costa (AON/Admix), Almir Cozzolino (Talent Group) and Gisele Lamas (Alfa Laval).



Early Midsummer Luncheon

Swedcham, together with the Norwegian and Finnish Chambers of Commerce, invited members and friends to a Midsummer Luncheon on June 21, when typical summer foods and drinks were served.

The luncheon package included a Midsummer Buffet (salmon, herring, potatoes, meatballs, salad and more) as well as soft drinks, snaps and coffee.

Needless to say, the much-awaited event took place at the always popular Svanen Restaurant on Rua Morais de Barros in Campo Belo, São Paulo, and attracted some 52 people! ■

Swedcham hands over Eurocâmaras chairmanship to German Chamber



On June 12, the members of Eurocâmaras met at the Swedish Chamber for the Annual General Assembly. The Swedish Chamber had been at the helm since July 2016 and during this period organized several events with partners such as other bilateral European Chambers, the EU delegation in Brasília and Fiesp.

"The major achievements during our mandate were the publishing of the Position Paper on free trade supporting the EU–Mercosur Free Trade Agreement and the organization of the seminar at Fiesp regarding the European Union Week on May 5," says Swedcham Managing Director Jonas Lindström.

The Chairman of the German Chamber Mr. Anders Wolfram was present at the meeting and accepted the invitation to become the Chairman of Eurocâmaras, succeeding Swedcham's Chairman Nils Grafström.

"We continue as vice-chairmen of Eurocâmaras together with the Belgalux Chamber and we look forward to, together with the German Chamber and other bilateral Chambers in São Paulo, work for the European values such as open trade, partnerships and solidarity," says Lindström. ■

Jönköping University seminar on business opportunities

Photos by Victor Siqueira

On June 8, Swedcham and Jönköping University organized a seminar at the Chamber on business opportunities for Swedish companies within the furniture and design sectors here in Brazil.

The keynote speakers were Victor Strandgren, a professor at Jönköping University and at Träcentrum in Nassjö, and professors from the University of São Paulo (USP), so there was much discussion about exchange programs on an academic level.

The participants included Prof. Oswaldo Massambini, who is Superintendent of the FINEP office in São Paulo, and Maria Cecilia Loschiavo dos Santos, philosopher and full professor of Design at the Faculty of Architecture and Urbanism at the University of São Paulo [USP]. She is also Chair of the USP Graduate Environmental Sciences Program [PROCAM/USP]. As a result of the meeting, FINEP and Vinnova are in contact to discuss further joint projects in Brazil. ■



Victor Strandgren (left) with Lucas Rosin of Estúdio Paulo Alves.



(From left to right) Gustavo F. Curcio - Professor FAUUSP and Managing Partner at Magu Comunicação Integrada Ltda.; Tatiana Sakurai - Professor FAUUSP; and Clara Bartholomeu - graduation student Design Course at FAUUSP.



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Maintenance Group meets at Alfa Laval

Swedcham's Maintenance Group, coordinated by Board Member Stefan Lundqvist, held its latest company visit and meeting at Alfa Laval on May 25.

Alfa Laval, which was founded in 1883 and deals with specialized products and solutions for heavy industry, operates in more than 25 countries worldwide and has been in Brazil since 1959. Its products are used to heat, cool, separate and transport such products as oil, water, chemicals, beverages, foodstuffs, starch and pharmaceuticals.

After a welcome coffee, there were introductions by Alfa Laval Managing Director Fabio Muniz, and Swedcham's MD Jonas Lindström as well as Lundqvist. This was followed by presentations and Q&As on ALPS—"Lean" Concept by Alfa Laval's Ricardo Miranda, and on NR-11 & Talhas by Scania's Claudio Carnevali Junior.

Participants were then treated to a tour with Ricardo Miranda of Alfa Laval's factory in Jaguará, São Paulo State. ■



Alfa Laval Managing Director Fabio Muniz.



Participants were given a factory tour by Alfa Laval's Ricardo Miranda.

Lego® Serious Play® methodology workshop



Giselle Welter, coordinator of Swedcham's Human Capital Committee, held a workshop with the Lego® Serious Play® methodology, which took place at the Chamber on April 26. The Lego® Serious Play® methodology is an innovative process designed to enhance innovation and business performance. Based on research which shows that this kind of hands-on, minds-on learning produces a deeper, more meaningful understanding of the world and its possibilities, the Lego® Serious Play® methodology deepens the reflection process and supports an effective dialogue – for everyone in the organization.

During the workshop, participants were able to work in an interactive manner by building 3D models, with the aim of fostering communication among members, unleashing creativity and accessing hidden knowledge while building a shared model.

Workshop participants leave with skills to communicate more effectively, to engage their imagination more readily, and to approach their work with increased confidence, commitment and insight. ■

Ordinary General Assembly

Swedcham held its Ordinary General Assembly on April 27, when all members were invited to analyze, decide and vote at a meeting that was presided by Chairman Nils Grafström.

Board Members studied and approved the 2016 Annual Report, after which there was the presentation and approval of the Officers' Accounts through the analysis of last year's balance sheet and profit and loss accounts. The auditors informed that the accounting records were in good order and represent a true and accurate view of the 2016 results.

The General Assembly also approved the new Board of Directors. Christer Manhusen, who had been a Board Member and Chairman as well as Chairman of the Chamber's Advisory Council for many years, has stepped down (please see articles on pages 36 and 37), and Grafström, who continues as Chairman, has taken over also as head of the Advisory Council.

The Board took the opportunity to welcome its new member: Olle Widén, CEO of FinanZero.

The Chairman thanked all members for their continued support, which made 2016 yet another successful year for Swedcham, in spite of the political turmoil. The General Assembly was followed by an informal get-together at the Chamber. ■

Olle Widén

The new Board Member worked for more than 10 years in the Financial Services sector. He started with 4 years at Bloomberg in London as a Fixed Income Analyst and Senior Eurobond analyst. He moved to São Paulo in 2010 with a transfer with Bloomberg where he worked another 4.5 years. Widén also worked for the Fintech Startup Fakturino for one year in Brazil and in 2015 he founded the Fintech startup FinanZero together with Webrock Ventures and Kristian Jakobsson (see related article on page 62).

"I believe strongly in Swedcham's Board and would like to be part of making it even better," he says. "I can bring my financial, startup and digital experience and hope to be able to contribute a lot to the board. I am a member of the Editorial Council already and often take part in Swedcham events." ■



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Trends in the digital world

Swedcham's Communication & Marketing Group held its seventh meeting on April 12, when the topic was: "The time machine: the future under the SXSW lenses." Every year, Austin, Texas becomes the epicenter of the world, converging technology, activism and music in an environment that is totally open to new trends. The SXSW (South by Southwest®) Conference & Festivals celebrate the convergence of the interactive, film, and music industries. Fostering creative and professional growth alike, SXSW® is the premier destination for discovery. The aim of the presentation, given by Walter Motta, was to show some of the latest novelties that have been introduced and their possible impacts on our day-to-day life. An enthusiast of everything related to technology, Motta has over 8 years of experience in digital marketing, having worked for more than 5 years at RIOT, a reference in the segment during this period. Today he is head of programmatic sales at Yahoo!Brasil. ■

New Members *Swedcham would like to welcome the following new members up to June 20, 2017:*

CORPORATE:

BR-VISA Consultoria e Assessoria Empresarial—BR-Visa Migration Solutions is a Global Mobility consulting firm specialized in all stages from transfer to customer accommodation in Brazilian or foreign soil. The company has services of visas and documents necessary for the entry and residency of migrants in Brazil and the departure of Brazilians and foreigners. BR-Visa also assists in the fulfillment of foreign tax obligations and offers a 360 ° solution for newly arrived executives in the country with Relocation services.

Carisma Comercial is a trading company founded in 1995 that offers import, logistics and operational solutions in order to improve and facilitate its clients business. One major advantage for its clients is improved cashflow through lower ICMS. The company operates in various segments like fashion, cosmetics, electronics, machinery and consumer goods. Carisma is the only ISO 9001 certified trading company in the Brazilian market.

De Luca Advogados Associados—With more than 40 years of experience, the Law Firm has been working in the most diverse areas of Law, both in the advisory and in

the conflict resolution (administrative and judicial), having as its main scope the results that meet the interests and priorities of its clients, always providing legal services with a high standard of quality and excellence.

Maneira Sociedade de Advogados is formed by an expressive team of experts with recognized academic background and notoriously engaged in litigation and consulting. Highly specialized in Tax Law, civil and judicial litigation in tax matters, it operates throughout the country, through its own units, in Rio de Janeiro, São Paulo and Brasília. Tax consultancy, with risk analysis, strategic solutions, and tax planning.

Mölnlycke Health Care—Mölnlycke is a world-leading medical solutions company. Its purpose is to advance performance in health care across the world, equipping all professionals with solutions to achieve the best results. It delivers innovative solutions for managing wounds, improving surgical safety and efficiency, and preventing pressure ulcers.

Vila Nova Consultoria—The company offers independent money transfer, cash and pre-paid card solutions using its

network of local banks and FX brokers for international professionals, executives and corporations based within Brazil and Latin America. It is a multi-lingual FX consultancy providing low-cost, value-added service and efficient execution for all of your foreign exchange needs.

Webrock Ventures—invests in outstanding Scandinavian technology companies for successful roll-out in Brazil and Latin America. With deep industry knowledge, a global network and by working closely with its founders, it creates successful companies in Latin America.

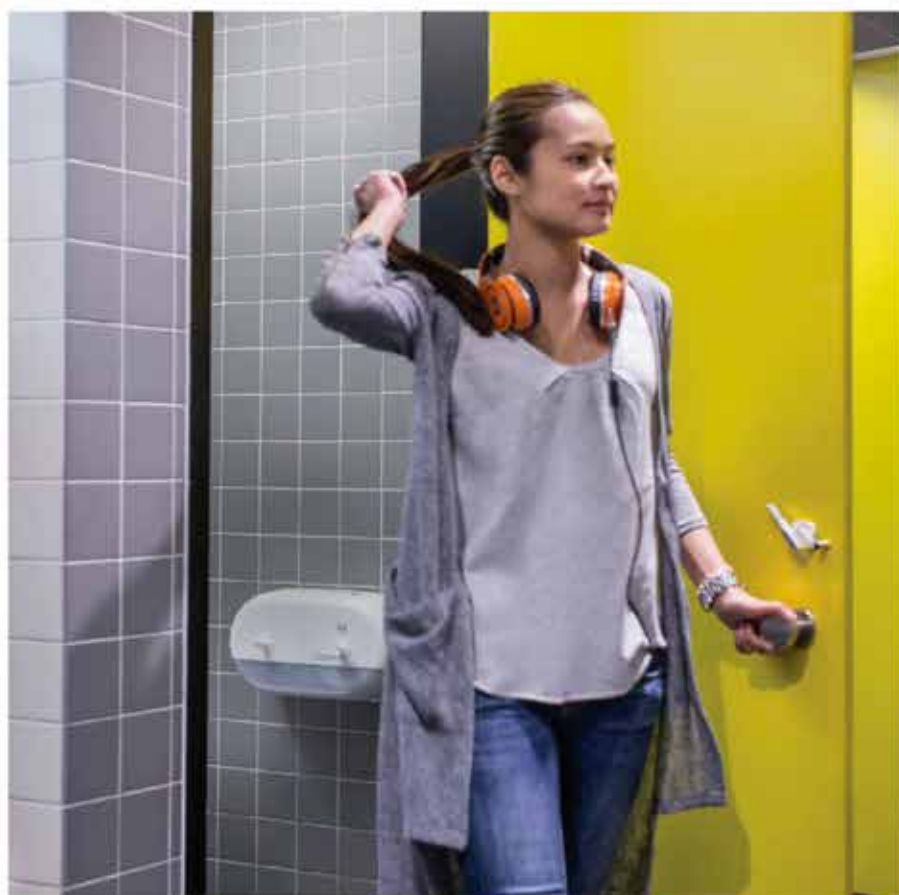
Wolffish—Wolffish performs the reading and interpretation of companies' financial reports, using technical knowledge and cutting-edge technology to assess the company's financial health that is imperative for making strategic business decisions.

INDIVIDUAL:

- Arthur Prandini E Santos
- Ciro Cesar Soriano de Oliveira
- Verónica Fraser Donnersmarck Downey



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Advisory Council introduction meeting

By Victor Siqueira



The idea to create an Advisory Council for Swedcham Young Professionals came from the Senior Advisory Council and recently Swedcham created a core group with representatives from 10 major members indicated by their CEOs (ABB, Atlas Copco, Electrolux, Ericsson, Höganas, Saab, Sandvik, Scania, Tetra Pak and Volvo Cars). The Swedcham Young Professionals Advisory Council (YPAC) was formed for different reasons and objectives in

mind such as: helping Swedcham strengthen its recruitment and engagement of young professionals among its members, and playing a key role in the development of content, shaping of strategy, planning of events, and more.

YPAC met for the first time on June 7 for an introduction meeting at Swedcham. On the occasion, the group discussed the best communication platform, projects and suggestions of events for the second semester's agenda aiming at meeting the members' interests.

The Counselors showed interest in events related to Career and Competence Development, Compliance and Innovation, and the Swedcham team is already working in order to find interesting speakers and workshops for these themes.

With this group's help, we look forward to more effectively connecting with our young members. We believe that YPAC will provide guidance to the Swedcham Board and Staff regarding how to engage young professionals offering relevant topics and speakers.

The official Kick-Off event is scheduled for August 3, when we plan to connect HR leaders, senior executives and young professionals for a roundtable discussion.

We would like to thank all YPAC members for being interested in sharing your talents and ideas with us!

Visit to FinanZero

Sweden had a record year for tech startups in 2016, when they raised more than USD 1.6 billion in funding and Fintechs were the most popular sector among 400 deals finalized.

Also in 2016, FinanZero launched a loan marketplace in Brazil based on a Swedish model and both the company and Swedcham Young Professionals organized an exclusive and highly successful company visit to its brand new office on April 26, 2017.

Olle Widén, FinanZero's CEO, gave a speech about the Fintech environment and how his company has simplified the way to obtain loans in Brazil. FinanZero is a free marketplace that allows you to compare loans online and choose a deal that meets your needs. It launched its first web app and service in 2016, and today it has more than 10 bank partners.



FinanZero CEO Olle Widén talks with Young Professionals about his company.



(From left to right) Nilton Tsuchiya, Camilla Prando, Victor Siqueira, Daniela Metsaranta and Victor Strandgren.

Early Midsummer and football gathering at Swedcham

More than 40 Swedcham Young Professionals got together at the Chamber on June 9 for a Happy Hour to celebrate the Swedish Midsummer and watch the 2018 FIFA World Cup qualification match Sweden vs. France.

Sweden beat the French by 2 goals to 1. Needless to say, this was another great reason for celebration!

Midsummer is one of the most popular traditions in Sweden, which celebrates the beginning of summer and the longest day of the year (June 24).

Participants were able to mingle and enjoy some typical Swedish summer drinks, Swedish-inspired cocktails and snacks, and have fun watching the game—and rooting for Sweden of course!

As this magazine was going to press, another Young Professionals Happy Hour was scheduled for August 3. Please check out our website closer to the date!



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In Brazil's largest terminal, the huge Tietê bus station in São Paulo, around 90,000 people circulate daily in search of a new destination. Meanwhile, in the city's streets, 35% of the population use the bus as their main means of transport. This means that Scania's business goes way beyond the product. It is urban mobility that Scania delivers to clients and society. "It is about making people's lives better and more sustainable," says Henrik Alfredsson, Vice-President of Research & Development at Scania Latin America.

Just like in the truck market, in the transportation of people it is also essential to know the needs of the client, which in this case is the city. "Major urban centers seek an alternative to make mobility viable. In this sense, in Latin America we have a highlight for the BRT systems, which are the most developed in the world," notes Henrik. "Combined with the quality of our products, we can also highlight the offer of alternative fuels and the capacity to adapt them to the needs of our clients."

According to Hendrik, besides the larger buses that Scania places on BRT corridors, the company is focusing on the transition from diesel to gas, like in Colombia, and the next step is the introduction of electric, hybrid or complete vehicles. "In 2011, we were pioneers with ethanol-powered buses. Today we are already in the era of technology

that allows buses to be powered by batteries and wireless charging. In Brazil, the latest sensation was the first biomethane/GNV powered bus."

Pioneerism and innovation have always been a part of Scania's bus history—since the very first hydraulic steering, pneumatic brakes and synchronized gearbox, electronic engines, responsible for a considerable reduction in the emission of pollutants. In 1999, it was the turn of the first low-floor urban bus on the market, in 2011 it was the ethanol engine, and Scania never stopped innovating.

"Facing the challenges of the present that will impact the future is part of Scania's trajectory," says Henrik.

"Now, for example, intelligent cities are already a reality, where technology combined with knowledge of the transport system go hand in hand."

K, F, low-floor, double-decker and bi-articulated models are part of Scania's extensive portfolio of chassis for city, intercity and highway buses—all this to meet the most varied demands. But before entering production, the bus goes through a team dedicated to every feature of the vehicle, when it is still in the project stage. ■





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BACEN and CVM penalties after promulgation of MP 784/2017

By Flávia Farah and Allékos Genadopoulos*

Recent events in Brazil involving major scandals in public-private relations have certainly led the country to the epicenter of countless internal debates under the spotlight of transparency, ethics and public opinion.

In this sense, the State promulgated Provisional Measure No. 784 of June 7, 2017 (MP 784), which deals with and disciplines the sanctioning process by the Central Bank of Brazil (BACEN) and the Securities and Exchange Commission (CVM), stipulating fines and causing direct impacts on the Financial Market.

Faced with the need for MP 784 to be considered and converted into law by the National Congress, it emerged as a clear message that the State is aware of possible administrative infractions within the aforementioned bodies.

There is clearly a normative hardening linked to an effect of enormous discouragement to the agents that possibly may incur in infractions to the current law. Besides, the MP 784 brings in its context questions among experts in the subject regarding the way that such norms will be applied to each concrete case.

Within BACEN, a novelty in the list of penalties is the public warning that will consist of the publication of the text specified in the conviction decision, as well as the news on the imposition of the penalty which will be published on the BACEN website or in other ways that they deem applicable.

In addition to this penalty, the application of a fine by BACEN, whose maximum value went from BRL 250,000 up to BRL 2 billion, requires our attention.

In the same line, the maximum amount of fines imposed by CVM in case of violation of the law increased from BRL 500,000 up to BRL 500 million.

Another novelty of MP 784 is now the possibility for BACEN or CVM to enter into leniency agreements being considered legally qualified for that. This possibility caused perplexity among members of the

Public Prosecutor's Office at the national level, who, as a general rule, are the ones competent to propose leniency agreements in several cases.

The economic environment in Brazil from the perspective of investors in general has been very dynamic and linked to the promulgation of this MP 784, 784, which was received with many reflections by several specialists.

Therefore, faced with so many changes and the amount of relevant facts routinely exposed in Brazil, the reader of this article may reflect: "Now Brazil has solved the complex problem of administrative illicit transactions within the Financial Market" or "Such changes will certainly change the direction of the investigations in the ambit of the CVM or BACEN".

We understand that Brazil is moving slowly but firmly on the normative issue involving BACEN and CVM, which requires an improvement to a certain degree and would lead to more discussion with the citizens and public legal entities involved in this issue.

However, it would be unbelievable to say that we are close to a normative solution that definitively balances relations between the public and private sectors and brings positive and stable solutions in the short term, since juridical insecurity and the lack of public debate on these issues need to be better evaluated by the competent bodies.

***Flávia Horn Allegro Farah** is a Senior Associate of Pacheco Neto, Sanden e Teisseire – Advogados, LL.M. in Corporate Law by Insper São Paulo, graduated from Mackenzie University and specialized in Industrial Management by Deutsche Berufsschule (IFPA)

***Allékos Genadopoulos** is a Plenum Associate of Pacheco Neto, Sanden e Teisseire – Advogados, holds a bachelor degree in law from FMU-SP, specialized in business Law at FGV-SP (Fundação Getúlio Vargas), and is an ongoing post graduate in Economic and Corporate Criminal Law at IDP-SP.





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Fintechs – the innovation that combines technology with financial products

*By Felipe Christiansen**

Have you ever thought about never going to a bank agency again to settle financial matters? Or taking out a loan without bureaucracy, with lower interest rates; or increasing your credit card limit with a simple click on your mobile phone, without paying rates and annuities?

These changes are now possible thanks to the Fintechs, the startups that symbolize the union between finance and technology. Today they are seen as an innovation of the financial market. For the time being, they act essentially in the so-called subsectors of large banks, such as for instance mobile payments, money transfers, loans, fund raising, investment management, bitcoins and even financial education.

In Brazil, according to a survey conducted by Dieese, Brazilian banks (the major ones amount to only 5) profited a total USD 69.9 billion in 2015, due mainly to the highest interest rates charged in the world. In the near future, however, this reality can change, since Fintechs are starting to share this market due to its new business model.

Some Fintech users—which are already more than 200 in Brazil, such as Nubank, Geru and BankFacil, among others—say that the service offered to consumers is better than that of traditional banks, both in terms of price and efficiency.

Because they are leaner structures, with data banks stored in

the cloud, they are able to offer lower rates and a large variety of products, with much less bureaucracy. Furthermore, these services are generally easier to use, intuitive and available 24 hours a day.

These startups also focus on the lower income population, for the granting of loans with more flexible guarantees and so many other products, such as microinsurance for example. IBGE data show that 55 million Brazilians are excluded from the conventional banking system, a fact which offers a great market opportunity.

It is worth stressing here that the number of mobile banking accounts has grown 16-fold since 2011, when it indicated only 2 million users, compared with 2015, when the number already reached 33 million. This indicates that people want a greater commodity and ease upon accessing their bank accounts, making an acquisition of consulting their credit card purchases.

This trend is already being felt by banks and could be a threat if they do not modernize their structures. Technology is moving forward swiftly on the credit and financial products market, not only in Brazil but throughout the world, and it seems to us that the trend is for this market to gain scale over the next few years. The winners here are the clients, who now have other options for financial products and, ultimately, society as a whole.

This year, the Embassy together with its Team Sweden partners - Business Sweden, Swedcham and CISB - will arrange the 6th Sweden-Brazil Innovation Weeks between September 25 and October 6 2017. Fintechs can be one of the themes covered in this event, such as digitization, innovation policies, mining, forestry, sustainable development and others.

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



It wasn't me!

By *Giselle Welter**

I recently addressed an employee and showed her the right place to keep a certain object, and she immediately retorted harshly: *"But it wasn't me who put it there!"* A similar situation occurred some other time when I commented that I had found some damaged equipment in the office. The immediate reaction of people around me was: *"But it was already like that when I arrived!"* Or: *"It broke by itself!"*

Reflecting about this, I remembered the ideas of Eric Berne*, the creator of Transactional Analysis (TA). According to him, emotionally intense childhood memories are always present in adults, and their influence can be understood by carefully analyzing the verbal and non-verbal exchange (transactions) between people. He described three images of the ego present in all people, which he called ego states, giving origin to the Child ego state (spontaneous and creative, seeking protection, wanting to play, could become a rebel), the Adult ego state (assesses reality objectively and without judgment), and the Parent ego state (protects, judges, criticizes and punishes).

Every individual has parents (or surrogate parents) and carries within an ego state that reproduces his/her Parent ego state, in the way he/she perceives it. In the same way, as every individual was a child one day, he/she carries within remnants of this past Child ego state). In the end, each and every individual, no matter the age or condition, is able to process information objectively and without bias (Adult ego state). These three ego states are natural and their presence, according to Berne, can be found in us all and can be triggered depending on the situation.

According to TA, the difference between one person and another lies in the predominance of one ego state over the

other, or in the unconsciousness of the current ego state. In interpersonal relationships there are specific configurations that can have both a positive or negative impact on relations. For example, a person may be in an Adult state and the other as well, which is favorable and constructive since they communicate with objectivity. But in another case, a person may be in a Child state and the other in a Parent state, which triggers emotional reactions that are not necessarily adequate in a work environment.

In the examples I mentioned at the beginning of this article, I was in an Adult ego state when I indicated the place where the object should be kept, or when I commented about the damaged equipment. However, instead of receiving an objective and complementary reply from my interlocutor, such as: *"Thanks for the information"*, or *"We should call the technical support"*, he/she assumed a Child ego posture, feeling reprimanded and projecting on me the Parent ego state, which would be judgmental and could inflict some punishment. With the comment, I was being attracted to a complementary state. This is a dangerous, although unconscious game that could have unleashed a climate of animosity and resentment, should I have assumed the position to which I was being attracted, the Accusing Parent ego state.

This small example, without any greater relevance, exemplifies the small traps to which we are subjected daily in our relations with others in the work environment. When your work colleague retorts *"It wasn't me"*, think about this!

**Berne, E. (1964) - Games People Play*



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



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Swedish-Brazilian Chamber of Commerce

Rua Oscar Freire 379, 12º andar
CEP: 01426-001 – São Paulo
Tel.: +55 11 3066 2550
Fax.: +55 11 3066 2598
www.swedcham.com.br
Managing Director: Jonas Lindström

Norwegian-Brazilian Chamber of Commerce

Rua Lauro Muller 116, sala 2401, Torre Rio Sul
CEP: 22290-160
Rio de Janeiro, Brazil
Tel.: +55 21 3544-0047 Fax: +55 21 3544-0044
info@nbcc.com.br
Executive Director: Glorissabel Garrido Thompson-Flôres

Editor:

Laura Reid
laura@swedcham.com.br
Tel: 11 3066 2550
General Coordination and
Advertising Sales: Laura Reid

Design / Production:

Edson Borba - Graphic Design
edson@edsonborba.com
Tel.: +55 11 2659-9927 Cel.: 98531-0553

Printing Company:

Elanders
Avenida Ferraz Alvim, 832 – Serraria
CEP 09980-025 Diadema – SP
Phone: +55 11 3195 3400

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PACHECO NETO SANDEN TEISSEIRE

Advogados

Al. Franca, 1050 – 3º e 11º andar – 01422-001 – São Paulo - SP

Fone: +55 11 3897-4400 / +55 11 3063-6177

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