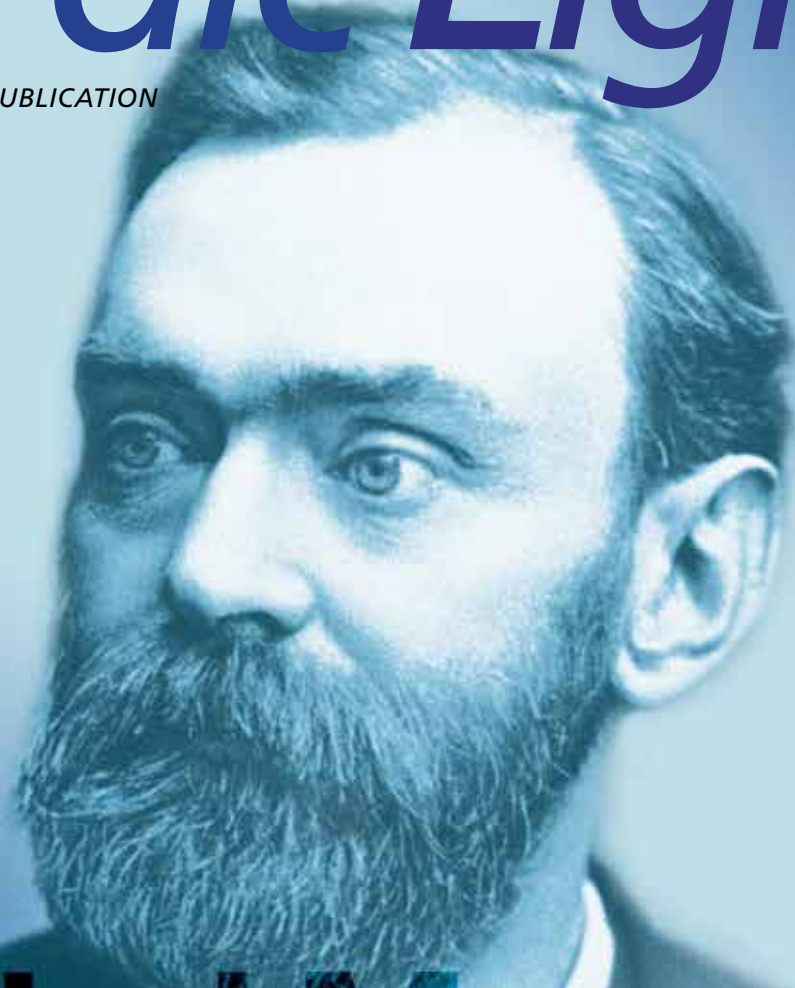


SEPTEMBER - NOVEMBER 2013

Nordic Light

A JOINT SWEDCHAM / NBCC PUBLICATION



Nobel Museum

Nobel Exhibition coming to Brazil

**This is the first time the exhibit
will travel to Latin America**



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



Ao pensar em uma marca, prefira a que se tornou parâmetro: Scania.

Em mais de 100 países ao redor do mundo, Scania tornou-se referência. Sinônimo de caminhões, motores e chassis para ônibus potentes, econômicos, duráveis e seguros. Credenciais que se aliam a outros fatores como disponibilidade, rentabilidade, desempenho, peças e serviços. Tudo para satisfazer os parâmetros que estimulam a Scania, há mais de 120 anos, a se dedicar a você e seus negócios. Pense bem. Pense Scania.



Faça revisões em seu
veículo regularmente.



SCANIA

NordicLight

NordicLight is the quarterly publication of Swedcham and NBCC



4. "The Nobel Prize: Ideas Changing the World":
Unique exhibition will open in São Paulo in November.



10. Swedcham Managing Director Jonas Lindström participates in Swedish Chambers International (SCI) meeting in Stockholm.



22. "Nordic Light" interviews Rafael Paniagua, the new President and CEO of ABB Brasil.



24. Operating in this country since 2001, ReadSoft offers new solutions for the Brazilian market.



30. Ericsson executive talks about how to create a more sustainable world backed by technology



33. "The oil & gas sector is a natural priority," says Brazilian Ambassador to Norway Flávio Helmold Macieira.



38. Thore E. Kristiansen, the new country president of Statoil do Brasil, foresees big developments over the next few years.

Others

8. Ambassador's column >> 12. Brazilcham News >> 14. Business Sweden >> 16. Sweden in São Paulo >>
18. Sweden in Rio >> 26. Dobroy >> 28. Visit to Fortaleza >> 33. NBCC pages >> 46. Swedcham News >>
50. Young Professionals >> 51. Member News >> 52. Legal Framework for Business Development >>
54. Finance Committee >> 56. Human Capital >> 57. Innovation & Sustainability

“The Nobel Prize: Ideas Changing the World”: Unique exhibition to open in São Paulo

Swedcham, in cooperation with the Nobel Museum in Stockholm, the Swedish Embassy and FGV University, is bringing a unique exhibition to FIESP in São Paulo at the end of this year. This specific exhibition has not been shown anywhere in the world before, and now it is coming to São Paulo this November and going to Rio in March 2014.



Entitled “*The Nobel Prize: Ideas Changing the World*,” the exhibition is about Alfred Nobel, the Nobel Prize, the Laureates, and how Nobel Prize-winning efforts have shaped and continue to change our world. The first Nobel Prize was awarded in 1901. Since then, over 800 people have been honored for their work in physics, chemistry, physiology or medicine, literature, peace and economics.

The exhibition—which will open on November 11 at FIESP on Avenida Paulista—is accessible and enriching for children, youth, and adults alike. It is adaptable so that it can be displayed in different types of facilities in different parts of the world. The exhibit covers an area of approximately 300 square meters.

For this very special occasion, “NordicLight” interviewed Dr. Olov Amelin, director of the Nobel Museum, which opened in the spring of 2001 for the centenary of the Nobel Prize and is located in one of Stockholm’s most beautiful 18th century buildings. Since its opening, the Nobel Museum’s innovative exhibitions have

brought the fascinating history surrounding the Nobel Prize and its Laureates and their achievements to life in various parts of the world.

Amelin has been responsible for the Nobel Museum’s exhibition department from the very beginning. Previously, he was director of Museum Gustavianum, the University Museum of Uppsala University and also responsible for organizing the museum (1996 - 1999). From 1989 to 1996, he worked with the Observatory Museum in Stockholm and was its director from the opening in 1991 until 1996. During this period he also held the position as assistant director at the Center for History of Science at the Swedish Royal Academy of Sciences. From 1986 to 1989, he was Curator at the National Museum of Technology in Stockholm. He has a Ph. D. in History of Science and Ideas from Uppsala University (1999).

This is the first time the Nobel Exhibition will be coming to Latin America. How would you compare this to previous exhibits?

I think it is important for us to be present all over the globe. If we shall have a chance to solve the big challenges for the future, all initiatives have to be firmly anchored everywhere. The Nobel Prize celebrates ground breaking achievements within the fields of Physics, Chemistry, Medicine, Literature and Peace. With the addition of the Prize in economic sciences, the social sciences have also been included in this interesting mixture of topics, which originally reflected Alfred Nobel’s personal interests.

We have done a large number of exhibits and events in the USA, Europe and Asia. This has been very much our own home ground in countries where the Nobel Prize is very well known and from where a large

number of Nobel laureates come. South America, and in particular Brazil, have moved forward a lot in recent years when it comes to education and research. I am convinced that we will see Brazilian Nobel laureates in a not too distant future, and to have a chance to inform about our passion for research, literature and peace work is a great opportunity!

When and why did you decide to hold the exhibition specifically in Brazil?

This has been a dream for a long time. And we started discussions a couple of years ago to get the project going. However, it was during the last winter that the ideas materialized and we could find partners and venues in order to get going.

The exhibition in São Paulo will be inaugurated November 11 at FIESP, in the presence of King Carl XVI Gustav. Could you give us more details about this event as a whole?

We are currently working hard to find the right group of speakers that we will invite to a seminar, which we will arrange together with FGV. This seminar is planned to be held in the afternoon of November 11, and the opening ceremony will be part of the whole event. At 7 p.m. the Swedish King Carl XVI Gustaf will open the exhibition. We also plan to arrange a public lecture. Last but not least, the Nobel Museum has for many years developed science programs for schools in less developed areas. In São Paulo we hope to be able to do a school program for children in the *favelas*. Most likely together with the Childhood Foundation – details are yet to be discussed.

Could you also tell us a bit about the planned exhibition at FGV in Rio de Janeiro next March?

This is a very exciting challenge! We visited the building site, where FGV has a new library under construction. The building is one of the very last buildings Oscar Niemeyer designed, and it looks fantastic. We hope to open the exhibition immediately after Carnival and in principle launch the same kind of program as in São Paulo.

How has the cooperation worked out with local partners Swedcham, FIESP and FGV?

We have worked with exhibitions all over the world – and every new venue has its own challenges,

both from a technical point of view and when it comes to logistics and infrastructure. The relation to the Nobel Prize is also different in different cultures. Our local partners have helped us to bridge all difficulties and together with them I think we have the best possible chance to reach our target groups, i.e. students and decision makers.

Are there plans for the exhibit to go to other Latin American countries after Brazil?

So far we have not planned exhibitions for any other Latin American venues, however this is something we are open to discuss with any interested parties. ■

Olov Amelin



The Exhibition

"The Nobel Prize: Ideas Changing the World" exhibition uses unique objects and documents, original artistic interpretations, and advanced exhibition techniques. The exhibition consists of five pavilions dealing with five different themes:

- **Introduction:** An introductory section presents the exhibition's basic purpose and content. It also provides an introduction to the Nobel Prize and its areas of focus.
- **Alfred Nobel:** This section presents Alfred Nobel, his inventions and industrial operations, and the background to his will. One or two films provide a picture of Alfred Nobel and his businesses. Several touch screens provide a rich collection of texts and images.
- **The Nobel Prize over the Decades:** This part of the exhibition gives a summary of the Nobel Prize, the Laureates, and their work. Several touch screens provide an overview of the Nobel Prize's history and all past Nobel Laureates. Several Laureates are introduced in more depth through objects, images and videos.
- **The Nobel Prize in Our Daily Lives:** This section demonstrates the link between Nobel Prize-winning efforts and phenomena in everyday life. The importance of several Nobel Prize-winning works for technology, medicine, and people's lives are presented by combining objects and images with interactive presentations.
- **The Nobel Prize and the Future:** the concluding section addresses the question of how Nobel Prize-winning discoveries may affect the future and of what future Nobel Prizes may involve. What issues within the various Nobel Prize fields do we believe will be most pressing? Through an interactive presentation, visitors have the opportunity to reflect on and come to conclusions about some of these issues.



Few Swedes in history are as internationally well known and remembered as Alfred Nobel (1833-1896). He was a fascinating businessman and innovator but was also aware of the social responsibilities and the need to provide incentives for more research in areas such as medicine, literature, physics, chemistry and peace. He wrote in his will and testament that his fortune should be put in a fund which annually hands out the prestigious Nobel Prizes. Until today no Brazilian has won any Nobel Prize but this should not be too distant. I am very pleased with the fact that Swedcham in cooperation with the Nobel Museum in Stockholm, the Swedish Embassy and FGV University, is bringing a unique exhibition to FIESP in São Paulo at the end of this year. This specific exhibition has not been shown anywhere in the world before, and now it is coming to São Paulo this November and going to Rio in March 2014. The Nobel Exhibition has kept us busy but not too busy to also prepare a great 60-year anniversary party for Swedcham. As you might know, the Swedish Chamber was founded in 1953 and I hope to see you all at the commemorative Gala Dinner we are preparing for October 17!

This year has again been very active for us, but we hope that 2014 will be even busier due to the World Cup. Sweden has two more games to play in the qualifications so I hope you all cheer for Ibrahimovic and his teammates against Austria and Germany now in October!

Finally, I would like once again to extend my gratitude to all sponsors and members for your continued support. It is for you that we work hard in order to give you value for your money in terms of this magazine, the Yearbook (published in September), the 60-year anniversary, a talent recruiting fair in November and much more. Always stay tuned to our website and Facebook page and please do "like" us.

Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



When I sat down to write this editorial, I realized that it was September 7, the Brazilian Independence Day, and that in Norway elections would take place within a few days. The world was also celebrating the 50th anniversary of Martin Luther King Jr.'s famous speech "I have a dream", about equal civil rights.

Independence does not only mean sovereignty in relation to other countries. Even more important is what it brings to its population: equal rights regardless of skin color, creed or gender; comprehensive access to health, education and public transportation; right to freely express ideas and to associate; freedom of the press; right to private property and entrepreneurship. Civil Rights as dreamed by Dr. King on August 28, 1963.

The question that arises is how countries can preserve their independence? Democracy is the only answer. How relevant is democracy for Brazil and Norway? Both countries have democracy as the most important value in their Constitutions. In Norway, the population has reached the highest level of Human Development, with all civil rights secured. In Brazil, we still have a long way to go.

While Norwegians were voting, the Brazilian population was on the streets claiming its rights, questioning bad public services and government practices—simply because democracy assures them such rights: the right to vote to introduce change and the right to protest to express disappointments. Despite the differences, our citizens, all in their own way, are exercising democracy in its plenitude: Norwegians by voting in the elections for Parliament and Brazilians by protesting to guarantee their civil rights. Beautiful "Moments of Democracy" for the good of our countries!

Paulo Rolim
Chairman, Norwegian-Brazilian
Chamber of Commerce



Our *Sponsors*



Gold



Silver



Bronze



No, democracy isn't boring!

By Magnus Robach
Swedish Ambassador



Some time ago, I wrote in this column that Brazil had become “just another boring democracy”. How wrong I was!

The public outcry during the month of June seems to have taken everybody by surprise. Its causes will be discussed for a long time to come, but these peaceful manifestations (the overwhelming majority) have generally been understood as legitimate expressions of public opinion in a vigorous democracy. At any rate, they underscored that Brazil is in the middle of a historic transition, in many ways fueled by rising expectations. This reform process will be fascinating to follow in the years ahead!

In the near term we're of course witnessing the run up to next year's presidential elections—and, in parallel to this, the intensive preparations for the World Cup. This will be a truly great event, both for lovers of soccer and for lovers of Brazil! And, at least when I write these lines, the hope of a Swedish qualification is still alive...

But regardless of that I'm happy to note that the Swedish-Brazilian bilateral agenda seems as busy as ever.

First and foremost, I want to congratulate the Swedish-Brazilian Chamber of Commerce on its 60 years of existence! This anniversary bears witness to the longstanding commitment of Swedish Industry to Brazil, but of course also to the men and women who have been maintaining and developing the Chamber over so many years. Its role in Swedish-Brazilian relations can hardly be overestimated.

The Chamber's anniversary will be accompanied by a series of significant events in the months of October and November, and I'm in particular thinking of the opening of a brand new exhibition about the Nobel Prize, the visit by a top level delegation of industrial and academic leaders under the aegis of the Swedish Academy of Engineering Sciences, the annual conference of the Swedish-Brazilian Innovation Center

(CISB), and the visit of a business delegation in the area of health/life sciences.

The bilateral innovation partnership is also carried forward through the new agreement between Vinnova and FINEP under which no less than 18 joint projects in the area of environmental technology have been identified. More broadly, a bilateral agreement on environmental cooperation is under preparation, based on an ongoing dialogue between the two countries' Environment Ministers Isabela Teixeira and Lena Ek.

I had myself an opportunity recently to visit the State of Pará and to learn about both deforestation and reforestation. I was greatly encouraged by what I saw and heard in the pioneering community of Paragominas, where sustainable forestry is being developed. This is no doubt one of the most promising areas of Brazilian-Swedish cooperation.

Academic exchanges are also intensifying, both in the framework of the *Ciência sem Fronteiras* program and under existing agreements between universities. A new road show by four Swedish Universities will take place this fall. An advanced research seminar is planned jointly by CAPES and the Swedish Research Council, with a view to identifying possible partnerships in different disciplines under the common heading “Dealing with Climate Change”.

Sweden will also hold (parliamentary) elections in the fall of 2014. As in Brazil, there is uncertainty about the economy and the growth prospects. Likewise, there is also an intense debate about how to build a truly inclusive society, in the Swedish case in particular considering our growing proportion of inhabitants of foreign origin. And as in Brazil, Sweden has also had its share of sometimes violent street protests.

We face many issues that are similar in nature. We try to tackle them democratically. And there are always surprises. Democracy isn't boring. ■

A SKF acredita no futuro dos jovens

O Gothia Cup é o maior projeto de sustentabilidade social do grupo SKF, e desde 2007 temos orgulho em ser o patrocinador oficial deste evento. Por meio dos torneios locais chamados Meet the World, o ganhador tem o direito de disputar o Gothia Cup, com todas as despesas pagas pela SKF. Nosso objetivo, como responsável pela comunidade onde estamos inseridos, é alcançar e engajar os jovens através do futebol e promover uma experiência social sem igual para aqueles que não teriam condição de fazê-lo se dependessem de recursos próprios.

O torneio Gothia Cup acontece na cidade de Gotemburgo, na Suécia, é o maior evento de futebol juvenil do mundo, reunindo mais de 1500 equipes.


Felipe Carlos, jogador do Cajamar FC, que representou o Brasil em 2013

GOTHIA CUP
The World Youth Cup
PRESENTED BY SKF

meet the
world

O Poder do Conhecimento em Engenharia
www.skf.com.br

SKF®



Crown Princess Victoria
presents award to Mojang CEO
Carl Manneh.

Swedish Chambers International

(Left to right), Mats Hultberg (Germany),
Gita Paterson (France), Tell Hermansson
(ICC Secretary General) and Jonas Lindström
(Swedcham Managing Director).



On August 28 and 29, Swedcham's Managing Director Jonas Lindström met with other International Swedish Chambers of Commerce from around the world.

Our Chamber here in Brazil is a member of Swedish Chambers International (SCI), and Jonas is also a member of its Board of Directors together with 10 other Chamber MDs or Chairmen from countries such as China, France, Germany, the UK and the US. The chairwoman is Maria Rankka, who is the Managing Director of the Stockholm Chamber of Commerce.

To be an official Swedish International Chamber of Commerce there are some criteria to fulfill and the Board has the responsibility to read all newcomers' applications. "There are some 40 Swedish Chambers in the world and today most of them are members of SCI but not all so we have the potential to grow," says Jonas. "We meet in Stockholm in August every year and these meetings are always very rewarding since they are all about sharing experiences and best practices."

The Board also met in New York earlier this year to discuss many matters of importance and some visits to Swedish banks and companies were also part of the program.

Most likely the next meeting will be held here in Brazil in the beginning of 2014.

At the annual meeting in Stockholm, SCI members also met one day with the local Swedish Chambers of Commerce, which is important since they have members that have an interest in new foreign markets and the international chambers can assist them in various ways.

There is no doubt that the Chambers of Commerce around the world have a unique knowledge and experience of their own "home markets". Most chambers are run by people who have lived in the country for many years and their knowledge is very valuable for any kind of Swedish company with an interest in that market. "I am very proud to say that the cooperation we have here in Brazil in what we call *Team Sweden* with the Embassy, Consulates and Business Sweden is looked upon as a role model in many other countries where this cooperation is not yet strongly established," Jonas said. "I think that today we have very clear roles and that helps when we work together on different projects such as seminars, visiting political or business delegations, etc."

On August 29, Crown Princess Victoria attended the presentation of the Export Hermes Award during

the World Trade Day at the Stockholm Chamber. The award is given every year to Swedish companies that have shown successful export growth. The winners of the 2013 award were Mojang (a video game developer, most known for creating the popular independent game Minecraft) and Arcam (which manufactures industrial 3D printers). The Princess handed over the awards.

Speakers this year were Trade Minister Ewa Björling, Hans Stråberg, former CEO of AB Electrolux, and Helena Helmersson, Head of Sustainability at H&M.

The day finished with a panel discussion led by ICC Secretary General Tell Hermansson and other participants were Mats Hultberg, Managing Director in Germany, Gita Paterson, Chairwoman at the Swedish Chamber in France, and Jonas Lindström representing Brazil. "It was a very relaxed and fruitful session and I got a lot of positive response afterwards, including from Crown Princess Victoria," said Jonas. ■



Hans Stråberg, former CEO of AB Electrolux.

**Acquisitions, production
relocation, market size estimate
or talent search?**

**WE HELP
BUSINESSES
GROW IN
BRAZIL AND
LATIN AMERICA.**

Business Tour 2013: A trip with many steps towards new partnerships, commitments and projects



Brazilcham CEO Elisa Sohlman and Minas Gerais State Secretary of Economic Development Dorothea Werneck. (Photo by Tatiana Magalhães)

Brazilcham's Business Tour 2013 was special in many ways. However one could not start describing how it was without first addressing some questions about the massive demonstrations which took place around Brazil just a couple of days after the tour started. We begin our talk with the Brazilian Chamber of Commerce's CEO, Elisa Sohlman, by asking her to try to describe a bit of the context in which the tour was taken.

"In my opinion the demonstrations were a sign of an increasing political maturity in Brazil. It signaled that the Brazilian masses are no longer only satisfied with the promotion of carnivals, football and short term entertainment—they are now, better than later, asking for much more than that, they are demanding the recognition of their rights as tax payers, hard workers and most importantly as citizens of a country so rich in resources. Politicians have to do more! They have to deliver good health, transport and education," said Elisa.

Further, Brazilcham's CEO talked about how the Brazilian government dealt with the demonstrations and welcomed the actions taken by President Dilma Rousseff.

"The Brazilian government also showed a certain level of democratic maturity by not making use of widespread violence, apart from some isolated cases in which small groups of demonstrators made use of vandalism, against demonstrators. For a relatively 'new democracy' in a

country of continental size such as Brazil, I think that the demonstrations were handled quite pacifically by the authorities – especially if compared to demonstrations taking place in other parts of the world at the same time. Note that President Dilma already during the first months of her mandate made many attempts to address the problems of corruption in Brazil, firing ministers accused of corruption and implementing tougher policies against unserious groups of politicians and civil servants. There is of course a lot more to be done! However she cannot do everything alone if the Congress and Senate do not assume their responsibilities as well," she stated.

The Brazilcham Business Tour 2013 was, in spite of the then ongoing nationwide demonstrations, a success in many aspects. Meetings were arranged with business and political personalities, enhancing our already large network of partners and strengthening the ties between Brazil and Sweden. Among the main highlights of such meetings was Elisa's encounter, in the state of Minas Gerais, with top representatives of the Brazilian multinational company Andrade Gutierrez, which is highly active in the sector of heavy construction. There Elisa also met the head of the state's Secretary of Economic Development, Dorothea Werneck, with whom she discussed topics such as investments in the gas industry and how state agencies can support the establishment of Swedish companies in Minas Gerais.

She also met with Márcio Utsch, the CEO of the Alparagatas Group, which is mainly established in the footwear business being a shareholder in brands such as the renowned Havaianas sandals. Moreover, she met Congressman Guilherme Mussi, member of the Mining and Energy Commission (CME), to talk about many promising projects in the Brazilian energy sector which are expected to provide business opportunities for Swedish companies in the near future. In São Paulo, Elisa met State Governor Geraldo Alckmin with whom she shared some of her visions about new strategies for increased Brazil-Sweden partnership in areas such as infrastructure, education and sustainable energy.

We would like to thank João Morais, Manager for the Nordic Countries at TAP Portugal, who personally assisted us during this tour and helped us make it possible.



Roberto Azevedo

Brazilcham welcomes Roberto Azevedo as the new head of WTO

With a leader in the World Trade Organization, will Brazil make further steps towards the opening of its own market?

Brazilian diplomat Roberto Azevedo took the helm of the WTO on September 1, replacing former Director-General Pascal Lamy. Azevedo received large support from mostly developing countries in his victorious election to the post in this organization.

With a vast experience in the fields of international relations and trade settlements, Azevedo has a complicated mission to accomplish, namely reestablish WTO's reputation as an effective organization in the settlement of trade disputes in the international arena. At the same time, Azevedo faces the challenge of countervailing rising trends of protectionism around different regional blocs which are increasing, arguably as a result of the economic instability caused mainly by the financial crisis of 2008.

Of equal importance, there is yet another challenge for Azevedo, namely of combating different trends of protectionism in his own country. Although Brazil has during the early 1990s made some successful steps towards the opening of its internal market for free trade, trade barriers in the country are still a problem faced by many companies trying to export to Brazil. The trend of trade liberalization in the early 1990s slowed down in the 2000s mainly influenced by strong economic instability, caused by the economic crisis in Mexico in 1994 and Asia in 1999. Brazil stopped some reforms that would lead to freer movement of goods, services and capital in the country. There is, in other words, still a long way to go in the process of reducing subsidies to national players and decreasing tariffs and barriers to imports into the country.

However, in opposition to the arguments made by

those who predict a more protectionist international scenario, we at Brazilcham are optimistic about further liberalization of the Brazilian market. This is so because, besides facing the necessity of increased efficiency and competitiveness of its products in the global market, the new role that Brazil is playing in the international arena does not permit the adoption of full protectionism.

Among the main reasons for that are: 1) The increasing number of Brazilian multinational corporations (MNCs such as Embraer) are likely to call for further liberalization of trade; 2) Brazilian rulers are increasingly aware that barriers on components and industrial machines are major obstacles to the modernization of Brazil's own industrial sector, which in turn slows economic growth; 3) The constantly growing appetite for Brazilian commodities is likely to turn protectionism incompatible with the country's economic expansion strategies; 4) The urgent need to modernize the country's infrastructure can only be addressed cost-effectively with the adoption of free trade policies, promoting free competition among companies, which leads to a cheaper infrastructural upgrading; 5) Most importantly, the increasing competitiveness of countries such as India and China, combined with the fragmentation of production led by globalization, is likely to push for further trade liberalization in Brazil, if the country is to fully enjoy the benefits of free trade like its ever stronger competitors.

Conclusively, keeping barriers to international trade after having employed so many resources in attempts to gain more influence in the international arena, and now with the election of Azevedo as the new director-general of WTO, would be a political failure for Brazil. Instead of a rise in protectionism, we assume that Brazil will be, in upcoming years, employing a more dynamic approach to trade policies. Brazil, according to Brazilcham CEO Elisa Sohlman, is expected to open its domestic market gradually in symmetry to the country's most competitive sectors.

"Although Azevedo will be representing not only Brazil but all other WTO member countries, I think that his election signals that a new Brazilian posture towards international trade is about to be developed. Furthermore, I believe that he is the right person for the task of running WTO, with so many complex issues to be taken care of, not only because he has a lot of experience on the field of free trade agreements but also because he is a notorious negotiator."

"We believe that the election of Azevedo as the head of WTO, being known as an organization which advocates free international trade, is a step towards a long term opening of the Brazilian market."

Activities in October and November: *Health Care and Life Science and OTC Brazil*



Young nurse with an elderly patient.



Jack-up oil drilling rig during twilight time.

After an eventful first half of the year with visits from the Minister for Trade Ewa Björling and Minister for Enterprise Annie Lööf, Business Sweden is now preparing two new promotion activities. On October 29-31, we will participate with a Swedish Pavilion at the OTC Brazil event in Rio de Janeiro. The following week, the Swedish Minister for Children and the Elderly Maria Larsson will visit Brazil with a delegation of health care and life science companies.

OTC Brazil is one of the world's foremost events for the development of offshore resources in the fields of drilling, exploration, production and environmental protection. The technical sessions offer an insight into the Brazilian oil and gas market and the latest in technical advances, challenges and opportunities for the deep and ultra deep water offshore sector. The exhibition offers companies the opportunity to showcase products and solutions to experts, industry leaders and buyers.

Business Sweden has reserved an exclusive space for a shared Swedish Pavilion in an attractive location at the exhibition on the same floor plan with Petrobras and countries such as the US, UK, and Netherlands, among others. Each participating company will gain exposure on the event webpage, in this shared space with logo and individual screen

for presentations, while having access to the joint reception and networking area with other Swedish companies. In addition, Business Sweden can provide support by pre-booking meetings.

During the first week of November, the delegation with Minister for Children and the Elderly Maria Larsson is dedicated to supporting Swedish health care and life science companies in Brazil. The preliminary program includes meetings with federal stakeholders, such as the Ministry of Health and Anvisa, hospitals, clinics and state stakeholders in São Paulo. Another important value added part of the agenda is a seminar during which Business Sweden will host thematic round table discussions.

By participating in the delegation, Swedish health care and life science companies can get support on high political and corporate levels and visibility together with the Sweden brand. As such, the delegation will benefit companies in early stages of market entry, as well as those established through strengthening the existing relationships with Brazilian stakeholders.

For more information on Business Sweden activities, OTC Brazil and the health care and life science delegation, please contact: brazil@business-sweden.se or +55 (11) 2137-4400.

TETRA PAK SEMPRE. COM VOCÊ.

Somos apaixonados pelo que fazemos.

Produzimos mais de 150 bilhões de embalagens por ano em todo o mundo, para cerca de 2.000 importantes empresas de alimentos.

Dentro de cada embalagem, você vai encontrar um alimento saudável e seguro. Com a qualidade que você espera. Do jeito que você gosta.

Esse é o nosso compromisso!
Caixinha da Tetra Pak.
A embalagem que renova.



Embalagem 100% reciclável. Saiba mais em nosso site: www.tetrapak.com.br

Sweden *in* São Paulo

By Renato Pacheco Neto
Swedish Consul General



The Swedish National Day event attracted more than 200 people to the Scandinavian Church.

Swedish National Day

Sweden's National Day was celebrated in São Paulo this year on Sunday, June 2, at the Scandinavian Church.

Since 1916, June 6 has been celebrated as Swedish Flag Day. This finally also became Sweden's National Day in 1983 and a public holiday from 2005. The date was chosen for two reasons: the election of Gustav Vasa as Sweden's king on June 6, 1523, laid the foundation of Sweden as an independent state; and on the same date in 1809, Sweden adopted a new constitution that included the establishment of civil rights and liberties.

The event in São Paulo started at 11 a.m. with a mass celebrated by Pastor Jan-Olov Risberg, after which Consul General Renato Pacheco Neto received everyone for a traditional buffet luncheon in the church's Skandinavium area for social events. Ulf Olsson, a longstanding member of the Swedish community here, entertained everyone at the piano during the delicious and much appreciated luncheon.

More than 200 people showed up for the occasion, which featured a welcome speech by Renato Pacheco Neto, who thanked guests and sponsors for their participation.

Lars Bergea takes over as Vice-Consul

During the Swedish National Day celebrations, in the presence of the Swedish Embassy's Mikael Stahl, Lars Bergea officially took over as the new Vice-Consul in São Paulo.

Bergea was appointed by King Carl XVI Gustav in recognition for his 10 years of noteworthy professional dedication to the Swedish Consulate General in São Paulo and commitment to the representation of mutual Swedish and Brazilian interests during this period.

The Swedish Consulate General would like to take this opportunity to congratulate Bergea for this major achievement.

Consul General meets with FHC

Swedish Consul General Renato Pacheco Neto had the opportunity to meet with former Brazilian President Fernando Henrique Cardoso recently, when he was awarded the Danish-Brazilian Chamber Prize 2013.

Pacheco Neto was able to personally discuss with FHC, as the former president is known in Brazil, issues such as the meaning and impact of the social movements the country is currently experiencing.

FHC recalled that with the launching of the Real Plan in 1994, the country achieved the economic stability with inflation control that was necessary for Brazil's growth up to the following decade, which coincided with the end of his administration.

The former President commented that after 10 years of economic consolidation, i.e. after the beginning of 2004, the country developed the foundations for social changes which today call for the need to review citizenship values in Brazil.

World events, the Confederations Cup, World Cup and Olympic Games, combined with the population's wish for a political reform, are bringing to the streets a widespread outcry for a new guidance in Brazilian politics. FHC concluded by recalling the importance to Brazil of learning lessons from the Nordic model.

Former President Fernando Henrique Cardoso
and Renato Pacheco Neto.





Tecnologia e inovação sem fronteiras.



O FUTURO DO BRASIL NÃO TEM LIMITES.
A TECNOLOGIA SAAB TAMBÉM NÃO.

A Saab nasceu com um objetivo: pensar hoje os desafios de amanhã. Referência em inovação, ela trabalha lado a lado com nações de todo o planeta para criar tecnologias pioneiras em segurança, comunicações, aeronáutica e defesa. A Saab já levou eficiência e inovação a milhões de pessoas ao redor do mundo. E, agora, vai fazer o mesmo no Brasil.





Marcelo Campos, Managing Director at Roxtec Brasil, with Maria Clara Asch and Ronaldo Taranto at the Navalshore trade show.

Navalshore

The Navalshore-Marintec South America trade show is held annually in Rio de Janeiro, and brings together the latest products and services for the shipbuilding industry. In addition to the exhibit, a conference program with presentations from industry leading experts is also held.

"The stands and conferences at Navalshore being so busy is a sign of the growth and potential of the segment in adding value to this national industry," says Paulo Skaf, President of the São Paulo State Federation of Industries (FIESP).

Sweden was well represented at this year's event, the 10th edition—held in August at the SulAmérica Convention Center—by companies including Concillium, Jowa, Alfa laval, Loipart, Volvo, Roxtec and Scanjet. All were very pleased with the overall results. Marcelo Campos, Managing Director of Roxtec Brasil, which supplies flexible cable and pipe seals, was initially concerned there would be a smaller turnout this year, but was pleasantly surprised they had over 600 visitors to their stand, proving that the Brazilian Naval market is strong.

According to Campos, "the fair had more exhibitors this year, and we foresee even more for 2014, which means the market is confident and there is enormous business potential. Everyone is eyeing the naval and offshore industries, with at least 148 new offshore supply vessels and 30 new production units. The billions of dollars in investment headed by Petrobras affects the entire supply chain." He went on to describe Navalshore as "the most important event for the sector, and we hope it will continue with this status for the coming years." ■

Swedish events in Rio

This year we celebrated the Swedish National Day at the Caicaras Club in Rio's Lagoa district. A typical Swedish luncheon was served to approximately 60 participants, and we were honored to have Ambassador Magnus Robach attend this year.

In late August we held a typical Swedish Crayfish Party at the Yacht Club, for approximately 45 participants. Several people brought food, drinks and decorations from Sweden, which all added to a very pleasant evening, complete with typical singing. The backdrop of Guanabara Bay and the Sugarloaf make it a perfect setting. ■

Crayfish Party





Tom Silva, Coordinator, Stefan Martinsson, director, cooks and Michelle Robach.

News from Abrigo

Abrigo Rainha Silvia, a home for young mothers and their children, held its annual meeting in April in the town of Itaborai. We were very pleased to receive a visit from the Swedish company Skanska, which is working with Petrobras to build a large refinery in the area. We warmly thank Skanska for their participation.

On behalf of the Board of Abrigo, we would also like to extend a special thanks to Michelle Robach, who made a donation of R\$20,000 to Abrigo on behalf of the Spouses of Heads of Mission in Brasilia. The funds are going towards building a new kitchen.

We were all very proud of Abrigo's director, Stefan Martinsson, who was awarded His Majesty the King's Medal for Special Merit, by King Carl XVI Gustaf at the Palace in Stockholm in June. The medal is awarded to Swedish citizens for their outstanding work in their respective fields. ■



Skanska representatives with Stefan Martinsson at Abrigo Rainha Silvia.

The group from Sweden that came to the WYD in Rio

World Youth Day

The World Youth Day (or *Jornada Mundial da Juventude*), held in Rio in late July, was attended by a group of approximately 60 Swedish youth. In their own words, "pictures from the event cannot describe the feeling of happiness we felt, and it was spread among all the participants. It is fantastic that even Sweden can be represented in such a way."

The group also stayed a week in Itaborai before the official events, being hosted by local families and parishes, which they described as "greeting us with a warmth which can only be found in Brazil."

World Youth Day 2013 was the 14th edition of this international Catholic event focused on religious faith and youth. This was the second time it took place in Latin America (the first being in Buenos Aires, Argentina, in 1987), the first time in Brazil and the first time in a Portuguese speaking country. It was also the first time with a Latin American pope, Pope Francis. The event was attended by more than 3 million people. ■



**As indústrias em todo o mundo precisam melhorar constantemente sua produtividade.
A Sandvik torna esse feito possível.**



www.sandvik.com

Av. das Nações Unidas, 21.732 – São Paulo /SP
Tel.: (11) 5696-5400

Go green

One Of Alfa Laval is focus in to help manufacturers of biofuels and green chemicals grow their businesses by optimizing their production processes. We support you through all stages, from pilot to full-scale production.

Our broad experience and wide range of products for heat transfer, separation, fluid handling and tank cleaning means we can provide solutions that match your specific conditions perfectly, maximizing production efficiency and profitability.



www.alfalaval.com.br

alfalaval.br@alfalaval.com +55 11 5188-6000

A TODAY TOMORROW WORLD

The decisions we make today will shape the sort of world we create for tomorrow. The information and communications technology we provide is transforming the way we build and live in our cities. It's helping us to save energy by reducing carbon emissions. And it's reshaping the way we transport our goods and services. It's about building a sustainable future, and that begins with every single one of us.



Interview with ABB's Rafael Paniagua



“NordicLight” recently interviewed Rafael Paniagua, who took over in June as President and CEO of ABB Brasil. With vast experience in the energy and automation market, he joined the company in 1994, having occupied various strategic positions in Spain and the United States. Paniagua has a Degree in Industrial Engineering, a Master’s Degree in Marketing and Accounting and a Post-Graduate Degree in Management. Prior to Brazil, Paniagua was Director of ABB’s Power Products Division in Spain. “My mission is to give continuity to the implementation of the company’s strategy of growing in a sustainable manner, guaranteeing ABB’s profitability in Brazil,” he says.

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

I had the opportunity to participate in meetings here when I was head of the Power Transformers Group and was managing this activity globally. The Brazilian market has good potential. There are strong incentives for investments in infrastructure as well as in industrial development. This is a very prosperous market, with excellent opportunities for new businesses.

How does this compare with your experience in Spain?

My experience here is a little bit different. In Spain and Portugal, I was responsible for the Power Products Division, whereas now I am responsible for an entire country that is the most important in South America, accounting for 65% of revenues in the region. My responsibility concentrates on the ABB Group Strategy in this country with the support of the Global Business Unit, implementing measures to satisfy our customers and guarantee good figures to our shareholders.

Did you expect to be invited to take on such a big challenge?

First of all, I think it is important to explain that I held a top position in Power Transformers with a business volume similar to that of a company president in Brazil. Actually, I think it was a combination. The company needed someone to take on this challenge and I had already indicated that I was interested in taking on a new challenge, as I had already fulfilled a cycle within my last responsibility over a period of nine years. One of the requisites was to no longer occupy a global position, as I wanted to be close to my clients and my team.

Do you think that being Latin contributed to your appointment as head of ABB Brasil?

The fact that I have global knowledge, that I am Latin, understand Portuguese, speak Spanish and know the Latin culture undoubtedly contributed to my being a candidate to this position.

Are there any major investments planned for Brazil this year and in 2014? Could you give us some details?

The investments were announced in our growth strategy started in 2011 and will be concluded in 2015. Part of the investment amount is about

USD 200 million and involves inorganic and organic investments. The new ABB location in Sorocaba is included in this amount. We have already started up the motors, drives and generators factories. In November the e-houses (electrical rooms) will start operating plus the additional end user line products – wiring accessories. The main goal is to provide local content and meet the government's requirements and supply the Oil & Gas, Mining and Energy sectors

What are your main challenges here? For example, how do you feel about the import restrictions and stronger local content demands?

One of the key markets worldwide for ABB is Latin America, particularly Brazil. We expect Brazil to continue to grow, especially in the automation and power sectors. As President, I must steer ABB to continue its growth by implementing the company's commercial strategies. Over the last three years, ABB has witnessed a 20 percent growth annually in Brazil. To continue growing at this rate, we are prioritizing productivity and profitability. Since we are

investing in local content by implementing the new unit in Sorocaba, this has given us more flexibility and allowed us to have better conditions for being a competitive player in the market.

What are your top priorities at the moment?

To transmit and encourage the personal leadership style using transparency, teamwork, and client-oriented responsibility, focusing on excellence and speed. To perform with quality, always seeking a client's total satisfaction, guaranteeing productivity and generating benefits and profitability for our customers.

You are now a member of Swedcham's Advisory Council. Are you planning to be an active participant in the Chamber's events?

Considering that ABB is a Swedish/Swiss company, we believe that Swedcham's Advisory Council can contribute to our improvement in the country and provide us with the possibility to exchange information and knowledge, and help us face new challenges. ■



Handelsbanken – one of the strongest banks in the world*

*Local expertise and a more personal level of banking
– welcome to Handelsbanken Brazil.*

How can we help your business? For more information please contact
Carl-Gustav Moberg, Chief Representative in Brazil
Tel: +55 11 97290-0657 | E-mail: camo03@handelsbanken.se

* Bloomberg, May 2013. The ranking is based on factors such as financial strength, the ability to manage risks and cost-effectiveness.

handelsbanken.com

Handelsbanken

ReadSoft offers new solutions for the Brazilian market

By Andrea Silva Nilsson

Operating in Brazil since 2001, this Swedish company undergoes steady growth

The leading company for Document Process Automation solutions, ReadSoft, has presented two new products in Brazil: the XBound and the PD platform, for SAP use. ReadSoft's subsidiary in Brazil operates with a client portfolio ranging from finance corporations to construction companies.

Undergoing a regular corporation expansion, the company acquired the German Foxray, in 2012, providing international solutions for clients in Brazil. In May 2013, ReadSoft acquired Expert Systems, another Swedish company, with solutions for clients with smaller extent of data.

Edgard Pinheiro



These two actions combined helped outline the company's effort to meet the requirements of clients in Brazil. The main goal is to broaden the product list and also provide clients with competitive pricing offers. "Brazilians respect the Swedish expertise, but often regard it as expensive. We need to get close to clients and change this way of thinking, showing them that our solutions are set to the local reality," declares Edgard Pinheiro, ReadSoft Managing Director in São Paulo.

The main ReadSoft product clusters are, first, document processing, offered both for SAP as well as Oracle operations, and secondly, the capture softwares. The PD (Process Director) platform was developed to fulfill the Brazilian market needs. It was launched in May 2013, offering companies a technology widely used abroad. Work control can be managed from a single center,

integrated to the SAP system. Similar drivers, fit to operate in the Oracle system, are under development and will also be available soon.

'Earlier in April, the company released another product in Brazil: the XBound. It is a high performance platform, within Business Process Automation (BPA), ideal to manage bulky amounts of documents and help document process outsourcing. It is widely used by leading companies in Germany, now within the reach of enterprises in Brazil.

More products are being developed and customized. New versions of ReadSoft's Documents, ReadSoft Invoices and ReadSoft PD/AP, will be released by December. Besides this, the Brazilian subsidiary plans to enhance sales channels operating across the country, increasing the 5 partners up to 12. It is also ReadSoft's ambition to expand cloud services and offer more solutions for companies that need a network for exchanging e-invoices and other digital documents.

"Regarding e-invoices management, ReadSoft offers an extra 'gear', providing clients with software that matches precisely the data within company registration and e-invoicing issue. It is a high level credibility operation," explains the Brazilian managing director.

ReadSoft's headquarters is located in Helsingborg, Sweden. The company also operates 17 subsidiaries in Europe, the Middle East, Africa, Asia and Latin America. More than 350 global partners—such as Accenture, IBM and Microsoft, among others—help ReadSoft reach customers in 70 other countries, meeting the needs of insurance corporations, public sector offices, chemical industries, wholesalers and retailers, and others. Research and development take place in Sweden. Special premises hold the laboratories that work on research for solutions, so that the softwares of Capture and ERP automation are always updated to the latest approaches in modern operations. ■



SEGURO, INTELIGENTE E INOVADOR. VIU COMO O NOVO VOLVO V40 SE PARECE COM VOCÊ?

Imagine um hatch de luxo inspirado em você. Projetado para seu estilo de vida. Elegante e incrivelmente divertido. Seguro e ao mesmo tempo provocador. Que, mais que um carro, seja uma extensão de você. Agora, deixe de imaginar.

CHEGOU O NOVO VOLVO V40. ÚNICO COMO VOCÊ.



f / VOLVOCARSBR | SAIBA MAIS SOBRE O NOVO VOLVO V40 EM VOLVOCARS.COM.BR

CINTO DE SEGURANÇA SALVA VIDAS



Atlas Copco: inovando para desempenho a longo prazo



Nós mantemos nossa responsabilidade em relação a nossos clientes, ao meio-ambiente e às pessoas ao nosso redor. Fazemos com que o desempenho de nossos produtos resista ao teste do tempo. Isto é o que chamamos de Produtividade Sustentável.

www.atlascopco.com.br

Sustainable Productivity

Atlas Copco

Who says cosmopolitan “schizophrenia” can’t be an asset in your career?

By Arthur Kipling



Katarina Ausenius and
Andras Dobroy.

This is a story about the alliance of two “schizophrenic” people – Katarina (Kat) Ausenius and Andras (Andy) Dobroy – of the highly cosmopolitan variety – who met at a luncheon meeting of Swed-cham. Their aim is to form a world-class team, become a major player in the fascinating field of executive search consulting and help client companies win “The War for Talent”.

Nota bene, we position “schizophrenia,” in this article, as an asset in the personal/professional make up of people with multi-cultural, multi-industry and multi-functional backgrounds, who can adjust to new circumstances and challenges, taking advantage of their broad-based, diverse experiences.

In this context, the seminal comment of Louis Gerstner, the former chairman and CEO of IBM (who brought “Big Blue” back from the brink) comes to mind: “Executives are like plants – they have to be re-potted from time to time to remain flourishing.” Having worked at McKinsey, Amex, RJR Nabisco and IBM, Lou meant, of course, that executives have to face a variety of environments, business situations and challenges to keep growing and remain vibrant.

Interestingly, Alfred Nobel said: **“Home is where I work, and I work everywhere”**. Kat has a strong empathy with this mindset because she is very comfortable with her choice of an international, enriching and rather “schizophrenic” personal and professional growth route. She emphasized: “As you know, many things in life benefit from stress, disorder, volatility and turmoil.”

As Nobel made major key contributions in Germany, Scotland, France, Azerbaijan and Italy, Kat’s life path has taken her to Germany, Libya, the UK, the US, Belgium, Macedonia and the United Arab Emirates. Recently, her nomad lifestyle led her to São Paulo where she has joined Dobroy & Partners International, an executive search consulting firm, founded in 1983, as Senior Partner. A logical move, since the central thread running through her professional journey has been human capital oriented. As a student of Islamic culture, and based on her

experience in Sweden as coach, helping Muslim professionals’ integration, she is about to publish a paper about Islam for USP.

Let us introduce our other “schizophrenic” player, Andy, a cosmopolitan, witty and broad based individual, just like Mr. Nobel. A Hungarian/Brazilian, whose family, fleeing from communism, found a home in Brazil, Andy has 20 years of business experience with Ford and Chrysler International, in Brazil, Venezuela, the US and France. Most recently, based in Paris, he led the marketing operations of Chrysler’s European business, involving 11 countries and sales of 500,000 cars per annum.

With the sale of Chrysler Europe to Peugeot/Citroen, he saddled over to the executive search consulting industry and, after six years service with Spencer Stuart in Brussels and São Paulo, became a consultant-entrepreneur, co-founding Dobroy & Partners International in 1983. This is how he profiles the firm and its mission:

“As you know, in the 21st century, in the knowledge-based global economy, the quality of human capital will ultimately be the only unique competitive advantage between companies. We are advisers to our clients, helping them build world-class management teams to compete successfully in the global arena. Our search activities range from recruiting senior managers, to executive and non-executive directors, CEOs and chairmen.

“We are delighted with Kat joining our team. In view of her Swedish background, Kat will be responsible for our ‘Nordic Countries Practice’, and I am certain that she will help our clients win the ‘War for Talent’.”

In the name of the readers of **NordicLight**, good luck kiddos! ■

On the move with Kat and Andy.





VEIRANO
ADVOGADOS

RIO DE JANEIRO

SÃO PAULO

PORTO ALEGRE

BRASÍLIA

A FULL-SERVICE STRUCTURE
IS JUST THE FIRST STEP.

WE GO BEYOND BY
INTEGRATING PRACTICES,
VALUES AND GOALS.

In 2013, Veirano Advogados continues to evolve. We have a new visual identity and a new office in São Paulo, the largest financial center in Latin America.

Although we have a new look, our approach with clients remains the same. We practice law with a business vision and focus on achieving our clients' goals. We are a team of specialists in integrated practice areas who listen to client challenges and transform them into results: from Brazil to the World and from the World to Brazil.

That is how we think and act, always.

veirano.com.br



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 16,500. 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 marcelo.pires@seb.se or visit sebgroupp.com

SEB



Raphael Rodrigues Pinto and Folke Asell at the Port of Pecém.



Folke Asell on the veranda of his office overlooking the city of Fortaleza, the fifth largest in Brazil.

Visit to Fortaleza

On September 12 and 13, Swedcham Managing Director Jonas Lindström paid a visit to Fortaleza, capital of the Northeastern State of Ceará, one of Brazil's main tourist destinations. But he would like to see Ceará become more than this! The purpose of the visit was to see at close hand the potential of Swedish activities in the region.

During his visit, Lindström met with Folke Asell, Swedcham's representative in Fortaleza, who also runs a company called Wind Power and works with LED lighting. Asell was President of Electrolux for Latin America and the Caribbean from 1999 to 2002 and previously CEO and Chairman of the Board of Electrolux do Brasil. He also worked for Ericsson when he arrived in Brazil.

According to Lindström, "Asell is more active than ever, besides his work activities he is also a great enthusiast of kitesurfing and tennis, among other sports." Asell, whose wife is from the State of Minas Gerais, is also a great fan of Brazil, obviously, having chosen to retire here. They considered the US and Sweden, but picked Fortaleza in particular for its warm climate, pleasantly warm ocean waters

and sandy beaches.

Lindström also visited Marcos De Castro, Swedish and Norwegian Consul in Ceará and Piauí, as well as Swedish Consul also in Maranhão, Pará and Amapá. Like Asell, De Castro emphasized that Ceará has so much more to offer than beaches and tourism. Both stressed that they would like to see joint Scandinavian events in the state.

Both Lindström and Asell visited the Port of Pecém in Ceará, a fast growing hub for exports to the US and Europe. "There is much room for further growth in both exports and imports," noted Lindström—who also met with Raphael Rodrigues Pinto, director of Grupo FGP, which is involved in foreign trade and logistics, and Annette Reeves De Castro, CEO of Esmaltec, a conglomerate belonging to the Edson Queiroz group which produces from refrigerators to gas cylinders. "I was amazed to hear just how diversified the Edson Queiroz group is, and to see Esmaltec's modern production facilities," Lindström said.

Summing up his visit, Lindström stressed that Fortaleza is certainly a great city with has a tremendous growth potential. "We are definitely looking into the possibility of doing a joint Nordic event there in the future." ■

Gas cylinders produced at Esmaltec.



Experience our solutions at work.

Trelleborg is a world leader in engineered polymer solutions that seal, damp and protect critical applications in demanding environments. Our innovative engineered solutions accelerate performance everywhere.

Explore our solutions from space to seabed. Visit our showroom
The World of Trelleborg at www.trelleborg.com

TRELLEBORG GROUP

Você sabia que a segurança da sua família depende da qualidade do Pó de Ferro?

A Höganäs é líder mundial no fornecimento de pó de ferro e aço para a indústria automobilística. Peças sinterizadas, obtidas através da Metalurgia do Pó, são utilizadas em componentes de alto desempenho tais como motores, caixas de transmissão e amortecedores com qualidade e excelência.

Saiba mais em www.hoganas.com.br
(11) 4793-7729 / 7785

Höganäs



How to create a more sustainable world backed by technology

By Carla Belitardo*

Much has been said about how technology could help make the world more sustainable, but few have taken on the task of explaining what is being done to make this a reality.



Promoting technology is a simple job. Giving a presentation on the theory behind its impact is easy, but including it in actual projects is more complicated. ICTs are changing. We could even say they play a disruptive role, which is why they face a certain opposition.

As part of the ICT industry and a frontrunner for change, Ericsson's strategy talks about the future as a Networked Society, developing communication strategies between all players, and delivering technological solutions that transform society and bring progress.

Ericsson believes that dispersion of broadband and including the community furthers social inclusion. The Networked Society in 2020 will have many connected devices: computers, refrigerators, cars, mobile phones, tablets... in other words: everything that somehow benefits from connection will be connected and will be a part of this Networked Society.

To put this into practice, sustainable development plays a key role in five top strategies: communication for all, reduced environmental impact, facilitating a low-carbon economy, doing business responsibly, and leading with values.

As we have seen in many projects brought to reality in the world, broadband use can help in fighting poverty, working toward respect for human rights, and delivering real inputs for reducing climate change and overall carbon emissions. In other words, other technological challenges have been overcome, which we know are a force for positive and lasting change.

But, what can we do?

As mentioned earlier, putting this all into practice is more complicated than you may think. On one hand, we are in active contact with sustainable development players, such as national and international agencies, development banks and NGOs, to mention just a few. On the other hand, we are working with other leading companies in different fields, seeking opportunities for partnership.

We have many projects that are being developed and implemented in Latin America and worldwide. In the region, for example, we have ongoing education projects and we have just finished deploying a successful public transportation project.

With these projects, many of which are seen as pilots, the intention is to demonstrate that by deploying ICTs in different sectors of society, the

promised results can be seen. So we want to spark a change in our society that allows ICTs to take on a natural role and become part of the different economic sectors. We hope that these pilot projects will pave the way to wider-scale deployment of ICTs, to bring significant impacts later on.

Real impact and reduced carbon

When discussing the impact of ICTs on society, what we accomplish is managing the transition toward a low-carbon economy, through greater resource efficiency. The information and telecommunications industry contributes around two percent of overall carbon dioxide emissions, but it could potentially offset a significant portion of the remaining 98 percent generated by other industries.

The SMART 2020 report calculates that by 2020 ICTs could be responsible for reducing carbon dioxide emissions by 15 percent. This represents an enormous challenge and opportunity for our sector.

ICTs have changed the way we communicate, how we work and how we live our lives, connected to the Networked Society. This is going to impact

other sectors of the economy that currently do not make good use of ICT.

The main role of these companies in the future society is to improve quality, efficiency and productivity. In practice, this is calculated as savings in consumed resources, energy use, and reduced use of raw materials. These costs rise daily, but with a good strategy and implementation of technology, the investment is justified.

Some examples of sectors that will be impacted are public transportation, the electrical grid, the construction and infrastructure industry, logistics, education, healthcare and agriculture, among others. This is what the Networked Society means: how our lives can change and the sustainable environment can be improved by deploying ICTs, which are certain to play a key role in all areas within companies. ■

* **Carla Belitardo** is Ericsson's Head of Sustainability and Corporate Responsibility for Latin America.



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

Axis

líder mundial

em vídeovigilância IP



Sua primeira escolha para qualidade, inovação e conhecimento.

- > Criadora da primeira câmera de rede do mundo
- > Líder mundial em câmeras de rede, contribuindo para a migração do analógico para o digital
- > Empresa sueca, com mais de 16 anos de experiência em vídeovigilância IP e quase três décadas de experiência em redes IP
- > Instalações em todo o mundo nos setores que vão desde varejo e transporte à educação e vigilância urbana
- > Dedicada rede de parceiros oferecendo experiência incomparável
- > Soluções com os melhores resultados, mesmo em condições mais extremas e locais remotos
- > Somente padrões abertos para uma fácil integração e escalabilidade

Com a Axis, fique um passo à frente.
Visite www.axis.com



Comunicação no mundo inteiro. A qualquer hora.

Asunción	11:00	Canberra	01:00	Mexico DF	15:00	Quito	10:00
Auckland	03:00	Cologne	17:00	Milan	17:00	Rome	17:00
Bangalore	20:30	Copenhagen	17:00	Moscow	15:00	São Paulo	GO ►
Barcelona	17:00	Frankfurt	17:00	Mumbai	20:30	Seoul	00:00
Beijing	23:00	Genova	17:00	Munich	17:00	Singapore	23:00
Berlin	17:00	Helsinki	18:00	New Delhi	20:30	Stockholm	17:00
Brasília	12:00	Hong Kong	23:00	New York	11:00	Sydney	01:00
Bratislava	17:00	Hyderabad	21:00	Oslo	17:00	Tokyo	00:00
Brisbane	01:00	London	16:00	Paris	17:00	Warsaw	17:00
Brussels	17:00	Madrid	17:00	Perth	23:00	Washington DC	11:00
Budapest	17:00	Melbourne	01:00	Prague	17:00		

"The oil & gas sector is a natural priority"

By Runa Hestmann Tierno

Since September 2012, Flávio Helmold Macieira has been the Brazilian Ambassador to Norway.

Flávio H. Macieira initiated his diplomatic career in 1977, and has held a variety of postings in the Brazilian Ministry of Foreign Affairs in Brasília over the years. Since September 2012, Macieira has been posted in Norway, as head of the Brazilian mission in Oslo. He brought his wife, a professional journalist and specialist in coffee production and handling, and his youngest daughter with him to Oslo, and assures that Oslo already feels quite like home - as it is a seaside town, just like his hometown Niterói. The Brazilian Ambassador does not agree on the description of the Norwegian capital as tiny.

"It is actually quite easy for foreign drivers to get lost in Oslo – and that has already happened to me. Lost in geography and lost in translation, because indications are written in Norwegian, and some of the town's districts are very alike. But Oslo is a beautiful town that changes lights and colors according to the seasons," he says.

The oil and gas sector is a natural priority in his work at the Embassy.

"Energy, oil and gas stand as the pillar of the relationship between Norway and Brazil. The pre-salt era will open huge and new economic perspectives for the country. Norwegian companies are in a favorable position to accompany Brazil in this historic economic boosting. Patience and investment are required at this stage, but the return is expected to overcome expectations," Macieira says.

Education and research

Another priority is the cooperation on training and education, research and development. Forest protection and aquaculture are other important



"The Brazilian internal market is vibrant and has an important potential to generate increased economic activity. Norwegian companies have a favorable perspective to further consolidate their excellent productive structure and their share of the Brazilian market," Flávio H. Macieira says.

areas of cooperation.

"The number of Brazilian students and technicians sent to Norway for learning courses and research programs may be considerably expanded."

He prefers to talk about additional growth rather than improvements in the relationship between Norway and Brazil.

"Brazil, with its pre-salt opportunities and huge market opportunities in several other areas, has become very important to Norway, and Norway – with the stepping up of its famous Brazil Strategy – has become a key partner to Brazil. The goal is to keep that dynamic and mutually beneficial relationship going on and to improve it in any possible aspect."

Grieg and Munch

The only serious challenge that Macieira has identified so far is the language, but he says both he and his wife intend to learn Norwegian, and he appreciates the English skills that most Norwegians have.

"As a key to being happy in Oslo and in Norway, we apply the old rule that says 'when in Rome, do as the Romans do', and we feel very much at ease here," Macieira says.

The Ambassador reveals that in his free time he is a chess player, and he finds it motivating to be posted in the home country of Magnus Carlsen, currently the best in the world. Macieira also appreciates literature and classical music. Grieg and Munch are other favorites. Cross-country skiing is something he is planning to try out whenever he may dispose of winter weekends with no official agenda.

"But I cannot deny that, in the field of winter sports, my most remarkable capability is to spend some leisure time relaxing in a sofa. That being said, I promise that I will try to improve my skills. This is however not a guarantee that I will succeed," he says. ■

Brazil and Norway — together to be much more

By Renata Freitas,
Norsk Hydro Brasil

Since 2000, a winning partnership between Brazil and Norway has provided both nations with a positive social and educational outcome, and changed the reality of thousands of teenagers in Barcarena in the state of Pará, Brazil.

Hydro ASA was still only a shareholder of Alunorte when the company entered into a partnership with the alumina refinery of Pará, in a project that combines education, sport and citizenship.

That's how the "*Bola pra Frente, Educação pra Gente*" program was created. Today the refinery is known as Hydro Alunorte, and the program is also relying on a partnership with the local authorities in the city of Barcarena, located about 40 kilometers from the state capital Belém.

The main objective of the program is to involve local schools into getting children and youngsters out of "at risk situations". This year, 40 schools and about 3000 students participate in the program, which encourages the development of activities focused on environmental education, both inside and outside the classroom. A final project, conducted by teachers and students of the institutions involved, will be presented at the city's Environmental Forum, which will be held in December this year. The aim of these projects is to suggest solutions to existing problems in schools and communities alike.

Norway Cup

The Alunorte Rain Forest soccer team (ARF) is the sports activity of the "*Bola pra Frente*" program. To be allowed to join the teams, the teenagers need to maintain a good academic performance besides playing good soccer.

Since 2000, the ARF is the

only team representing the state of Pará in the Norway Cup, one of the biggest soccer tournaments for children and youngsters held in Oslo every year.

The first years, only the boys' team competed in the tournament, but in 2011, ARF created its first female soccer team and gained more strength in local competitions.

In 2011, the boys' team achieved its best performance ever: it was vice-champion of the Norway Cup, losing on penalties to Karanba, another Brazilian team from Rio de Janeiro. But since the team is almost entirely renewed every year, that achievement was celebrated as if they had won the tournament.

However, the objective of bringing young people to the Norwegian capital goes well beyond sport. In Oslo they experience a parallel to their reality in Brazil.

"The partnership between Brazil and Norway is very important because each site has its particularities. This way Norway becomes a reference beyond the reality of Barcarena. This provides these teenagers with the opportunity to make a comparison," says Alberto Muller, team coach, project coordinator and employee of Hydro Alunorte.

While former team members have found work and are employed in factories throughout the region, or going on with their studies, others are pursuing careers as professional soccer players.

This is the case of Guilherme de Oliveira, who is currently playing for Tuna Luso, a professional football team in Belém, the capital of Pará. "The ARF gave me the chance to change my future, a chance to try to make my dreams come true and improve my life. Getting a contract with a professional team means a lot," Guilherme says.

New reality

'The implementation of the *Bola pra Frente* program has also changed the educational reality of the municipality of Barcarena.

In 2000, the dropout rates in the region reached 14.7 percent. Today, this rate has fallen by more than

With a strong tradition in soccer, Brazilians try to do their best in the fields during the Norway Cup. (Photo courtesy of Øyvind Breivik)



half, according to the City Department of Education. From 2009 to 2010, only 4 percent of the more than 2,500 students involved in the program dropped out.

In 2011, that rate was only 2 percent.

"The program gives these kids one more reason to come to school. They are already interested, want to take part in the activities, and create expectations. They know that their grades have to be good so they can take part in the activities. Therefore, they will not drop out or miss the classes," says teacher Maria do Socorro Sousa, headmaster of one of the participating schools.

Determination

For Hydro, taking part in a winning program like this makes all the difference.

"The Brazilian students playing in the Alunorte Rain Forest grew up in the surroundings of our alumina refinery, Hydro Alunorte, and of the Albras smelter, where Hydro produces aluminum. Throughout the school year, these youngsters show determination, hard work every day, whether at school or on the football field," says Svein Richard Brandtzaeg, CEO of Hydro.



In this year's Norway Cup, the Alunorte team was eliminated in the second phase. Still, they left the tournament with a feeling of accomplishment.

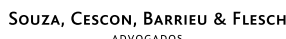
"The *Bola pra Frente* program seeks in the Barcarena youth awareness through environmental actions and sports, and it strives for improvement in school performance. The program socializes young people, so they think about what they have around them and their future. We seek a conscious youth," Alberto Muller says. ■

Svein Richard Brandtzaeg, the CEO of Hydro, highlights the importance of programs like this, which make a real difference. (Photo courtesy of Kare Foss)

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 ana.leite@nbcc.com.br.



Seminar on R&D cooperation

By Instituto SINTEF do Brasil



Juliana Pimentel and Kjetil Solbrække from Instituto SINTEF do Brasil are making the final adjustments to the comprehensive seminar program.

In November, an alliance of Norwegian research and higher education institutions is hosting a seminar on R&D cooperation between Norway and Brazil in Rio de Janeiro.

The alliance between the Norwegian University of Science and Technology (NTNU), University of Oslo (UiO), Institute for Energy Technology (IFE), SINTEF Norway, and Instituto SINTEF do Brasil was formed to coordinate and intensify R&D cooperation between the two countries, primarily within the fields of energy and petroleum.

The seminar will take place at the Sheraton Rio Hotel on November 25-26 this year, and the organizers are expecting up to 200 participants from Brazilian universities, authorities and companies, like Petrobras, BG and Sinochem. A delegation of about 50 people from the universities and research institutions in Norway will also participate, and several social events are being planned for the visitors.

Common challenges

The initiative is based on the strong interest and the complementary expertise of each of the institutions involved. The two countries share many challenges, especially within the areas of energy

and petroleum. Both governments have signaled that increased cooperation within the fields of energy and petroleum, and within higher education and research in general, is a goal.

The ambition of Instituto SINTEF do Brasil is to present the already significant cooperation between the two countries in concrete projects and thus to stimulate and intensify existing cooperation and extend it to other areas.

Environment and recovery

A series of technical sessions will take place, on subjects ranging from marine environment technology, flow assurance and deep water operations to increased oil recovery. A third seminar day with CNI is also being planned.

"We will also address the relevant framework conditions for such cooperation and whether improvement of conditions can be achieved in order to boost future cooperation and make it more efficient. As part of this discussion, we will also address whether a closer cooperation between RCN and CNPQ, Innovation Norway and FINEP and others could facilitate R&D projects across the Atlantic for the benefit of both Norway and Brazil," Juliana Pimentel of Instituto SINTEF do Brasil informs.

The seminar is organized by Instituto SINTEF do Brasil on behalf of the alliance between NTNU, UiO, IFE and SINTEF and is supported/sponsored by The Ministry of Petroleum and Energy in Norway, Innovation Norway, and the Research Council of Norway.

Representatives from these governmental bodies will also be present during the seminar in Rio, and Kjetil Solbrække, the CEO of SINTEF do Brasil, welcomes other research institutions that take an interest in joining the alliance. ■



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: Christian Christensen

Tel: +55 11 3066 2580

Fax: +55 11 3066 2582

E-mail: saopaulo@nordea.com.br



Thore E. Kristiansen has been at Statoil for 26 years with a vast experience within upstream, corporate and downstream business in the Norwegian multinational. He says he appreciates the close cooperation with Petrobras, especially in the area of subsea operations. Statoil has also put experiences from the Norwegian Grane field to use on Peregrino, and lessons learned on the operation of electrical submersible pumps, ESPs, at the Peregrino field, will be used on the Mariner and Bressay fields on the UK continental shelf. (Photo courtesy of Statoil)

Being *closer* to business

Thore E. Kristiansen, the new country president of Statoil do Brasil, foresees big developments in this country over the next few years.

By Runa Hestmann Tierno

Thore E. Kristiansen replaced Kjetil Hove on January 1 this year, and as part of an upgrade of the importance of Brazil within the company, Statoil decided to move the responsibility of all operations in South America to Rio de Janeiro. Kristiansen was appointed country president for Brazil and Senior Vice President responsible for all activities in South America.

"Brazil is the most important country in South America, where Statoil has the biggest investments, and foresees the biggest developments," Kristiansen says.

He has held 13 different positions in seven different countries during the 26 years he has been working for Statoil. He graduated in petroleum engineering and also holds a business degree from the Norwegian School of Business and Management. Last

year he spent 196 days away from home.

The NBCC met him in the brand new office locations in the former Manchete building in the Gloria district. The view from the top floor to the Guanabara Bay and Flamengo beach is alone a reason for wanting to come to work in Rio de Janeiro.

"I look very much forward to being based here. It's a beautiful city. I'm looking forward to having to travel a lot less and focus much more on the business here, and being closer to business opportunities will hopefully make it easier to move forward in the region. I see there is a lot of interesting business opportunities for Statoil in Brazil."

That being said, Kristiansen is no stranger to the

country. He has been responsible for the operations in Brazil since 2008 and witnessed all the key milestones that Statoil went through this period, such as the acquisition of the operatorship of Peregrino and then bringing Peregrino into production in 2011.

And there is certainly no reason to believe that Kristiansen has come to Rio to quieten down. One of his main ambitions is to make Rio one of the three to five international offshore clusters Statoil is planning to create by 2020. To reach that goal, significant production and an expansion of the exploration portfolio is of vital importance. Statoil do Brasil seems to be on the right track.

On July 19, a new production record was set on the Peregrino field, of 104,293 barrels of oil on one day. Currently the field is producing about 100,000 barrels per day, a milestone reached on May 9.

"Peregrino is developing very well, and what we are looking for and working on now is to further develop our asset base in Brazil. Our focus both businesswise and strategically is to maximize the production on Peregrino as safely and prudently as possible. We have also found additional reserves in the Peregrino area, and believe there is a real possibility for a Peregrino Phase 2. We are working very hard to mature this, and see how we can we turn this into a commercial product. Most likely we will connect a third wellhead platform to the current FPSO. Within the next 6-12 months Statoil is also planning to drill an exploration well called Juxia in the Peregrino area."

Appraisal campaign

Within the next year, the company is facing a well push in Brazil. Statoil has made two other very interesting discoveries offshore Brazil: The BM-C-33 in the Campos Basin, where Statoil owns a 35 percent share, and the BM-ES-32 in the Espirito Santo Basin, where Statoil owns 40 percent.

"The Pão de Açúcar discovery on BM-C-33 is a huge discovery by all comparisons. As far as we know, this is the second thickest oil column ever found in Brazil. Within the next 12 months, an appraisal campaign will take place to understand what the potential really is, but estimates show there might be more than 700,000 million barrels of oil to be recovered and 3 trillion cubic feet of natural gas, so this is huge by any standard," Kristiansen explains.

Statoil has done another interesting discovery together with Petrobras on BM-ES-32 in Espirito Santo, better known as the Indra discovery, and an

appraisal/exploration well is being drilled to determine whether there are more reserves in the same area.

Seismic

In May, Statoil won six of the eight blocks the company was after in the 11th ANP (National Petroleum Agency) licensing rounds. This obviously implies huge investments over the next years, and Statoil has committed to drilling at least 10 exploration wells on the six blocks, out of which Statoil is operator on four.

"The first step is to shoot seismic of a 4,000-square-kilometer area. Most likely we will start this work in 2014. Based on the interpretation of the images, we'll drill exploration wells. Any further investments are yet to be decided on," says Kristiansen.

New licensing rounds are coming up, first the 12th round involving onshore gas blocks, and next the so-called Libra round, involving the first pre-salt areas, with the new production share contract system in operation.

"Brazil is one of the most important countries in our international portfolio, and we will analyze all business opportunities within our business of interest. Statoil has sizable onshore operations both in the US, Canada and Algeria, and we will evaluate this, but it's too early to say. We are in the midst of analyzing technical and commercial data for the Libra round, but the final conditions haven't been defined yet."

Uncertainties

Despite the positive outlook, Kristiansen identifies several challenges for Statoil in Brazil. The new production sharing contracts (PSC) regime is one of these challenges.

"The question is how it will be handled and managed in practice. Another element to watch is how the new company Pré-sal Petróleo is going to operate. The capacity of the local industry to supply what is needed to develop the huge pre-salt fields is another uncertainty.

Brazilian bureaucracy is also causing headaches.

"There are clearly some governmental institutions in Brazil that really need to be modernized and improved in order to be as efficient as international business really would like them to be. Some institutions pose a real challenge, because they are delaying the processes. It takes a lot of time to get the necessary approvals, certificates and documents."

Kristiansen does however compliment Brazilian authorities on the way they have handled the transition from the old concessionary system to the production sharing system.

"Brazil deserves compliments for the way the country carried out this change. Brazil has been adamant about the fact that it respects existing contracts. The new regime will only apply for new contracts, and that is a very fair and admirable way of doing things, that has increased the confidence of doing business in Brazil," Kristiansen concludes. ■

Unconstitutional inclusion of the ICMS in the PIS/Cofins taxable basis

By André Hazan da Fonseca
ACT Appraisals, Consulting and Taxes

On March 20th, the Brazilian Supreme Federal Court (Supremo Tribunal Federal - STF) unanimously decided that the taxable basis of the social contributions known as PIS and Cofins on imports is unconstitutional.

For those not familiar with the Brazilian tax legislation, it might seem odd that the taxable basis of the taxes included not only the value of the imported good, but also the amount of the State Sales Tax (ICMS) and of the social contributions themselves.

Nevertheless, this is a very common tactic used by the authorities in most Brazilian taxes, to unobtrusively broaden the total tax burden. The difference in the case of PIS and Cofins is that the Constitution of Brazil (art. 149, §2nd, item III, "a") specifically determines that the taxable basis for social contribution on imports shall be the customs value of the imported asset.

In the Oil & Gas industry, many types of assets have suspended federal import taxes, including PIS and Cofins, due to the REPETRO regime. The unconstitutionality affects the assets which

cannot be covered by the special regime and those which the company opts not to include in REPETRO due to the urgency to have it in the platform.

This decision represents, on average, a reduction of around 6 percent of the import taxation on assets not

covered by REPETRO, depending on the applicable Federal Excise Tax (IPI) rate.

At a first glance, this may not seem a very significant reduction, but considering that, on average, a drilling platform requires the import of USD 1 million per month in non-REPETRO goods, the accrued amount of undue tax over the last five years may represent serious money: according to an estimate from the Procuradoria Geral da Fazenda Nacional (PGFN), the Treasury's Attorney-General Office, the impact of this decision would amount to BRL 34 billion, for the period between 2006 and 2010, not considering inflation adjustments.

This is why the PGFN is pleading to prevent the decision from having a retroactive effect. The Supreme Court has not yet ruled on the request. Should it be granted, only the taxpayers that have filed lawsuits before the *res judicata* (final judgment) will be entitled to reclaim the undue taxes paid during the last five years.

Therefore, it is crucial that the companies affected by this decision file the lawsuit before this process ends. The judicial measure for claiming the undue taxes is called "*Ação de Restituição de Indébito*", and is only applicable for undue taxes which have already been paid.

For future imports—upon which the Federal Tax Authorities are still applying the unconstitutional taxable basis—it is possible to file a preventive "Writ of Mandamus", with the option of judicially depositing the value arbitrated by the tax authority, to avoid delay penalties in case of defeat. This judicial measure enables taxpayers to obtain the suspension of the tax, allowing the imported asset to enter the country, while the taxation is still being judicially discussed. Another advantage is the mitigated consequences in an eventual loss, since no defeated party's legal fees are due in the Mandamus process. ■





The Peregrino Platform A. (Photo courtesy of Øyvind Hagen/Statoil ASA)

O&G bidding rounds and the new contract model

By Guilherme Mendes
Innovation Norway

With three oil & gas bidding rounds taking place in Brazil this year, 2013 has been an exceptionally busy year for ANP, the National Agency of Petroleum, Natural Gas and Biofuels.

In May, when the 11th round offered 289 blocks in 11 different basins under the concession system, Statoil gained the right to explore six oil fields in Espírito Santo Basin. The Norwegian company is already present in other basins, and it has also made discoveries in areas inside the ES Basin.

The 12th bidding round is expected to happen in November this year—when 240 blocks will be up for auction and part of those blocks corresponds to shale gas reservoirs, an energy source that has been the cause of long discussions concerning environmental impacts and high profitability in several countries. Its exploration was prohibited in countries such as France and Bulgaria, and in the meantime it has changed the energy matrix of the USA.

Risky

The US Energy Information Administration (EIA) estimates that Brazil is the 10th country with largest shale gas potential. The President of the Brazilian Institute of Petroleum, Gas and Biofuels (IBP),

João Carlos de Luca, stated earlier this year that the environmental risk is related to the depth of the gas, being that the reason why it is an invalid alternative for the French market. Also, the future scenario needs to be evaluated, and this energy will be necessary.

Yet another ANP round has attracted the world's attention. The Libra Field, which will be bid in October and ruled by a different type of contract system, is the primary Pre-Salt area discovered in the country. ANP itself drilled what is the largest oil field in the country in order to evaluate it. Libra Field's depth is approximately 5,000 meters.

Although Brazil has issued concession contracts since the first national oil bid, Libra will be offered under a production sharing contract. In this new system, Petrobras is the exclusive operator. The state-owned company has to participate with at least 30 percent, and other companies can dispute the remaining 70 percent.

A second and recently created state-owned company called PPSA (Brazilian Oil & Gas Administration Company) will have no participating interest in the field, but will have a 50 percent vote on decisions made by the operating committee and veto power over some decisions. Connected to the Ministry of Mining and Energy, PPSA will be responsible for managing the Pre-Salt PSCs.

Among the terms of the new contract, there is a limitation of 50 percent of gross production value in the first two years of production and 30 percent in subsequent years that need be reserved to cost recovery. In addition, the PSC is expected to have a 35-year term, a rather long contract if compared to the Australian 20-year team. The local content requirement will be 37 percent during exploration, and during production it will range between 55 and 59 percent.

Decisive moment

It is important to highlight that PSCs are neither better nor worse than concessions. It is every country's decision to implement the contract model that best suits its tax rules. Statoil shows interest for the Brazilian Pre-Salt, but still needs to evaluate the new contract model that will be implemented. One thing we are all sure of is that the Brazilian O&G market is now going through an important and decisive moment. ■

Maritime Law

By Godofredo Mendes Vianna
and Leandro Souza de Oliveira

Is the charterer entitled to deduct charter hire revenues out of disputed penalties and fines unilaterally imposed on vessel owners?

Brazilian courts' recent precedent case rules on the interpretation of Petrobras' charter contracts and benefits the offshore supply vessel sector – jurisprudence which could be invoked by other sectors as drilling units and FPSOs under similar charter structure.

Along the last decade, it could be perceived that offshore supply vessels had significant growth in Brazil driven by the demand related to oil exploration in the subsalt layer. Within this reality, Petrobras appears as the main offshore charterer.

Petrobras appears as the main client in the OSV (Offshore Supply Vessel) sector, but at the same time the oil giant also faces a growing number of complaints and disputes incepted by owners and operators.

Such disputes arise mostly due to the recent and severe increase in the application of fines, charges (downtime and off-hire) and penalties to offshore supply vessels on the basis of the interpretation of "Petrobras standard" contracts which bring quite different

conditions and terms in comparison to the international model as the SUPPLYTIME form developed by BIMCO and adopted worldwide.

Among the main complaints of the OSV segment are for example (i) the application of high fines calculated on the vessel hire due to alleged failure to meet the requests of the charterer, based on a generic provision of a "lump sum" of 5% daily hire fine on any sort of contractual breach, even on minor technical non-compliances; (ii) fines for excessive unavailability of the vessel without the appropriate and correct description of the calculation of hours; (iii) application of downtime and charges related to contaminated oil disposal, when such fuel was in fact supplied by Petrobras itself; (iv) charges for alleged overconsumption of fuel or consumption in disagreement with contract provisions.

Problems with the interpretation of standard Petrobras contracts are aggravated to the extent that they theoretically allow the latter not only to apply a penalty but also to collect such alleged fines and credits by means of deductions on the charter hire revenues.

These situations have worsened and the losses faced by owners have significantly increased over the past few years, and several offshore supply companies, which up to now had given in to avoid conflict, have felt compelled to resort to the courts, aiming to obtain protection against such undue charges and fines.

Fortunately, the Brazilian Corporate Courts in Rio de Janeiro have demonstrated to be keen on these situations and will act with their habitual strictness in case of illegalities. It is possible to infer such conclusions from recent decisions that have been reiteratively rendered in favor of offshore supply companies, which have sought the courts to put a stop to such deductions and void charges for the alleged overconsumption of fuel.

In view of the fact that such collections are not

Godofredo Mendes Vianna





Leandro Souza de Oliveira

liquid or certain, several injunctions and interlocutory relief have already been rendered by the Corporate Courts of Rio de Janeiro, preventing Petrobras from making unilateral deductions to these companies' receivables until a final decision on the merits be rendered with respect to referred collections. Such decisions were also confirmed by the Court of Appeals after hearing appeals filed by Petrobras.

Recently, a first decision on the merits has been rendered by the 17th Civil Chamber of the State of Rio de Janeiro which unanimously confirmed the first instance judgment and annulled such fuel overconsumption claims, determining as well that all amounts unduly deducted by charterers must be refunded.

We highlight the following rather enlightening excerpt of the referred decision: "amounts related to oil supply cannot be charged without an evidentiary support. 5. Having been demonstrated by plaintiff by technical means ascertained by independent experts that the consumptions arbitrated by the defendant did not correspond to the actual consumption of the vessels during the support operations to the defendant's platforms, discarding the alleged oil overconsumption object of defendant's collection, it is evidenced that the respective deductions effected by the defendant on plaintiff's receivables were undue..."

Such decision represents a rather relevant precedent for all other companies of the segment that had

About the authors:

Godofredo Mendes Vianna

Career: Mendes Vianna is senior partner in Kincaid | Mendes Vianna Advogados, a traditional Brazilian law firm established in Rio de Janeiro in 1932. He joined the firm in 1987 and became a partner in 1993.

Educational background: Law degree from the Pontifícia Universidade Católica do Rio de Janeiro - 1990.

Practice areas: Mendes Vianna has more than 20 years of experience in litigation, and his practice is mainly centered on shipping activities, including shipbuilding financing, naval mortgages, shipbuilding contracts, affreightment contracts, insurance, recovery claims, arrest of ships, particular and general average, oil pollution, salvage, labor and personal injury claims, acting on behalf of clients before the Civil, Labor and Federal Courts, Admiralty Court, Port Captaincy and ANTAQ (Federal Agency for Waterways Transportation).

Leandro Souza de Oliveira

Career: Kincaid | Mendes Vianna Advogados lawyer since 2003 with experience of more than 10 years in consulting and litigation in the civil and commercial areas, predominantly in the maritime and foreign trade areas, providing services to companies in the importation, exportation, maritime transports and port operations areas.

Educational background: Post-graduation degree in International Law from Universidade Candido Mendes (AVM/UCAM) - 2011.

already brought their lawsuits or that intended to do so as to be reimbursed from such collections, and also serves as example not only for that particular concrete case involving collection of fuel, but also for all cases in which the charterers insist on applying fines and penalties disrespecting the real purpose and interpretation of the contract. It is also a very important jurisprudence mitigating the effects of the contractual provisions inserted in the above-mentioned charter agreement, which would entitle unilateral deductions by charterer on owners' hire revenue.

Finally, it is worth remembering that under the Brazilian Civil Law regime the good faith principle shall guide the parties not only during the drafting of the contract, but also during the performance thereof, and the Rio de Janeiro State Courts in view of abuses or unlawfulness, regardless of who perpetrated them, have been demonstrating that they can serve as a safe harbor for offshore support companies and their vessels in disputes arising from charter contracts. ■



Soluções para um mundo mais seguro

O Grupo Gunnebo fornece soluções de segurança, eficientes e inovadoras para criar um mundo mais seguro, hoje e para o futuro.

Está presente em mais de 30 países ao redor do mundo. No Brasil, lidera o setor de Prevenção de Perdas para o Varejo e, desde 2012, oferece também soluções completas para Gestão de Numerário como o cofre inteligente Intelisafe®.

Consulte-nos: (11) 3732-6626 | info.br@gunnebo.com

www.gunnebo.com.br

GUNNEBO
For a safer world

One in two international companies has suffered a major financial loss as a result of communications misunderstandings

Is yours one of them?



Find out more about how cultural and communication barriers affect business by downloading the Economist Intelligence Unit's report at www.ef.com/eiu



EF Corporate Language Learning Solutions // Ave. Brigadeiro Luís Antonio, 4701, Jardim Paulista // T: +55 11 2122 9070 // Email: corporate-enquiries@ef.com

Human Capital Committee visits SKF

Giving continuity to its activities, Swedcham's Human Capital Committee held its first "in company workshop" at SKF's factory in Cajamar in the State of São Paulo on September 11.

The event, which attracted more than 20 people, focused on the theme "How to develop people management strategies, considering the expectations of both the organization and its collaborators?"

The target audience was people involved in Human Resources issues and Swedcham's Young Professionals, who were welcomed at the factory by Antonio Carlos Boueri, Director of Human Resources and Sustainability at SKF. Boueri gave a presentation on how SKF works with HR related issues in a rapidly changing reality and after that all participants contributed to a very interesting discussion.

This was a very special event, aimed at combining theory and practice, fostering debates and Qs & As, and stimulating the exchange of ideas and the networking of all participants.

Following the workshop, they were shown around the factory, after which all were treated to a delicious poolside barbecue at the club the company maintains on the premises for its staff. Swedcham would like to take this opportunity to thank SKF for its warm hospitality and a very productive and pleasant day.

Carlos Boueri, Director of Human Resources and Sustainability at SKF, receives a thank you gift from Swedcham Managing Director Jonas Lindström.

(Left to right) Cristiane Romano, Rita Leme (both from Stora Enso), Sylvie Faria (Mercuri Urval), and Waldir Lucio (Atlas Copco) at the SKF barbecue.



New Members

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

CORPORATE:

• Euro-Center

Euro-center is a local representative for a great number of European insurance companies. We were established in Brazil in 1992 and cover Latin America, the Caribbean and Mexico.

• BAMA

Business consultancy specialized in corporate governance, quality systems, risk analysis, start-ups and project management, real estate incorporations and administration of properties.

• Nordic

Nordic is Tylö's exclusive distributor in Brazil since 2006. Recognized by its style and quality, Tylö is a global leader in the sauna and steam bath sector, with more than 60 years of experience around the world.

• Tenina

Tenina is a holding company also focusing on real estate development in major and strategic Brazilian cities, especially in commercial areas. Its CEO Mårten Persson has been personally

committed to further invest in the Brazilian market.

• iZettle

iZettle lets anyone selling anything face to face use smartphones and tablets to accept credit card payments and manage their business – for a fraction of the cost of traditional systems.

• A.S. Consultoria Contábil

A.S. Contábil aims at providing a comprehensive range of complete and updated services, thus assuring efficient and creative solutions for high-quality results. The major services the office can provide are: accounting, fiscal services, human resources, consulting, company registers (government departments), financial and administrative assistance.

• Latinifs Tecnologia da Informação

IFS is a complete ERP solution supporting the management of 4 core processes: service and asset, manufacturing, projects, and supply chain. Combined with our deep industry knowledge and software for all your critical business processes such as financials and HR, we cover all your business needs.

• JB Cargo Transportes e Armazenamentos

JB offers full-service global logistics, from the collection of the goods to the delivery, anywhere on the globe, a true door-to-door service, with freight forwarding, trucking and customs clearance, in a 40-year market experience.

• Scanjet

The Scanjet group provides innovative tank management solutions for the marine and industrial sectors. We produce Tank Cleaning Systems, Level Gauging Equipment, High Level Overfill Alarms, and Vapor Emission Control Systems. The group also provides industrial, offshore and marine engineering design services.

INDIVIDUAL:

- Ernst Patrick Hallqvist
- Paulo Roberto Machado da Ponte Junior
- Caio Pacchiella Rocha
- Gabriela Zaninette Bernardino
- Leandro Henrique Monaco
- Johan Ahlund



GOOD
DESIGN,
GOOD
BUSINESS



30%
DISCOUNT
for Swedcham Members

Your company's image says a lot.

2:d can meet all your design needs,
in both print and electronic media.

Contact us and discover what we can do.

Member feedback

It is with great satisfaction that Swedcham received yet another vote of confidence from one of its members, Talent Group.

"We have been members of some really big Chambers of Commerce in São Paulo but the networking opportunities offered by Swedcham are truly unique. We have made many new business contacts at the events organized by Swedcham, which are extremely propitious for the exchange of contacts and ideas, and the results are very rewarding for those who participate," said Talent Group President Almir Cozzolino.

"The environment is ideal for the development of closer relations between members, and it is worth pointing out here that over a short period of time we have developed two new partnerships and disseminated our services to a larger number of companies."



Mega Sports Events

On September 27, Swedcham members and guests were treated to another excellent presentation, this time on "Mega Sports Events in Brazil – Social and Economic Legacies". The presentation dealt with the fact that Brazil is in the unique situation of preparing for two mega sports events, the FIFA World Cup in 2014 and the Summer Olympic Games in 2016.

The guest speaker was Sofia Sunden, a researcher and political adviser who has worked for the Foreign Affairs Council of the EU and for the Scottish Government as policy officer. She is currently in Brazil working on her research project.

HSBC presentation

Swedcham and its Finance Committee invited everyone to a presentation entitled "Brazil – No reforms, no recovery", given on September 17 by André Loes, HSBC's Chief Economist for Latin America.

In his presentation, Loes said that he no longer expected material recovery any time soon, having cut 2013 and 2014 GDP forecasts. He also commented that the political friction makes key structural reforms less likely, projecting that this will hurt consumer and business confidence; and outlined some actions and reforms that would generate optimism on future growth.

Networking luncheon

The Chamber held another one of its popular networking luncheons on September 6, in fact the first of the second half, when around 30 members and friends once again got together to chat and exchange ideas in an informal atmosphere. This luncheon took place at Italy, an excellent Italian restaurant with delicious dishes and accessible prices located on the famous Rua Oscar Freire in the Jardins area, virtually in front of Swedcham's facilities.



Maintenance Group

Swedcham's Maintenance Work Group, which consists of people responsible for maintenance at our larger corporate members (preferably with local production and warehouses), held its first meeting at Scania on April 18 and another successful meeting at SKF on August 1.

As this magazine was going to press, another meeting was scheduled to take place at Sandvik on November 7.

Other events

As this magazine was going to press, other events were scheduled to take place, including:

- **October 2:** Finance Committee Workshop with EKN (The Swedish Export Credits Guarantee Board) on "How can your company benefit from the Swedish Export Credit System?"—speakers: Marie Aglert (Head of Unit, Large Corporates, EKN) and Liliana Rizopulos (Senior Underwriter, Large Corporates, EKN).
- **October 16:** Presentation of Socio-Environmental Overview survey—speaker: Karin Thrall.
- **October 31:** Business presentation by Stefan Nilsson, head of Nespresso Brasil.
- **December 12:** Swedcham's Christmas Cocktail Party.

For more info, please check out our website or contact us!

New Pastor

We would like to welcome the new "flying pastor" to the Scandinavian Church, Lovisa Möller. She was last in Bangkok for four years, and now she will share her time between the Sollentuna congregation in Stockholm and South America.

Lovisa describe herself as "a practical, well-grounded globetrotter who thoroughly enjoys meeting people from all walks of life."

Don't hesitate to contact Lovisa directly at lovisa.moller@svenskakyrkan.se



"EKN offered a faster and simpler solution when we needed it."

Liana Mara De Marchi Cano,
Financial Manager, Scania Latin America



Is your company a Swedish subsidiary with production in Brazil? Do you export and want help with competitive financing?

EKN can offer you:

- Competitive financing
- Secured payment
- Increased credit lines with your bank

Companies in mining, construction, telecom, pulp & paper, the power industry and health care have empowered their competitiveness together with EKN, in transactions all over the world.

Call your contact at EKN or Liliana Rizopulos, Senior Underwriter: +46 8 788 00 19, liliana.rizopulos@ekn.se

www.ekn.se

CREATING
CONFIDENCE
IN YOUR EXPORTS **ekn**

>>Young Professionals

SwedenBrazil Alumni Fair

On the 13th of November, Swedcham Young Professionals will organize the "SwedenBrazil Alumni Fair" where it will invite Swedish companies to be able to introduce and market themselves towards students from a few of the bigger and more well-known Universities in São Paulo. The purpose of this recruitment fair is for the students to get to know the products and services better and to explore career opportunities within the companies. For the companies, this will be an opportunity to meet and find candidates for future employment or internship. If there is interest, there will also be an opportunity to hold a presentation for a bigger audience. We believe that the SwedenBrazil Alumni Fair is a great opportunity for Swedish companies to market themselves to young professionals in São Paulo.

youngprofessionals.com.br
contato@youngprofessionals.com.br

New contact person

We would like to welcome Veronica Romero who is our new contact person for Swedcham Young Professionals. She is studying the second year of the master program in Marketing & Media Management at Stockholm School of Economics and this semester has the opportunity to study at FGV-EAESP in São Paulo.

"I have always been interested in Latin America and that was why I chose to come to Brazil to study. I am happy to be the new contact person for Swedcham Young Professionals and I hope I can help other young professionals with practical matters regarding studying and working in Brazil," says Veronica.



Veronica Romero

"For me, Young Professionals is a great platform for students, young professionals, universities and companies to meet during both formal and informal circumstances. I look forward to continuing to develop Swedcham Young Professionals and to attracting new members to the network!"

Kick-off drink at MYK

On September 17, we kicked off yet another new exciting semester with Young Professionals. Almost 30 people got together for a Happy Hour at the trendy MYK, a Greek restaurant with a stylish ambience in São Paulo's swanky Jardins neighborhood. Tasty aperols and delicious Greek canapés were served during this most pleasant evening.



Bram Nabuurs (Mammoet) and Marco Bucheli (Schindler) during the MYK Happy Hour.

Workshop on compliance

As this magazine was going to press, a workshop entitled "What is compliance & why is it so challenging?" was being organized for October 11 at Swedcham's premises, with speaker Lovisa Curman, Regional Manager for CSR Supplier Audits in Latin America at Sandvik do Brasil. The recent focus on compliance in private business has a lot to do with enforced laws and regulations around the world, such as the OECD regulations (Anti-Bribery Convention and Good Practice Guidance), UK Bribery Act, US Foreign Corrupt Practices Act, etc.

The UK Bribery Act states: "You will not commit the offence of failing to prevent bribery if you can show that your organization had 'adequate procedures' in place to prevent bribery. What counts as adequate will depend on the bribery risks you face and the nature, size and complexity of your business".

Lovisa will talk about what these new laws and regulations mean for a company like Sandvik, as well as help the audience understand the risks of corruption through concrete examples.

Volvo Cars launches V40 in Brazil

Volvo Cars has launched its new V40 in Brazil, a Cross Country luxury hatchback that is one of the most technological and safest cars ever launched by the company. The company's launch of this new stunning crossover is in line with the gearing demand of entry level luxury cars that can even serve as extremely adventurous off-roaders. The V40 Cross Country competes with the likes of the Mercedes A-class and compact luxury SUVs such as the BMW X1 and Audi Q3.

The V40 received the top rating of five stars in the Euro NCAP collision test. The overall result is the best ever recorded by the institute. "A fantastic result. We are very proud to have one of the world's safest cars and we're taking yet another important step toward our 2020 target - that nobody should die or be seriously injured in a Volvo," says Thomas Broberg, Senior Technical Advisor Safety at Volvo Car Corporation.

"The V40 is the most complete luxury hatchback on the market and is a watershed in the brand's history. I am certain that the V40 is a product that was born a winner, it has been a success in all the markets in which it was launched," says Paulo Solti, President of Volvo Cars for Brazil and Latin America. "The V40 is a product that has all the brand's premium credentials and brings a larger amount of differentials on the market."



Atlas Copco Brasil now on Facebook

Atlas Copco Brasil is now on one of the major global social networks - Facebook.

Whoever likes the company fan page will receive first hand news and highlights on products, events and careers in four major business areas at Atlas Copco:

- Compressor Technique: business area which provides compressors and compressed air systems, vacuum pumps, as well as nitrogen and oxygen generators.
- Industrial Technique: provides electronic and pneumatic industrial tools, as well as assembly systems.
- Construction Technique: covering portable power equipment, such as portable generators and compressors, as well as portable lighting towers and equipment for concrete, demolition and paving.
- Mining and Rock Excavation Technique: solutions for mining and tunneling.

"Updates are posted on a daily basis; therefore, for people who make frequent use of Facebook, it is a practical and fast way to obtain information on solutions related to their professional interests. We have a survey which shows that Brazil is the country in which people make the most use of Facebook for professional purposes. The strategic aim of our company is to increase its online brand share, and Facebook plays a major role in this," says Alessandra Sellmer, corporate communications manager at Atlas Copco Brasil.

"In the markets in which we operate, we are one of the few companies with a Fan Page updated on a daily basis with information that interest our target audience," adds Ms. Sellmer, reminding that Facebook will also be a very important channel for the company's inside audience. Newly launched, the Brazilian Fan Page has an entirely Brazilian content and it is one of the fastest-growing among Atlas Copco units around the world. Several activities aimed at increasing interaction with its audience, such as cultural competitions, are scheduled to take place this year.

Challenges in the management of accumulated ICMS credits

By **Daniel Miotto***

One of the most relevant issues faced by Nordic companies in Brazil, that have operations in international commerce (export and import), is the management of the high credit balances of the ICMS (VAT), either in the origin control or in the effective use of these values.

The "ICMS" is the tax levied on the distribution of goods and services of intercity and interstate transport and communications (equivalent to the VAT sales tax).

With the new wording introduced by Constitutional Amendment no. 33/2001, the article 155, paragraph 2, item IX, a, of the Brazilian Federal Constitution of 1988, established that the ICMS should be levied on the importation of goods, whatever your finality.

The ICMS is a tax that each one of the 26 Brazilian Member States and the Federal District may introduce, as determined by the Brazilian Federal Constitution.

The main characteristic of the ICMS is the subject of the non-cumulative taxes principle, whereas the tax-payers may offset the amount due in each commercial transaction with the amount previously charged.

In some hypothesis, this possibility of offsetting the ICMS previously charged ends up generating credit balance. This situation happens because in some cases (for example: sales with application of reduced ICMS rate, export, tax exemption, etc.) either the operation in the next commercial transaction doesn't have collection of ICMS or the amount due is insufficient to offset the value previously charged.

The origin of these positive ICMS credit balances itself would not be a problem if their effective use was faster and had a broader application.

Unfortunately, this is not what happens. Nowadays, most companies, especially those that have international trade transactions, have a high accumulated ICMS credit which they can't properly benefit from.

Additionally, it must be emphasized that these positive ICMS credit balances aren't adjusted according to inflation, which means that the maintenance of these ICMS credits by a Nordic

investor will certainly lead to stranded costs. Quite often the Headquarters will follow up this matter very closely for the purpose of consolidating their Brazilian operation under IFRS standards.

The problem of accumulation of credits increased after the publication of the Federal Senate Resolution n°. 13/2012. According to that, a rate of 4% of the ICMS will be applied in the interstate operations with imported goods or products whose imported content is higher than 40%.

Therefore, nowadays the tendency for most of the Nordic companies operating in Brazil under these circumstances is to generate high volumes of ICMS credits and have more problems to effectively be able to offset and use these credits in their further businesses in Brazil as well.

Recognizing these problems, some Brazilian Member States changed their law also to foresee reduction of their respective ICMS tax burden on the importation of goods in order to ensure that the given ICMS values will be offset in the next commercial operation (for example: Decree no. 3.194-R/2012 – State of Espírito Santo).

Other Member States like São Paulo started conceding special taxation regimes for companies and such applications are reviewed on a case by case basis when a company submits a request to the SP State Finance Department.

Whatever method is adopted, certainly it is necessary for the Nordic companies investing in Brazil to constantly demand solutions for these problems and it is also necessary that the Brazilian Member States promote measures to avoid the generation of high positive balances of ICMS credits or at least to ensure the effective amortization of these ICMS values, under penalty of violating the constitutional non-cumulative taxes principle.

* **Daniel Miotto** is the leading tax lawyer of the Pacheco Neto, Sanden e Teisseire law firm. He specialized in Tax Law from the Catholic University of São Paulo (PUC-SP) and is also an acting member of the Brazilian Tax Law Institute (IBDT).





Southpartner

Your local partner for New Ventures in South America

ICT
Automotive and General Industry
Construction
Government and Security
Energy, Oil and Gas

New Ventures
Local Operations
Mergers & Acquisitions
Joint Ventures
Entry Strategies



tel +55 11 3887 5000
fax +55 11 3887 4470

Alameda Lorena 800 • cj 910 • Jardim Paulista
01424-001 • São Paulo • SP • Brazil
www.southpartner.com



MUITO MAIS QUE FÓSFOROS!



**Pilhas com
Energia Máxima.**



**Mais suavidade
em seu barbear.**



**Fireflex - Acendedor
a gás recarregável.**



**FIAT LUX ILUMINA
Ilumine com eficiência e
economia.**

SWEDISH MATCH

Rua Visconde de Pirajá, 250 - 5º andar - Ipanema - Rio de Janeiro - RJ
Tel.: (21) 2227-9600 - Fax: (21) 2522-1890
www.swedishmatch.com.br

Interesting times

By Carl-Gustav Moberg*

This year has so far proven to be very challenging for Brazil, economically, on many fronts with increasing inflation, stagnating economic growth and recently a rapid depreciation of the *real*. With the electoral cycle starting to kick in with the October 2014 presidential and congressional elections, the government is under pressure to successfully improve the present situation.

Strong growth among emerging markets has been a feature of the world economy for years, with large capital inflows and investments from international companies. This was even more evident during the past year's crises in the US and Europe.

However, the improved economic situation in the developed world with increasing economic activity (the US, northern Europe and even Japan) and more stable situation (southern Europe) has triggered capital outflows from emerging markets and put the spotlight

on structural weaknesses that need to be addressed.

Looking from a business climate point of view, some might say Brazil may be "structurally challenged", having hit a point where growth is slowed for structural reasons. Brazil may have been more successful than other emerging markets in diversifying its economy, but the country suffers from a high tax burden, inefficient public spending, an inadequate education system and an overly-regulated labor market.

The room for manoeuvre by policymakers to maintain the economic recovery while bringing down inflation is becoming increasingly narrow. Less favorable external conditions are part of the explanation, but domestic issues appear even more important. The Central Bank has stepped up monetary tightening to fight inflation by rapidly raising interest rates. At the same time, fiscal policies remain expansionary for the second year in a row. Policy uncertainty needs to be reduced, requiring a better coordination of fiscal and monetary policies.

As inflation runs close to the upper inflation target limit, fiscal tightening is clearly needed. But this adds to risks of derailing the recovery and does not appear likely, as the sitting government is looking to be re-elected next year. Most likely we will continue to see a split focus on growth and inflation. The likely consequences will be elevated inflation, growth below trend and increasing worries about where Brazil is heading.

Interesting is a good way to describe the Brazilian economy at this moment. From an objective standpoint, interesting is a term defining something that can be either positive or negative—depending on how you look upon the specific situation. And who cannot say that the near future for Brazil's economy is very interesting?



*Carl-Gustav Moberg (Handelsbanken) is one of the coordinators of Swedcham's Finance Committee, along with Marcelo Pires (SEB).



A Seco Tools atua no Brasil há mais de 50 anos como um fornecedor líder em soluções de usinagem para fresamento, torneamento, furação e sistemas de fixação.

A unidade brasileira está instalada em Sorocaba e atende todo o território brasileiro através de seus representantes e distribuidores. Estamos sempre à disposição para lhe ajudar a tornar sua usinagem uma tarefa mais fácil.

EXCELÊNCIA SUECA PRESENTE NO BRASIL E NO MUNDO



SECO TOOLS BRASIL
TEL: (15) 2101.8600
E-MAIL: SECO.MARKETING.BR@SECOTOOLS.COM
WWW.SECOTOOLS.COM/BR

SECO

Creating the future

A Semcon é uma empresa global que atua nas áreas de serviços de engenharia e informação do produto. O grupo tem cerca de 3000 colaboradores, sendo 200 deles no Brasil, com grande experiência em diferentes indústrias. Desenvolvemos tecnologias, produtos, plantas e soluções de informação ao longo de toda cadeia de desenvolvimento e também fornecemos muitos serviços, incluindo controle de qualidade, treinamento e desenvolvimento de metodologia. O grupo tem atividades em mais de 45 locais na Suécia, Alemanha, Reino Unido, Brasil, Hungria, Índia, China, Espanha e Rússia.

semcon

Lessons from Rummikub

*By Giselle Welter**

I seek a metaphor to describe the moment of transience which we are currently experiencing, where nothing stands still and nothing remains in place. Managing an agenda has become a challenge in view of having to cancel or reschedule meetings or activities at the last minute due to unforeseen circumstances, or new and urgent commitments that are always unpostponable. It is not enough that the political and economic scenario requires greater attention and capacity to analyze what is to come. One's personal life is also out of control, especially when the personal and professional realms overlap due to the possibility of working at a distance and in virtual environments.

We know that life is an imbalance and that imbalance is the condition for movement. Only by losing our balance do we manage to walk, for each step requires that we abandon the support of one leg in order to stand on the one that has moved. Therefore, to remain balanced means staying in the same place, without moving forward.

Could it be possible to develop our skills to deal with unpredictability in a playful while at the same time efficient manner? Some pretty old table games require that we exercise the ability to reposition ourselves, review strategies and tolerate frustration

upon facing the fact that the planning of that perfect move suddenly will be of no use, as the situation of the game has totally changed and the opportunity of winning, which existed only a few minutes ago, has simply vanished.

I remembered Rummikub, a game which was invented by Ephraim Hertzano in the 1930s and combines elements of rummy, dominoes, mahjong and chess. It is a game for two to four people that requires logical and strategic reasoning,

stimulates an ample vision of situations and allows for an intense interaction of all those involved. The game consists in making sequential combinations, or combinations of equal numbers and different colors. The objective is to get rid of all the pieces as quickly as possible, fitting them into the games available on the table, dividing them or forming new ones with parts of them.

Success in this game consists in being flexible to rearrange the pieces, identifying opportunities to adjust them creating new contexts, daring to stir the existing situation by trying to make it more suitable to one's objective and, when there is nothing left to be done, buy new pieces.

This same skill is required from new professionals, in order to guarantee their employability. The same can be said of entrepreneurs, required to review their strategies, analyze scenarios, be aware of trends and correct their course of action. Success, or even survival in business, has started to depend on at what speed the situation is assessed and on the decision-making process. Like the game, a badly placed piece or an ignored opportunity can make one lose.

This scenario is similar to the situation existing on the job market: the individual has a range of resources and has to identify the best opportunities to use them. That is why it is often necessary to promote changes and pave the way for new challenges. When individuals believe they are holding the "right cards" to meet market needs, they often realize that they should review their strategies and the manner in which they are positioning themselves. That which seemed to be true can quickly stop being so. Pieces on the job market are in constant movement and there are many players moving these pieces.

In our lives, we are experiencing something like a quick game of Rummikub, for which we don't have the adequate cards and in which we have to face highly competitive and very skillful adversaries. The dynamics of this game are highly unpredictable. In the hopes of turning the game in our favor, it is up to us to accurately assess the potential of our cards and identify, or even create, opportunities. As not everything depends on luck, we must use all the resources available, whether internal or external, in order to achieve our objectives.

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



One must innovate in order to grow

*By Felipe Christiansen**

The word innovation comes from the Latin term *innovatio*, and refers to an idea, method or object that is created and has little to do with previous standards.

This concept is becoming increasingly more important in the corporate workplace. Through innovation, organizations are able to generate wealth, maintaining their competitiveness on the market in which they operate—whether they are product manufacturers or service providers.

Nevertheless, the major challenge of a modern company is: how to keep on innovating? That is why it is often said that creativity is considered more important than merely having academic knowledge.

According to Christopher Freeman, “innovation is a process that includes technical activities of conception, development and management, which results in new products, using less resources and providing greater efficiency”.

However, many companies base themselves on their own competitors as a reference to create new methods of innovation. The result is that ideas tend to be very similar within the same market. In this context, professionals who are able to have a more ample vision, extracting concepts even from other products and markets, often manage to increase the level of innovation and competitiveness of their product and, finally, generate wealth for their corporation.

Thus, the challenge of a new leader is to create an environment conducive to innovation, not only for his/her own team, but for all collaborators, clients, suppliers and partners of the organization. Innovation requires the stimulus of each team member, no matter what their position, so that everyone can exchange ideas in an open manner, share knowledge, concepts and experiences. It is in this kind of atmosphere that the most interesting ideas emerge and that new leaders are identified.

Innovation is therefore creating a new business culture, a new philosophy and way of thinking within companies. What previously had no value today may be revolutionary, or vice-versa. Often to innovate means to invest in that which apparently doesn't make sense, to look where nobody else is looking



and to think in a different way, “out of the box”.

It is also worth pointing out here that the concept of innovation is not only limited to major corporations, but also to small and medium-sized companies. It is often these which, for having greater mobility and flexibility, are not bound by old concepts and procedures, and for this reason generate an environment more favorable to new ideas.

Research and development are also an essential factor in this process. Investing in these areas has become increasingly important for companies that wish to remain competitive. Logically, not all ideas are put to good use, but one must generate a larger quantity of them in order to extract those which can truly create value for the organization. That is why this investment is so important.

Finally, one must stress here that the major challenge for a new leader is to create a new organizational method, capable of generating constant innovation, and make it become not only simply another project within the company but rather an activity that is practiced on a daily basis among all members of the team. A new leader must also know how to define his investment budgets for research and development, without which innovation is unfeasible, but without compromising the corporation's financial health. However, one thing is certain: one must innovate in order to grow!

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



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, Managing Director,
Laura Reid, Magazine Editor,
Jacob Stjernfalt, CFO at EF Languages,
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
Managing Director: Jonas Lindström

Norwegian-Brazilian Chamber of Commerce

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

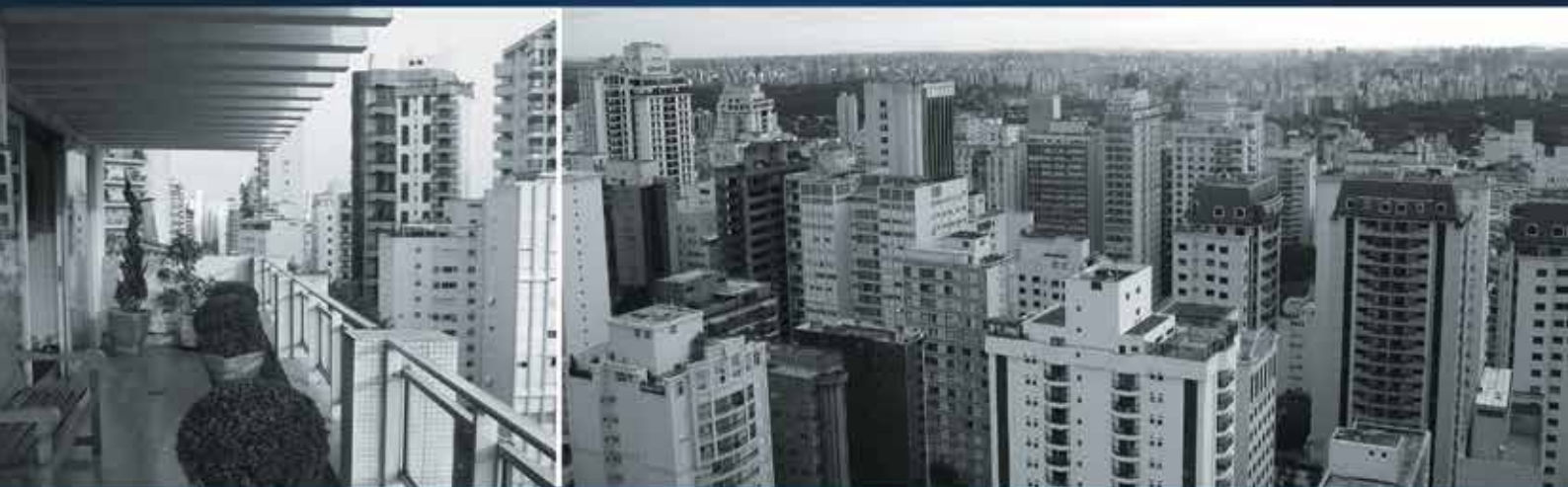
Elanders
Avenida Ferraz Alvim, 832 – Serraria
CEP 09980-025 Diadema – SP
Phone: +55 11 3195 3400

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.

PACHECO NETO SANDEN TEISSEIRE

Advogados



Al. Franca 1050 — 3ª e 11ª andar — 01422-001 — São Paulo-SP

Fone: +55 11 5897-4400 / +55 11 3063-6177

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 SAMTIDIGT SOM VI STRÄVAR EFTER ATT VARA
STÄNDIGT TILLGÄNGLIGA OCH HA EN NÄRA RELATION TILL VÅRA KLIENTER.

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

- Utländska investeringar
- Handelsrätt, kontrakt, kapitalmarknad, fusioner och förvärv
- Skatterätt
- Civilrätt
- Miljö rätt
- Arbetsrätt
- Förvaltningsrätt (anbud, reglering, projekt för infrastruktur, privatiseringar, gruvdrift...)
- Antitrust och internationell handelsrätt
- Ideell rätt
- Idrottsrätt
- Ekonomisk brottslighet

Vi är medlemmar av ALLIURIS International vilket är ett
internationellt nätverk bestående av flera advokatbyråer med
affärsjuridisk inriktning och närvaro i ett flertal länder.

I Sverige arbetar vi tillsammans med Svalner Skatt och
Transaktion (www.sva|ner.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 de Trabalho
- Direito Administrativo (licitações, agências reguladoras, projetos de infra-estrutura, privatizações, mineração...)
- Direito Antitruste e do Comércio Internacional
- Direito da Propriedade Intelectual
- Direito Esportivo
- Direito Penal Econômico

Integramos a ALLIURIS International associação de escritórios
de advocacia empresarial, presente em vários países.

Na Suécia, trabalhamos com o escritório Svalner Skatt och
Transaktion (www.sva|ner.se).



Member of ALLIURIS Group: Austria, Belgium, Bulgaria, Denmark, Dubai,
France, Germany, India, Italy, Luxembourg, The Netherlands, Poland,
Portugal, Slovakia, Spain, Switzerland, Turkey, United Kingdom

VOLVO. SEGURANÇA EM MOVIMENTO



Velocidade e álcool: combinação fatal. GNVC



MONITORAMENTO DE
FAIXAS DE ROLAGEM
ABS
PILOTO AUTOMÁTICO
INTELIGENTE
BAFÔMETRO



Volvo. Líder absoluta em segurança.

www.volvo.com.br

VOLVO