

MARCH - MAY 2012

NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION



Skanska Brazil's Alfredo Collado

A 125-year-old with the future ahead



WWW.SWEDCHAM.COM.BR
WWW.NBCC.COM.BR



Novos motores Scania.

FAZENDO A DIFERENÇA.

Tudo começa com suas necessidades. Pensando nelas, a Scania projetou novos motores para oferecer os melhores níveis de desempenho. Seja em dirigibilidade, economia operacional ou controle de emissões. Compartilhe suas necessidades com a Scania. Juntos podemos chegar às melhores especificações de produtos para seus negócios e estabelecer novos padrões de rentabilidade. Prove a diferença.

A nova linha de motores Scania usa o sistema Scania SCR, que reduz as emissões de NOx. Como parte da nova plataforma global de motores Scania, essa linha representa a última palavra em engenharia.



Faça revisões em seu
veículo regularmente.



SCANIA

www.scania.com.br

NordicLight

NordicLight is the quarterly publication of Swedcham and NBCC



4. Skanska, which will soon complete 125 years and is celebrating 10 years in Brazil, is constantly on the go.
Cover photo: Mario Henrique



9. Ambassador Magnus Robach talks about how Sweden is on the road to become one of Brazil's top innovation partners.



12. EF opens modern new office in São Paulo and celebrates its 25th anniversary in Brazil.



14. Chamber events kick off in January with an enlightening presentation on rhetoric by Elaine Eksvård.



36. Farstad Shipping acquires Petroserv's 50% stake in BOS and proves its strong presence in Brazil.



38. Consul General Helle Klem addresses NBCC members on Consular activities and Norwegian presence.

Sections

- | | | | | |
|--|----|---------------------------------|----|-------------------|
| 13. Sweden in Rio | >> | 16. Brazilcham News | >> | 22. Member News |
| 29. NBCC pages | >> | 42. Swedcham News | >> | 48. Human Capital |
| 49. Legal Framework for Business Development | >> | 50. Innovation & Sustainability | | |

Skanska: *a 125-year-old with the future ahead*

By Anna Töörn

Photos by Mario Henrique

It's apparently a satisfied and relaxed Alfredo Collado, senior executive vice president of Skanska Brazil, who meets us for a talk in the Skanska office in the sophisticated Chácara Santo Antonio area in São Paulo. And he has all the reasons to feel content. The last year has been very eventful for the international construction company. Several important contracts have been concluded and there are mainly the contracts that Skanska has closed with Brazil's Petrobras, one of the world's leading energy companies. But let's get back to that later.

Collado is eager to tell us about the big events that are soon to happen in order to celebrate the 125th anniversary of Skanska. At the same time, Skanska Brazil is celebrating ten years.

"You know, Skanska was born in Sweden, so about a thousand employees worldwide will come together in Malmö, which is the actual town where it all started, and together we will cross the Øresund Bridge, a bridge that Skanska took part in constructing in the 90s and that connects Malmö and the Danish capital Copenhagen," he says.

Only ten years after Skanska's establishment in 1887, at the time with the name Skånska Cementgjuteriet (Scanian Cement Foundry), the company took its first steps into the international market. Today Skanska is to be found around the world with 53,000 employees and is considered one of the world's largest construction companies. In Brazil, around 5000 employees are involved in big projects such as Atmospheric and Vacuum Distillation Units for the SPE Consortium at Comperj, the Lubricant Factory of BR Distribuidora, and the Thermoelectric Plant of Baixada Fluminense among other projects around the country. In 2010, Skanska recorded sales of approximately R\$ 1 billion.

In Europe, Skanska is a construction company mainly with operations in the building and civil engineering construction and development of residential and commercial properties while here in Latin America the company profile is a bit different. According to Collado, this dissimilarity is based on the fact that one of the first things Skanska did in Latin America was to buy the Argentinian company SADE, which was an important player in the oil-drilling platform business.

"I would say that was laying the foundation for Skanska in Latin America," says Collado.

In the future, will Skanska try to establish itself more in the line of construction, or is there a reason why the company stays out of this area here in these parts of the world?

"The construction business is rather special because it is very local in a sense. I absolutely think that Skanska can become a player even within that area here but I think it will be necessary for us to either buy an already established



company or at least be part of a joint venture with someone local. It is of course important that Skanska takes part of the development of the society that we are all looking at right now. The cities are growing immensely and we are facing huge challenges within both infrastructure and transportation. Of course, São Paulo would be a perfect example to mention but even a city like Stockholm has a lot of improvements to consider. Generally speaking, we need to think somewhat differently in the whole concept of creating cities and I would say that Skanska will be a bigger part of all this within, let's say, five years, than we are today."

But talking about today, Skanska Latin America's main focus is primarily on construction, operations and services for the international oil & gas and energy industry. As mentioned earlier, Skanska recently signed two important agreements with Petrobras. At the end of 2011, Skanska was contracted to build a new 550 MW natural gas thermal power plant in Rio de Janeiro, an agreement worth USD 490 million for Skanska. The last contract signed with Petrobras is in Guamaré (RN), where Skanska will handle operations and services at one of the Brazilian company's oil platforms. This agreement will last for at least three years and is worth approximately USD 15 million.

"Petrobras is more than just an ordinary client for us," says Collado. "And it doesn't end with this. We are negotiating with them right now about a contract worth USD 800 million."

Exciting, can you tell us more about this?

"No, at this moment I can't. But it won't be long before we'll be able to say more," says Collado, leaning back in his chair with satisfaction. "We have a kind of philosophy here at Skanska Brazil: we would rather surround ourselves with a few but very significant clients than to work with many but smaller ones."

Which are the biggest challenges for Skanska in Brazil right now?

"Taxes! That is by far the worst. And in the second place I have to say the labor regulations, which are



also very strict here in Brazil. Another problem that we continually struggle with is the problem of getting the right people on the job, people with the right education and with the right experience."

How come? Aren't there enough good engineers in Brazil?

"We have excellent education here in Brazil for this line of work but the problem is rather that too few people are educated. This whole business is in great need of a work force but not enough people graduate. Another thing is that young people are more changeable today, their lifestyle is different, they want to travel, maybe work with several things and not decide upon one career early in life. Skanska is also part of a rather traditional type of business that may not be on the top of young people's list today."

Skanska is Swedish. You are in charge of its business in Brazil. Do you experience any cultural clashes?

"Haha, I would say that the Swedes are very patient with us Latin Americans. And of course, we are very different from one another. We, for example, say no when we mean no. The Swedes need more consensus and express themselves in a more diplomatic manner. But those differences are really not a problem. Today Skanska is a much more international than Swedish company."

Collado needs to get back to work and what remains is to wish the 125-year-old a happy anniversary together with the more temperamental Brazilian 10-year-old at its side. It has been a journey, one must say—from manufacturing concrete products in a small town in the very south of Sweden to building giant oil-drilling platforms around the world. And somehow you get the feeling that this is just the beginning! ■



It has become a cliché that Brazil only starts again after Carnival but many people I talk to confirm that this year in fact had a slow start but that now things are really picking up. I suppose that this is not only related to Brazilian summer with vacation and parties but also the market waiting for answers to what is happening out there in the rest of the world. Considering that no clear answers have come, it is pretty amazing that Brazil seems to be going full speed ahead.

In terms of member events, Swedcham definitely did not have a slow start since we organized the first one already on January 19 when we had a much appreciated workshop given by Elaine Eksvård, a well-known Swedish communication expert, and since then we have organized many other events, visits and meetings with our different committees.

We did not have a slow start regarding new members either. In early March we welcomed member number 300 – an all-time high! That company is Atomico, which is a venture capital firm and one of the partners is Niklas Zennström – co-founder of Skype. Sweden is well known for innovative solutions and some other new member companies with innovative services and products are Atos Medical, Cinnober and Gunnebo. If you take a look on page 7 you will see that new sponsors have joined us, one of which is Saab. Many sources claim that the final decision on the FX-2 Fighter deal much likely will be taken this year and the whole Swedish community in Brazil and many Brazilians are hoping that the government will go for the Swedish option.

Congratulations to all our members who have already inaugurated new offices or factories this year! They are Stora Enso, EF, Haldex, Alfa Laval and Trelleborg Engineered Systems!

Jonas Lindström
Executive Secretary,
Swedish-Brazilian
Chamber of Commerce



The Brazilian economy seems to be cooling down a bit, which is generally good after an overheated period. The cost increases we have experienced over the last years are not sustainable. However, there is little doubt that the activity levels will continue high in most areas, which also goes for NBCC. Preparations are ongoing for the main event this year, Rio Oil & Gas.

Last year closed its course with a crowded and very interesting event, jointly hosted by BNDES, Petrobras and NBCC. And we couldn't enter Christmas without sharing a good moment among our families and business friends, at the Year-End Celebration on December 4th. In times like these I become more certain about the collaboration between our two countries, seeing happy Brazilians and Norwegians having a delicious Brazilian barbecue and tasting Norwegian *pepperrkakker* and *kransekaker* for desserts.

Nevertheless, work and duties continue and 2012 started out with a visit by the Norwegian government's Standing Committee on Business and Industry, with successful encounters of people focused on developing Norwegian and Brazilian business.

The year also started with promising news on easier access to working visas for skilled foreigners. The Brazilian government established a committee to simplify the immigration process for skilled labor.

And also thinking about the internal priorities, the efforts to strengthen the relations with other Norwegian chambers are starting to bear fruit—all this with the main purpose of improving our services to our members.

Jon Harald Kilde
Chairman, Norwegian-Brazilian
Chamber of Commerce



Our Sponsors

The Swedish-Brazilian Chamber of Commerce would like to thank its sponsors for their contributions to its magazine. If you are also interested in becoming a sponsor of "NordicLight", please check out our website www.swedcham.com.br or contact Jonas Lindström (jonas@swedcham.com.br) or Laura Reid (laura@swedcham.com.br) or call + 55 11 3066-2550

Gold



Silver



Bronze



Interview with our Chairman

You have been a member of the Board of Swedcham for many years and you have now been its chairman for about two years. How has the Chamber developed over the last few years?

When I took over as Chairman, the Chamber was already "in good working conditions". The Chamber had a base from which it was developing. We had our vision – to become a natural hub in São Paulo for Swedish-Brazilian business relations – and I believe that we have basically already fulfilled our vision. Our events are very well appreciated and visited, more than ever, and we have frequently very interesting speakers and topics. We also have a management and a Board that are devoted. We have increased our contacts and events with people from the official Sweden and we have a close co-operation with the Swedish Embassy in Brasília and also with the Brazilian Embassy in Stockholm. We have several active working groups and we are full of ideas about the future – more than we can handle. And we have strengthened our financial base. We also feel a strong support among our members, which encourages us in working with and for the Chamber. Particularly encouraging is to see so many new faces and so many young people at our events.

Swedcham now has more than 300 members, an all-time record. To what do you attribute this growth and what additional comments would you like to make about this?

We work hard to keep our present members, attract new members and spread around the knowledge of the Chamber, not only to the top managements of our member companies, but especially to the younger people. The request to become a member should ideally come from the

companies themselves, not us proposing to the top management. I believe that the fact that we have more members than ever shows that we have something to offer that they consider valuable.

The last thing I want to hear from our members is that they feel a certain obligation to be a member of the Chamber because of the fact that they are related to Sweden. I want them to wish to be a member for the simple reason that they see a value in being one. If we can achieve this, which I hope, then we definitely have a future.

In which areas do you believe the Chamber has the potential for further growth?

We have to activate our presence in other cities. We have already excellent representatives in various major cities throughout Brazil, but we have to make our presence more visible. We have major members in Curitiba and Rio and we have to serve them better. Another area for growth is increased cooperation with the business communities in Brazil coming from the other Nordic countries. I believe that the combined business society can learn a lot from each other.

Next year, the Chamber will complete 60 years. Are there any special events/activities/projects being planned to mark the occasion?

This remarkable occasion will obviously be highlighted. We have a working group looking into this already now, and I hope we can revert in due time with an interesting program.

On a mere personal level: You retired in 2011 from Stora Enso. You being a Swede, you decided to stay in Brazil, why? And what are your activities now?

I left Stora Enso last year after 30 years, of which 12 in Brazil. I have had such a great time in my work in Brazil that I, together with my wife, decided to stay here, at least for the time being. The drawback is, of course, that our daughters live in Sweden. We have made many good friends here and - on a professional level - it is an extremely interesting period to be in the country. In addition to my task as Chairman of the Chamber, I also work for and represent Invest Sweden, which is a state-owned investment promotion agency, and I am a board member of various companies. Great tasks! ■

Nils Grafström



Innovation!

*By Magnus Robach
Swedish Ambassador*

Sweden is on the road to become one of Brazil's top innovation partners. Innovation is often seen as linked to high technology. And of course, high wage countries such as Sweden, and nowadays also Brazil, must constantly press forward with increased added value, mainly created through scientific and technological development.

But, as the Embassy's scientific attaché always reminds me, the concept of innovation is broader. It is about new ways of doing things. It is about improved services. It is about doing more with less. It is about better public administration. It is about making our world more just and more sustainable.

The Swedish-Brazilian partnership should in my view be about creating good conditions for innovation in the broadest sense of the word.

The Swedish export industry is constantly challenged and cannot rely on past successes. Sweden also needs to improve the capacity to bring bright new ideas to the market.

Brazil has a strong ambition to diversify its economy and create quality jobs for an emerging middle class. It has an infrastructure lag, as well as shortfalls in areas such as health and education. Infusion of capital is not enough. New ways of working, in the public as well as private sector—and between them!—are vital. Here we do have experiences to share.

Our strongest asset in forging the Swedish-Brazilian innovation partnership is constituted by the existing network of Swedish-related business in this country, that is the members of Swedcham! But some specifically designated platforms are also beginning to stand out. I'm thinking of the Vinnova-ABDI cooperation and the Swedish-Brazilian Innovation Center in São Bernardo do Campo. These platforms bring together companies, universities, funding institutions and science parks in networks that are beginning to look extremely promising.

Ciência sem Fronteiras, the Brazilian scholarship program, also offers interesting opportunities.



Ambassador Magnus Robach with President Dilma Rousseff when he presented his credentials in Brasília. (Photo by Antônio Cruz/Agência Brasil)

A Swedish national offer, including at least 15 Swedish universities and their Brazilian counterparts, is being prepared. Discussions are being pursued with Swedish companies that might co-sponsor the Swedish offer. These scholarships should not be fire-and-forget projects, but be geared to sustained development partnerships in the "triple helix" mode.

In the last week of May the Embassy will coordinate a series of events under the headline "Innovation for sustainability". They will take place in Rio de Janeiro, and be launched by a conference on May 28. On that day an exhibition—"Innovative Sweden"—will also be inaugurated, featuring 20 exciting ways of answering 20 challenges in the world of tomorrow. The exhibition will be on show throughout the month of June. We will also organize a 72-hour "innovation race", in partnership with four Brazilian universities (If you would like to know more please send a line to pierre.liljefeldt@foreign.ministry.se).

I consider it a top priority, as Sweden's ambassador to Brazil, to do whatever I can to help build the Swedish-Brazilian innovation partnership. ■

Nordea

is heavily involved in RI

The process of socially responsible investment is deeply imbedded in the investment strategies provided to its clients by Nordea, the largest financial group in Northern Europe.

Nordea has around 11 million customers, 1,400 branch offices and is among the 10 largest universal banks in Europe in terms of total market capitalization. The Nordea share is listed on the NASDAQ OMX Nordic Exchange in Stockholm, Helsinki and Copenhagen.

Nordea's journey in Responsible Investments (RI) began in 2007, when it signed the UNPRI (United Nations Principles for Responsible Investment), showing once again its commitment to incorporate Environmental, Social and Corporate Governance (ESG) aspects in its investment analysis, decision-making processes, policies and practices.

This commitment obviously also includes Brazil, which Sasja Beslik, Head of Responsible Investments & Governance at Nordea, will be visiting on the occasion of the

Rio+20 Conference in Rio de Janeiro, when he will meet with several Brazilian firms the group invests in. "We are very involved in Brazil through our investments in local companies," he says.

Since 2007, Beslik has been involved in and chaired the UNEP FI Water Workgroup within the UN. Prior to serving as CEO and Investment Director at Nordea, he was head of Responsible Investments and Engagement Activities for ABN ARMO Asset Management on a global level. In Sweden, Beslik pioneered the linkage between sustainable development and financial investments in the domain of the asset management industry in Nordic countries. Prior to joining the financial industry, he worked for a number of multinationals in the extractive industries all over the world.

The executive was awarded the title of Young Global Leader 2011 by the World Economic Forum, which means that for five years he will be an ambassador of a global network aiming to influence international companies to increase their social responsibility. "This is a great honor and responsibility. It gives me the opportunity to meet many talented and creative people all over the world as well as creates a platform for the exchange of insights and ideas," he says. "I have participated in a number of meetings and will continue to do so with the common goal shared by YGLs, which is to create a more sustainable future."

Last year saw the launching of the Nordea Emerging Stars Equity Fund, which invests in emerging markets and is unique in the sense that it focuses on ESG issues. "It is the first fully ESG integrated investment fund in Nordic countries with a focus on emerging markets," notes Beslik. "The greatest sustainability challenges are present in the emerging markets and for us the best way of addressing them in our investments is to fully integrate environmental, social and governance issues into our investment philosophy, which has resulted in a very good performance of this product in all three dimensions, i.e. financial, social and environmental."

According to Beslik, "our mission is to provide our clients with returns with responsibility. There is a clear necessity to take into account social and environmental issues in all our investments. Why? Because we have a choice, and that choice is about providing long-term sustainable investment solutions for our clients." ■



Buscando menores emissões de CO₂



No futuro próximo, fabricantes automotivos serão medidos por emissões de CO₂. Aqueles que não estiverem em conformidade com a nova legislação sofrerão penalidades.

Já hoje, a SKF pode fornecer um portfólio completo de produtos e serviços que vão de rolamentos e vedações separados a soluções completas de transmissão que ajudam a reduzir emissões de CO₂. A SKF também oferece software que calcula essas economias não só nos conceitos de transmissão de hoje mas também de amanhã.

Em geral, essas soluções SKF podem reduzir as emissões de CO₂ em 8 gramas ou mais por quilômetro. Para mais informações, visite www.skf.com.br

O Poder do Conhecimento em Engenharia

SKF

EF at new attractive spot in town

By Anna Töörn

Photos by Mario Henrique

Step into the new office of EF in São Paulo and you'll be welcomed by an airy, spacious and very modern ambiance. The office is situated in a newly renovated three-story building right in front of one of the city's very popular meeting places, Hotel Unique at Avenida Brigadeiro Luis Antonio.

The company was founded 47 years ago, by Swedish Bertil Hult, and this year EF celebrates its 25th Anniversary in Brazil. Hult, who had struggled with dyslexia since he was a child, was convinced that cultural exchange is far the best way to learn a new language. Most certainly he was right; today EF's global network consists of 14,000 employees and has helped over 15 million people with its languages studies.

On Thursday, March 8, EF celebrated its 25th Anniversary and inaugurated the new headquarters at the same time. Eva Kockum, Global President for EF Languages, was present and shared some important moments in EF's history with all the invited guests, who had flown in from all parts of Brazil.

The new office hosts at the moment 77 employees who are working with management, finance, sales and operations. Here is also the department handling the au-pair services. The staff working with the online-school "English Town" is still situated on Avenida Paulista.

Partial view of the new EF office.



Therése Otterbeck and Silvia Bizatto

"We are so happy to finally be here," says Silvia Bizatto, one of EF's Country Managers, just back from Paris where she visited one of the company's 400 schools spread in over 50 countries. "São Paulo can be a real challenge when it comes to finding an attractive office for reasonable money. Previously we were located at Rua Baluarte, Vila Olimpia, where we were stuck between trees and a fire station. Apart from the fact that we were running out of space, we also needed to be seen more."

Bizatto also tells us that EF has been growing by an impressive 300% in the last five years and with the new premises there is the capacity to grow even more.

Asked what is the reason for this immense growth, the executive says: "in these 13 years that I have been in this business, a lot of things have changed in this country. The number of people who could pay for this kind of language training was very limited while today there are many that can."

Therése Otterbeck, also a Country Manager working with Corporate Solutions, says that EF is of course not unaffected by the fact that Brazil is hosting both the World Cup 2014 and the Olympics in 2016.

"The international events plus the fact that the Brazilian economy is booming and that there is a huge interest from the rest of the world in Brazil brings us fantastic business opportunities for the years to come. One of the many projects we have developed is the well-known 'Olá Turista', offering English and Spanish to 80,000 Brazilians involved in the coming World Cup."

EF is at the moment discussing many different projects related to the preparation of Brazil with the federal government, since it will receive people from all over the world in the many international events to come.

So founder Hult's idea of breaking language, cultural and geographic barriers is still as relevant today as in 1964, if not even more so. And EF will continue to put Education First! ■

Sweden *in* Rio

By Louise Anderson
Swedish Consul General



March always brings to mind Tom Jobim's "*Águas de Março*". In Rio we set our clocks back as the top samba schools paraded down Sapucaí, marking the end of Carnival and daylight savings time.

The inevitable rainfalls which inspired the composer remind us that Summer is over.

March is also the month of the working woman, as International Woman's Day is celebrated on March 8. Around the world, thousands of events occur throughout the month to mark the achievements of women.

In Sweden, there are government policies to promote gender equality, whose overall objective is to ensure that women and men have the same power to shape society and their own lives. There is a specific strategy with regard to the labor market and business sector, with initiatives to promote, increase

and enhance gender equality.

According to a Swedish Institute study, Sweden is associated with positive values such as openness and an equal society, including equality between men and women. People do not know much about Sweden, and in order to be seen internationally, we must build on these values. The study goes on to say that Swedish companies and other entities can also contribute, and I hope we can look at women's participation in Swedish firms in Brazil, at all levels.

In Rio, where so much of the economy and foreign investment is linked to Oil & Gas, Petrobras has appointed its first female president, Maria das Graças Foster. In Washington, Major Pricilla Azevedo, commander of the UPP in the Dona Marta *favela*, was awarded the International Prize for Courageous Women by Secretary of State Hillary Clinton and First Lady Michelle Obama. Women's Day is truly international. ■



Skanska. Uma das maiores empresas de montagem industrial do Brasil, com presença nos mercados de petróleo e gás, energia, indústria em geral e infraestrutura.

Rhetoric: How to make people listen!

Photos by Mario Henrique

Around 50 people gathered at Swedcham on January 19 to attend an enlightening presentation entitled "Rhetoric – How to make people listen!" by Elaine Ekvärd, a well-known Swedish communication consultant and radio/television personality.

Elaine, one of Sweden's most coveted lecturers, gave those present tools for various communication areas such as: how to make people like you in three minutes; body language to strengthen your message, voice techniques and strategic clothing; and how to fit your message to the target group.

During the presentation, she made those present participate in exercises to prove her points, making everyone stand up and communicate with each other.

The presentation was a huge success.



(Left to right), José Aquino (Avancorp), Elaine Ekvärd, and André Carrion (Gunnebo).

The event, a huge success, was sponsored by Swedcham members Gunnebo and Avancorp.

Elaine is used to studying and scrutinizing good and bad speakers, in order to later hook onto what is now her main area of interest: rhetoric—how to speak so people will listen.

When she is not writing, she runs her own business—the communication bureau "Snacka Snyggt". Her range of responsibilities includes everything from helping individuals become better speakers to teaching companies how to package their message in new ways.

What motivated Elaine to study rhetoric in the first place were politicians. In the future, she hopes to be able to provide them with a motto: "Don't make yourself clever, make yourself understood". ■

A large crowd attended the event, which was followed by a much appreciated cocktail party



Você nos encontrará em lugares que dificilmente imaginaria.

35 metros abaixo do
solo, por exemplo!

ESTAMOS ONDE VOCÊ NEM IMAGINA! A Sandvik pode estar presente na construção de túneis. O Grupo disponibiliza toda a gama de ferramentas e equipamentos necessários para uma rápida e eficiente escavação de túneis de rocha dura. Marcamos presença nos túneis para hidrelétrica nos E.U.A e no Brasil, túneis rodoviários na China e túneis ferroviários na Suíça. Você também encontrará outras aplicações para os produtos fabricados pela Sandvik na indústria de telefonia móvel, aeroespacial, médica e em muitas outras. Se você deseja aumentar a sua produtividade e lucratividade, seja nosso cliente! Visite www.sandvik.com. Você encontrará mais do que você pode imaginar!



International Women's Day

To celebrate the International Women's Day has become a tradition for the Brazilian Chamber of Commerce in Sweden, Brazilcham. As a way of praising women for their achievements, Brazilcham holds an event where inspiring knowledgeable women are invited to share their vast experiences. It could not have been any different this year.

We had the great pleasure to have three very special guests taking part in our celebration. These women play important roles within politics, corporate governance and entrepreneurship in Sweden, where they have become not only successful and respected women but also role models. The former Labor Market, Gender Equality and Vice-Prime Minister, Margareta Winberg, who has also been Sweden's ambassador to Brazil; the former TV presenter and current sustainability director at ÅF Alice Bah Kuhnke as well as the Rhetoric expert and consultant Elaine Eksvård presented us with their rich experiences. The event took place at Brazilcham's office on March 21 where the Chamber's CEO Elisa Sohlman hosted the evening.

Brazilian Ambassador to Sweden Leda Lúcia Martins Camargo opened up the evening with a welcoming

speech. Alice Bah Kuhnke shared part of her journey from being a sprint runner to becoming a successful director at ÅF. Kuhnke was followed by Elaine Eksvård, who has roots in Brazil and who is the founder and CEO of one of Sweden's most respected and powerful communication and media training bureaus, Snacka Snyggt AB.

In her talk about women and entrepreneurship, Eksvård gave valuable tips about how to become a better speaker. The round of presentations was concluded by the experienced political figure Margareta Winberg, who talked about women and politics in regard to Sweden, Brazil as well as the international arena. Winberg is currently the president of UN-Women in Sweden. All presentations were very inspiring and much appreciated by those present.

The event, which was a big success, was made possible by Brazilcham members Advogado.se, Brazil & Overseas Travel, Brazilian Taste, Places4Rent in Sweden, Törngren Magnell and ÅF who sponsored the evening. Live music was played by the Latin-Swedish band Paula Noel which combines different kinds of Latin rhythms along with bossa nova and jazz.



Elaine Eksvård



Margareta Winberg



Alice Bah Kuhnke

A little about Brazilcham Member Törngren Magnell



In this edition we would like to present one of our main corporate members and partners:

Törngren Magnell is a commercial law firm and is one of Brazilcham's first members and main partner. Their practice focuses principally on M&A, banking and finance and capital markets. Complementary services in the areas of real estate law and general commercial law are also offered.

The company was founded by Peter Törngren and Viktor Magnell who worked together for many years at Vinge, a leading law firm in Stockholm. During those years working together, Törngren and Magnell cultivated a shared view about how the future transactional law firm should work. In 2006, they realized their ideas and founded Törngren Magnell as a transactional law firm focusing on transactional law which is based on true partnership – a profit-sharing system which rewards team spirit and a mind-set that views clients as the shared responsibility of everyone at the firm.

During the first year, Jens Haneklint and Sten Hedbäck joined the firm, strengthening its focus on M&A. Thereafter, the firm's practice evolved to cover banking and finance through the recruitment of Tobias Brandell. All of the firm's practice areas were enhanced when they were joined by Ola Lidström (Capital Markets), Cecilia Rudels (Banking and Finance) and Niclas Högström (M&A). With an expanding practice, they were joined by Sara Axelsson (Banking and Finance) in 2009 and Martin Rosell (M&A) in 2010. During this time Törngren Magnell has also been joined by many other talented lawyers.

Törngren Magnell's Brazil Desk provides legal advice to Swedish companies seeking to establish (or which are already active) on the Brazilian market, as well as Brazilian companies operating or intending to operate on the Swedish market.

Törngren Magnell's Brazil Desk is headed by the Brazilian attorney, Otávio Lucchese, who is based in São Paulo. The contact person in Stockholm is Sten Hedbäck who, like Otávio Lucchese, formerly worked as chief counsel for the Electrolux group in Latin America.

Brazilcham could not be more proud of having such a well-respected partner!

SOCIEDADE CONECTADA

Com tudo conectado, nosso mundo muda.
E um mundo conectado é só o começo





A GENTE ADORA PASSAR DESPERCEBIDO PELO MENOS 400 MILHÕES DE VEZES POR DIA.

Produzimos mais de 150 bilhões de embalagens por ano em todo o mundo, para cerca de 2.000 importantes empresas de alimentos. Isso significa que ao menos 400 milhões de embalagens são consumidas em um dia, muitas delas em mesas de café da manhã. Cada uma das embalagens é desenhada especialmente para proteger os alimentos. E as pessoas nem percebem. Elas já têm certeza de que, dentro de cada embalagem, encontrarão exatamente o que esperam: um alimento saudável e protegido, seja qual for a marca escolhida. **Esse é o nosso trabalho. Esse é o Círculo da Proteção.**



Green building in Brazil

By Grazyna Sotta



Looking out over the São Paulo skyline, one can hardly miss the infinite skyscrapers and numerous construction sites. As the city is working on meeting the growing demand for commercial and residential buildings, concerns about operational costs are pushing the market towards efficient lighting, ventilation and air-conditioning solutions.

Corporate environmental awareness, its appeal as a marketing tool and higher long-term asset value, can also be found behind the growing popularity of the two green building certifications in Brazil. As mentioned in previous editions, the Swedish Trade Council (STC) is conducting research and identifying specific opportunities within various segments of environmental technology.

In this issue, we will take a closer look at the two green building certifications in Brazil – Leadership in Energy and Environmental Design (LEED) and Alta Qualidade Ambiental i.e. High Environmental Quality (AQUA).

Both the Green Building Council (GBC) Brazil and Fundação Vanzolini (FV) have adapted the US standard based LEED and French HQE to Brazilian conditions. The GBC has certified 41 buildings since 2007 and has 420 applicants in the phase of construction. Since 2008, FV has certified 53 constructions and expects to reach 100 by the end of this year. Both emphasize the importance of site selection and use, waste management, use of environmentally friendly materials and sustainable use of resources, especially energy and water, both during construction and operations.

The LEED process for new construction or restoration uses seven main categories and is only accredited a finalized project. The AQUA certification takes place in three phases (plan, project and the final construction) and evaluates according

to specifications in 14 categories. In addition, FV certifies operations of a previously AQUA certified construction and offers a trademark for sustainable construction material. There are currently 15 LEED knowledgeable consultancies and 10 AQUA savvy that help architects and construction companies with the technical requirements and administrative work.

The green building market in Brazil is only in its infant stage and gains ground as knowledge about and of the benefits, certifications and solutions spreads. The STC has identified and is pursuing opportunities with automation of the ventilation and air-conditioning segment.

To get involved or to obtain more information, please contact: brazil@swedishtrade.se or +55 (11) 2137 4400.

Safe and sound under surveillance

Safety and security is another market segment benefitting from the upcoming World Cup and Olympic Games. The Brazilian Association of Electrical Industry (ABINEE) expects the events to give an already growing industry momentum as especially assigned committees are already in place, planning for 2014 and 2016.

Between 2006 and 2010, Abese (the Brazilian Association of Electronic Security Equipment and Companies) registered an over 50% increase in sales of electronic security and the segment has experienced an average 13% annual growth since 1999, landing at 1.68 billion USD in 2010. With the Swedish solutions and know-how, this area is of strong interest to businesses and the STC monitors the market for upcoming opportunities. ■



TECNOLOGIA DE CONTROLE TESTADA EM UMA PISTA QUE SE MOVE: O MAR.

Para a Volvo, a Ocean Race é um verdadeiro laboratório de pesquisas. Com ela, foi possível criar o carro com as mais avançadas tecnologias de controle e estabilidade que você já viu. O Volvo XC60 está preparado para tudo. Com o Controle Dinâmico de Estabilidade e Tração (DSTC), você encara todos os terrenos. O exclusivo Controle de Travamento de Descida (HDC) mantém o carro firme em declives e o Controle Anticapotamento (RSC) recupera o equilíbrio do carro em manobras de emergência. E o Volvo XC60 ainda oferece o City Safety, um sistema exclusivo que freia o carro em baixa velocidade, no caso de distração do motorista. E tudo isso é para ser usado de acordo com a sua necessidade. Porque o Volvo XC60 foi desenvolvido com um propósito: você. VOLVO. DESIGNED AROUND YOU.

VOLVO XC60 DOMINE O EXTREMO



Cinto de segurança salva vidas.



VOLVO
OCEAN
RACE
2011 - 2014

VÁ A UMA CONCESSIONÁRIA E FAÇA O TEST DRIVE.

f / VOLVOCARSBR | WWW.VOLVOCARS.COM.BR

Chamber extends warm welcome to top executives

Swedcham extends a warm welcome to two top executives: Martin Stahlberg and Paulo Solti, who have taken over as president of Scania Latin America and Volvo Cars for Brazil and Latin America, respectively.

Stahlberg replaces Sven Antonsson, who remains as member of the group's Executive Board and the board of some of the subsidiaries in Latin America, Asia and Africa. During the past six years, Swedish-born Stahlberg was director-general of Scania France, after going through various areas of the group, where he began his career in 1991 as a trainee at the head office's marketing division.

Stahlberg now heads one of Scania's largest markets, accounting for around 25% of the company's global sales. "My task is to increasingly promote integration between production and the sales and services area, as well as support the development of the Scania Retail System, equivalent to the Scania production system, for the commercial area of our network of dealerships," he said.

Solti, who replaces Anders Norinder, has more than 20 years of experience in the automotive sector. He arrives at Volvo Cars at a time when the company is celebrating a 140% increase in sales on the Brazilian market (5,211 units were sold here last year).

From 2009 to 2011, the executive lived in France, where he held the position of General Director for Europe and South America of MIDAS Europe SAS, a network of auto repair shops operating in various countries. He was also previously post-sales director at Renault do Brasil.

Swedcham would also like to introduce to its readers Juan Carlos Bueno, who is head of the Stora Enso Group's operations in Latin America and a member of the Group Executive Team. Bueno, who replaced Nils Grafström, is a native Colombian and worked for the global science company DuPont in various positions since 1992.

For several years, he was the Vice President leading the DuPont Agricultural Products business in Brazil. He has some 20 years of experience in finance, sales, marketing and general business management. "Throughout his career, Bueno has demonstrated strong strategic and operational capabilities in the changing economic and market conditions not only in Latin America, but also in Europe and North America," says Stora Enso CEO Jouko Karvinen.



Martin Stahlberg



Paulo Solti



Juan Carlos Bueno

CISB and Saab launch portal

The Swedish-Brazilian Research and Innovation Center (CISB), inaugurated in May last year, and Saab AB have launched a collaborative portal to foster the production of security and defense projects.

The aim is to help develop proposals to be submitted to the Science Without Borders program, through the National Council of Technological & Scientific Development (CNPq) and CAPES, the Brazilian Federal Agency for the Support and Evaluation of Graduate Education. Founded in 1951, CAPES assists the Brazilian Ministry of Education in the formulation of national policies related to postgraduate study.

Through the address <http://swbcisb.induct.no>, researchers who are interested in developing studies in Sweden in the area of security, aerospace and defense will be able to find all the assistance required to present a strong and important proposal for Brazil and, in this manner, submit it to the approval of the CNPq. The deadline to send proposals to the

portal expires on April 30.

The partner in this initiative is Saab AB, which signed an agreement with CNPq through CISB in 2011 to co-finance 100 scholarships. During the discussion of projects within this portal, Saab will provide the necessary support for the development of the proposals, initially involving 30 scholarships co-financed by the group and CNPq.

For Pontus de Laval, CTO at Saab, it is extremely important that researchers have access to an atmosphere of innovation for R&D projects. Bruno Rondani, executive director at CISB, says the initiative proposes integration between universities and companies that does not yet exist in Brazil. "With the online collaboration platform for proposals, CISB reinforces its commitment to provide technological innovation between Brazil and Sweden."



VEIRANO ADVOGADOS

ATTORNEYS-AT-LAW

Administrativo
Aduaneiro
Aeronáutico
Antitrust e Concorrência
Ambiental
Arbitragem e Mediação
Bancário e Financeiro
Comércio Exterior
Consumidor
Contencioso
Contratos
Energia Elétrica
Entertainment
Financiamento de Projetos
Fusões e Aquisições
Governança
Imigração Empresarial
Imobiliário
Infraestrutura
Mercado de Capitais
Mineração
Naval
Petróleo e Gás
Private Equity
Propriedade Intelectual
Recuperação de Créditos e de Empresas
Seguro e Reaseguro
Societário
Tecnologia da Informação
Telecomunicações
Trabalhista e Previdenciário
Tributário

Administrative
Antitrust and Competition
Arbitration and Mediation
Aviation
Banking and Finance
Capital Markets
Compliance
Consumer Law
Contracts
Corporate
Corporate Immigration
Credit Recovery & Corporate Reorganization
Energy
Entertainment
Environmental
Export / Import and Customs
Information Technology
Infrastructure
Insurance & Reinsurance
Intellectual Property
International Trade
Labor and Social Security
Litigation
Mergers & Acquisitions
Mining
Oil & Gas
Private Equity
Project Finance
Real Estate
Shipping
Tax
Telecommunications

Áreas de Prática | Practice Areas

>>Member News



Claudia Galdino and Christian Lima of Admix with Swedcham Executive Secretary Jonas Lindström.



The Admix event attracted a large crowd.

Admix receives Chamber members

On February 9, Swedcham member Admix received a group of Chamber members for a special event at its headquarters in São Paulo's Vila Clementino district.

In all, the main executives of some 20 member companies participated in the event, which was held to celebrate a partnership between Swedcham and Admix. The company, a leader in consultancy and benefits management, is offering corporate benefits to Chamber members at attractive prices.

The benefits involve areas such as Health and Dental Care, Medicine Program and Life Insurance. For more information, please contact Admix (11) 3491-3001/3491-2267.

SKF and Scania close R\$ 38 million contract

SKF do Brasil has signed a R\$ 38 million contract with Scania's Brazilian subsidiary. The contract includes the supply of wheel and transmission bearings to the Swedish truck maker up until 2015.

"Brazil is in full expansion and represents a very important market for SKF. We invest considerably in serving our clients and, last year, we expanded our plant in Cajamar to produce cube bearings for cars," says Tom Johnstone, world president and CEO of SKF.

All the bearings supplied to Scania in Brazil will be imported from SKF's units in Germany, Sweden, France and India. As of 2013, the components will be produced at the Cajamar industrial base in São Paulo state.

With the signing of this contract, SKF plans to increase automotive division revenues over the next three years. "We are optimistic with the scenario and the possibility of closing more contracts. We hope to double the volume of new business by 2015," reveals Eduardo Mendes de Oliveira, coordinator of automotive sales at SKF do Brasil.

SONY
make.believe

Novo Xperia arc S.
Seu celular agora
faz fotos 3D.

XPERIA arc S

O smartphone mais rápido da família Xperia™. Fotos panorâmicas em 3D*, câmera de 8,1MP e processador de 1,4GHz.

Xperia é marca registrada de Sony Ericsson Mobile Communications AB. Todos os direitos reservados. Imagem meramente ilustrativa. *A TV precisa ter entrada HDMI e ser 3D.

TALENT

Grupo Atlas Copco: comprometidos com a produtividade sustentável



Atlas Copco Brasil Ltda.

Compressores:

Tel: 11 3478.8700 / e-mail: acbrasil@br.atlascopco.com

Construção e Mineração:

Tel: 11 3478.8200 / e-mail: cmt@br.atlascopco.com

www.atlascopco.com.br

Sustainable Productivity

Atlas Copco

Christmas Party was a *blast!*

Photos by Humberto Yamaguti



Chamber members and guests were treated to delicious dishes served by Buffet Cicareli.



A large, happy crowd in front of a reproduction of a photo of Northern Lights during the Xmas Party.

Once again, Swedcham outdid itself with its traditional Christmas Party, which last year was held on December 8 at the Chamber's own premises. It was attended by more than 130 people, an all-time record for Xmas parties held at Swedcham.

As usual, the event captured the essence of a true Swedish Christmas—with lots of entertainment, music, raffles and typical foods and beverages. This year's party featured DJs Camilo Rocha and Fly Garcia, well-known in São Paulo's active night life, who literally brought everybody to the dance floor and made the party positively rock!

The event also featured the official launching of Swedcham's new, revamped magazine, whose name was changed from "**Brazil & Sweden/Norway**" to "**Nordic Light**".

This very special evening was generously sponsored by Axis Communications, Buffet Cicareli, Electrolux, Gant, Laeder, L'Hotel, Maasai Hotel, Mercuri Urval, Nespresso, O.P. Anderson, Quality Inn & Suites, Scandinavia Designs, Semcon, Swedish Trade Council, Thule and Volvo Cars. ■

Fredrik Wrange (Scania), Swedcham Chairman Nils Grafström, Isabelle Schéle (Chamber Board member) and her husband Fernando Fanucchi.





(Left to right) Hans Disch (Dometic) and Ulrika and Jacob Stjernfalt (EF Education First).



Magnus Karlsson (Linde Gases) and his wife Ana Maria.



Traditional Swedish Christmas "snaps" (also known as "schnapps" in English), generously offered for the event by O.P. Anderson.



Svante Hjorth (SouthPartner) and his wife Olivia with Swedcham member Helena Backlund.



Kristin Samuelsson receives a Sony Ericsson cellphone from Chamber Executive Secretary Jonas Lindström.



Many gifts were raffled during the Christmas Party.



Helena Kac, Eva Maria Persson and Marcelo Kac (Ibope)



Hanna Brolin, Louise Wrange and Petra Jörnelind with Victor Arnau and Carlo Buffo, both from Swedcham Member Hudson Legal.



Chamber member Bo Falk's daughters Caroline and Jennifer Falk-Badard.



Rolf Risan (Nordea), Anette and Sören Priess Gade (Scandinavia Design), and Gro Risan.



Nicolas Bareira, Carolina Caballero and Harry Furuberg (Sandvik)



A bank that sees things from a different angle. Yours.

Results matter. When companies are bought and sold, when currencies and securities change hands, when export transactions are guaranteed and risks managed. At SEB, results are always achieved in partnership with our customers.

SEB is a northern European financial group with a strong focus on corporate and investment banking. Our network extends to some 20 countries around the world with a staff of 17,500. SEB has been the leading Nordic bank in Brazil for nearly 40 years, providing working capital-, trade-, export- and project finance solutions to Nordic and German companies and their customers, as well as to Brazilian banks.

For further information, please call us on +55 11 3037 3790,
e-mail rudolf.moesmang@seb.se or visit sebgroupp.com

SEB



Creating better everyday conditions for people



Avenida Mutinga, 4.935 - Ed. A
São Paulo - SP

Phone: +55 11 5188-6006

www.alfalaval.com.br

NBCC, Petrobras and BNDES on supply service industry

On December 1st, Petrobras, BNDES, Swedcham, NBCC and DNB hosted a seminar on financing of the Brazilian oil and gas supply service industry. About 100 people were present at the seminar where local content was among the subjects discussed exhaustively.

"Petrobras is going to need a lot of equipment, but there are challenges. For the 2011-2015 timeline, the requirement on local content is of 37% in the exploration phase and 55% in the development phase. Certification and accounting procedures of local content are increasing. From 2019, the requirement on local content in the development phase will be of 65%. This is a way of no return, so if you want to supply the Brazilian oil and gas sector, it is mandatory to manage these requirements. Brazil is simply trying to not waste this opportunity to develop our own oil and gas



The main speakers at the seminar were André Pompeo do Amaral Mendes and Vinícius Samu de Figueiredo from BNDES and Marcio Magalhães from Petrobras.

industry," says Marcio Magalhães, senior equipment engineer and coordinator of exploration & production supplier relations at Petrobras.

The Brazilian Development Bank BNDES, which co-hosted the event, has created several programs in order to face these challenges. One is the BNDES P&G, a support program for the oil and gas sector supply service industry that was launched in August of this year. ■

Joint meeting of the three Chambers of Commerce

At the end of 2011, board members of the Brazilian Norwegian Chambers of Commerce of Oslo, Rio de Janeiro and São Paulo met in Rio. It was the first time representatives of all three chambers sat down to discuss issues of common importance to the business relations between Brazil and Norway. The meeting took place in Torre Rio Sul where a number of Norwegian companies are located, including those using the facilities of the Norwegian incubator offices run by Innovation Norway.

The Brazil Strategy launched March 2011 by the Norwegian government was the main focus for the deliberations. Aspects of the strategy ranging from how to influence the frame conditions for Norwegian business in Brazil to practical issues like visas, work permit regulations, local content policies and labor capacity and competence, were discussed. A number of actions, which the Chambers felt they had the qualifications and resources to take, were agreed on. The purpose of these actions is both to raise the profile of Norwegian business in Brazil

and to work with Norwegian authorities and official institutions to facilitate the relations between Brazil and Norway for bilateral business ventures. ■

Statoil's new pre-salt discovery

Statoil and partners confirm a high-impact discovery in the Pão de Açúcar prospect offshore Brazil. The prospect is located in the BM-C-33 block in the Campos Basin, and the well some 195 kilometers offshore Rio de Janeiro State in 2,800 meters of water.

By using the term "high-impact well" in a press release, Statoil is indicating that there might be a total of more than 250 million barrels of oil equivalent (boe), or 100 million boe net to Statoil in the discovery. Statoil is partner with Petrobras and Repsol Sinopec, who is operator, on the prospect.

The Pão de Açúcar discovery is the sixth high impact discovery made by Statoil in the last 12 months. The other discoveries are Skrugard and Havis in the Barents Sea, Johan Sverdrup (former Aldous/Avaldsnes) in the North Sea, Peregrino South in Brazil and Zafarani in Tanzania. ■

NBCC



Although there are challenges, the future looks promising to NBCC Chairman Jon Harald Kilde. The NBCC intends to continue organizing events on topics relevant to the industry, and is already making plans for the Rio Oil & Gas 2012 conference.



NBCC year-end Xmas lunch with a Norwegian touch

Around 100 NBCC members, their families and friends of the NBCC spent the Sunday afternoon of December 4th at the event, where they enjoyed a delicious barbecue lunch buffet. For the Norwegians missing the snow and feeling a bit homesick this time of the year, the NBCC offered traditional Scandinavian Christmas cookies, pepperkaker and kranssekaker, for dessert, as well as the more traditional Brazilian banana with ice cream.

Representatives from Bola pra Frente helped taking care of the many children present at the event, and a big inflatable bouncy castle with a slide was definitely the main attraction for the little ones. The organizers also took a group of about 30 teenagers and the more bold adults on a tree top adventure before lunch. NBCC Chairman Jon Harald Kilde was among the more adventurous adults that took the challenge. ■

New Members

Alfa Laval Aalborg Brazil is a boiler and energy company, with all the processes from sales to manufacturing to commissioning. With more than 11,700 boilers delivered, the company is market leader in the industrial oil & gas fired boiler sector in Brazil, and has a strong position in biomass fired boilers. The company focuses on high quality in all work procedures, with ISO 9001 quality management certificate, ASME stamps and Social Responsibility SA 8000 certification. Alfa Laval Aalborg Brazil has two branch offices: an After Sales and Service office of industrial boilers in the city of São Paulo and After Sales & Service to marine

and Offshore FPSO System from Macaé, mainly for Petrobrás oil & gas platforms.

www.aalborg-industries.com.br

GIEK – facilitating growth. GIEK offers guarantees in connection with Norwegian export and investments abroad. We can cover the export of most types of products and services to over 150 countries. Our guarantees are issued on behalf of the Norwegian state.

www.giek.no

Kleven ORN was established in August 2011, as a joint venture between Kleven Maritime Technology and Offshore Reparos Navais (ORN). Our goal is to reduce costly downtime for the customer through having service resources stationed in Brazil. We offer: Service on all maritime electro/maritime electronics; Changes/ expansions on existing installation; Faultfinding on electrical systems; Service and maintenance on electrical machinery; Bearing-change/cleaning/ faultfinding; Replacement of electrical machinery; Design/engineering, documentation. We offer the full package from design to completion.

Contact: jan-arild.vik@kleven-orn.com

Nor-Ocean Offshore is a leading offshore ship broking and consultancy company, with additional focus on international project finance. The company works closely with the major oil companies, financial institutions, ship and rig owners and ship yards. Nor-Ocean Offshore has its core expertise in assisting in procurement and chartering of most types of equipment to the offshore industry (oil rigs, FPSOs, supply/ subsea vessels, offshore support vessels/ drilling and production platforms/ construction and accommodation units, including diving and ROV vessels).

www.nor-ocean.no

Magni was established in 2002, as an international incoming tourism operator, also specializing in educational and corporate events. We have evolved, providing communication and marketing services under the name Magni. Today we offer marketing services, market research, event services, develop distribution channels, and provide services to customers who wish to gain knowledge and quick access to enter the Brazilian market.

www.magnimark.com.br

NBCC



P-62 SRU delivery

is completed by Aker Solutions



The SRU of the platform, manufactured by the Process Systems division of Aker Solutions do Brasil, at the port of Rio de Janeiro, weighs approximately 190 tons and was delivered to Petrobras on December 22nd, 2011.

Sulphate Removal Units are responsible for treating sea water, reducing its sulphate concentration before water is injected into oil reservoirs. Thus, these units avoid loss of well injectivity and productivity caused by the contact of sea water sulphate with substances present in the water of reservoir formation.

The successful P-62 SRU delivery indicates the advanced development of sulphate removal units by Aker Solutions. The production period was significantly shorter than the P-58 skid, delivered in October 2011, also for Petrobras. In addition, the project had a very low carry over rate, that is, few pending issues were executed after the delivery.

"The success of this project was assured by the great alignment of engineering, procurement, quality and work supervision teams," says the president of the Process Systems division in the country, André Andriolo. The arrival of a new production manager also provided an extra breath to the project, contributing to the excellent result achieved.

Another highlight was the absence of lost-time incidents during the project, which relied on a team of more than 200 outsourced people and the Local Content Certification. "The commitment to safety is our

main value, and the zero accident goal was met with praise during the entire project," celebrates Andriolo.

Luis Araujo, president of Aker Solutions do Brasil, congratulates the entire team for the delivery. "This important achievement reflects our efforts and advancements. With local content and our engineering presence in Brazil we are well positioned for future projects," he says.

New order to supply Modec

The Process Systems division will supply a Sulphate Removal Unit for Modec, fulfilling the requirements of the FPSO Cidade de Mangaratiba (RJ) project.

The supply scope is 700 tons, which is equivalent to a complete module. It is an order worth around R\$ 45 million and the deadline is 61 weeks.

"This is a very important achievement for Process Systems as it represents the continuity of our work in Brazil," says the Business Development Manager, Ricardo Cysne.

One of the requirements of this new order is local content, which should be 60% at least. "In order to reach this level, the unit made a partnership with Schain, a construction company that is highly experienced with this type of work and is associated to Modec in this undertaking. Thus, we will be working with our partner's partner," Cysne explains.

"We are prepared to deliver technology products and services in the oil & gas segment with high national content, despite the difficulties that the national industry has been undergoing due to lack of qualified workforce and cost elevation," says the president of Process Systems, André Andriolo.

"Aker Solutions is 100% committed to the Brazilian market and our goal is to supply local content to all the segments where we operate in Brazil," notes the president of Aker Solutions do Brasil, Luis Araujo. ■

Brazil and Norway:

building partnerships in areas of strategic importance

*By Paulo Guimarães**

A study of the bilateral diplomatic dialogue and the Norwegian economic and financial presence in Brazil reveals possibilities of strengthening and expanding the relationship in areas considered strategic for Brazil's development.

Norwegian capital and technology can play a role in overcoming challenges in the exploitation of the vast fossil resources of the continental shelf, in the expansion of the supply chain in shipbuilding, as well as in the sustainable development of the Amazon.

The partnership between both state oil companies Petrobras and Statoil opens the possibility for long-term investments in the exploration of new fields in the pre-salt area, for transfers of specific offshore technologies, as well as for further exchange of experiences in cleaner technologies. Such activities should increase Norwegian participation in the Brazilian shelf and, in the future, may be extended to other regions of the globe, especially in West Africa.

Also, the "Norwegian model" was subject to study during the drafting process by the Brazilian government of the proposed regulatory framework for oil exploration in the pre-salt area. Cooperation should expand to other aspects of the model, especially in the management of the sovereign

fund and HSE regulations.

The Norwegian shipbuilding industry needs to expand operations in third markets and faces the challenge of establishing key partnerships in different regions of the world. The full potential of exploitation of the Brazilian continental shelf will require the development of a local supply chain to provide Petrobras and others with vessels, equipment and services, technologically advanced and under competitive costs, so that the country can achieve its ultimate goal of transforming oil wealth into welfare for the whole population. Norway's experience in cluster formation through the interaction between private enterprise and universities is of special interest to Brazil.

Both governments have found innovative ways to cooperate on issues related to global warming. Norway became the first country to contribute financially to the Amazon Fund. Dialogue on issues related to global climate change expands the level of cooperation beyond this financial support into advanced technologies to improve the Brazilian system of monitoring the forest, the emissions of greenhouse gases and the marine environment.

Also in the field of peace and reconciliation, high-level exchanges have revealed the value of each country's experiences as well as the potential for cooperation with Norway with a view to strengthening the structure of research in Brazil, at the academic level. Demand for theoretical and practical knowledge on mediation for peace grows as Brazil consolidates its leadership in peacekeeping missions, e.g. in Haiti.

The book addresses the converging interests in foreign policy and the complementarities between Brazil and Norway in those areas that stand out as the most promising for strengthening bilateral cooperation and private investment. It concludes that there are real and important comparative advantages of special interest to Brazil in relation to partnerships with other developed countries.

The Brazilian edition is published by FUNAG, and the Norwegian version was launched on March 28 at BNCC's General Assembly Meeting. ■

* Paulo Guimarães is Chargé d'Affaires at the Brazilian Embassy in Oslo.





Nordea — your local and global business partner for trade and project finance

With a network that spans the world, we supply financial services ranging from international guarantees, documentary credits and collections to structured trade, export and project finance.

We make a difference by offering products and services that are based on trust, flexibility and added value. We work in partnership with our Nordic exporting and importing customers to find innovative financial solutions tailored to match the needs of each

customer or project. As the leading provider of Internet banking services we offer you a unique two-way trade finance Internet-based information and transaction system, which enables you and us to exchange information and handle transactions fast and easily from all over the world.

We are looking forward to doing business with you.

Making it possible

www.nordea.com

Nordea 

Nordea Representative Office in Brazil – serving Nordic customers in the country since 1979.

Brazil Representative Office:

Rua Oscar Freire 379, 12º. andar, CJ 122

01426-001 São Paulo - SP

Chief Representative: Rolf Risan

Tel: +55 11 3066 2580

Fax: +55 11 3066 2582

E-mail: saopaulo@nordea.com.br

An Agreement not to be *downgraded*

*By João Luiz Coelho da Rocha**

On December 10, 1981, the Brazil-Norway Agreement to avoid dual taxation, signed under the OCDE format, was put into effect by federal decree 86,710, after having been approved by legislative decree 50 of 1981.

According to article 1, the Agreement is applicable with regard to the Brazilian legal system, to income tax. Therefore, for all purposes, it should also encompass CIDE, this unaccounted for technological assessment that was created shortly after the Agreement, and is intended to compensate a portion of the income tax formerly applicable to overseas remittances, until then on a basis of 25%. When the income tax formerly applicable to overseas remittances was reduced to 15%, there came the CIDE with a rate of 10%.

It is our understanding that article 2 of the Agreement provides the legal basis for this interpretation. Despite the reference to "toll", the strategic creation of the CIDE makes it possible for that additional toll on remittances to be considered for all practical purposes a tax.

Dividends and profits (article 10, item 1), as well as royalties (article 12, item 1) are considered by the Agreement to be subject to income tax only in the country in which these amounts are received, although according to item 2 of both these provisions, the tax would be applicable in the country from which the remittance is made, if the local law so provides.

Nevertheless, article 7 of the Agreement states in its item 1 that the profits which a Norwe-

gian company, for example, earns in Brazil will only be taxable in Brazil if that Norwegian company has a permanent establishment in Brazil.

The text of the Agreement takes great care in defining for this purpose (article 5) "permanent establishment", requiring either a "management headquarters" or a "branch office" or "an office" or "a factory", or "a workshop", "mine" or "oil well", a "construction" or an "assembly site".

Furthermore, it specifically emphasized that the fact that the Norwegian company has a subsidiary in the country, by means of which it carries on its activities, does not imply that it is a company with a permanent establishment, and therefore it would not have to pay a Brazilian tax on its profit originating in Brazil.

The Regional Federal Courts in Rio de Janeiro, São Paulo and Rio Grande do Sul have recently decided that revenues resulting from contracts for services performed by companies with their headquarters in countries with which Brazil has a double taxation agreement should be considered a type of profits exempt from tax on their overseas remittance, based on the OCDE orientation.

This is because the courts are interpreting that if the company outside Brazil does not have a permanent establishment in Brazil, its revenues from services are themselves profits, in fact gross profits resulting from their activities here, which should only be taxable in the country of origin. And this principle should be applicable to technical services, licensing of processes, software and patents, among others. ■

**João Luiz Coelho da Rocha is a founder and partner in the law firm Bastos-Tigre, Coelho da Rocha e Lopes Advogados, Rio / São Paulo / Brasília*

João Luiz Coelho
da Rocha



Setting up a new plant

By Runa Hestmann Tierno

Cargo pump supplier Frank Mohn do Brasil acquires property to set up a new plant in São Gonçalo outside of Rio de Janeiro.

Frank Mohn do Brasil (also known as Framo Brasil) recently finalized the purchase of a 21,700 m² property in São Gonçalo in the state of Rio de Janeiro, where the Norwegian company is planning to set up its new plant. The signing of the purchase documents took place on January 30 in the office of Framo Brasil in Rio de Janeiro.

Framo, founded by Frank Mohn in 1938, is a leading supplier of submerged cargo pumps to the world tanker market. The head office is located outside of Bergen, and a subsidiary, Framo do Brasil, was established in 1999. But Framo has been operating in Brazil for about 35 years, supplying hydraulically driven submerged cargo pumping systems for chemical tankers for Petrobras and Transpetro. Framo has supplied more than 500 pumps in operation on board vessels along the Brazilian coast.

"With the current expansion of the activities in Brazil, Framo is making an effort to increase the Brazilian content in our products. We are planning an additional work area for equipment assembly at the installation in São Gonçalo, and intend to use local labor and Brazilian sub-suppliers," says Luiz F. Bassani Dias, managing director of Frank Mohn do Brasil.

Industrial complex

The area is located in Guaxindiba in the municipality of São Gonçalo, and according to Bassani Dias, this is a future industrial complex close to the road that will link the future port of São Gonçalo to the



new Petrobras refinery, Comperj, in Itaboraí. The Comperj refinery will be inaugurated in 2014, and about 15 other companies are planning to move industrial installations to the Guaxindiba complex by 2015. Norwegian company Jotun, a manufacturer of paints and marine coatings, is also among these companies.

"The area is located only 20 minutes from the Rio-Niteroi bridge, about 10 kilometers from the new São Gonçalo harbor, 500 meters from the new Petrobras road that will link the harbor to the new Petrobras refinery, and only about 800 meters from the BR101 highway. The Metro line 3-project will have Guaxindiba as its final station, so the location is excellent", Bassani Dias explains.

Service center

The new Framo Brasil plant will offer support and attend clients in Brazil and South America, offering Framo equipments and services.

"The new plant that Framo Brasil is planning to build will include a modern service center with workshops for maintenance and technical assistance for Framo equipments of Brazilian and foreign clients, an operational training center, and a spare part warehouse, among other activities to support Framo equipments in operation in Brazil and South America," the executive says.

The construction will start as soon as the infrastructural conditions are in place, and the new Framo Brasil installation project is also being developed for approval by local authorities. ■

Luiz F. Bassani Dias, Managing Director of Frank Mohn do Brasil, and Procurator Alexandre Teixeira during the signing of the documents finalizing the acquisition of the Guaxindiba property. (Photo courtesy of Frank Mohn do Brasil)

Farstad

proving its presence

By Runa Hestmann Tierno

Farstad Shipping acquires Petroserv's 50% stake in BOS, moves into new offices in downtown Rio and proves its strong presence in Brazil. "For Farstad Shipping, this agreement represents a strengthening of the position in Brazil, considered the largest growing market in the industry," says managing director Felipe Meira.

BOS Navegação was established in June 1999 as a joint venture between Farstad Shipping and Petroserv.

"This is a major investment for Farstad, and no one would invest this kind of money without expecting a return. The idea is to grow further in a challenging market. BOS was founded to enable us to invest and build vessels in Brazil. Petroserv is originally a drilling company, and wanted to focus more heavily on this market. After 12 years, the owners decided to go separate ways," says Meira.

Brazil has for a long time been one of Farstad's focus areas. Farstad has been present in the Brazilian market since the 1980s, and has had AHTS vessels in operation for Petrobras since 1991.

Farstad Shipping's acquisition of Petroserv's shares in BOS Navegação was announced in July last year, making BOS a 100% Farstad company. The net purchase price for the stake was USD 56.5 million, and the

"Last year's acquisition improves Farstad Shipping's position for further growth in the Brazilian market," says managing director Felipe Meira. (Photo by Runa Hestmann Tierno)



AHTS Far Senior is one of the Farstad vessels contracted by Petrobras. (Photo courtesy of Farstad Shipping)

name of the company is now Farstad Shipping S.A.

Since 1999, BOS built three AHTS vessels in Itajaí in the state of Santa Catarina, all on contracts with Petrobras. In addition Farstad Shipping has 11 other vessels in Brazil.

"Thirteen vessels are on contracts with Petrobras. Ten of these are anchor-handlers (AHTS), and this is our main business. These vessels move rigs, do towing and installations of new units offshore. The last Farstad vessel is on the spot market, on short time contracts, and just finished a contract with BP," Meira says.

Meira sees huge challenges in the Brazilian market. "There is a lack of yards to build large, modern ships and yards to maintain the vessels. Few yards have the total capacity to build larger vessels, and the smaller yards need a closer follow-up, and you need to be more involved in the construction process. The lack of skilled crew is another problem we are facing. The market is growing too fast, the *real* is too strong, making the costs skyrocketing," he says, adding: "I am however confident that the market will sort it out, and that there will be more yards and more options in the future."

"Farstad shipping is well established, and although we find it challenging, we manage to keep the costs under budget. There is a need for larger, more sophisticated ships in the market, as oil production on the pre-salt fields poses new challenges. Brazil also needs more Brazilian flag vessels, due to the local content regulations," he says.

This January, Farstad Shipping moved into new offices on the Rio Branco Avenue in downtown Rio de Janeiro, with a spectacular view of the port area, and a nice room where the crew members can meet, have briefings and relax before boarding. The head office is still located in Macaé.

"We currently have 5 employees in Rio de Janeiro and 40 employees in our main office in Macaé. We also have 365 Brazilian crewmembers working offshore," says Meira. ■

Anu
Elanders

Letter

FROM THE

Consul General



Dear friends!

It may be a little late for wishing you all a happy new year. However, after the fabulous “Carnaval” we experience in many ways the beginning of a new year here in Brazil, and Rio in particular. As the Norwegian Consul General in Rio, I would like to take this opportunity to write a few words about the Royal Norwegian Consulate General: Who we are - What we do, and some of our plans/upcoming events in 2012.

As most of you probably know, we are located in Torre do Rio Sul (22nd floor). Here we enjoy a happy cohabitation with Innovation Norway and the Norwegian Seafood Council, which are both part of the Consulate General and important partners.

The Consulate General has an experienced team of local employees as well as three diplomats who all arrived in Rio last fall: Consul André Mundal

(from the Norwegian Embassy in Kabul), Consul Are Berentsen (from our Embassy in Teheran) and myself, Consul General Helle Klem (from the Ministry of Foreign Affairs in Oslo).

Settling in a new culture with a fairly unfamiliar language can be a somewhat overwhelming experience. However, we all feel very well received, and are working on our Portuguese skills. The everyday chores become easier day by day, enabling us to better serve Norwegian interests, be it promoting business, cultural/social cooperation or public diplomacy. And I can assure you that we are enthusiastic about being here in Brazil during this exciting time.

The Norwegian presence in Brazil is impressive with more than 100 Norwegian companies. One fourth of the offshore vessels going in and out of Brazilian harbors have Norwegian ownership. Norwegian investments in Brazil are higher than ever before. The Brazilian Ministry of Foreign Affairs stated last year during Foreign Minister Støre’s visit that Norway was the 7th largest direct investor in Brazil. And let us not forget the colony of close to 500 Norwegians who spend their days in this “Cidade Maravilhosa”!

As I see it, the main task for the Consulate General is to coordinate, facilitate and make stakeholders concerned pull together promoting Norwegian interests. In order to do this we are dependent on close and good cooperation with all of you, such as the NBCC, INTSOK, the Norwegian companies and society in Rio as well as the Seamen’s Church and other institutions.

The Consulate General performs a range of tasks under Norwegian law, such as issuing passports and visas, seafarer’s documents and providing other consular services. The latter may often imply handling

difficult situations, but fortunately also happy ones. I just had the pleasure of performing my first wedding ceremony in our offices in Torre Rio Sul!

However, let me emphasize that a main focus of the Consulate General's work is linked to the Norwegian Government's strategy for cooperation between Norway and Brazil. The strategy was launched last year and is now about to materialize into new activities in order to strengthen the relationship between our two countries. In this context I would like to commend the NBCC for its active involvement in the process to identify areas of specific interest and potential.

The main task for the Consulate General in this respect is to try to strengthen the bilateral dialogue with Brazilian authorities and other relevant stakeholders/partners on the Brazilian side in particular within business, industry and trade. Increased support to Norwegian business is thus a main priority for us. The Consulate General will also try to contribute to strengthening the cooperation between Norway and Brazil in areas of education, research and development.

The Consulate General will work on these tasks through a wide range of initiatives. To mention a few, Rio+20, Rio Oil & Gas and Navalshore will be major events of 2012. These will bring together political representation, the corporate sector and civil society. The Consulate General will host seminars on how businesses can get involved on the cultural scene, and on research and development to improve bilateral cooperation with Brazilian actors. We will also host a range of social events such as the 17th of May and Christmas receptions. The Consulate also enjoys cooperation with our Honorary Consuls throughout the country in order to have a better outreach to wherever Norwegian activities are taking place.

To conclude, let me assure you that the doors of the Royal Norwegian Consulate General in Rio are open. You know where to find us and who we are; we appreciate visits and other contacts and input in order to do the best we can to promote Norwegian interests and cooperation between Norway and Brazil.

Helle Klem

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 Executive Manager Ana Luisa Ulsig Leite at info@nbcc.

 **AkerSolutions™**

 **BRAZILSHIP**
COMERCIO MARITIMO LTDA.



CDS CONSULTORIA NAVAL E OFFSHORE

DnB NOR



 **KINCAID**
MENDES VIANNA ADVOGADOS



Panoro Energy
SOLUÇÕES ENERGIA

plural
CAPITAL



 **RS Platou**

 **Scana**
SCANA INDUSTRIES ASA

**SCHMIDT
VALOIS
MIRANDA
FERREIRA
& ÁGEL**
ADVOCADOS



stxEurope

subsea 7



umoe|bioenergy

VEIRANO ADVOGADOS





Kleven sets up JV with Brazil's ORN

Kleven Maritime Technology, which is owned by Norwegian shipyard Kleven Maritime and electric system provider Hareid Group, has set up a joint venture with Brazilian ship repair and service company Offshore Reparos Navais (ORN) in Niteroi, Rio de Janeiro. The joint venture is named Kleven ORN, and offers services on all maritime electrical systems. The process, including financial and ongoing transition phase advisory services, was carried out by Rio-based development partner Inventure Management.

Kleven Maritime builds the world's most advanced offshore support vessels, and has delivered many of the support vessels currently operating in Brazilian waters. Most electric systems on these ships have been delivered and installed by Hareid Group. Offshore Reparos Navais has been in the Brazilian ship repair and service market for more than 30 years, and has built a solid standing as a reliable provider of high quality services.

The joint venture Kleven ORN brings this

The team behind the successful joint venture establishment – left to right: Morten Kompen (Inventure Management), Ståle Rasmussen (CEO Kleven Maritime), Ronald Dyrhol (CEO Hareid Group), Jan Arild Vik (Manager Kleven ORN), and Falke Döring (General Manager ORN).

combined expertise to a Brazilian market which currently experiences a high demand for services related to electric repairs, maintenance, installation and retrofitting for offshore vessels, which is the main focus of the joint venture.

"There is great demand for these services among the ship owners operating vessels in Brazil," says Ståle Rasmussen, CEO of Kleven Maritime. Today there are 13 vessels delivered by Kleven Maritime in operation off the coast of Brazil. ORN currently has a large portfolio of Norwegian and international customers, opening up a wider market.

"It is the quality of Kleven Maritime and Hareid Group we are going to sell to our customers in Brazil, and we will use all our internal expertise to give the customers the service level that they demand," adds Ronald Dyrhol, CEO of Hareid Group.

The first man on the ground for Kleven ORN is the experienced Norwegian ship electrician Jan Arild Vik, who will be responsible for setting up and developing the services offered to customers in the important and growing Brazilian market. "It is a very exciting opportunity to be able to build something from scratch," Jan Arild emphasizes. "The plan is rapid growth, employing both local and Norwegian specialists."

Inventure Management in Rio de Janeiro was responsible for the structural/financial setup and company establishment of the joint venture, and continues providing financial, administrative and transition phase advisory services. The process was led by Morten Kompen of Inventure Management, who states the necessity of thorough preparatory work before setting up a joint venture or acquiring a Brazilian company. "Such processes are more difficult in Brazil, because background information is less accessible and in many cases not publicly available," he explains.

Offshore Reparos Navais has 130 employees, and the joint venture Kleven ORN will rent offices, workshop and warehouse capacity at ORN's facilities in Niteroi. ■

Electrolux

Muito mais aproveitamento do espaço interno. O que explica caberem tantos prêmios.



Alta capacidade
A maior capacidade na categoria



Gourmet Express
Gela sobremesas rapidamente



Ice Maker
Produz gelo automaticamente, sem necessidade de conexão hidráulica

Linha de Refrigeradores Electrolux iRinny Design premiada em 3 países



MUSEU DA CASA BRASILEIRA
Brasil



Alemanha



Estados Unidos

Viva uma experiência sem igual visitando a Casa Electrolux. Saiba mais informações no blog: www.casaelectrolux.com.br

*Refrigeradores Frost Free duas portas com Freezer superior



Planando em você
Electrolux



Seco Tools. **Integrando Talento e tecnologia** **para vencer desafios**



A Seco Tools é uma empresa sueca que atua na fabricação de ferramentas de corte para usinagem, oferecendo soluções completas para os mais diferentes segmentos de mercado: Aeroespacial, de Óleo e Gás, Automobilística, Geração de Energia, Usinagem Pesada, Moldes e Matrizes, entre muitas outras.

No mundo a Seco está presente, através de suas plantas produtivas e subsidiárias próprias, em mais de 50 países.

No Brasil há 50 anos, a Seco dispõe de estoque local para seus produtos e planta produtiva própria para a fabricação de ferramentas especiais.

O comprometimento da Seco Tools é ouvir e entender as suas reais necessidades, oferecer produtos modernos e com desempenho em alta tecnologia, aliados à dedicação de nossa equipe de funcionários, representantes e distribuidores espalhados por todo o Brasil. Entre em contato conosco e conheça o mundo Seco.

www.secotools.com.br

SECO

Haldex inaugurates new headquarters

Haldex AB officially inaugurated its new headquarters in São José dos Campos, São Paulo State, on March 13. In September last year, the company began transferring equipment from its units in São Paulo, Rio Grande do Sul and Rio de Janeiro to the new facilities.

Now located in the industrial district of Châcaras Reunidas, occupying an area of around 5,000 square meters, the company develops and produces primarily brake and suspension systems for heavy-duty vehicles.

According to Haldex, important factors such as qualified manpower and excellent logistics contributed to the decision to centralize production and other administrative activities in São José dos Campos.

Göran Carlson, Chairman of the Board of Haldex AB, and Eduardo Cury, Mayor of São José dos Campos, during the inauguration of Haldex do Brasil's headquarters.



Bloomberg's Olle Widén (third from left) and Felipe Christiansen, coordinator of Swedcham's Innovation & Sustainability Committee (seventh), with some other Committee Members during the meeting held at Bloomberg on March 13. (Please see article on page 50).

Alfa Laval opens new plant in SP

Alfa Laval, one of the leading world producers of heat exchange equipment and centrifugal separators, inaugurated on March 21 a new plant to produce evaporators in the Anhanguera highway region in São Paulo State.

Present for the occasion was Alfa Laval World CEO Lars Renström, who was accompanied by Lars Henriksson—the executive vice-president responsible for Central and Western Europe, Latin America, the Middle East and Africa, among other executives. Their presence showed Brazil's importance as one of the company's most promising markets.

On March 20, Alfa Laval and Swedcham held a special cocktail reception at the Chamber's facilities to welcome Renström on his visit to Brazil.

Alfa Laval World CEO Lars Renström.



Official Swedish visits to the Chamber

On March 8, Swedcham hosted an informal round table discussion to give the Speaker of the Swedish Parliament, Per Westerberg, a briefing about Brazil today and all its challenges and possibilities in terms of business and development in general.

Westerberg was accompanied by other Members of Parliament and the event also included the participation of Ambassador Magnus Robach and Swedish Trade Commissioner Per Persson, among other dignitaries. On January 9, Swedcham also held a very special afternoon gathering with a Swedish Labor Market Committee. The Swedish politicians were keen to learn more about issues such as Human Capital, Labor Unions, Local Content and the business climate in general.



Speaker of the Swedish Parliament Per Westerberg participates in an informal round table discussion held at Swedcham on March 8.

Congratulations, Princess Victoria!

Sweden's newest royal, second in line to the throne after her mother Crown Princess Victoria, has been named Princess Estelle Silvia Ewa Mary. The princess, the first child for Victoria, 34, and Prince Daniel, 38, was born early February 23 at Karolinska Hospital in Stockholm.

The baby is also the first grandchild for King Carl XVI Gustaf and Queen Silvia, who is Honorary Member of the Chamber.

She has also been given the title Duchess of Östergötland, a region just south of Stockholm.

Farewell and welcome events for Pastors

On Sunday April 1, there was a special reception held at the Scandinavian Church to bid farewell to Pastor Lena Brolin and her assistant Ann-Katrin Bosbach and welcome the new Pastor Anna Lundgren and her assistant Michel Hoffmann.

Pastor Lena and her assistant left the same day for their new posting in Berlin. Pastor Lundgren is here in Brazil with her husband Gunnar and daughters Ellen and Lisa.

On March 22, Swedcham together with the Scandinavian Church held yet another traditional and popular "After Work" event with Swedish pea soup and punch.

This was a particularly special occasion as it was the last pea soup evening with Pastor Lena. The event was also an excellent opportunity to meet the new Pastor.

Workstations available

Reduce your operating costs by renting a workstation at Swedcham! We offer a team of professionals ready to take care of every detail so that you can focus on your business' growth.

The Chamber is located on Rua Oscar Freire, in the heart of São Paulo's swanky Jardins district and considered one of the world's most luxurious streets.

If you are interested, please contact Jonas Lindström or Viviane Ringbäck at Swedcham, tel. (011) 3066-2550.

New Members

Swedcham wishes to welcome the following new members up to February 16:

CORPORATE:

• **Advokatfirman Lindahl**

Lindahl is one of Sweden's largest law firms. Clients can frequently be found in knowledge-based, innovative and technology-intensive industries. In addition to the broad range of skills offered by a large firm, we have cutting-edge expertise within intellectual property law, life sciences, litigation, and the so-called TMT sector. We also have extensive experience in areas such as banking & finance, capital markets, M&A and real property.

• **Alatur**

The Alatur Group operates in the area of Travel Management, Corporate Events, Individual Trips and Corporate Mobility, offering services of Training Logistics, Expense Management, Ex-Patriate Management, Fleets, Virtual Events and Consulting.

• **Cinnober**

Cinnober is an independent technology provider. We serve marketplaces, clearinghouses, banks and other actors that have extreme demands on business functionality, high throughput and low

latency. We are focused on one thing: applying advanced financial technology to help trading and clearing venues exploit their full potential.

• **Distribuidora Nova Presto**

The company has 18 years of solid market share in manufacturing and distribution of cleaning and personal hygiene products.

• **DRH – Talent Search**

DRH - Talent Search is a management consulting firm specialized in search and selection of talented professionals, applying its efforts and resources to finding and choosing the most qualified people, who are capable of contributing continuously and significantly to your management team's success. We find the best talents to fit your organization's culture recruiting needs.

• **Eka Chemicals do Brasil S.A. - Akzo Nobel**

Eka Chemicals is one of the world's leading manufacturers of bleaching and performance chemicals for the pulp and paper industry. Our long experience gives us a result-oriented approach to pulp & paper chemicals and their use. We also develop and market specialty chemicals

for other industrial applications.

• **Engelux**

Working in the property market since 1974, Engelux is responsible for over 250 projects throughout the country, which together sum more than 1.5 million m² of residential condominiums, residential construction, institutional construction and urban infrastructure, delivered on time and conditions established with the recognition, satisfaction and confidence of the market and customers.

• **Enob Engenharia Ambiental**

The company's objective is to provide services in the construction of roads, airports, ports and channels, buildings, underground pipelines and manufacturing of products derived from recycling.

• **Gunnebo**

Gateway is a Swedish supplier of anti-theft systems for the retail security sector worldwide. We develop, manufacture and market all existing Electronic Article Surveillance (EAS) technologies. Gateway is part of Gunnebo Security Group with a worldwide presence. With years of experience delivering security solutions,

Enjoyed NordicLight's layout? 2:d created it!



LET US INTRODUCE OURSELVES TO YOU.

AS WE DID FOR SWEDCHAM, SIEMENS, CARGILL, CULTURA INGLESA, ANBIMA, AND SEVERAL OTHER CLIENTS, 2D IS READY TO EXCEED YOUR EXPECTATIONS.

- > High-quality graphic design
- > Optimized production process
- > Personalized customer service

Gunnebo has unrivalled expertise in secure storage, site protection, entrance control and cash handling.

- **Histec Instalações**

The company specializes in the provision of electrical systems and hydraulic installations, air conditioners, architecture and engineering for medium and large public roads, ports and airports.

- **KTH**

KTH in Stockholm is the largest, oldest and most international technical university in Sweden. No less than one-third of Sweden's technical research and engineering education capacity at university level is provided by KTH. Education and research spans from natural sciences to all the branches of engineering and includes architecture, industrial management and urban planning. The educational programs lead

to Bachelor, Master or PhD degrees in engineering, science, or architecture.

- **Librium International**

Librium International was created to help companies optimize their enterprise value in an economic, legal and regulatory environment that is becoming more complex every day. Librium advises clients on risk mitigation strategies and the implementation of key indicators that ensures them revenue recognition, income generation and their diversification to reduce their market dependency.

- **Uppsala University**

Uppsala University is a comprehensive international research university dedicated to advancing science, scholarship and higher education. For more than 500 years, the University has been a distinguished seat of learning with rich opportunities for students

and researchers at all levels. Uppsala students are in touch with the very latest research findings in modern settings.

- **WKS**

The company provides electrical installation services, cable TV, security systems, internet providers and trade supplies for telecommunication services.

INDIVIDUAL:

Claudio Fernandes
Cristina Harumi Shintani Banci
Felipe de Camargo Neves Christiansen
Fillipe Puchta Carvalho
Jeferson Cadete Dias
Kristoffer Roland Krantz
Maria Cristina Alves Gamas
Marcus Larsson
Regina Yukari Shintani
Rodrigo Castanha Banci



**“Höganäs: por um planeta mais sustentável.
Há 215 anos.”**

- Até 90% de nossas matérias-primas são provenientes de reciclagem
- Nossas tecnologias e soluções em metalurgia consomem até 3x menos energia do que as soluções tradicionais
- Nossos produtos geram até 10 vezes menos resíduos, 100% recicláveis

Swedcham events 2011

Last year was yet another very active year for the Chamber, with the number of events beating the previous all-time records of both 2009 and 2010! We hope 2012 will be even better!

February 10 Welcome Back Happy Hour at Hillman Bistrô

February 17 Afternoon Gathering – SAAB presentation of the Swedish-Brazilian Research and Innovation Center

March 11 Networking Luncheon at Hillman Bistrô

March 14 Inauguration of "Tillväxtanalys" – The Swedish Agency for Growth Policy Analysis. Speakers: Ambassador Annika Markovic and Mikael Román

March 17 After work – Pea soup and punch at the Scandinavian Church

March 24 Legal & Business Committee: Company Consortiums - Speaker: Daniel Esteves - Skanska

March 24 Swedcham members in Curitiba visit Electrolux

March 30 Modern Spine Surgery - Dr. Rune Hedlund - Sahlgrenska University Hospital

April 1 Human Capital Committee: Expatriate workers – Cultural, legal and tax issues - Speakers: Assistere and Shagal

April 14 After work – Pea soup and punch at Scandinavian Church

April 19 Workshop: Motivation and Team Synergies – Speaker: Giselle Welter

April 26 and 27 Swedcham event in Rio – Firjan – Speakers: Rio State Government, Petrobras,

Kuehne + Nagel, BrazilShip

April 28 Swedcham Ordinary General Assembly with following cocktail

May 21 Swedcham/Tetra Pak Golf Championship in Campinas

May 24 Networking Luncheon at Roux Bistrô

May 25 After work – Pea soup and punch at Scandinavian Church

June 3 Board of Directors and Advisory Council visit to Skanska

June 14-15 Swedcham/Five Star Services participation in Macaé Oil & Gas Conference

June 19 Theater - "Espectros" by Ibsen/Strindberg, with following pizza

June 21 Midsummer Happy Hour with presentation – An overview of Nordic History and Culture – Speaker: David Ringbäck

July 29 Networking Luncheon at Roux Bistrô

August 23 Legal & Business Committee: Immigration policies and correct visas – Speaker: Antônio Cândido de França Ribeiro – Overseas Consultoria

September 1 Visit by the Standing Committee on Industry and Trade, Sveriges Riksdag (the Swedish Parliament). Speaker: Chairman and former minister Mats Odell

September 20 Seminar in Rio organized together with NBCC - The global scenario: Emerging corporations grow while the developed are in crisis. A long-term trend? Speaker: Carlos Sardenberg

September 21 Human Capital Committee - Visit to Google

September 21 Welcome Event for the new Swedish Ambassador Mr. Magnus Robach

September 22 Advisory Council dinner with Ambassador Magnus Robach

September 22 After work – Pea soup and punch at Scandinavian Church

September 27 Afternoon get-together with CEO Lars Engström – Munters AB

September 29 Visit by the Swedish Olympic Committee

October 4-5 Participation in OTC – Offshore Technology Conference in Rio

October 20 After work – Pea soup and punch at Scandinavian Church

Stefan Lindeberg, Chairman of the Swedish Olympic Committee (SOK), addresses Swedcham members and guests during the Committee's visit to the Chamber on **September 29**.



October 24 Afternoon gathering with Mr. Tom Johnstone, CEO - SKF

October 27 Afternoon gathering – Communication in a Globalized World – Speaker: Charlotte Erksammar – Vice President Kreab Gavin Andersson

November 3 Visit by KTH - Royal Institute of Technology – Sweden, with following cocktail together with Brazilian KTH alumni

November 7 Seminar on Nordic Promotion with all four ambassadors

November 10 Human Capital Committee - Workshop - What is coaching all about? – Speaker: José Aquino - Avancorp

November 11 Business Luncheon at Wolf's Garten

November 11 Launch of the new Innovation & Sustainability Committee – Speaker: Felipe Christiansen

November 23 Human Capital Committee - Diapasão - Your Company tuned as an orchestra

November 24 After work – Pea soup and punch at Scandinavian Church with participation of the

Swedish Ambassador Magnus Robach

November 25 Board of Directors and Advisory Council visit to Sandvik

November 29 Workshop - Integrated Marketing – How to work with marketing online and offline to achieve great results. Speakers: SEO Marketing, Max2, and EVCOM.

November 29 Afternoon Gathering – The Global Crisis – Where do we go from here? Speaker: Raphael Bartshukoff - AxialCapital

November 30 Full-day visit to the port of Santos

December 1 Swedcham/NBCC event in Rio de Janeiro - Financing of the Brazilian Oil and Gas Supply Service Industry. Speakers: Executives from BNDES and Petrobras.

December 6 Legal & Business Committee - Taxation of Individuals and interpretation of treaties. Speaker: Adahel G Almeida - Assistere

December 8 Christmas Party

December 9 Organized trip to Women's World Handball Championship - Sweden vs. Denmark in São Bernardo do Campo



We develop the future

Semcon is a global company active in the areas of engineering services and product information. Our 2,800 employees has extensive experience from many different industries. We develop technologies, products, plants and information solutions along the entire development chain and also provide many services including quality control, training and methodology development. The Group has activities at more than 40 sites in Sweden, Germany, UK, Brazil, Hungary, India, China, Spain and Russia. Read more at semcon.com

semcon

The challenge of subjectivity in people management

*By Giselle Welter**



Increasingly more competitive scenarios require more attention regarding the formation and development of teams. The term “synergy”, used in different contexts, has gained importance for the obtainment of strategic objectives. From the Greek word “synergia”, it means cooperation.

This meaning is associated with the coordinated effort of various organs (physiologically) or coordinated action of various factors in the accomplishment of a task. In the organizational sphere, it is symbolically translated as $2 + 2 = 5$, that is, the result is superior to the sum of parts. Doing more with less. This corresponds to the total amount of energy available for the group to fulfill its tasks, whether as an energy of task or maintenance, essential for the group’s cohesion as it shows the latter’s attractiveness for its members.

On defining the resources required to put into practice in a coordinated way the actions that will lead to the fulfillment of strategic objectives, special attention must be paid to human resources. While HR professionals focus on qualitative aspects, the financial area sees the human factor in the organization as a cost, focusing on the quantitative aspects it represents. The organization’s development, however, depends on the full use of all its human potential, witnessed in the fact that nowadays some companies seek another name for the set of policies related to the recruitment, selection and hiring of people: talent management, human capital, human factor, or people management.

The description of operational needs, based on the processes that will lead to organizational objectives, is another important aspect to be considered, as it allows one to identify the needs for hiring

and/or training people responsible for the operation. Although the job can be described objectively, based on the knowledge and experience required, the subjective dimension it contains must not be underestimated, since involvement with the task depends to a large extent on the intrinsic motivation of people. Those who do not like what they do don’t become involved in improving what they’re doing. Without motivation, professional activities are carried out with a minimum of intellectual and emotional involvement, i.e. mechanically. But when people identify with the task and are motivated to fulfill it, they will try to understand better what they are doing and how to do it. Since motivation is associated with situational dynamism, it suffers from the influence of fluctuations within a company.

People who occupy positions of leadership must be capable of fostering synergies and awakening the interests and inclinations of collaborators. In this manner, leaders will mobilize the feeling of identity and professional commitment, favor personal fulfillment and the integration of teams, taking on the responsibility of developing people in the work place. Nevertheless, most organizations still leave it up to the collaborators themselves to be responsible for their own integration with the group, adapt to the requirements of the professional activity and be self-motivated. Due to the impact of subjective aspects on the fulfillment of organizational objectives, its intangibility will require greater care in actions aimed at reaching the desired results. ■

**Giselle Welter is coordinator of Swedcham’s Human Capital Committee*

Getting out of a Brazilian company

*By Renato Pacheco Neto**

When investing in Brazil, Nordic investors should also be aware of the possible difficulties involved in getting out of a Brazilian company which received their foreign investment. Indeed, the outgoing shareholder needs to find someone to either replace him, by purchasing his shares, or obtain the approval of other shareholders to withdraw from the company and reduce the corporate capital.

Both alternatives above are time-consuming and require a financial viability appraisal as well, so that the operating business is neither affected nor negatively impacted. Regardless of the financial statements, all shareholders, also including the outgoing ones, have to approve the updated company accounts before this restructuring is completed. This is important for both the outgoing but also for the remaining shareholders, as the transition has to be as efficient as possible in order not to damage the

operating structure of the company, its clients and suppliers.

In case the other remaining shareholders do not accept the new incoming shareholders, replacing the outgoing former shareholders, there is still a chance to close the business and wind up the company. In this case, the business will be further developed within a new framework of investors, but this is of course more complicated because of the required bureaucratic procedures.

Last but not least, one should not forget that before winding up a company, it has to provide all tax indebtedness certificates towards public authorities at federal, state and city hall level. Moreover, if the company is still facing any court procedure or has outstanding debts towards its suppliers or workers, these steps will need careful attention beforehand as well.

This short contribution does not intend to replace any specific legal advice but rather wishes to raise awareness of some important elements for foreigners hiring domestic employees in Brazil. ■



***Renato Pacheco Neto**, LL.M., alumnus of Harvard's Law School LLF, also holds Executive Management Diplomas from both the Stockholm School of Economics (Handelshögskolan) and Helsinki School of Economics (Kauppakorkeakoulu). He is Chairman of the Board of the European Court of Arbitration in Brazil (Eurocâmaras-CAE), Legal Director of European Business Organizations Overseas (EBO) in Brussels, Sweden and Brazil Finland Business Council (BFBC) in São Paulo. He is also Founding and Managing Partner of the international law firm Fraga, Bekierman & Pacheco Neto – Advogados, with offices in SP/Rio/Brasília and worldwide alliances.

Renewable energies: *challenges and prospects*

**By Felipe Christiansen
Committee Coordinator**

In the year of Rio+20 (the United Nations Conference on Environment and Development – UNCED), there is nothing more timely than our Committee dedicating its first 2012 event, held in partnership with Bloomberg, to one of the most important themes to be discussed at this meeting—renewable energy, i.e. naturally replenished, such as sunlight, wind, rain, tides and geothermal heat.

A change in behavior and major natural disasters are making the activities of renewable energy companies increasingly more attractive, such as occurred with other technological revolutions (telephony, computers and the Internet).

According to the “Clean Energy Trends 2011” report, the forecasts considered optimistic ten years ago ended up way below reality, with PV solar energy surging 300% and aeolic energy 50% over the estimates, for example.

Brazil reached self-sufficiency in its energy matrix in 2006, and this was possible due to the increasingly substantial production of sugarcane biofuel. According to Bloomberg’s Olle Widen, last year 67.3% of the energy used in the country came from large hydroelectric power plants while generation using oil accounted for only 6.2%. In terms of renewable energies, 7.4% of the installed capacity in Brazil comes from biomass, followed by 3.4% for small hydroelectric plants and 1% for aeolic energy, which places Brazil in a prominent position in the ranking of so-called “green” countries. Bloomberg estimated (last November) that investments in Brazil’s renewable energy sector will amount to USD 130 billion by 2020.

Thus, what one expects from Brazil—which once again will host the most important World Conference on Sustainable Development—is that its representatives include on their agenda the best possible regulations and, principally, incentives for the renewable energy sector, in order to attract more and safer investments—especially those coming from countries that already have highly developed technologies in this area, such as Sweden, thereby contributing to defining clearer rules for a new economic model now known as “green economy”. ■

NordicLight

The quarterly joint-publication of the Swedish-Brazilian and the Norwegian-Brazilian Chambers of Commerce.

The opinions in this publication are those of authors or persons interviewed and, therefore, do not necessarily reflect the views of Swedcham, the NBCC, or the editor. The articles may be published as long as the source is mentioned. The information in this publication results from the most careful interviews and evaluations. Nevertheless, the use for commercial purposes is not the publisher’s responsibility.

Editorial Council:

Nils Grafström, Swedcham Chairman,
Jonas Lindström, Swedcham Executive Secretary,
Laura Reid, Magazine Editor,
Jacob Stjernfalt, CFO at EF Languages,
Anna Töörn, journalist, and
Olle Widén, Commodity Analyst at Bloomberg

Swedish-Brazilian Chamber of Commerce

Rua Oscar Freire 379, 12º andar
CEP: 01426-001 – São Paulo
Tel.: +55 11 3066 2550
Fax.: +55 11 3066 2598
www.swedcham.com.br
Executive Secretary: 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: Ana Luisa Ulsig Leite

Editor:

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

Graphic Project / Production:

2:d Comunicação Design
Rua Bela Cintra, 1618 Sl.2
CEP 01415-001
São Paulo
www.doisd.com.br
Phone: +55 11 3083 6380

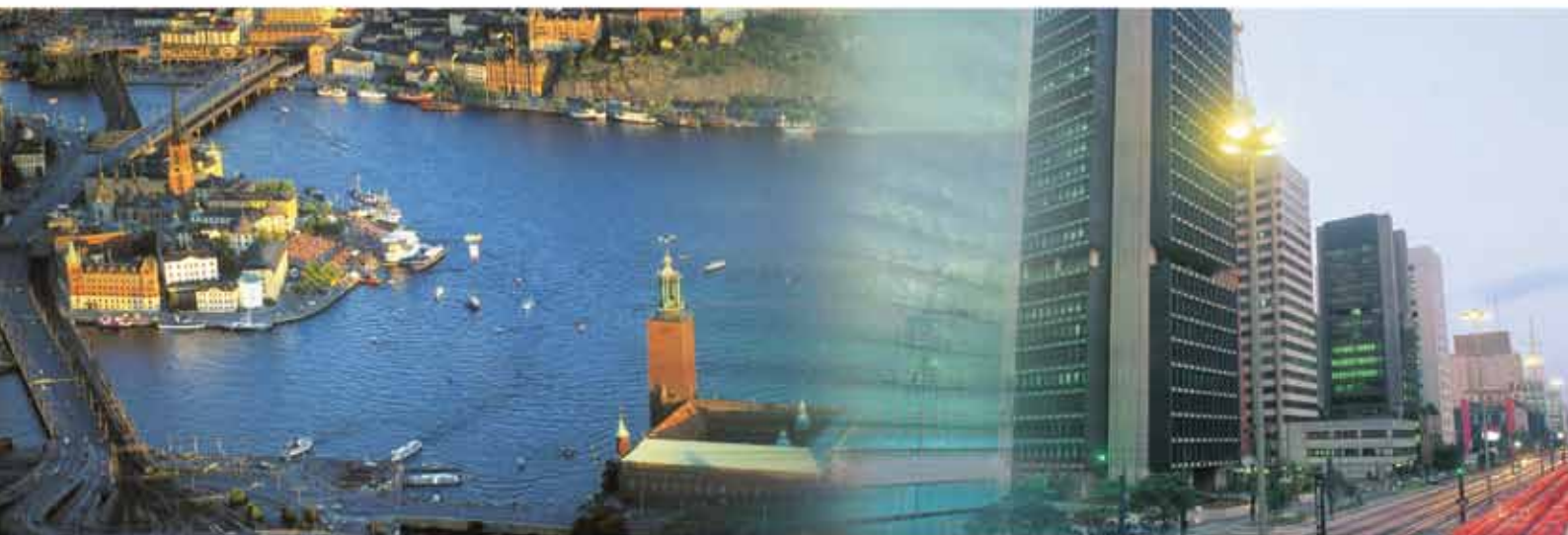
Printing Company:

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

São Paulo
Al. Franca 1050 – 11 andar
01422-001 São Paulo – SP

swedish-desk@fblaw.com.br
www.fblaw.com.br

FRAGA
BEKIERMAN &
PACHECO NETO
ADVOCADOS



VI ÄR EN ADVOKATBYRÅ SOM INOM DIVERSE JURIDISKA OMRÅDEN
TILLHANDAHÅLLER KOMPETENT, KREATIV OCH EFFEKTIV JURIDISK RÅDGIVNING.
VÅRT MOTTO ÄR SÄKERHET, SNABBHET SAMT PRECISION I
INFORMATIONSPROCESSEN OCH VI STRÄVAR EFTER ATT VARA STÄNDIGT
TILLGÄNGLIGA OCH EN HA NÄRA RELATION TILL VÅRA KLIENTER.

Våra erfarna och kompetenta advokater står till förfogande för
tillhandahållande av högkvalitativ juridisk rådgivning inom ett
flertal rättsområden, till exempel:

- Utländska investeringar
- Handelsrätt, kontrakt, kapitalmarknad, fusioner och förvärv
- Skatterätt
- Civilprocessrätt
- Miljörätt
- Arbetsrätt
- Förvaltningsrätt (anbud, reglering, projekt för infrastruktur, privatiseringar, gruvdrift...)
- Antitrust och internationell handel
- Immaterialrätt
- Idrottsrätt
- Straffrätt (ekonomisk brottslighet)

Vi ingår i en internationell allians bestående av fristående
advokatbyråer med affärsjuridisk inriktning i fler än 20 länder.

I Sverige arbetar vi tillsammans med Svalner Skatt och
Transaktion (www.svalner.se).

NOSSO ESCRITÓRIO PRESTA ASSISTÊNCIA LEGAL NAS DIVERSAS ÁREAS 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 do Trabalho
- Direito Administrativo (licitações, agências reguladoras, projetos de infra-estrutura, privatizações, mineração...)
- Direito Antitruste e do Comércio Internacional
- Direito da Propriedade Intelectual
- Direito Esportivo
- Direito Penal Econômico

*Possuímos também importantes alianças com escritórios de
advocacia empresarial em mais de 20 países*

*Na Suécia, trabalhamos com o escritório Svalner Skatt och
Transaktion (www.svalner.se)*

KONTAKTA OSS I BRASILIEN PÅ swedish-desk@fblaw.com.br
Och I SVERIGE GENOM SVALNER PÅ bjorn.martensson@svalner.se

CONTATE-NOS NO BRASIL: swedish-desk@fblaw.com.br
NA SUÉCIA, CONTATE SVALNER: bjorn.martensson@svalner.se

* Volvo FH 440. O caminhão pesado mais vendido em 2011 segundo a Fenabrave. Volvo líder no segmento de pesados em 2011.



VOLVO

UM CAMINHÃO QUE JÁ NASCEU COM A FAIXA NO PEITO TINHA MESMO QUE SER CAMPEÃO

Em 2011 a Volvo foi líder de vendas de caminhões pesados e, pelo terceiro ano consecutivo, o modelo FH 440 foi o pesado mais vendido no Brasil. Fazemos questão de dividir essa conquista com nossa equipe, nossa rede de concessionários e, principalmente, com nossos clientes. Acesse volvo.com.br/lider e veja mais detalhes dessa conquista.



Cinto de segurança salva vidas.

VOLVO TRUCKS. DRIVING PROGRESS

www.volvo.com.br

