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NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION

**Spotify hits Brazil
with Gilberto Gil**



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NordicLight

NordicLight is the quarterly publication of Swedcham and NBCC



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Cover photo: Renato Rebizzi/Studio Rebizzi



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Spotify debuts in Brazil

By Camilo Rocha

At the end of May, one of Sweden's most talked-about companies in recent years finally opened shop in Brazil. Spotify is the world leader for music streaming, and has been popular among musicians, music fans and record labels alike as one of the best solutions to the decade-long issue of illegal downloading.

Photos by Renato Rebizzi/Studio Rebizzi



(From left) Guilherme Assumpção, Mauricio Rossini, Chantal Fleischfresser, Carol Baracat, Victor Fernandes, Camila Bileski and Fabio Brunelli, all from Spotify, at the launch on May 28.

"Our main competitor is piracy," stated Brazilian-born Gustavo Diament, Managing Director for Spotify in Latin America, at the launch at the Mani Manioca restaurant in São Paulo on May 28. He was joined on stage by local musicians Gaby Amarantos, Marcelo Jeneci and Fernanda Takai, as well as an on-screen endorsement by none other than Gilberto Gil (who also played to a packed audience in the evening at the opening party at Audio Club SP).

Since its debut in Sweden in 2006, Spotify has spread through more than 50 countries worldwide. The company started to operate in Latin America as of last year and is now available in Chile, Colombia, Mexico and Uruguay, among many other countries.



Gustavo Diament, Managing Director for Spotify in Latin America.

The arrival in Brazil had been rumored since mid last year. Speaking to Swedcham's **NordicLight** magazine, Mia Nygren, Head of Spotify's Strategic Alliances in Latin America, said there has been a lot of anticipation here for the service. "We had a waiting list of over 400,000 people, who sent emails to enroll." Globally, Spotify is said to have 40 million users, including 10 million subscribers.

Diament is optimistic about the adoption of Spotify in the Brazilian market, even though it involves a certain amount of "education" on what a streaming platform represents. "The size of the market, and the willingness to adopt new technologies" are factors which should help the product make inroads in the country, the executive believes.

"The growth in smartphone sales [in Brazil] makes us optimistic," added Nygren. "We have a free tier for mobile phones which we will bring over here, where these devices are the first alternative to connect to the internet for many people."

However, there are other challenges besides getting people used to the idea of streaming, says Nygren. "The quality of connection is very different from what we are used to in Europe, which is why our offline listening option is an advantage", she declared.

In Sweden, the platform is responsible for 70% of music revenue, including digital and physical formats, according to its executives. In many countries, music streaming is turning out to be an increasingly viable alternative for the business. It also makes more sense to stream than to download in an increasingly mobile world.

Spotify helped organize music streaming into a

Gilberto Gil at the opening party on May 28.

Mia Nygren, Head of Spotify's Strategic Alliances in Latin America, being interviewed by Camilo Rocha. (Swedcham photo)

Fernanda Takai, Marcelo Jeneci and Gaby Amarantos. (Photo by Fernando Ctenas)



neat package. It certainly isn't the only service out there to do so (France's Deezer and the also Swedish Rdio are two well-known rivals) but it has become the most popular and has certainly generated the greatest buzz in the industry and media. The experience is simple and straightforward and works great on a mobile phone. You can either use a free tier, where ads are played before the songs and there is a limit to the songs you can access, or you can opt for a subscription, get rid of the ads and have access to higher-quality audio (for US\$ 9.99 a month).

The platform arrived to help solve an issue that has eroded record businesses' revenues for more than a decade. Between 1999 and 2002, a seismic change took place in the industry. Thanks to file-sharing services, lead by the massively popular Napster, millions of people found out that they no longer had to pay for music. Almost every single and album ever recorded was now attainable in the internet through a free download, even some yet to be released.

In Sweden, it was no different. However, the Swedes had an extra incentive in the form of a very fast broadband connection, second only to Japan in speed according to the Berkman Center, in Harvard. At the start of the 2000s, 10 megabytes was already a standard download rate in the country, a value that is common in Brazil only now.

A natural entrepreneur

Daniel Ek, CEO and Founder of Spotify, was a teenager at the time and he also was download-crazy. Born and raised in the Rågsved area in Stockholm, Ek was a natural entrepreneur. At 14, he started his first

company. According to the Financial Times, by 16 he was already earning more than his parents combined.

In his early 20s, he landed a job as CEO of uTorrent, the most popular torrent protocol, a software that facilitates file sharing and downloading. It was here that he met Ludvig Strigeus, a programmer who created uTorrent and became the main architect of Spotify.

Around this time, Ek met Martin Lorentzon, who he convinced to start a company that had the potential to remedy the record industry's woes. His idea of a service enabled people to access a song they wished wherever and whenever they wanted. In other words, he wanted a service that was as good as the pirates. "For the first time in history, you had a legal product that was worse than the one you stole," he would say.

Ek had a point. Illegal resources for downloading music were efficient and easy to use. Because of the complicated licensing restrictions, the legal options' catalogues suffered. There was nowhere legal where you could think of an artist and immediately access his music. Most music streaming services available then had poor selections and even worse user interfaces. According to Mia Nygren, the platform worked because "it was a comfortable service and easier to use than the pirate sites."

One of its most popular features are the playlists, compilations of songs that users can make or that Spotify itself suggests, based on activities or mood, as in "Top tracks for a romantic dinner" or "Top 20 workout songs". There are many "celebrity" playlists to be found on the platform, by names such as Victoria's Secret, Rolling Stone magazine and Disney Pixar. "We have invested heavily in algorithms and human curators to offer the user what he would like to listen to in the next minute," says Diament.

The service has received criticism from some musicians, among them Thom Yorke, of Radiohead, who believe they receive peanuts money from copyright related to songs played on the platform. Spotify has answered such criticism by opening its numbers on a blog and arguing that the format is still in its infancy and artists will receive more as the company and adoption of streaming grows. ■



When writing this editorial, Brazil had just won the opening match against Croatia at the newly inaugurated "Itaquerão" Stadium in São Paulo. Only after the July 13 Final at the famous Maracanã Stadium in Rio de Janeiro will we reach a conclusion, but my guess is that it will be a successful event with a lot of partying on the streets. When it comes to the people's frustration over public spending in general and the World Cup in particular, I believe the most accurate time and place to protest will be during the October election...

On page 26, you can read an exclusive interview with Swedish referee Jonas Eriksson, who is here to keep good order during the games he will be watching over during the World Cup. Who said that Sweden is not participating in the tournament?

Businesswise, the first half of 2014 has been very disappointing. The GDP growth for the first quarter was only 0.2 % and the World Cup during the second quarter should not help improve that figure. Swedcham will again conduct its survey on Swedish business in Brazil and the results will be published in September. Swedes with a Swedish credit card have had the chance to listen to music via Spotify for a long time already but now this fantastic service has come to the whole Brazilian population! I really encourage you to try it – there is even a version without charge! Recently, Swedish Minister for Foreign Affairs Carl Bildt visited São Paulo and Swedcham arranged two meetings with representatives from the Swedish business community. Bildt said that our Swedcham in Brazil is outstanding and he congratulated us for all our activities. These words certainly mean a lot to us! Finally, I would like to thank Ambassador Magnus Robach for his time here in Brazil

and for being such a great partner to Swedcham. We are sorry to see you leave, but we wish you all the best as the Swedish Ambassador to Japan!

Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



It is an honor to have been elected Chairman of the NBCC, and to take over after Paulo Rolim, who has done an excellent job!

My period as Chairman has already been marked by several historical events. On May 3, the new Norwegian Church was opened. In beautiful surroundings in Gavea, Rio de Janeiro, it will be a home for Norwegians and friends – a home away from home – as many quoted during the opening. It is also fitting that the church has been named "Princess Ragnhild's Kirke", honoring the Princess who has been of such importance to Norway and Norwegians in Brazil.

Two weeks later, we had the 200th anniversary celebration of the Norwegian Constitution, first the Business Seminar on May 15 and then the family event on the Constitution Day, May 17. Both events were held with great success at the new church. We encourage our members to consider this venue for their own events.

Looking forward, major events will also mark the months to come. We have the World Cup, the elections, and Rio Oil & Gas, during which we will host our traditional NBCC Rio Oil & Gas dinner. Soon invitations will be out, and we expect that it will once again be fully sold-out and a great networking opportunity. Even if business opportunities remain vast, Brazil is not as "hot" as it was the last couple of times we arranged the Rio Oil & Gas dinner. At NBCC, we have also noticed a more challenging environment. This means that we have to step up. We have to improve our services in order to maintain our excellent base of members, and to attract new companies. I consider this to be my main task and goal as Chairman.

Now, let us get to work ...and of course find time in between to enjoy the World Cup!

Halvard Idland
Chairman, Norwegian-Brazilian
Chamber of Commerce



Our Gold, Silver and Bronze Members



Gold



Silver



Bronze





Ambassador Magnus Robach with Brazil's national football team T-shirt which he received as a farewell gift from Swedcham at one of its popular Pea Soup events.

Probably the best Swedish Chamber...

***By Magnus Robach
Swedish Ambassador***

Sweden's Foreign Minister Carl Bildt made a short visit to São Paulo at the end of April to participate in the global conference on the future of the Internet. He also met representatives of Swedish industry. A seminar was organized at Casa Electrolux with representatives of both big companies and start-ups and Swedcham organized a dinner to provide an opportunity to meet more business leaders. Already on his arrival Carl Bildt asked me if I could confirm that the Swedish Chamber of Commerce in Brazil is one of the world's best. I could.

I've had the pleasure to cooperate with Swedcham and its members for roughly three years, and my reply was easy. The activities of Swedcham, both in fostering interaction between member companies and in providing a gateway for newcomers and qualified visitors, are outstanding. The Young Professionals initiative has added another important dimension.

In the huge metropolis of São Paulo, Swedcham really serves as a focal point for Swedish interests in Brazil, as well as a platform for Swedish-Brazilian

interchange. In this respect Swedcham is of course of particular importance to the Embassy, as geography and politics have placed it rather far from the hub of Swedish activities in Brazil.

An aspect that I have found particularly rewarding is the fact that while Swedcham's members are predominantly companies with a Swedish identity, these companies are in most cases led by Brazilians. This creates an interesting and fruitful dynamic, combining the best of two cultures!

Swedcham is a vital component in what we like to call "Team Sweden". The concept is simple: the key to effective promotion of Swedish interests in competitive markets is working closely together. There is a constant dialogue between Swedcham, Business Sweden, the Embassy and our Consulates. This makes effective work sharing possible as well as organization of many joint events.

But maybe even more importantly, this dialogue helps us identify common priorities on the complex Brazilian market, based on best available knowledge, both of the Swedish resource base and Brazilian opportunities.

A good example of this was a seminar in May, organized jointly by Team Sweden and a number of partners in Santa Catarina and the metropolitan area of Florianopolis. The theme was sustainable public transport and Volvo and Ericsson were able to present their solutions, centering on Bus Rapid Transport (BRT). Florianopolis has been identified as a pilot area for public transport by the development bank BNDES based on a very ambitious modernization plan where all stakeholders are included, and the public at large consulted.

Another example of Team Sweden activity is the setting up of a network of Swedish companies in the health sector. The network will be coordinated by Business Sweden, and its aim is to promote dialogue with regulatory authorities, and to plan joint marketing events focusing on innovative and cost effective patient treatment. The network model has been tried successfully elsewhere, and I think it might suit the Brazilian situation also in other sectors.

Team Sweden will also be looking at regional priorities. There is obviously strong and justified Swedish presence in the greater São Paulo area. But the potential in other regions should not be over-

looked. There could be a case for concerted action in carefully selected target areas. After all, Swedcham is a chamber for the whole of Brazil!

My mission here is now coming to an end. Three years in this country has been an overwhelming experience, but certainly not long enough to allow for any far reaching conclusions. Except maybe that I have become even more convinced of the need for consistency and long term vision in developing a strong bilateral relationship. The consistency of Swedish industry in Brazil is a source of pride, and a baseline for all future efforts. The Gripen jet fighter program holds great promise of being another really long term partnership based on innovation and high technology. Its importance was clearly highlighted by Defense Minister Celso Amorim's visit to Stockholm last April.

Hardware is important. But so is people-to-people contact. Swedish firms in Brazil gradually bring less Swedes here (even if Saab will probably send a good batch). Other ways of increasing knowledge of the other country should continue, such as the promising initiatives in the academic sphere. Swedcham, and its members, are indispensable in ensuring the steady development of Swedish-Brazilian relations. ■

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(From left) Minister for Foreign Affairs Carl Bildt with Electrolux CEO Ruy Hirschheimer, CFO Adriano Moura, and Rafael Bonjorno, Product & Innovation Director Latin America.

Bildt visits Brazil

Photos by Erik Zsiga



The Minister during the NETmundial conference.



Carl Bildt thanks Swedcham Chairman Nils Grafström for the delicious dinner and for the Swedcham pin he received as a token of the Chamber's appreciation.

On April 22, Minister for Foreign Affairs Carl Bildt began a two-day visit to Brazil's largest city, São Paulo. He met with representatives of the many Swedish companies with a presence in Brazil, including representatives from several of the established manufacturing companies as well as some of the newer companies in innovative growth industries.

The primary purpose of the visit was to participate in the international internet conference NETmundial. The conference brought together representatives from all over the world to focus on the creation of internet governance principles and propose a plan for how such principles can be developed. During his visit, Bildt also met with Brazilian Foreign Minister Luiz Figueiredo.

NETmundial was organized by the Brazilian government in collaboration with the organizations CGI.br and / 1Net. The goal was to arrive at the basic principles and organization of the internet's global governance. Sweden welcomes the work of gathering all the actors involved - from business, governments and civil society.

"It is encouraging that the majority of participants in NETmundial seem to agree on the importance of a multi-stakeholder model and implementing human rights online", said Bildt.

On April 22, Swedcham organized an exclusive meeting for the Minister at Casa Electrolux, with the participation of Ambassador Magnus Robach, Electrolux CEO Ruy Hirschheimer and the CEOs of six Swedish companies in Brazil. After a presentation by Hirschheimer, there was a round-table discussion on trade and industry issues, followed by a light reception offered by Electrolux.

In the evening, Swedcham also offered a dinner for the Minister at the Hotel Hyatt, when the focus was Swedish investments in innovation and sustainability in Brazil. On the occasion, the Minister praised Swedish Chambers' work around the world and made a special mention of Swedcham Brasil. Thank you! ■



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The whole group enjoyed Rio's beautiful Copacabana Beach.



The Flamengo x Vasco game at the famous Maracanã stadium on April 13, when Flamengo won the Rio soccer championship for the 33rd time, was enthusiastically accompanied by the Privata Affärer group.

Privata Affärer visits Rio

Brazil has not been very hot for investors in funds and stocks for some time. But the market movements in April caught the eyes of travelers who visited Rio de Janeiro together with the Swedish magazine Privata Affärer.

The obvious question: could this be the turning point, after three years of falling stock prices?

The big leap from a GDP growth of 7.5 percent in 2010, to considerably less, points towards other problems than recent emerging market turmoil around the world. That was one reason why the

seminar held in Rio with Swedcham Brasil, Handelsbanken and Brazilship, among others, was highly appreciated by the group of 30 curious readers of Privata Affärer.

Jonas Lindström, Carl-Gustav Moberg and Björn C. Salén generously shared insights from different perspectives on how the Brazilian economy works, and gave opportunities for questions and to discuss the matters.

The trip to Brazil was one in a series arranged by Privata Affärer. Several groups have previously visited Beijing, Shanghai, Hong Kong, New Delhi, and there will be groups going to South Africa later this year. The basic idea is to combine touristic attractions with opportunities to meet persons with deep knowledge of local business, politics, culture and society.

During 10 days in Brazil, the travelers also made the acquaintance of Honorary Consul Louise Anderson with guests, Scania's partner Equipio, and journalist and hotel owner Lennart Palmeus, among others. And spent time on the lovely beaches of Ilha Grande.

Several of the participants are now booked on upcoming trips, which is good proof that the meetings in Rio de Janeiro were of great value.

Fredrik Lindberg
Editor in Chief
Privata Affärers Placeringsguiden

Swedcham Managing Director Jonas Lindström with Mia Nygren of Spotify, who also participated in the seminar in Rio de Janeiro.



Farewell Ambassador *Magnus Robach!*

After almost three years as Swedish Ambassador to Brazil, Mr. Magnus Robach is leaving us to assume new duties as Swedish Ambassador to Japan. It is with great regret that we see Magnus leaving us.

Magnus, who joined the Ministry for Foreign Affairs in 1976, took over the helm of the Embassy in Brasilia in September 2011 after serving as Ambassador to Brussels since 2007. He had previously been Head of the EU Department at the Prime Minister's Office as well as the EU and Africa Departments at the Ministry for Foreign Affairs. He had also been Deputy Head at the Swedish Embassy in Paris

and served at the Embassies in Cairo and Tokyo, where he is now returning as Ambassador.

He has also participated in many Swedcham events and always contributed with

Ambassador Magnus Robach flanked by Swedcham Chairman Nils Grafström and Managing Director Jonas Lindström.



a most informative and enlightening column in our **NordicLight** magazine. In particular, we would like to express our gratitude for his column in this June edition, in which he kindly comments that we are probably the best Swedish Chamber of Commerce...

We would also like to take this opportunity to warmly thank Magnus for his constant cooperation with Swedcham, but also as a coach for Team Sweden, which besides the Embassy includes Swedcham, Business Sweden and the Consulates General. Magnus has always been very accessible and supportive, constantly working for the best of Sweden, and for Swedish companies doing or wanting to do business in Brazil.

Magnus will be replaced by Ambassador Per-Arne Hjelm-born, who is currently Head of the Ministry's Department for the EU Internal Market and the Promotion of Sweden and Swedish Trade (UD-FIM). He has previously served in Embassies in Santiago, Madrid and Beijing and in the Ministry's Department for International Trade Policy. Hjelm-born was at his last posting Ambassador to Malaysia.

Once again, Magnus, thank you so much and all the best in Japan!

Nils Grafström
Chairman

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The EKN Board with (far right) Leif Kempe, Director of Export and Trade Finance at Saab, and Andrew Wilkinson, Campaign Director Gripen Brazil.

EKN Board visits Brazil

In April, EKN's Board of Directors visited Brazil. EKN has seen a sharp increase in guarantees for exports from Swedish companies to this large South American country, a fact that made the trip to Brazil especially interesting this year.

Major Brigadeiro José Hugo Volkmer and Brigadeiro Heraldo Luiz Rodrigues from the Brazilian Air Force, with Saab's Leif Kempe (center), and EKN's Underwriter Frederic Petersson and Director General Karin Apelman.

Swedish-Brazilian trade is increasing, which was one of the reasons why EKN's Board of Directors decided to take the opportunity to visit Brazil on the annual board trip. EKN has noticed strengthened trade relations between Sweden and Brazil, not only in the pulp and paper industry, but also in the telecom and mining sectors. Another

reason for the visit was the Brazilian announcement in December of 2013 that the country has opted for the Swedish Gripen fighter aircraft for its Air Force.

Meetings with Swedish companies

The meetings started in Rio de Janeiro where we received a demonstration of Volvo's BRT (Bus Rapid Transit) project, an environmentally friendly system for buses. EKN is a risk partner in this project as well as in some other successful bus system projects in Latin America.

We also met with SBCE, our Brazilian sister organization, exchanging views on global trade.

Our next stop was the Swedish Embassy in Brasilia. Trade Counselor Mikael Ståhl joined us in meetings with, among others, Saab and the Brazilian Air Force.

Brazil a growing economy

A highlight of the visit to Brasilia was the luncheon hosted by Pernilla Josefsson Lazo, Deputy Chief of Mission at the Swedish Embassy. We had discussions with three Brazilian researchers in economics and politics – Lead Public Sector Specialist at the World Bank Roland Clarke, Director for Latin American Political Risk Analysis at Arko Advice Sérgio Léo and FPC's Latin American Senior Research Associate Thiago de Aragão. They described their view of the development of Brazil. This was an excellent contribution to our in-depth knowledge of Brazil's potential with its challenges and opportunities.





Traveling on Volvo's BRT in Rio.

One of the largest mills

Following the discussions in Brasilia, it was time for a visit to the Brazilian forest industry and we made a stop at the Eldorado pulp and paper mill. This facility, located near Três Lagoas in the State of Minas Gerais, is one of the world's largest pulp and paper mills with an impressive capacity. They actually celebrated an all-time high in production on the day of our visit. The plan is to further increase production.

Brazilian pulp and paper plants are important customers for Swedish manufacturers of equipment and technical expertise. EKN takes an increasing role as risk partner in the expansion of this industry in Brazil.

Meetings arranged by Swedcham

The last stop on our trip was São Paulo with well-arranged meetings thanks to Swedcham. These included a meeting with Swedish companies, banks, the Swedish Embassy Counsellor and the Swedish Consul in São Paulo. Swedcham Managing Director Jonas Lindström was very helpful in arranging the meeting in São Paulo and the program during our stay in Brazil. During all my visits to Brazil I have always had the pleasure of taking part of Swedcham's support and extensive commitment. We have an excellent networking partner to rely on when visiting the country.

EKN's Board of Directors consists of Jan Roxendal, Chairman, Göran Johnsson, Vice Chairman, Inger Dovlin, former Ericsson executive, Gia Wickbom, Director of the Ministry of Finance, Kerstin Nordlund-



Visit to the Eldorado pulp and paper mill.

Malmegård, Director at the Swedish Foreign Office, Yvonne Gustafsson, Director General of the State Treasury, Eva Karlsson, CEO Herrljunga Emballage, Mino Akhtarzand, Governor of the county of Jönköping and Bo Lindgren, employee-representative on the board. Joining the group from EKN were also Frederic Petersson, key account manager for Saab, Anneli Boström, program coordinator and me.

The EKN Board of Directors has previously visited other countries that play an important role for Swedish exports: Turkey, India, Russia, Ukraine, Angola, South Africa, France and the United Arab Emirates, among others.

A long history of trade relations

Brazil is by far Sweden's largest trade partner in Latin America, accounting for around 14 percent of Swedish exports to the region. The value of guarantees issued during the last ten years amounted to USD 1,000 million. At the end of March 2014, EKN had USD 484 million in outstanding guarantees, mainly covering transactions in the pulp & paper, telecom and transport sectors.

In addition to this volume, EKN has outstanding guarantees amounting to USD 630 million for projects in Brazil but where the borrower is in Europe. EKN follows the development of business opportunities with great interest and looks for possibilities to support Swedish companies in their efforts to offer competitive financing solutions. With this visit, we have strengthened our close relationship. We hope to see you again soon! ■

Karin Apelman,
Director General EKN

Brazil receives the 9th International Conference on Responsible Soy

On May 7 and 8, more than 200 representatives from all over the world participated in the 9th International Conference on Responsible Soy (RT9) in the city of Foz do Iguaçu in the State of Paraná, Brazil. The focus of the conference was on how the global soy value chain and business must innovate to meet the challenges of sustainability.

Among many featured speakers were Senior Manager Kjell Lundén Pettersson from Arla Foods, the largest producer of dairy products in Scandinavia, and Gustav Kämpe, Coordinator for Sustainable Development at Lantmännen, one of the Nordic area's largest groups within food, energy, machinery and agriculture, presenting for the large audience how the Swedish food industry is working to improve their commitment to responsible soy and sustainability. Other noteworthy participants included Fortum Värme and HKScan.

RTRS

According to the UN's Food and Agriculture Organization (FAO), global agricultural production needs to double by 2050 to meet growing demand. The transition to a sustainable global food system therefore needs concrete and coordinated actions. The Round Table on Responsible Soy (RTRS), organizer of the conference, was created in 2006 with the aim to ensure the worldwide sustainable cultivation of soy and the social responsibility of the soy sector by preparing, implementing and monitoring a dialogue between all actors involved in the soybean value chain. RTRS also offers a recognized and consensual agreed certification scheme with principles and criteria covering environmental, economic and social aspects.

For Arla Foods, the RT9 conference presented good opportunities to

The Swedish delegation at the RT9 conference in Foz do Iguaçu (from left to right): Kjell Lundén Pettersson, Arla Foods; Ulf Wikström, Fortum Värme; Nadja Pilpilidou, Fortum Värme; Vera Söderberg, HKScan; Gustav Kämpe, Lantmännen; Anders Lejdholt, Fortum Värme; and Stefan Lundkvist, Swedcham Board member and Fortum Värme agent. (Photos by Silvio Fotografias, Foz do Iguaçu, silviofotografias@hotmail.com)



Kjell Lundén Pettersson of Arla Foods.

discuss different matters with representatives from soy producers, industry/trade and civil society. The company found several new opportunities to cooperate with other parties and together have better possibilities to initiate and drive national dialogues in several countries supporting a more responsible soy production.

Lantmännen said this year's RT9 conference showed how important it is that the whole food value chain together make a commitment for a more responsible soy production. The work done in the Swedish Soy Dialogue can be seen as a good example to other countries and companies to increase the demand of certified soy to harvest in 2015.

Of Fortum Värme's total production of district heating in the Stockholm region, more than 80% comes from recycled or renewable energy, and the long term objective is to fully substitute fuels such as coal and fossil oil. Among others, Fortum Värme can use waste or by-products from the soy industry to produce heat in the district heating boilers. The company believes RTRS is a good initiative that ensures that the end product is produced in a responsible manner.

For HKScan, a manufacturer of meat foods and products, sustainable meat production begins with sustainable animal feed production. The conference brought learning opportunities, fruitful discussions and a broad network in the entire soy value chain as well as among researchers and other key persons. HKScan will ensure that by the end of 2018, all soy used in its entire meat value chain will meet the requirements of the RTRS. ■



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(Left to right) Swedish Ambassador Magnus Robach, Santa Catarina State Planning Secretary Murilo Xavier Flores, Florianopolis Mayor Cesar Souza Júnior, Florianopolis Urban Mobility Secretary Valmir Humberto Piacentini, and Guilherme Medeiros, Technical Coordinator of Plamus. (Photo by Julio Trindade)

Seminar about urban transport solutions in Florianopolis

Photo by Mauro Vaz

On May 14, the Swedish Embassy together with Business Sweden arranged a seminar about solutions for public transport in the city of Florianopolis, Santa Catarina State, attracting 80 decision makers, managers and specialists of urban transport from the region. The objective was to present economically and environmentally sustainable solutions for the transport system as supplied by companies such as Volvo and Ericsson.

Systematic approach

Florianopolis is known as a beautiful tourist destination and for its high quality of life. However, just like in any developing urban center, the inhabitants of the metropolitan region have experienced a worsened traffic situation due to the growing number of cars. The insular location, with the bridges being a bottleneck, adds to the difficulties as do seasonal peaks due to tourism.

Public transport today exclusively consists of ordinary bus lines and has suffered tremendously from the slower traffic flow, the result being longer transport times and higher ticket fares. Facing this situation, the state government decided to adopt a systematic approach towards planning the future of public transport in the region.

Plamus, an independent consortium, won the bid to develop a plan for the public transport system. Currently, several modalities such as Bus Rapid Transport (BRT), monorail and tramway are being studied.

Swedish solutions

The decision about the future public transport system is expected to be taken later this year, so the timing for the seminar was just right. The large number of attendants and the strong repercussion in local media further emphasized the high interest. Ambassador Magnus Robach opened the seminar together with the Mayor of Florianopolis and the State Secretary of Planning.

Alberto Rodrigues from Ericsson showed examples of how transport systems can be organized in a more intelligent and efficient way by using resources of wireless connectivity. He mentioned the example of São José dos Campos, where Ericsson implemented a solution that allows fleet monitoring in real time.

Volvo presented solutions for BRT that offer capacity and comfort comparable to that of a subway, but at costs only a small fraction of this. Hybrid buses were another important aspect presented by Volvo. These vehicles use 35% less fuel and produce 50% less pollution than ordinary buses.

The seminar made it possible to position the solutions from the Swedish companies at the heart of the ongoing debate and will hopefully have a positive influence on the upcoming decision.

Swedish Health Network

On Friday May 16, Business Sweden together with the Embassy launched the SymbioCare platform "Healthcare by Sweden 2014". Executives from five leading Swedish companies that work towards the Brazilian healthcare sector were invited to the kick-off meeting.

The objective of the workshop was to discuss and develop ideas on how the Embassy and Business Sweden can promote common interests of the involved companies. A preliminary plan for 2014 and 2015 was established which includes activities for straightening the relationship with Anvisa, study visits to health authorities and hospitals and gaining an in-depth understanding of some aspects of the SUS.

If you are interested in participating in the health network, please contact Jessica Arnlund, Senior Project Manager at Business Sweden, (11) 2137 4417.

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Sweden *in* São Paulo

By Renato Pacheco Neto
Swedish Consul General



Renato Pacheco Neto with Norwegian Ambassador Aud Marit Wiig and Norwegian Consul General Cesar Garrubo.



(Left to right) Portugal's Consul General Paulo Lourenço, Finland's Consul General Jan Jarne, Sweden's Consul General Renato Pacheco Neto, EU Ambassador Ana Paula Zacarias, Swedcham Managing Director Jonas Lindström, and EU Minister Counsellor Juan Victor Monfort.

Busy months for Swedish Community

These past months have been very active for the Swedish Community in São Paulo.

Swedish State Secretary Ulrika Stuart Hamilton and Senior Advisor Anna Gudmundsson from the Ministry of Education and Research met on March 26 at Swedcham with Janaina Khatchikian from Ericsson, Claes Backlund and Clovis Andrade from Atlas Copco, Rita Leme from Stora Enso, Andre Lopes from Skanska, Daiton Ribeiro from Trelleborg, Swedcham Chairman Nils Grafström, Managing Director Jonas Lindström, Counsellor Mikael Ståhl from the Swedish Embassy and Consul General Renato Pacheco Neto. All participants exchanged their experiences in the corporate social responsibility area and its relation to the education framework for better qualifying task forces.

We received last April 23 the very important visit of the Swedish Foreign Minister Carl Bildt, who came to São Paulo to lead the world Internet event called NETmundial. He had time also to meet with Swedcham and visit Electrolux where he talked to some of the leading Swedish companies in Brazil. Carl Bildt was Swedish Prime Minister in the 90s and is now completing eight years as Sweden's Foreign Affairs Minister.

Consul General Renato Pacheco Neto exchanged ideas on different issues with him, focusing on the development of Brazilian-Swedish relations, mainly in the cooperation framework for scientific studies, business and technology exchange.

On April 24, there was a very special event at the Scandinavian Club with Marina Silva together with the Chairman of the Danish Chamber of Commerce, the Danish Ambassador to Brazil, Consul General of Denmark Eva Pedersen, Consul General of Norway Cesar Garrubo and Consul General of Sweden Renato Pacheco Neto. Marina Silva, former Environment Minister and Senator, now running as Vice Presidential candidate, was awarded the Danish Chamber of Commerce Prize. Renato Pacheco Neto also exchanged ideas with her on main program challenges.

On April 28, FAAP International Relations students visited the Consulate General of Sweden. Twenty-five very interested students led by Professor Marcus Freitas held a meeting at the Consulate General, following a most interesting exchange among Academia, Government Officials and Entrepreneurs in the framework of Swedish-Brazilian multilateral cooperation. This experience was very

enriching and enabled a future presentation of the Consulate General of Sweden in Brasilia in the 2015 ENERI, which is the National Meeting of International Relations Students.

Atlas Copco organized on May 15 a very interesting Crisis Management event, in which Consul General Renato Pacheco Neto could interact with many country managers of the group who came to São Paulo to discuss the important issues arising from the need of always having a plan and building up pro-active communication within the management team. Thanks to the Embassy's initiative to also broach the same subject in March during its bi-annual Consular Conference, discussions were very fruitful allowing a nice flow of common ideas and joint measures to safeguard public/private interests.

In May, the Consulate General also took care of offering Swedes residing in Brazil the opportunity to vote for the European Parliament election in São Paulo. Sweden has 20 seats in the EU Parliament and one should not forget the importance of these people's decision for the representation of Swedish interests at EU level. This European discussion for Sweden is also of substantial importance in light of the ongoing EU-Brazil dialogue and its players in public and private sectors.

On May 17, Norway celebrated 200 years of its Constitution, the second oldest in the world, only after the United States. Consul General Renato Pacheco Neto also attended this event organized by Consul General Cesar Garrubo and introduced by Norwegian Ambassador Aud Marit Wiig at the Scandinavian Church followed by a luncheon at the Skandinaviuim for the guests.

The Smart Living Challenge seminar on May 19,

organized by CISB and the Swedish Embassy, and held at Poli-USP, was attended by Renato Pacheco Neto, among others. This event brought into discussion the main aspects of how technology can positively affect the sustainable development of urban areas, assuring the inhabitants the possibility to uphold a healthy quality of life.

On May 22, the European Union Delegation and Euraxess organized at FIESP a Technology Innovation and Cooperation event with the support of Eurocâmaras. The event gathered diplomatic and consular representatives such as Portugal's Consul General Paulo Lourenço, Finland's Consul General Jan Jarne, Sweden's Consul General, EU Ambassador Ana Paula Zacarias, Swedcham Managing Director Jonas Lindström and EU Minister Counsellor Juan Victor Monfort. This exchange was very fruitful and brought all parties closer for a continuous work in exchanging values and joining efforts.

On a business trip to Sweden in the last week of May, the recently appointed new Swedish Ambassador to Brazil Per-Arne Hjelm born received Consul General Renato Pacheco Neto at the Foreign Affairs Ministry in Stockholm. The focus was the growing importance of Swedish-Brazilian relations and the different consular and diplomatic cooperation between Brazilian and Swedish authorities to assure academic exchange, scientific cooperation, technology transfer and bilateral foreign trade.

Last but not least, as this magazine was about to go to press, the Consulate General was once again busy organizing the celebration of the Swedish National Day, with the participation of 200 families of the Swedish community and the kind support of the Swedish industry in São Paulo. ■



Sweden's Minister for Foreign Affairs Carl Bildt (right) with Renato Pacheco Neto and Consular Officer Richard La Roche.



Marina Silva and Renato Pechaco Neto.

Interview with World Cup referee *Jonas Eriksson*

NordicLight recently interviewed Swedish football referee Jonas Eriksson, who was chosen by international football's ruling body FIFA as one of 25 referees to officiate in the 2014 World Cup in Brazil.

Born on March 28, 1974 in Lulea, former journalist Eriksson currently resides in Sigtuna. He is reputedly very well off, after having sold a stake in Swedish sports media rights agency IEC.

Eriksson became a referee in 1988, before taking charge of his first Allsvenskan game in 2000. He received his FIFA badge in 2002 and participated in his first international competition later that year. He has officiated in UEFA Cup, Europa League and Champions League matches. Since 2011, he works as a professional referee.

Is this your first time in Brazil? What are your impressions of this country?

I was here one year ago on a training camp with the other referees. We were in Rio, lived in the same hotel as we will do this time, used the facilities in our training ground and got used to the climate. I have in my previous job been here once. I think it was back in 2001, I worked with a few TV stations here selling TV rights for sporting events. It is a fascinating country, big, very lively, a lot of people everywhere. Football seems to be a great passion for everybody here.

How does it feel to have been chosen as a referee for the FIFA World Cup 2014? There were a lot of candidates!

It is a fantastic feeling to be selected as one of the 25 referees for this World Cup, which is my first! I feel proud and honored.

Who will be your assistants in this World Cup? Have they participated before?

Mathias Klasenius and Daniel Wärnmark are my assistant referees. We have worked as a team since August 2012.

They are also participating for the first time in a World Cup.

Who is your favorite type of football player?

In general, I like players who show other players and referees respect—players who can communicate and sometimes can even laugh on the field. Of course, I also believe that respecting laws of the game and the fair play spirit are important for the game.

When and why did you decide to become a referee? Were you a football player beforehand?

I started to referee as a 13-year-old boy. I played football and did not always get along with the referees...so I took a referee course and tried to officiate matches myself. And I liked it a lot! I played up to the age of 19, when I started to focus more on my refereeing career.

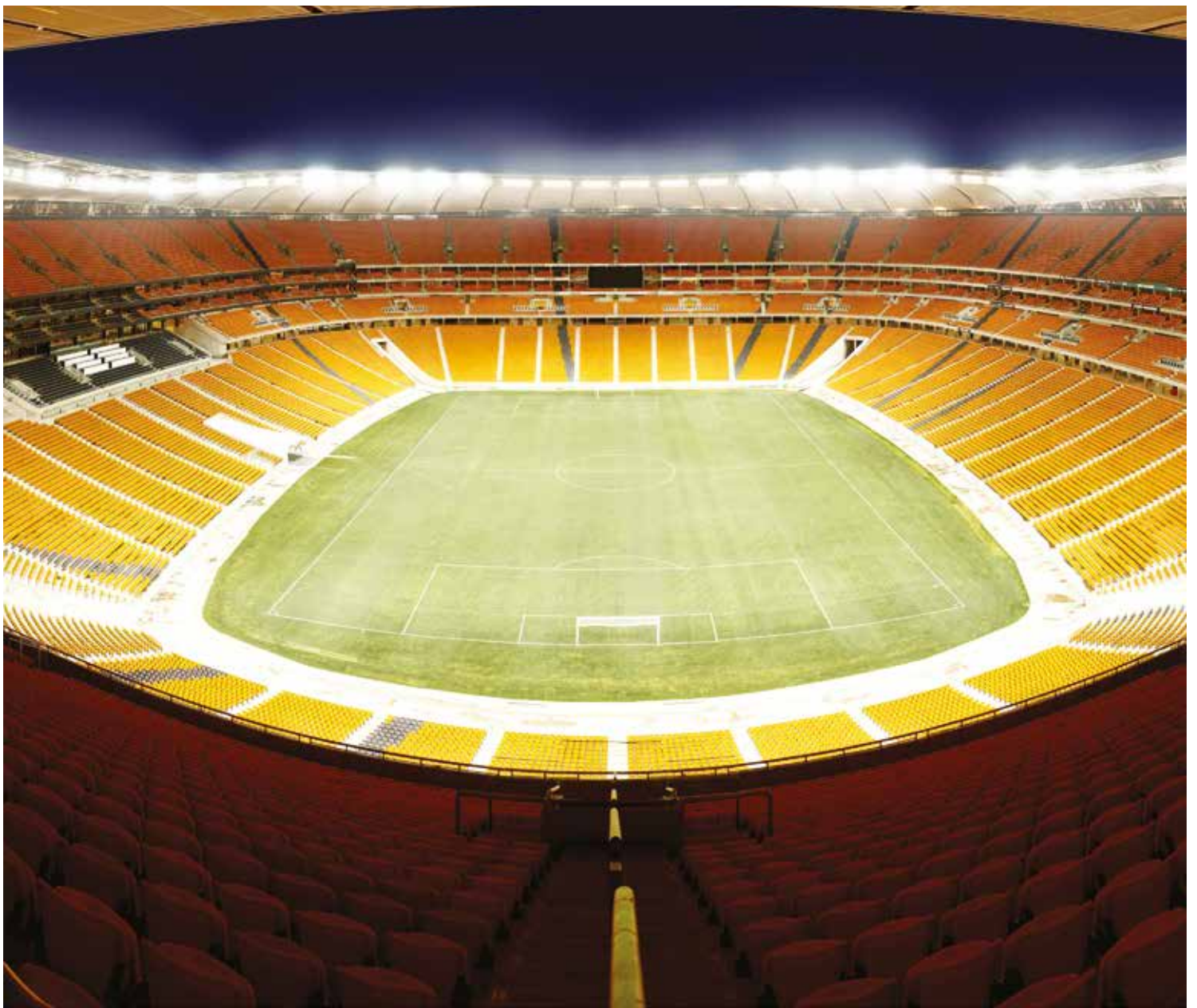
You are reputedly a financially independent person who does not really need to work. You obviously have a strong passion for football. Could you tell us a bit about all this?

I have had the privilege to make a business career in parallel with my refereeing job. I have for sure become a better referee by being a top sales person and executive in my company. And the other way around, I have become a better executive by being a referee at the highest level. There are many similarities between the occupations. It is all about managing people, handling stress, having a good physical status, being able to cooperate with everybody, team building, and quick decision-making. Referees are used to take responsibility, and are often very strong personalities. So next time you have an application from a person who has been a referee, hire him or her! Of course, for me personally, I don't referee to make money. I referee because it is my passion and I love the game. I believe this has made me a better, stronger and more independent referee over the years.

Will you be coming to São Paulo? You would be most welcome at Swedcham!

Thanks a lot! I don't know about us coming to São Paulo. If we do and time allows, we would be happy to visit you. If not this time, after I am done with my refereeing career maybe other business will lead me here. I hope all your readers have a fantastic World Cup in front of the TV or in the stadium. Always keep in mind the referee is team 33 in the World Cup and we need supporters as well. Without us, there would be no matches! ■





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Brazilian Defense Minister talks about bilateral relations

By Wenderson de Lima

On the 3rd of April 2014, The Swedish Institute of International Affairs (UI) and The Swedish Defense Research Agency (FOI) organized an event with Celso Amorim, Minister of Defense in Brazil, who talked about Brazil-Sweden relations and the cornerstones of Brazil's defense policy.



Brazil's Minister of Defense talks at The Swedish Institute of International Affairs (UI). (Photo by Amanda Liebman)

In his most recent visit to Sweden, Brazilian Minister of Defense Celso Amorim talked about Brazil-Sweden relations, with focus on the defense policy, fundamental security concerns and challenges that Brazil is facing today. Among other landmarks in the relations between the two countries, Amorim highlighted the Trilateral Solidarity for Building Peace - a cooperation agreement (between Brazil, Turkey and Sweden) for, among other objectives, peace and internet freedom.

"It is my firm belief that like-minded countries, from different regions and situations, can work in favor of innovative partnerships that strengthen the cause of peace. I am very happy to recognize the positive attitude of Sweden, especially of the Minister Carl Bildt, towards the efforts conducted by Brazil and Turkey," said Amorim about Brazilian negotiations with Iran, aiming to peacefully resolve international controversies in relation to the Iranian nuclear program.

In an interview to Brazilcham, Anna Wieslander, moderator of the event, told us about what Minister Amorim's visit to Sweden means for the two countries

"Amorim's visit to Sweden consolidates a trend of evolving good relations between Brazil and Sweden. The two countries have, since 2008, established a strategic partnership. The decision taken by the Brazilian government to have the Saab JAS-Gripen as its new fighter aircraft has created new possibilities for the political dialogue between our countries," said Ms. Wieslander, who also pointed out the big public attention that the visit had attracted in Sweden.

The two agreements signed during the visit mark a new period of enhanced partnerships between Brazil and Sweden. The first permits

(Left to right) Elisa Sohlman (Brazilcham Sweden), Minister Celso Amorim, Ambassador Leda Camargo and Anna Wieslander, Deputy Director and Head of the Information Department at the Swedish Institute of International Affairs. (Photo by Amanda Liebman)



the two countries, along with the fighter jet partnership, to discuss other military ventures of mutual interest. The second addresses the safety of sensitive information shared by the two nations, and conceals not only the transaction of the fighters, but all initiatives that could be undertaken by them.

“The agreements signed are an achievement for all organizations involved in the process of strengthening the relations between these two countries. States which have different cultural backgrounds, but similar political views,” said Elisa Sohlman, CEO of the Brazilian Chamber of Commerce in Sweden. ■

Caetano Veloso in Sweden *By Elisa Sohlman*

In his first visit to Sweden, Caetano Veloso was welcomed in a reception organized by the Brazilian Chamber of Commerce in Sweden and the Brazilian Embassy in Stockholm.

On Friday, May 23, the Brazilian Embassy, in cooperation with the Brazilian Chamber of Commerce in Sweden, organized a welcome reception to receive Brazilian singer Caetano Veloso on his first visit to Sweden.

On the day after, Caetano (called “one of the greatest songwriters of the century” by The New York Times) gave a magnificent concert at the Stockholm Concert Hall.

The concert was organized by SELAM (www.selam.se) in collaboration with the Stockholm Concert Hall. There Caetano mixed old and new material, guiding the audience through a miscellanea of rhythms. The songs from his most recent CD “*Abracção*” (“Huge hug”) embraced from rocky distorted guitars to traditional Brazilian beats, and were topped by his flawless voice. At the end of his show, a touched Caetano was forced to return three times to the stage compelled by the crowd’s standing ovations.

Caetano did not just give an unforgettable performance, but also made the statement that he is still “alive and *vivo muito vivo, vivo, vivo!*”

Thank you, SELAM! Thank you, Caetano! ■

SELAM and Brazilcham with Caetano Veloso and his band, stage and sound technicians.
(Photos by Vivian Suzuki)

Caetano Veloso in action at the Stockholm Concert Hall.

Elisa Sohlman and Caetano Veloso at the welcome reception.



>> *Young Professionals*

Visit to Atlas Copco

Swedcham Young Professionals organized a visit to Atlas Copco on May 23, a unique event in which some 10 Swedish companies in Brazil participated and told the group about their HR policies and their expectations regarding new collaborators. In turn, the group of around 10 Young Professionals gave their expectations regarding their future employers. Swedcham would like to thank in particular Clovis Andrade, Regional Business Services Manager for Latin America at Atlas Copco, who was the mediator in the dialogue between the Young Professionals and company representatives. We would also like to thank Alessandra R. Sellmer, Corporate Communication Manager at Atlas Copco, as well as Jonas Öst and Johan Forsberg from the University of Linköping for planning the event, making it happen and be a great success!



Clovis Andrade

Nordic Happy Hour

Photos by Enrique Castillo

On June 5, a Happy Hour was arranged for Swedcham Young Professionals. The evening turned out to be very international with over ten nationalities present, so not only from our Nordic neighbors Norway, Denmark and Finland.

The venue was the TonTon restaurant in Jardim Paulista and Swedcham would like to thank chef Gustavo Rozzino for the excellent service provided during the evening!

The main purpose of this kind of social event is always networking, and many new interesting contacts were made with representatives from business and academia.



Young Professionals from (left to right) Finland, Japan, Ireland, Germany and Sweden.



Erik Tobin and Philip Aschberg, Swedish students on an exchange program at USP.



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A macroeconomic perspective on Brazil: A call for adjustments

By Runa Hestmann Tierno
NBCC journalist

"Brazil is currently facing a new development phase, and is no longer the darling of the global economy it used to be. But Brazil is still making money," Bradesco Senior Economist Fabiana D'Atri said during a joint NBCC/Swedcham event in Rio de Janeiro on April 30.

Fabiana D'Atri is the head analyst of International Economy at Bradesco, and her presentation to NBCC and Swedcham members was entitled "Brazil - A Macroeconomic and Political Perspective". According to Ms. D'Atri, Brazil is facing a new development phase, conditioned by the global scenario and new domestic challenges.

"I do not have a crystal ball, and I can't tell who will become the next president of Brazil. But controlling inflation should be one of the top priorities of the new government," she said in her opening remarks during the event at the Rio de Janeiro Commercial Association (ACRJ) in downtown Rio.

About 40 people attended the seminar to get a basic understanding of the current macroeconomic environment in Brazil, from the perspective of a very experienced economist. Before coming to Bradesco, Ms. D'Atri worked for Banco Bradesco de Investimento, Mauá Asset Management, Tendências Consultoria and Banco Real ABN AMRO. She has a master's degree from Fundação Getúlio Vargas (FGV) and is graduated in Economics at the University of São Paulo (USP).

According to Ms. D'Atri, inflation is one of the main challenges for the Brazilian economy today. In 2011, the forecast for the 2014 annual inflation was of 4.6 percent, but current estimates point to a hike closer to 6.5 percent.

"This helps explain the lack of house-



George Robert Osborn, Swedcham member and board member of Hospital Samaritano in São Paulo (left) and Marco Aurélio de Andrade, secretary-general of the foreign chambers of commerce in the Rio de Janeiro Commercial Association (ACRJ), accompanied by Glorissabel Garrido, executive manager of the NBCC.

hold confidence we are observing, and explains why people are expressing their dissatisfaction with current policies. Curbing inflation will therefore be one of the main concerns for the macroeconomic policies implemented for this year and the next," she believes.

Last year, Brazil actually witnessed a shift in the monetary policy of the federal government, and since April 2013 the Brazilian Central Bank has increased the interest rates.

"Despite this shift, inflation is still high. Maybe we need to see a slowdown of the economy, with consequences for the labor market, before we see any significant relief on inflation. Monetary policies alone cannot do the job, and some fiscal adjustment must be seen in the next years," Ms. D'Atri says.

She identifies the Brazilian service sector as the biggest driver for inflation. Wage adjustments contribute to keeping inflation high, and there is not enough supply to support the demand in the labor market.

Another tendency that Ms. D'Atri broached is the slowdown in the growth of the Brazilian gross domestic product (GDP). For her, the GDP weakness is a reflection of the weakness of the Brazilian industrial sector.

"A large part of government policies has been focused on creating a domestic market, and consumption is a key driver for Brazilian growth. But we cannot keep an economy just based on demand. We need the industry to actually produce, develop technology and innovate."

This is why the experienced economist believes that several adjustments are required.

"The economy will react accordingly, and we still have to find time and room to discuss a positive agenda, to discuss investments in education and infrastructure. The new government should try to balance the different agendas, and they are going to need time to deliver, but must invest in the positive agenda as well," Ms. D'Atri says. ■

From the left: Swedcham Managing Director Jonas Lindström, Bradesco Senior Economist Fabiana D'Atri and NBCC Chairman Halvard Idland.



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Alexis Atterberg of Apis en route to Rio de Janeiro with Southpartner's Eduardo Braga.

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operators, system vendors and consultants throughout the world, and is a unique entry into the growing Brazilian market for such services in its burgeoning ICT Sector.

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Southpartner's ICT Manager Eduardo Braga has been impressed by Axis' innovative techniques, and particularly the level of student satisfaction with the results. "The customer feedback is incredibly positive and they are virtually unanimous in considering Apis one of the best training experiences they have ever had. We are very proud to work with a company as innovative and committed to quality as Apis is," he says. ■

Established in 2001, Southpartner is a European-Brazilian business partner for foreign companies wanting to set up new ventures in South America. With a senior multilingual team of European and Latin American nationalities, Southpartner has the necessary expertise and resources to successfully help set up and manage new ventures in this vast market. On top of its proven operational and commercial expertise, legal support by in-house lawyers has always been a part of its portfolio, facilitating any start-up process.



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People packed the church to listen to Pastor Roberto Baptista.

National Day celebration

Photos by Mario Henrique

The Swedish National Day (a holiday observed on June 6 in Sweden) was celebrated in São Paulo on Sunday June 8 at the Scandinavian Church. As usual, the event attracted many members of the Swedish community in São Paulo and their spouses, children and friends.

The day began with a mass celebrated by Pastor Roberto Baptista, after which everyone watched the children raise the Swedish flag in a very festive atmosphere. This was followed by a cocktail party and welcome speech by Sweden's Consul General Renato Pacheco Neto, who welcomed all to the traditional buffet luncheon in the Skandinavium banquet hall.

After the much appreciated luncheon, everyone listened to a speech by Pernilla Josefsson Lazo, Minister Counsellor at the Embassy of Sweden in Brasília, and participated in a raffle with many prizes, including a microwave oven donated by Electrolux. The celebration ended with people dancing merrily around the Midsummer Pole, a typically Swedish tradition. ■



Sweden's Consul General Renato Pacheco Neto welcomed all participants in the National Day celebration.



More than 200 people filled the Skandinavium for the buffet luncheon.

(From left) Norwegian Consul General Cesar Garrubo, Danish Consul General Eva Bisgaard Pedersen, Renato Pacheco Neto and Pernilla Josefsson Lazo from the Swedish Embassy in Brasília.

Johan Norén from Business Sweden receives his raffle prize from Julia von Maltzan Pacheco, the Swedish Consul General's wife.

Swedish ladies in their traditional dresses: Beata Moberg, Cecilia Calson, Katarina Ausenius and Isabelle Berglund.





The lucky winner of the microwave oven donated by Electrolux flanked by Renato Pacheco Neto and Swedcham Managing Director Jonas Lindström.



Dancing around the midsummer pole.



David and Viviane Ringbäck with their little daughter Sophie.



The traditional Swedish Smorgasbord prepared by Vera of the Scandinavian Club and her team.



Felicia, Maja and Karin having a great time!



People arriving at the Scandinavian Church.



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DNB in Brazil - keeping the faith strong

By Runa Hestmann Tierno

The head of the Norwegian shipping and energy bank DNB ASA in Brazil, Arne-Christian Haukeland, considers the Sete Brasil project a main driver in the Brazilian economy, and says DNB and Latin America are a perfect match.

Norwegian DNB ASA has been present in Brazil since 1968, and is currently one of the leading shipping and offshore banks in the world, together with Swedish Nordea Bank. In Latin America, DNB has a very strong position in the financing of projects in the energy and offshore sector, and according to IFC, the infrastructure arm of the World Bank, DNB has the second biggest portfolio in Latin America, that is of loan participants in infrastructure projects. In Latin America, the bank has defined seafood, shipping and energy as focus areas, a strategy that is showing results.

"The sectoral approach is what differentiates us from other Nordic banks, and by strengthening our competence and significance in the region, we can open doors to our Nordic clients," Haukeland says in an interview with **NordicLight**.

A Brazilian-Norwegian project

In Brazil, DNB is involved in the financing of the Sete Brasil drill ships currently under construction here as their ECA advisor, in close cooperation with Norwegian GIEK, Eksportkreditt Norge, BNDES and UK Exim.

"This is something we have spent a lot of time working on and closely considering, and our conclusion is positive. DNB is committed to this project, and believes in Sete Brasil," says Haukeland.

Despite the positive evaluation, DNB sees several challenges, and Haukeland is more optimistic



Arne-Christian Haukeland.

when talking about the oil-driven economy. It is however important to be aware of the pitfalls.

"You need to count in that challenges will occur in such a new and large project, but we believe that what Sete Brasil has planned will materialize. Today we see a higher level of activity in the oil and gas sector, and more is happening than a year or two ago. New blocks have been auctioned off and new contracts are being signed. A lot is linked to Sete Brasil," Haukeland observes.

He even calls Sete Brasil a "Brazilian-Norwegian project". A significant part of the contracts has been given to Norwegian suppliers, about USD 4-6 billion out of a total of USD 25 billion.

"We expect big investments from Norway and about 25 different Norwegian companies have already been contracted as suppliers. A considerable share of the Norwegian companies active in Brazil are involved. This is extremely important to Brazil, but also to Norway and to Norwegian industry -- for several years to come," Haukeland says. ■

Opening Princess Ragnhild's Church

A home away from home

By *Runa Hestmann Tierno*

The new Norwegian Church in Rio de Janeiro, Princess Ragnhild's Church, was inaugurated on May 3, 2014. NBCC hosted its first event there on May 15.

It was the three granddaughters of the Princess, Victoria Lorentzen Ribeiro (25), Sophia Anne Lorentzen (19) and Alexandra Lorentzen Long (6) who had the honor of cutting the red ribbon and formally opening the Norwegian Church in Rio de Janeiro on May 3. According to Chaplain Ørnulf Steen, the inauguration marks an important milestone in the history of the Norwegian Church in Brazil.

"We have been talking about this house for so long, and today we are very happy that the opening day is finally here. It makes me even happier that so many people are present here today, because this is what really matters to the church. It is not about the house itself, but about the people who come here and fill the house with life. I hope the church will become a meeting place for Norwegians in Rio and I hope that they will feel at home here. I also hope that young people and children will come here to play football or play in the pool, and I also hope we can hold church services on a regular basis here and represent something meaningful in the lives of the people that frequent the house," the Chaplain says

The Norwegian Church discovered the lovely yellow house on Rua Caio Mario in Gavea in January last year, and the contract to buy the property was signed in May 2013. The refurbishment work started in June, and the first floor of the house is now fully functional, with a modern kitchen, a big

(Left to right) Princess Ragnhild's granddaughters Elisabeth Lorentzen Long (3), Victoria Lorentzen Ribeiro (25), Alexandra Lorentzen Long (6) and Sophia Anne Lorentzen (19). (Photo courtesy of Linn Mevold Skogheim/Sjømannskirken).

The new church was inaugurated and the red ribbon cut by Princess Ragnhild's granddaughters on May 3. (Photo courtesy of Sigrild Torbjørnsen)



Erling Lorentzen with Ambassador Aud Marit Wiig and NBCC Chairman Halvard Idland.

room for church services and other events and even a comfortable library.

Close relations

The church is named after Princess Ragnhild, Mrs. Lorentzen, who had a lifelong relationship to the Norwegian Church in Brazil. She always showed a great concern for the wellbeing of Norwegians in Brazil, and it was an emotional Erling Lorentzen who addressed the many people present at the inauguration on May 3.

"It is a great honor for me to be present here today. When we came here 60 years ago, there was a Scandinavian church here in Rio, and the contact with the church was important to us. It is a great pleasure, also to me personally, that you now have this house, this home, here in Rio. All I can say is thank you very much, and I would like to thank all of those involved in the process," Lorentzen said in his address.

His son Haakon and several other members of the Lorentzen family were also present at the inauguration. Several representatives from the Norwegian business community were also there, accompanied by their families.

"The church represents something familiar to us Norwegians, a home for those who are far away from home, and it is important to have a place you can go when you miss your family or even the snow. I thank you all on behalf of the Norwegian business community in Rio de Janeiro," NBCC Chairman Halvard Idland said in his greeting during the ceremony.

Bicentenary

On May 15, NBCC and the Consulate General co-hosted one of the very first events at the new church, when the Norwegian Constitution Day on May 17 and the bicentenary for the Norwegian Constitution were commemorated during a breakfast seminar. After a typical Norwegian breakfast, Joaquim Falcão from the Fundação Getúlio Vargas



Professor Joaquim Falcão is also a Doctor in Education from the Université de Genève (Switzerland), and Master of Laws (LL.M) from Harvard Law School.

talked about the Brazilian Constitution, while Norway's Ambassador to Brazil, Aud Marit Wiig, outlined the history of the Norwegian constitution.

"The Norwegian constitution is the second oldest constitution still in use, and it is hard to exaggerate its symbolic importance, as it seems to embody all our most important national ideas. It was a declaration of independence, despite the union with Sweden. It guaranteed the unchanging nature of our legal systems and our civil rights. More recently, we have had to open the doors to international influence, but our constitution remains a constant in Norwegian society», Mrs. Wiig said.

When the constitution was signed in Eidsvoll on May 17, 1814, the members of the national assembly shook hands and promised to remain "united and loyal until mountains of Dovre crumble".

"Although changes have been made, the constitution changes slowly. I think the constitution will continue to guide us, and the mountains of Dovre are not crumbling yet," Aud Marit Wiig concluded.

Joaquim Falcão is a professor of Constitutional Law and Dean at Fundação Getúlio Vargas (FGV Law School - Rio de Janeiro). The Brazilian constitution marked its 25th anniversary last year.

"A Constitution is not a description, it is a prescription, it is an ideal, not reality. The Constitution does not describe how people are, but how they ought to be, it is a dream of how we would like our country to be. It is also an attempt to find solutions to normal tensions in society, between power and freedom, conflict and consensus, tradition and innovation. If your constitution is changing slowly, you can say that we had to change fast, and our constitution clearly shows that several groups of interests were fighting to constitutionalize their interests. This is why our constitution details so many rights and duties and includes economic and social aspects,



"It is a great pleasure for us that you have found this home in Rio de Janeiro," Erling Lorentzen said.

and it also explains why our constitution has 42000 words and yours only about 7000," he said.

On May 17, a big family celebration for more than 250 people took place at the church.

Great support

According to Chaplain Steen, the feedback from the business community has been great throughout the whole process, and he encourages the Norwegian companies to use the church facilities diligently in the future.

"Eleven companies have donated a total of NOK 2.5 million for the acquisition and refurbishment of the house. We would like to see Norwegian companies using the facilities we have here for meetings and seminars, and in this way contributing to the daily operations and running of the house. This is certainly a unique and very pleasant venue, quite different from what a hotel in Copacabana or Ipanema can offer. We have several meeting rooms, WI-FI and of course Norwegian waffles. We can help with catering and I'm convinced that we can offer something that Norwegian companies are going to find interesting."

Aud Marit Wiig calls the new church a home away from home, and hopes many Norwegians will find their way here.

"The fact that the Norwegian Church has bought a house like this says a lot about the significance of the Norwegian community in Rio de Janeiro and Brazil. It shows that there is a long-term focus on Brazil in the Norwegian private sector and among companies established here, and both the Embassy and the Norwegian Church expect this to continue," she said. ■

Chloe Beckmann Østeby (2) and Julian Tepstad (3) on the trampoline. (Photo courtesy of Linn Mevold Skogheim/Sjømannskirken)



AHTS *Skandi Urca* is delivered to DOF Brasil Group

The AHTS is the 13th vessel built in Brazil by the group.



In the beginning of April, the DOF Brasil group received the AHTS "Skandi Urca" (PRO-30) from VARD Niterói. The vessel, built in Brazil, will soon begin an eight-year contract with Petrobras. Skandi Urca is the first AHTS in the world to bring an independent rope tensioner installation procedure and is also the first one to have a STX AH-11 design.

Skandi Urca is an anchor handling vessel, with 18.000 BHP and 260 tons of bollard-pull capacity, features that place it among the most potent in the market. Brazilian-flagged, Skandi Urca is a modern

and versatile AHTS, projected to operate in challenging and complex scenarios. Its design, STV AH11, is the only one currently operating worldwide.

The vessel is equipped with the latest software on AHTS safety operations, mobile and bigger winches with handlers and a more complete anchor handling device. Besides that, Skandi Urca brings a unique feature: a rope tensioner installation system which allows this process to be executed by only one vessel. Two vessels are usually necessary.

"The Skandi Urca is a groundbreaking vessel. The tensioner technology it brings reduces the operational costs," explains André Botelho, Project Manager for the construction of the vessel. "It is a complete and versatile vessel, ready to operate in ultra-deep waters," he says.

Urca is the 9th AHTS built by DOF in Brazil, always in accordance with the local content policies.

DOF Brasil is currently operating 25 vessels through the Brazilian shore. Thirteen were built locally.

Skandi Urca is part of a 3-AHTS newbuild group, constructed with a high percentage of local content. The other two vessels – Skandi Angra and Skandi Parity – are expected to be delivered in 2014 and are also signed with Petrobras. ■



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Fax: +55 11 3066 2582

E-mail: saopaulo@nordea.com.br

Aluminum highlighted in FIFA World Cup video

Players from a social project of Hydro in Pará participated in the shooting of the video clip of the hit "Olé", part of the official FIFA album for the 2014 World Cup.

On May 1-2, 2014, the people living in the Dona Marta community in Rio de Janeiro, a community that has received global celebrities such as Madonna and Michael Jackson, stopped to see a 17-year-old Norwegian singer with a name that may be easily compared with another great artist: Adelén.

Famous in Norway, Spain, Switzerland and many other European countries, she chose Rio de Janeiro as the venue for the promotional music video of the song "Olé", part of the official soundtrack of the 2014 FIFA World Cup. The music video is directed by one of the greatest experts in the area, Ray Kay, who has worked with artists like Lady Gaga, Beyoncé, Cher, Justin Bieber and Britney Spears.

From Barcarena to Rio

During the video shooting in Rio de Janeiro, Adelén showed intimacy not only with the community, but also with the ball, as she played football with some of the players who participated in the video. One of them has the name of a celebrity: Mel Gibson is 17 years old and travelled a long way to appear in the video with Adelén.

"I am very happy with this opportunity of acting with her and with everything I'm experiencing," he said. Mel, as people call him, came all the way from Barcarena, in the state of Pará. He and seven other players from the team Alunorte Rain Forest, a part of the Hydro social project "Bola pra Frente, Educação pra Gente" were invited to join the party. In one of the scenes where he appears, Mel interacted with the singer by playing with a can of the project "Infinite Aluminium", created to make

the population aware of the importance of recycling.

"The Alunorte Rain Forest team is quite well known in Oslo, where they have participated in the Norway Cup in July every year. With this exposure, we intend to overcome new barriers and gain even more recognition. Other cities or countries might find inspiration in the



Mel Gibson and Adelén

program," says the team coach, Alberto Muller, who followed the kids during the recording of the video clip.

The official album of the 2014 World Cup also includes great international artists like Jennifer Lopez, Shakira, Ricky Martin and Carlos Santana, and national artists, such as Cláudia Leitte, Alexandre Pires, Carlinhos Brown and Arlindo Cruz.

Infinite Aluminium

The project "Infinite Aluminium" was launched by Hydro in 2013, with the purpose of stimulating the population's awareness of recycling and also informing them about the importance of aluminum for a more viable future for this and for future generations. Hydro has defined it as a mission to contribute to creating a more viable society through the rational use of natural resources.

One of the main actions of the project is the distribution of cans with mango juice and informative flyers about the properties of the metal. The distribution of cans creates a closer relation between the company, its product and the community and increases the understanding and participation of society in relation to aluminum recycling.

"The fact that our society is not totally involved with recycling yet gives us the opportunity of bringing awareness of this important practice, which also generates income for the groups of collectors. The implementation of a project of this caliber in Brazil, a country that is record breaker in the recycling of cans since 2001, is essential," says Andreia Reis, head of Institutional Relations and Communications at Hydro. ■



Fabrini becomes first Brazilian in top management of Hydro

Three years after assuming the productive chain of aluminum in Pará, the global aluminum company Norsk Hydro ASA announced a change in management that will narrow down the bond between Brazil and Norway.

Alberto Fabrini was appointed as the new executive vice-president for the business area of Bauxite & Alumina in the company. The appointment of Fabrini, previously responsible for the Operations of the Bauxite & Alumina business in Brazil, became effective as of June 1. He is the first non-European executive in the top management of Hydro.

"For being a Brazilian and counting on international experience, in addition to having an impressive operational history in the entire value chain,

Fabrini has the desired profile for this high position in the Bauxite & Alumina business," says the Chief Executive Officer of Hydro, Svein Richard Brandtzæg.

"After the integration of Brazilian business at Hydro, we focus our efforts and competencies on the stabilization and improvement of our production of high quality bauxite and alumina and cost reduction. Based on prior experience, Fabrini counts on a solid platform to lead the desired improvements and to bring production to a higher level," Brandtzæg says.

With a background of mechanical engineering and environmental and global management, Fabrini has considerable experience in the aluminum industry, including in positions of national management and internationally in the areas of bauxite prospectation, alumina refinery, and aluminum smelter. ■



Alberto Fabrini

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



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Sustainable exploration in the equatorial margin

*By Guilherme Mendes
Innovation Norway – Rio Office*



Sustainable exploration is one of the hot topics in the Brazilian oil & gas industry at the moment, as new oil blocks in the Brazilian equatorial margin were recently auctioned.

The Brazilian equatorial margin was auctioned in the 11th bidding round by Brazil's National Petroleum Agency (ANP) in May 2013, coinciding with the introduction of stricter environmental licensing regulations. BP acquired eight deep-water exploration blocks in the Pará-Maranhão Basin. OGPPar (formerly OGX) has blocks in the Barreirinhas Basin.

The Brazilian Environment Agency (Ibama) will now demand a specific preparedness and protection plan, including requirements for fauna reintegration, together with an implementation strategy. Simulation exercises will be mandatory during the pre-operational phase, and Ibama will require the emergency equipment to be in place prior to giving the licenses.

These new guidelines represent a larger demand for information by the operators. The Brazilian Petroleum Institute (IBP) has developed an extensive map

of the entire Brazilian coast, and Petrobras, BP and OGPPar are among the companies involved.

New requirements

The licensing phase for the equatorial margin will require a lot of research due to the fact that the region is still little known. The hydrodynamic model of the region is likely more complex than what is seen in other regions. For instance, the wind currents are strong all year long and the tide variation can reach up to six meters in the area known as Reentrâncias Maranhenses.

Initially, Ibama will collect information about the circulation of the marine currents and it will interpolate it into regional dimension. The next step will be to execute an oceanographic survey of the water column showing what the likely behavior of an oil spill would be. The work includes monitoring of submarine currents and deep-water temperature, which will help mapping the flow of oil and chemicals from the well to the surface.

The collection of data should be executed by a consortium in order to dissolve the costs. The operation will involve chartering of research boats and anchoring of five to six buoys for monitoring during up to three years. Furthermore, a new CONAMA resolution concerning the usage of dispersing agents is expected by the industry to be implemented early next year. The operators want this 3D survey to anticipate the demands by the new regulation.

Ibama understands that the 3D modeling still needs to be complemented by a consistent characterization database of the oil produced in the country. Norway already has a consolidated database, which serves as reference in many licensing processes in Brazil.

Challenges

The emergency plans for the equatorial margin will have to count on a larger amount of floating

vehicles (boats and barges) to transport oil spill control equipment due to the lack of (good) roads in most of Maranhão and Pará states. In regions where the oil spill can reach the coast in up to 60 hours, the operators will have to have their own equipment. An alternative would be using temporary bases in containers, easy to transport.

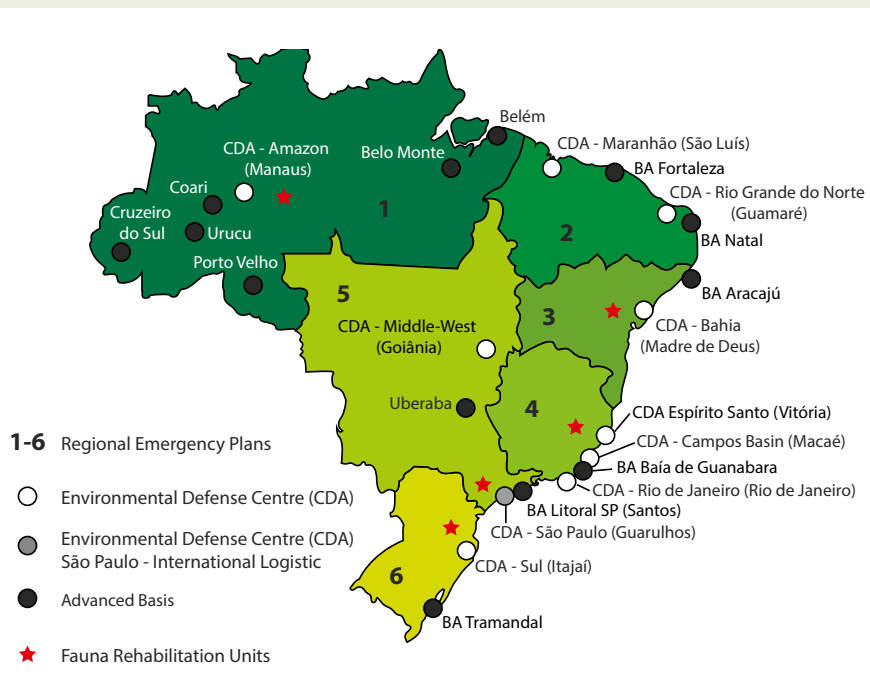
The only environmental bases in the region are Petrobras' CDAs (Environmental Defense Centers) in São Luís (Maranhão state) and Belém (Pará state). Petrobras is however not an operator in any of the offshore blocks auctioned in ANP's 11th bidding round.

The logistical challenges also include adequate solutions for waste management and disposal. Within this year, IBP will announce guidelines containing minimum requirements to be followed by the drilling waste management companies. The supplier will have to prove by documentation that the waste was truly burned or buried properly.

The information available today proves that an oil spill in the equatorial margin would reach the coast, and damaging the world's largest mangrove line lies among the potential environmental

risks. Ibama and IBP agreed to make a coastal fauna survey, to be executed within 2014 as an outspread of the coastline mapping. ■

Sources: Petrobras and Brasil Energia



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The Madrid Protocol: where does Brazil stand?

By *Andréia de Andrade Gomes**
and *José Graça Aranha***



José Graça Aranha

The Madrid Protocol, created to simplify the international trademark registration system and reduce the cost and the time it takes to obtain trademark registrations in other countries, is still under discussion in Brazil.

Since 2001, Brazil has been analyzing the advantages and disadvantages of a possible accession to the system. The National Institute of Industrial Property (INPI) defends the accession, with the argument that there would be a significant reduction in both time and expenses to obtain trademark registrations in the international market to protect such registration in all Protocol member countries.

The National Confederation of Industries (CNI), the São Paulo State Federation of Industries (Fiesp) and the Rio de Janeiro State Federation of Industries (Firjan) have also supported the Protocol. In the current system, several procedures are required for a national company to register a trademark overseas, or for a foreign company to register a trademark in Brazil. This is an extensive list and the requirements may change from country to country. The cost and time necessary may represent additional obstacles to obtaining registrations in more countries.

The Madrid Protocol reduces most of these requirements and condenses them into a single international filing, with effect in up to 91 countries, including almost all of Brazil's largest business partners.

We cannot fear the Protocol. If Brazil becomes a member of the Protocol, the procedures such as filling in forms may suffer a significant reduction, but the technical and legal work that follows the filing of a trademark application will not only increase due to the new trademarks that will come to Brazil, but also remain fundamental to protect these intangible assets of the trademark owners—who are the main beneficiaries of the system.

In our current trademark registration system, a series of bureaucratic

steps must be faced before a national company may register a trademark abroad or before a foreign company may register a trademark in Brazil.

An argument against Brazil's accession to the Madrid Protocol is that foreign trademarks will flood INPI with many new trademark applications. This is a mistake. Data of the World Intellectual Property Organization (WIPO) shows that Brazil is estimated to receive 3,000 to 4,000 trademark applications in the first years after accession to the Protocol. These numbers represent less than 3 percent of the current annual filings in Brazil.

A total of 91 countries are a party to the Madrid Protocol, including all European countries, the United States, a few African and Arab countries, Japan, Australia, China, North and South Korea, Singapore, Cuba, the Philippines, Israel, India and New Zealand. Only the Americas do not have an expressive number of countries party to the Madrid Protocol: Only Colombia, Mexico, Cuba and Antigua and Barbuda.

Brazil's accession to the international treaty should increase the number of Brazilian trademarks protected overseas. We are aware that foreign companies that are installed in Brazil protect their trademarks regardless of cost, unlike the small and medium-sized Brazilian export companies that are frequently unable to do so in foreign countries due to the expensive registration cost.

To remain discussing this issue for years and years would be a missed opportunity to increase our exports and improve Brazil's international image, and we trust that the Brazilian government will recognize the significance of the trademark registration, by shortly announcing the country's accession to the Madrid Protocol.

**Andréia de Andrade Gomes is a Partner in the Intellectual Property area at TozziniFreire Advogados*

***José Graça Aranha is the Former President of the National Institute of Industrial Property (INPI)*

Andréia de
Andrade Gomes



New Members

NBCC welcomes the following new members:

GOLD



Global Maritime is an independent marine, offshore and engineering consultancy headquartered in Stavanger, Norway. The company was founded in 1979, and today it provides engineering, marine and advisory services to the global offshore and shipping industry. The company has 13 offices around the world, and has a vision of being a global leader in creating a safer place in the marine and offshore environment - through a world leading assurance program, working standards and innovative practical solutions.



Gard is one of the leading marine insurers in the world. Established in Arendal in 1907 by local owners of sailing ships, it has developed to be the largest P&I club in the world, insuring more than 7000 vessels. The range of insurance products has been expanded to include hull & machinery, energy and builders risks, and with this expansion Gard is the second largest provider of marine & energy risks in the world. Gard employs about 450 people in 13 offices around the world, and the office in Rio de Janeiro opened in 2012.



Norsafe has been present in Brazil since 2011, and is currently the world's largest supplier of lifesaving equipment. The company also offers service and maintenance on life-saving systems for the merchant and offshore markets. The company has grown rapidly over the past 25 years – from a small Norwegian company into a multinational group, with worldwide presence. In 2013, Norsafe acquired the Brazilian company RIB Offshore and is ready to start production in Brazil. Norsafe was the first European lifeboat manufacturer to invest in full production facilities in China.

CORPORATE



OSEP Brazil is an industrial base and offshore competence center in Macaé, where companies can rent workshops, warehouses and offices. The holding company was created in 2000 by the Norwegian investor Ingolf Horne, and its mission is the creation of a cluster of companies in the oil sector in Macaé, with state of the art facilities that provide comprehensive services to customers established there. OSEP offers the rent of sheds, offices and workshops distributed over its 54,000 m² area near Parque de Tubos in Macaé, and the infrastructure offered by OSEP is an excellent option for small, medium and big companies.



Vieira Rezende, founded in 1995, is a full service law firm that has participated in some of Brazil's most important deals. With more than 80 lawyers and 17 partners leading different areas of practice, Vieira Rezende is a leading legal advisor in all areas of interest to local and foreign investors. The firm has a vast experience in advising leading companies in natural resources, energy and infrastructure. Vieira Rezende has established an alliance with the Norwegian law firm Wikborg Rein. Together both firms have been successfully assisting many Norwegian offshore companies and other international companies to operate in Brazil.



Harding is a global leading supplier of marine life-saving systems with offices in 28 countries and committed to enhance the business in Brazil. The company is a market leader and has a solid track record of deliveries to offshore installations and vessels worldwide. The company developed the first lifeboat (FF1200) fulfilling the new regulation, DNV 406, for the North Sea and it is also the developer of the davit system. Harding was formed in 2013 when Schat Harding and Noreq AS merged. The company history, however, goes all the way back to the 1920s.



Star Information Systems (SIS) is a world-class provider of maritime software solutions and services. The software is tightly integrated to allow efficient and safe operation of ships and rigs, and includes modules for maintenance (PMS/CMMS), asset management, project/docking management, safety/HSEQ, document management, insurance and guarantee claims, procurement and e-commerce, KPIs, and reporting. SIS also provides consultancy services, system implementation and product training. The Star software has been used onboard vessels since 1997, but SIS' founding shareholders have pioneered the development of IT solutions in the marine and energy sectors for more than four decades.



Com sede em Fagersta, na Suécia, e presente em mais de 50 países, a Seco Tools é uma fornecedora líder mundial de soluções de corte de metal para fresamento, torneamento, furação e sistemas de fixação. Há mais de 80 anos, tem fornecido tecnologias, processos e suporte dos quais os fabricantes precisam para obter o máximo de produtividade e rentabilidade.

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Advisory Council meets at Alfa Laval

The latest meeting with Swedcham's Advisory Council took place on the Swedish National Day, June 6, at the premises of Alfa Laval. The Managing Director Reginaldo Macedo generously hosted the event. Some 25 members of the Council participated, all representatives of Swedcham's major members. Also present were Swedcham's honorary members, the Minister Counsellor of the Swedish Embassy Pernilla Josefsson Lazo, the Consul General in São Paulo Renato Pacheco Neto and the Head of Business Sweden Johan Norén.

The main point on the agenda was the report given by Swedcham's Managing Director Jonas Lindström about the state of affairs at the Chamber and its major events. The report was met with approval by the Council.

The President of Tetra Pak Ltda. Paulo Nigro is shortly leaving Brazil for a new assignment in the US. He was duly and warmly thanked for all his active and never-ceasing support of the Chamber. We wish Paulo all the best. He introduced his successor Marcelo Queiroz, who was met with a cordial welcome.

In a much appreciated exposé, Reginaldo

Macedo presented Alfa Laval, how it all started and how it looks today. After the presentation everybody was invited to tour the factory under professional guidance. The day at Alfa Laval ended with a very good luncheon where everyone raised his and her glass to a toast for Sweden on the day when 491 years ago Gustav Vasa was proclaimed King of Sweden in the cathedral of Strängnäs.

Christer Manhusen
Chairman Advisory Council



Reginaldo Macedo and Paulo Nigro holding their personalized Brazilian football team T-shirts, which were given by Swedcham.

Pea Soup with the Ambassador

On May 15, Swedcham Brasil and the Scandinavian Church held their last "After Work" with "Ärtsoppa och Punsch" (Swedish Pea Soup and Punch) of the semester, with the special participation of Swedish Ambassador Magnus Robach, who is leaving us to assume his new duties as Ambassador to Tokyo.

On the occasion, the Ambassador received a personalized Brazilian football team T-shirt as a farewell gift from Swedcham. Joanna Willott introduced herself to the more than 40 people present as the new Chairman of the Scandinavian Church and talked about the Church's activities.

Once again, this informal event, which has become a very popular tradition in São Paulo, was a big success. Based on a very old tradition, pea soup is a very common meal served in Sweden. In fact, most lunch restaurants in Sweden offer this dish once a week, on Thursdays, to their hungry customers. Many Swedes also like to get together after work to chat over a plate of pea soup accompanied by punch.

The next Pea Soup event is scheduled for August 14!



(From Left) Claes Backlund, Ambassador Magnus Robach, Helena Backlund and Lars Krantz.



Fredrik Boethius, Carl-Gustav Moberg and Lotta Gremlin.

New Members

Swedcham wishes to welcome the following new members up to June 13:

CORPORATE:

- **Liderança Autêntica Educação Empresarial** is focused on lectures, trainings and workshops geared to leadership, influence, sales, and service excellence. We focus on developing the full potential of the human being, forming teams with high performance and increasing corporate profitability. All of our programs are customized to meet the needs of every business.

- **DNB** is a leading financial institution in the Nordic countries, with over 45 years of experience in the Brazilian market. In South America we have offices in Brazil and Chile with more than 20 professionals supporting Nordic companies with financial solutions in the region.

- **Slidelog** is an intralogistics system integrator and a newcomer to Brazil. In its 11 years of experience in Europe,

Slidelog has delivered automated storage and dispensing solutions to over 400 customers in markets such as military, healthcare, industry and retailing.

- **Viability & Finance.** Since 1997, the company has been active in mergers and acquisitions in value chains such as agriculture, agribusiness (agriculture, livestock, forestry and fisheries), food, building materials, plastics and resins and engineering in infrastructure.

- **Spotify.** With Spotify, it's easy to find the right music for every moment – on your phone, your computer, your tablet and more. There are millions of tracks on Spotify. So whether you're working out, partying or relaxing, the right music is always at your fingertips. Choose what you want to listen to, or let Spotify surprise you. You can also browse

through the music collections of friends, artists and celebrities, or create a radio station and just sit back.

- **Comi Advogados Associados.** We offer the best solutions for all legal matters. Since the first contact you are attended with ethics and lucidity by experienced and innovative professionals who anticipate your needs and seek the best and most secure opportunities, making our partnership longstanding and successful.

• ABOIO

INDIVIDUAL:

- Thomas Ruponen
- Diogo Frenkel
- Julia Yvonne Weber Bosso
- Nilton Tsuchiya
- Goran Jovanovic Rosén
- André Luiz Fonseca Fernandes

Annual General Assembly

Swedcham held its Annual General Assembly on April 29, 2014. The meeting was led by the Chamber's Chairman Nils Grafström. Managing Director Jonas Lindström gave a summary of the events and results for 2013. The past year was a very busy one with a record number of member events and the financial result was also the best ever.

The auditors read the audit report which stated that figures and bookkeeping are in good order. Auditors for 2014 were elected and they are Francisco A. Rodrigues Filho, Monica Rodrigues and Thyana Otsuka. The General Assembly also thanked Board Member Therese Otterbeck who left the Board after eight years. The meeting was followed by an informal get-together at our own premises on Rua Oscar Freire.

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Tommy Toresson, Anders Norinder, Daniela Metsaranta and Christian Christensen.



Leonardo, Alicia and Erik.



The delicious buffet of Swedish food was attacked by all the hungry football fans!

Early Midsummer & Football Gathering

Many people came to join us to celebrate the Swedish Midsummer followed by the Brazil vs. Mexico World Cup match on June 17. Unfortunately, despite all the cheering and rooting, the much awaited game ended in a draw. This was a family and friends event, with many children participating! Midsummer is one of the most popular traditions in Sweden, which celebrates the beginning of summer and the longest day of the year on June 20.

Once again, this was a unique opportunity for everyone to get together and celebrate with Swedcham and enjoy some typical Swedish summer drinks and food served by Buffet Cicareli and have fun watching the game!

Ibra makes it to Brazil

Sweden may have lost to Portugal in their World Cup play-off, but that hasn't stopped star striker Zlatan Ibrahimovic from travelling to Brazil. The Paris Saint-Germain forward was pictured arriving in Rio de Janeiro on June 18 (as this magazine was going to press) and posing with the tournament's official mascot Fuleco the Armadillo. With Sweden failing to make the World Cup, a campaign was started earlier this year to get the one and only Ibrahimovic to Brazil. Even if he couldn't play, the football world wanted one of the greatest footballers to be in Brazil for the greatest show on earth, and several videos were released, featuring the likes of Daniel Alves, Ronaldo, Bebeto and even Anderson Silva pleading with Ibra to make the trip.



Kick-off meeting for *IT Group*

Swedcham's IT Group met for the very first time on April 8. I presented the basics, "in a nutshell" about some of the hot topics in the IS/IT industry right now such as Lean IT, ISO 20 000 and Scrum, just to stimulate some ideas for future presentations which was the most important part of the agenda for the start-up event.

Areas such as Agile Software Development, Business Continuity, IT vs. Regulatory Compliance were brought up as interesting subjects to explore further in coming events. Before and after the presentation, there was already a lot of exchange of experiences and common interests among the members, all in all a very good start for the Swedcham IT Group.

We would very much like our members, and others that have not yet told us if they are interested,



to think one more time about what you would like to know more about, and even better, look around in your network for potential speakers and let us know about this. The continuous success in the Swedcham IT Group is in all of our hands, so please contribute.

Last, but not least, please, if you have not done this already, let us know if you are interested in being part of the group to receive information and invitation to events, send us an email to itgroup@swedcham.com.br

Nicklas Fredriksson
IT Group Coordinator



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Networking Luncheon at Capim Santo

The Networking Luncheon offered by Swedcham at the Capim Santo restaurant on May 30 attracted a large crowd and was a resounding success.

Capim Santo, which originated in Trancoso in the State of Bahia in 1985 and now also has a unit in São Paulo's Jardins area, is considered one of the greatest restaurants featuring contemporary Brazilian cuisine.

The typical and delicious Brazilian cuisine, prepared by Chef Morena Leite, was enjoyed by all in a convivial atmosphere with tables surrounded by a beautiful garden full of native Brazilian trees, to the sound of *bossa nova*. The restaurant's architecture is rich in regional Brazilian elements and the place is sort of like a small oasis in the midst of São Paulo's skyscrapers.

Another successful Networking Luncheon was held on May 17 at the Italy restaurant on São Paulo's famous Rua Oscar Freire, where Swedcham's own premises are located.



Luiz Carlos Manni and Marina Carvalho at the June 3 presentation.

Ernst & Young and Talent Group event

Swedcham, in partnership with Ernst & Young and Talent Group, invited members on June 3 to a presentation about the government's new electronic monitoring system, eSocial, which started being implemented in January this year.

The arrival of this system brings new challenges to the country's already complex tax, labor and welfare environment, even more so when dealing with the hiring of outsourced services and manpower.

During the event, Marina Carvalho, Labor and Social Security Manager at Ernst & Young, gave an exposé about this new system, while Luiz Carlos Manni, Director of Strategy & Marketing at Talent Group, presented the impacts of eSocial on the outsourcing of services.

Mobile Swedcham at Alfa Laval

The Human Capital Committee held an internal meeting for the first time in an itinerant format called "Mobile Swedcham" at the headquarters of Alfa Laval on May 29. We would like to thank in particular Gisele Lamas, HR Director at Alfa Laval, who participated in the meeting, and gave a presentation about her company.

The topic of the event was "Strategies for Talent Recruiting and Retention at Small and Medium-sized Companies," meeting the group's objective of discussing issues of great importance and interest to professionals in the area of Human Resources.

New energy saving product in Brazil

Energy in Brazil is critical. We have been highly sustainable but the cost of electricity per MW is high. With the hot summers, the increase in consumer usage, electrical theft at BRL 8 billion, and low water reserves, it is time to rethink how we consider energy. We think about ROI (Return on Investment) but we must also be thinking about RONI (Return on NOT Investing) and the harm being done to our planet and our bank accounts.

One of the largest wasters of energy is the air conditioning and refrigeration systems (ACRS). These systems are an opportunity to save energy. They become increasingly less efficient over time due to a chemical process inside the system called "oil fouling". It robs the typical ACRS systems of from 18% to more than 50% of their capacity.

TSS Brazil in Rio has become a distributor and installation partner for a revolutionary product. "TSS Brazil is a leader in LED and Induction lights to save energy, now we have found the solution for the ACRS," according to Jonathan Kendall, Director of TSS Brazil.

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tally safe, high-quality, nanotech named PermaFrost Nucleo Molecular Regenerative (NMR®) that works to reduce loss, and restore the system. It is not the "snake oil" unproven products that freeze and harm the system, it is not an oil or refrigerant additive. Unlike oil additives, at no time in the energy conservation process does NMR® alter or chemically affect the viscosity, flash point or pour point of the refrigerant oil, or refrigerant.

PermaFrost is categorized as surface science thermal technology. The efficiency improvement (and thereby energy savings) and ROI are fast, the product is guaranteed not to harm the system. Why not help reduce our dependence on the dwindling energy supply here, save your company's equipment, and make a positive ROI all at the same time?

"After 20 years of living in Brazil and watching the energy costs soar while the supply dwindles, I have dedicated my business to assisting with technology while delivering a solid ROI. Corporate and environmental health can work hand-in-hand," says Håkan Olsson, TSS Brazil.

For a 10% discount that is available to Swedcham and NBCC members please contact Håkan direct: hakan@tssbrazilgroup.com.

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Transfer pricing – A challenge for investors in Brazil

By *Pedro Leonardo Stein Messetti**

As discussed last April 10 at Swedcham (during a lecture presented for some Nordic companies - e.g. Scania, SKF, Sandvik and Atlas Copco), the rules stated by the Brazilian transfer pricing (TP) legislation are known for its complexity and for its model, which is quite different from OECD's guidelines (international TP rules).

Nordic companies with related parties located in Brazil often find difficulties to adapt their intercompany policies to the Brazilian model and, as a consequence, face a great challenge to prevent their activities from becoming unfeasible in the country as a result of the internal TP legislation's burden.

The major concerns of the Nordic companies – with regard to TP matters - when dealing with Brazil, are: (i) the predetermined profit margins, and (ii) the limitations on tax planning.

Predetermined profit margins

Most companies in Brazil perform their TP calculation by applying the legal methods that are based on profit margins predetermined by the law. The other legal methods – not based on predetermined profit margins - depend on information that, in practice, may not be available.

This scenario is burdensome for the companies to the extent that the required profitability differs from the real conditions of the market. It is worth mentioning that, under Brazilian TP legislation, the possibility of changing the predetermined profit margin used to be unfeasible due to the terms and conditions imposed by the law.

Tax planning – limitations of TP rules

It is usual for the companies to carry out a plan aiming to reduce the tax burden levied on their transactions. However, the Brazilian TP legislation severely limits this practice, due to its particularities, for example: (i) the obligation to perform the calculation on an annual basis, by item and by supplier (or customer); (ii) the impossibility of offsetting TP adjustments between different items; and (iii) the mathematical formula provided by the legislation for the Resale Price Method (PRL), the most applied method for import transactions, that depends on variables that are conditioned on forthcoming events.

In short, these variables are: (i) acquisition cost; (ii) cost of item sold; and the (iii) sale price. Due to these variables being conditioned on forthcoming events, they can be influenced by external factors (e.g. exchange rates and market conditions) that are beyond the companies' control.



Pedro Leonardo Stein Nessetti (left) and Carlos Eduardo Ayub, a tax partner focused on transfer pricing consulting services at Deloitte Brazil, were the guest speakers on April 10 during a presentation entitled "Transfer Pricing in Infrastructure – The Challenge of Investing in Brazil in 2014", organized by Swedcham's Legal & Business Committee

Alternative: periodic monitoring

Considering the particularities and limitations mentioned above, the companies should adopt a preventive behavior, i.e. they should periodically monitor their transactions from the standpoint of TP rules and identify the items that are generating TP adjustments and, also, the items that present favorable margin ("negative adjustment").

The items with favorable margin are those that would continue without TP adjustment even if its practiced price (price traded with related party) is increased (import transactions) or decreased (export transactions), in both cases up to the limit imposed by the legal methods.

Therefore, the main focus of the analysis is on the prices of the items that are being traded with the same related parties abroad - during the tax year - which can be renegotiated.

Finally, the renegotiation mentioned above aims to offset the high prices – of the items that can generate TP adjustment - with the low prices - of the items with positive margins. The expected result is to reduce or even eliminate the TP adjustment.

* **Pedro Leonardo Stein Messetti** is a tax lawyer at Pacheco Neto, Sanden, Teisseire Advogados, graduated from Pontifícia Universidade Católica de São Paulo and post-graduate in Tax Law from Instituto Brasileiro de Direito Tributário, with more than seven years of experience in tax consulting, including in transfer pricing matters.

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BNDES – A new role?

By Marcelo Pires*

The state-owned Brazilian development bank BNDES' essential role in the development of the country's industry and infrastructure is unmatched and unquestionable. Nevertheless, reflections have recently arisen regarding the new role of the BNDES, at a time when the country has major companies with full access to the capital market and one witnesses the federal government's budget limitations involving the tremendous needs for investments in areas that are strategic for the country's growth.

Given the current scale of large domestic companies, new investment projects are reaching astronomic amounts and require equal fund allocations by the BNDES. Furthermore, the growth and competitiveness of local industry depend very much on significant investments in infrastructure and education, which allow for the development of cutting-edge technology, an increase in productivity and a drop in various indirect costs that create a considerable burden on local products.

Curiously enough, the same institution which successfully paved the way for the formation of the country's industrial park has today somewhat become a limiting factor for Brazilian industry's migration to a new stage of its development, which requires other sources of financing, as an alternative to the BNDES, which is starting to show signs of exhaustion in its lending capacity. After all, the BNDES' omnipresence in the financing of long-term investment projects, at subsidized interest rates, impairs the development of a private long-term credit market.

Apparently, the federal government and private

initiative have already noticed that the current scenario presents major challenges to the continuity of a sustainable industrial policy and have been heading towards adapting the current structure involving fostering long-term investments (banks and capital market) to the country's new needs. And, under new guidelines, it would certainly be up to the BNDES to concentrate its efforts on the following items:

- a) Support for the development of a domestic capital market, with liquidity for private debt securities and motivating investors to allocate funds in long-term investment projects;
- b) Financing for growing businesses, still with little access to long-term financial resources, with a consequent reduction of support to large companies with ample access to the capital market;
- c) Offering incentives to strategic segments for the country that do not attract initial or enough interest from private investors;
- d) Stimulate industries and companies that really seek an increase in productivity and efficiency, which are so important for the competitiveness of local industry.

However, it is of the utmost importance that the BNDES' strategic redirection be gradual—so that the institution only reduces or removes its share in the financing of segments in which the private sector has assumed the role previously occupied by the national development bank. Otherwise, it would jeopardize the advances achieved so far in the development of Brazil's industrial park.

*Marcelo Pires is Head of Corporate Coverage – Brazil at SEB and one of the coordinators of Swedcham's Finance Committee.

Author's note: the opinions expressed in this article are the author's and do not necessarily reflect SEB's opinions.





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Turnover: a misplaced problem?

By *Giselle Welter**



We have been experiencing a period of practically full employment in Brazil. According to the National Statistics Institute IBGE, the unemployment rate has been around 5% over the last 12 months, having reached a peak of 6% in June 2013, with the lowest rate registered in December last year (4.3%).

Upon analyzing the unemployment rate curve, we observe that it has been looking somewhat like a roller coaster: a swift and steep rise, followed by a long and stable descent. Considering the crisis that seems to be upon us, it is possible that we will witness another rise ahead, followed by a possible looping, which accounts for the rush of adrenalin experienced by those who adventure on this roller coaster, and will certainly correspond to a loss of references.

While the unemployment rate is very low, according to DIEESE data the national turnover index exceeds 50%. These data suggest that people are relocating swiftly and explain why organizations have started to invest in the retention of their intellectual capital, their talents.

However, there is a difference between voluntary and involuntary turnover. According to 2011 data, the involuntary turnover (which corresponds to termination resulting from the company's option) exceeds the voluntary turnover.

A recent research conducted by the University of São Paulo's Faculty of Economy, Administration and Accounting, in the Ribeirão Preto campus, was aimed at checking whether the Recruitment & Selection (R&S) practices in People Management have any relation with turnover (Enedina, Silva & Shinyashiki, 2014). The research assessed that R&S practices are limited, reaching 46% of the expected efficiency. The study concluded that

organizations which plan to curb or reduce their employees' turnover should invest in and adopt more developed practices. But which?

If companies don't know how to efficiently recruit and select their collaborators, what about their talent retention practices? I recently heard the Human Resources Director of a large company operating in the metalworking industry say that talent retention is not a strategic objective, as he thinks that nobody manages to retain or prevent anyone from leaving a company. He believes in the premise that talents must remain within a company out of conviction, because they are identified with it.

How does one resolve this issue? On the one hand, organizations are not being efficient in selecting and hiring their collaborators, most of them opting for laying them off. On the other hand, they still don't know how to make good collaborators, those considered talents, stay with the company instead of going after new challenges.

I frequently meet well trained and successful young professionals, but unhappy, unmotivated and questioning the choice of profession they made. They come to me asking about the possibility of professional satisfaction—if it is too late to change their careers.

Throughout the sessions, we witness issues related to values. These professionals are not in the wrong profession or career. They simply don't share their companies' values. The result of this is often the voluntary departure of these professionals. Since the work locus will have to be another, it will be an arduous task to identify a company whose values will actually correspond to theirs!

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

Sustainable urban mobility: an urgent need

By Felipe Christiansen*



The many demonstrations against expensive and low-quality public transport in Brazil—which have led thousands of people to the streets, not to mention the recent strikes involving bus and subway employees—have put urban mobility at the peak of the political agenda and reveal a deep crisis in the sector in this country.

The standard of mobility centered on motorized individual transport (automobiles and motorcycles) has proven to be *unsustainable*. With regard to the transport of cargo, it has become evident that the Government made a strategic error upon stimulating, over the last 60 years, the highway transport made basically by trucks, which has also proven to be unviable nowadays. The National Traffic Department (Denatran) currently reports a fleet of approximately 80 million vehicles in Brazil, including cars, trucks, buses, trailers and motorcycles.

Indeed, the incentive for the use of automobiles generates new traffic jams, feeding a vicious cycle responsible for the degradation of the quality of air, global warming, an increase in noise pollution, loss of productive capacity (due to the many hours people are stuck in traffic jams), not to mention the degradation of the urban landscape—which loses ground to the millions of vehicles which end up having a negative impact on people's quality of life.

The need for deep changes led the Government to approve Federal Law No. 12.587 of 2012, which deals with the National Urban Mobility Plan (PNMU), with the aim of putting into practice the concept of *sustainable mobility*. We would like to point out a few important aspects of this law:

- priority of *non motorized* transport over motorized transport, and *collective* public transport over individual transport;
- incentives for the *scientific and technological development* and the use of *renewable* and less polluting energies;
- restriction and *control of access and circulation* at predetermined locations and hours;
- integration of the *National Urban Mobility Policy* with the policy of urban development and respective sectoral policies involving housing, basic sanitation, planning and management of the use of soil within the sphere of federal entities;
- application of taxes aimed at discouraging the use of certain mobility modes and services;

- monitoring and *control of gas emissions*, restricting the circulation of vehicles.

According to this law, by 2015 municipalities with more than 20,000 inhabitants will need to have a mobility plan. Up until then, only municipalities with more than 500,000 inhabitants had this obligation—which raises the number from 38 to 1,663 municipalities that will have to meet this target, or not be entitled to receiving funds slated for urban mobility from the Federal Government.

Factors such as Brazil's huge territorial extension and corruption—commonplace in works of this sector—impair the development of a national policy for the administration of urban transport at the three Government levels: municipal, state and federal.

Needless to say, the Government will have to face this issue as soon as possible. Just to give an idea, the States of São Paulo, Rio de Janeiro and Bahia alone need R\$ 25 billion in urban mobility investments.

What remains to be seen is whether we will find a new and democratic way of working out the cities and urban mobility we want for this country over the next few decades—this should involve an ample debate between society as a whole, civil and non-governmental organizations and, more importantly, show if the newly elected government will establish investment priorities by order of importance. The many demonstrations that have been taking place clearly show that Brazilians are very dissatisfied with the decisions the government has been making in this area over the last few years.

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



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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 Manager: Glorissabel Garrido Thompson-Flôres

Editor:

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

Graphic Project / Production:

Edson Borba
edson@edsonborba.com
Tel.: +55 11 2659-9927

Printing Company:

Elanders
Avenida Ferraz Alvim, 832 – Serraria
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I Sverige arbetar vi tillsammans med Svalner Skatt och
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DO DIREITO, COM CONHECIMENTO TÉCNICO, AGILIDADE, CRIATIVIDADE E EFICIÊNCIA,
BUSCANDO SEMPRE UM RELACIONAMENTO ACESSÍVEL E PRÓXIMO AOS
CLIENTES, E TEM POR OBJETIVO A SEGURANÇA, A RAPIDEZ E A PRECISÃO
NAS INFORMAÇÕES PROCESSUAIS.*

*No consultivo contamos com advogados de alto nível para
prestar as mais variadas informações, tais como:*

- *Investimento Estrangeiro*
- *Direito Comercial, Contratos, Mercado de Capitais e Fusões e Aquisições*
- *Direito Tributário*
- *Contencioso Cível*
- *Direito Ambiental*
- *Direito de Trabalho*
- *Direito Administrativo (licitações, agências reguladoras, projetos de infra-estrutura, privatizações, mineração...)*
- *Direito Antitruste e do Comércio Internacional*
- *Direito da Propriedade Intelectual*
- *Direito Esportivo*
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Meio ambiente: a gente é parte da solução quando a solução faz parte da gente.

Quem carrega o respeito e visão de futuro no DNA investe na harmonia do planeta. Por isso a Scania se destaca na utilização responsável dos recursos naturais, no trato com os resíduos e na tecnologia de baixo impacto ambiental empregada em seus produtos. Um conjunto de atitudes que a posiciona como a única empresa de veículos pesados a figurar entre as 100 companhias mais sustentáveis do mundo. Quem diz isso é a pesquisa da revista canadense Corporate Knights Global, anunciada no Fórum de Davos de 2012. Scania, sustentável por natureza.



Faça revisões em seu veículo regularmente.



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