

NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION



SKF celebrates 100 years in Brazil

SKF's Stephane Le Mounier and Claudinei Reche during the anniversary celebration and inauguration of the Kaydon factory.





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NordicLight

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Cover photo courtesy of SKF



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SKF celebrates 100 years in Brazil and inaugurates Kaydon factory

On September 10, SKF held a major event to celebrate its 100th anniversary in Brazil and inaugurate the new factory of the Kaydon Corporation at Cajamar in São Paulo State. The plant, which required a US\$ 22 million investment, will generate up to 150 direct jobs.



(Left to right) Patrick O'Brien, Stephane Le Mounier, Jean-Claude Robert, Sergio Costa, and Claudinei Reche.



Swedcham's Jonas Lindström and Stephane Le Mounier.

The opening took place nearly two years after SKF, the world's largest bearing manufacturer, completed the acquisition of Kaydon, based in the United States, and one year after the announcement of the construction of the plant in Brazil.

The investment is part of SKF's strategy to expand its portfolio of solutions to different industrial segments.

On October 13, 2014, SKF had announced that it would invest around SEK 220 million (approximately US\$ 22 million) in the new Kaydon plant near SKF's headquarters in Brazil. The unit, which covers an area of 6,600 square meters, will employ up to 150 people and produce Kaydon's slewing ring bearings for wind turbine manufacturers.

According to SKF's global CEO, Alrik Danielson, Kaydon's leading position in the renewable energy market in North America, along with SKF's global presence and the investment in Brazil, create one

of the most comprehensive portfolios and services available today.

Danielson also stressed the fact that the inauguration coincided with SKF's 100th anniversary celebrations in Brazil. "The inauguration of the new factory and the celebration of this significant date marks a moment in which we reaffirm our commitment to Brazil," he said.

"Brazil is an important market for SKF and we have been present here for 100 years. During the 'commodities supercycle', manufacturing in Brazil has been losing competitiveness due to a very strong currency and lack of economic reforms. Going forward, we believe that this will change and that now is a good time to expand our presence in the country."

Danielson took over as President and CEO of SKF on January 1 this year, succeeding Tom Johnstone, who retired after almost 38 years with the company. Danielson joined SKF in 1987 as a financial control-



Claudinei Reche addresses guests at the Kaydon inauguration ceremony.



(Left to right), Jean-Claude Robert, Mike Stofferahn, Sergio Costa, Claudinei Reche, Elbia Silva Gannoum, Patrick O'Brien and Stephane Le Mounier

ler in Gothenburg. Before leaving SKF in 2005, he held a number of managerial positions in Sweden, Venezuela, Spain, Portugal, the Czech Republic and Brazil. Between 1996 and 1999 he was President of SKF's Industrial Division in Spain and Portugal. Thereafter he was appointed President of SKF do Brasil between 1999 and 2003, and from 2003 to 2005 he was President of the SKF Group's Industrial Division and member of the SKF Group's Executive Committee. From 2005 to 2014, he was President and CEO of Höganäs AB.

Grand opening

The Kaydon opening event at Cajamar was attended by Claudinei Reche, President of SKF Brazil; Stephane Le Mounier, global president of the Automotive Division at SKF; Sérgio Costa, director of Investe SP; Elbia Silva Gannoum, executive president of the Brazilian Wind Energy Association (ABEEólica); Patrick O'Brien, vice president of Kaydon Corporation do Brasil; Mike Stofferahn, global vice president of Sales and Marketing for Kaydon; Jean Claude Robert, general manager of Renewable Energies for Latin America at GE; and Swedcham Managing Director Jonas Lindström.

Investe SP

The Kaydon project received the support of Investe São Paulo, the investment promotion agency associated with the State Department of Economic Development, Science, Technology and Innovation. "The renewable energy market is important to accelerate the economy with jobs of quality and

sustainable development. We assist this sector with priority at the agency," said Juan Quirós, president of Investe SP. SKF relied on the assistance provided free of charge primarily for tax issues.

"The construction of this plant, which relied on the direct involvement of Investe SP, shows how the wind industry supply chain is moving towards its consolidation in São Paulo," said the agency's director Costa at the ceremony.

"We see that the demand for wind energy is autonomous in Brazil, that is, regardless of the macroeconomic conditions. It is a clean and renewable resource that faces low competition in terms of production in Brazil. The sector is growing every year and on a very concrete basis. Therefore, we have the conditions to believe in the future of this industry in the short, medium and long term," said the president of ABEEólica during the event.

Wind energy

The global challenges in key industrial areas such as the oil and automotive segment have created a propitious scenario for the opening of the new plant. According to the Ministry of Mines and Energy (MME), the share of wind energy in the Brazilian matrix should continue growing steadily. The installed wind capacity in Brazil may reach 7904 MW by the end of 2015, an increase of 62% compared to the previous year.

This scenario will generate greater demand for parts and equipment to keep up with the sector's expansion. GE alone announced recently a 70% increase in the production capacity for wind turbines,



Kaydon factory production line.

an operation for which SKF will be the main supplier of bearings.

“This is an excellent example of how we are expanding our portfolio on a global scale, now offering to the clients of renewable energy a wider range of products that help deliver an enhanced environmental performance,” said the president of SKF Brazil, Claudinei Reche.

About Kaydon

Kaydon Corporation is a diversified industrial manufacturer with three distinct business areas:

friction control products (bearings), velocity control products and specialty products, including environmental services. Kaydon has a global footprint with 62% of its sales generated in North America, 24% in Europe, 12% in Asia Pacific and 2% in the rest of the world, focused on various industrial segments, such as aerospace, semiconductors and wind energy. Valued at more than US\$ 1.2 billion, it currently has more than 2000 employees around the globe.

About SKF

The Swedish group SKF is a world leader in rolling bearings, sealing, lubrication systems, mechatronics and services in the area of reliability in industrial maintenance. Owner of a US\$ 10 billion turnover in 2013, the group is present in more than 100 countries, with more than 120 industrial facilities.

The company arrived in Brazil in 1915, eight years after its foundation in Sweden. In the country, the company is a market leader in the sectors in which it operates. The Brazilian unit production is concentrated in the industrial facilities of Cajamar, located next to the Anhanguera highway, 30 km from the São Paulo state capital, where bearings for light vehicles are produced. ■

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If you are someone who follows Brazilian media you are most likely very tired of reading articles and headlines with the word *crisis*. In this editorial, I will avoid that focus, mainly because however desperate things seem there are always opportunities and maybe Brazil will now gain the necessary courage to do things differently.

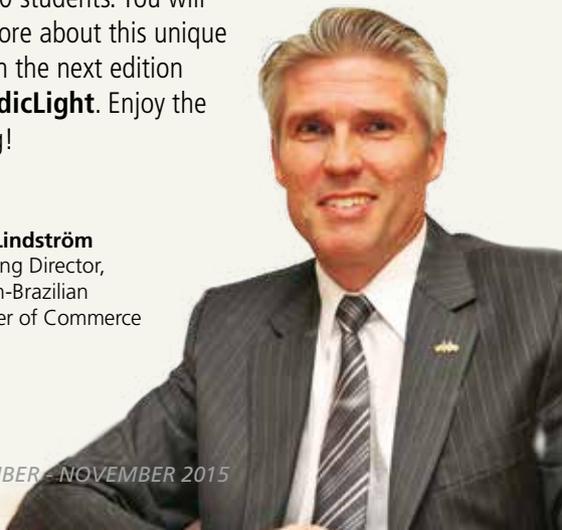
During the last week of August, I was in Sweden to participate in the World Trade Day and the annual meeting of Swedish Chambers International, and the same week it was announced that Brazilian and Swedish officials had signed the financial contract for the procurement of Gripen NG fighters by the Brazilian Air Force.

After having come back to Brazil, we received more good news such as the investments made by SCA, Systemair and the VBG Group on the Brazilian market. On top of all that, SKF celebrated 100 years in Brazil with a grand event in Cajamar where they also inaugurated a new factory which will produce Kaydon slewing ring bearings for wind turbines.

Swedcham was involved in the World Skills event that took place at Anhembi on August 11-15. It was encouraging to see so many skilled young people under the same roof and it was also great news that Brazil was the nation that won the most medals. Our survey on the Swedish Business Climate (available on our website) shows that it is hard to find qualified people, but this event is a sign that Brazil is on the right track when it comes to training young talents and the Senai investments are a good example.

On the theme talents, I am happy to announce that, as this magazine was going to press, Swedcham was busy organizing its Career Fair that has grown considerably and this year will be held at a hotel on Av. Paulista. We expect some 10 Swedish universities, 15 companies and 200 students. You will read more about this unique event in the next edition of **NordicLight**. Enjoy the reading!

Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



The recession in Brazil is the main topic these days. The newspaper "O Globo" lying on my desk informs that the GDP from April to June 2015 fell by 1.9 percent. The economists foresee that 2016 will remain the same, and since 1930 we have not seen two consecutive years of reduction in the GDP.

Under this dark scenario, what is the role of NBCC? This was the question I asked myself when elected last March, and the answer I found was in one quote of Winston Churchill: "A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty."

The first opportunity I found was to strengthen our efforts in Team Norway. In addition to NBCC, this fantastic team includes Innovation Norway, the Norwegian Consulate, ABRAN and INTSOK. It is a privilege to work so closely with them. We organized the Brazilian Delegation of 60 people at the Nor-Shipping exhibition last June, and it was a success! I should also mention the great support from the Brazilian Embassy and our sister chamber of commerce in Oslo (BNCC).

Another opportunity we see these days has been to attract more members to participate in our four working committees: Legal, HR, Finance and Regulatory. Hot topics have been identified and we have had a great response at the meetings—all consequence of the outstanding work and dedication of our coordinators who are devoting their time and energy to NBCC. Education is key at this moment when efficiency and competitiveness are required. These committees' main objective is to provide knowledge and information to our members. Please participate, bring new ideas and take a look at our website.

I would also like to take this opportunity to express our gratitude to Consul General Helle Klem who just left Brazil. She really made a difference in assisting in the development of business relations between Brazil and Norway. We also welcome new Consul Sissel Hodne Steen, who is now joining us in Rio de Janeiro.

Camila Mendes Vianna Cardoso
Chairman, Norwegian-Brazilian
Chamber of Commerce



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A more ambitious policy for **CSR!**

*By Per-Arne Hjelmborn
Swedish Ambassador*

Swedish companies have a long history of active work on corporate social responsibility (CSR). In fact, Sweden is viewed as a pioneer within the field. In 2013, we topped the RobecoSAM Country Sustainability Ranking, which ranks 59 countries based on 17 environmental, social and governance indicators.

Many of today's Swedish companies—like Atlas Copco, Ericsson, Scania and SKF, all of them present here in Brazil—are at the forefront in integrating a sustainable approach to business in their global strategies and daily management and addressing issues ranging from carbon dioxide emissions and anti-corruption to gender equality and human rights.

Yet even though Sweden has made great progress, there is always room for improvement. To engage even more companies, develop the tools and create best practices, the Swedish Government has decided to develop a more ambitious policy for CSR.

As a first step, the Minister for Enterprise and

Innovation, Mikael Damberg, recently launched the Swedish Government's action plan for business and human rights, which has been drawn up in dialogue with businesses, trade unions, government agencies and civil society.

The objective of the action plan is to support Swedish businesses in transforming the United Nations Guiding Principles into concrete action. The action plan can be found at <http://www.government.se/information-material/2015/08/action-plan-for-business-and-human-rights/>

During my years in China between 2006 and 2010, I worked closely with the Swedish companies on CSR issues as head of the Economic Section of our Embassy in Beijing. It was a very rewarding experience. One of our greatest achievements was to set up a CSR Center at the Embassy to promote collaboration with Chinese, Swedish and international partners.

I would welcome a similar cooperation with Swedcham and the Swedish companies in Brazil on these issues. Brazil is going through difficult times and CSR issues are high on the agenda, I therefore believe that there is a great opportunity for Sweden and Swedish companies to engage in a constructive dialogue with our Brazilian partners and share good examples.

For example, we all know about the harmful effects of corruption. It distorts competition, makes it more difficult to develop trade relations and deters investments. I believe that, together, we could develop this area through a fruitful dialogue between the business communities in Brazil and Sweden on such matters as how to develop integrity instruments and thereby contribute to the fight against corruption.

CSR is an important link between two cornerstones of Swedish policy: an open trade policy and a foreign policy that strongly emphasize sustainable global development and human rights. I am proud that our enterprises have taken the lead on CSR and look forward to working together with you here in Brazil on this issue of strategic importance. ■



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Delegation of Swedish Parliament's Committee on Defence visits Brazil



The Delegation of the Committee on Defence of the Swedish Parliament on the hangar ship NAe São Paulo (A12) docked in Rio de Janeiro.

The Delegation of the Committee on Defence of the Swedish Parliament visited Brazil (São Paulo, Brasília and Rio de Janeiro) from August 30 to September 5 this year. The objective of the visit was to gain deeper understanding of Brazil's defence and national security policy, including future priorities and industry strategies. The visit also aimed at the exchange of experiences of common interests, e.g. possible cooperation including development of military capability, protection of critical infrastructure and crisis management.

The delegation—led by Åsa Lindestam, Vice Chairman of the Committee—met with representatives of Brazil's Ministry of Defence and the three branches of the Armed Forces. The program included visits to aircraft manufacturer Embraer and DCTA (Aerospace Science and Technology Department) in São José dos Campos, and to COMDABRA (the Brazilian Aerospace Defense Command) and CINDACTA 1 (the Integrated Air Defense and Air Traffic Control Center) in Brasília.

The Committee also met with the Commander of the Brazilian Joint Center for Peacekeeping Operations (CCOPAB) in order to have a better idea of how Brazilian defence collaborates in international missions, and visited the Rio de Janeiro City Hall's Operations Center to see first-hand the security and crisis management preparations for the 2016 Olympic Games.

On August 31, Swedcham and Swedish Ambassador Per-Arne Hjelmborn invited members to an exclusive meeting with the Committee on Defence Delegation at the Chamber's premises in São Paulo. The meeting included a presentation on Sweden's new defence policy by the Vice Chairman of the



Åsa Lindestam, Head of the Delegation and Vice Chairman of the Committee on Defence, Ambassador Per-Arne Hjelmborn and Brazilian Army Chief of Staff General Sérgio Westphalen Etcheгойen.

Committee, Åsa Lindestam; and a joint discussion on Swedish industry in Brazil – the impact of the Gripen contract on Swedish-Brazilian cooperation.

On the evening of September 2, Ambassador Hjelmborn and his wife Anette offered a reception for the delegation at their residence in Brasília. After the Ambassador's words of welcome, Ms. Lindestam spoke briefly about her impressions regarding the delegation's visit. Guests at the reception included Bo Torrestedt, Saab's Head of Market Area Latin America, and Brazilian Air Force Commander Nivaldo Luiz Rossato.

Brazil plays a major role in Latin America and is showing an increasing ambition on the international scene. The country is modernizing its armed forces and increasing its contribution to international crisis management and peace support operations.

In 2008, the Brazilian government launched the National Defence Strategy, where strategies for the modernization of the defence industry were identified as closely linked to social development. The Brazilian acquisition of the Gripen fighter is in line with this defence strategy and therefore strategic for the country.

In connection with the Swedish decision to acquire the Gripen E aircraft, Sweden emphasized the importance of establishing a partnership with another country. This is achieved with the Brazilian acquisition of the Gripen, and with respect to the high technological level of the Brazilian aviation



Christer Olsson, Defence Attaché at the Swedish Embassy in Brasília, and Åsa Lindestam during the visit to the hangar ship in Rio.



The Delegation enjoying Brasília with the Ambassador.

industry, a partnership between the countries in aviation has great future potential. Brazil and its defence and security policy is therefore interesting for Sweden, especially considering the strategic importance the Gripen fighter represents for the country. ■



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Interview with *Childhood Brasil's* Executive Director

NordicLight recently interviewed Rodrigo Santini, Executive Director of Childhood Brasil, the Brazilian arm of the World Childhood Foundation (WCF), which was founded by Queen Silvia of Sweden in 1999.

When did you take over as Executive Director of Childhood Brasil?

I was invited to become the Executive Director of Childhood Brasil in May of this year, when Ana Maria Drummond stepped down after serving in this position since 2001. However, she continues to play a highly important role with the organization, as strategic advisor to the Board of Directors. The Childhood Brasil Board sets the organization's strategy, and over the years its actions have had a profound effect on our activities through an ability to coordinate with the private sector and dialogue across sectors. The Directors are fundamental to our success: because of their strategic vision, they've helped us get to where we are today.

When and why did you join the WCF? What was your previous experience?

I have a history in the advertising industry. I worked for several international agencies, and later became Marketing Director for Northern Latin America for a large textile manufacturer. Working with different sectors allowed me to better understand the logic of the dialogue between the private sector and the third sector, and to understand how they could have a positive impact on a variety of causes, including childhood. I made the transition to the sector in 2012, when I joined Childhood Brasil.

Has Childhood Brasil witnessed any significant decline or increase in the number of child abuse cases in Brazil in the last 15 years? What has been your experience working for the WCF in Brazil?

What I can say, in fact, is that over this period we've seen an increase in the number of charges laid, and that's because people are increasingly more aware, which helps them to come out of the shadows and say "this happened to me". The figures from our Dial 100 hotline are very important for us to understand the sexual abuse and exploitation situation in Brazil. However, we know that many people who suffer sexual violence do not press charges or even seek help, which makes a large part of the



Photo by Marco Estrella

cause to hide invisibly in silence. At any rate, knowing that the reporting of incidents has increased is fundamental to the cause.

All of us here at Childhood Brasil are honored to work in partnership with the private sector, the government, and civil society in order to confront sexual violence against children and adolescents, and help them get out from being placed under the invisibility of taboos.

What is a typical work day for you? What are your main projects at Childhood Brasil at the moment? Any new major projects in the offing?

The model we use to carry out Childhood Brasil's mission is to work with partners from various business segments. This model works because the organization is versatile and the programs cover specific areas. A typical work day for me is where I have meetings with different groups, ranging from communications providers and major enterprises or logistics companies, to opinion-formers such as public figures and politicians.

As far as projects go, Childhood Brasil recently finalized its planning for the next five years, and we're now implementing our projects on several fronts. There's an advisory front, where we work on projects with companies that want to mitigate the risk of sexual abuse and exploitation within their own environment. This is a very challenging situation for logistics companies and large-scale

enterprises, for example. Although they increasingly understand their role in this issue, they've got to make room to confront the problem.

What has been Childhood Brasil's most successful project over the last 15 years?

I would say that the way Childhood Brasil works in the country is itself a success, because we act in an advisory capacity to companies, governments, and civil society in order to influence public policies and support campaigns for social engagement. Over the past 16 years we've achieved some wonderful results thanks to the way the organization has been structured, namely, aligning distinctly different sectors to always work towards the same objective: confronting sexual violence against children and adolescents. So it's safe to say that it's the organization's working model that defines its success.

Could you give us some specific details about Childhood's Reference Guide to Take Special Depositions from Children and Adolescents in Situations of Sexual Violence? Interviewing abused children must be an extremely delicate matter.

Let's talk about the special deposition project. In the traditional model, children and adolescents who are either victims of or witnesses to sexual crimes are interviewed about eight times during the legal proceedings. This repetition is called "revictimization", or reliving the trauma. In the interviews, victims have to tell their difficult and sensitive story not only in

the presence of their assailant, but also in front of several people they don't even know. Additionally, the courts are often incapable of dialoguing with children through their particular logic and language. We call this traditional deposition model a revictimizing process, because it makes the children suffer all over again, at such a delicate and important moment, as they tell their story. Childhood Brasil has been working to establish standards for the rights of children and adolescents, so they can be interviewed in a very different and protected setting. We've collected data on methods that have been used for taking depositions from children and adolescents in Brazil and dozens of other countries, and as a result we've put together a study called "Deposition without fear – Non-revictimized cultures and practices: a mapping of special deposition experiences of children and adolescents." The main objective of this study is to support the creation of policies that humanize the participation process of children and adolescents in court cases, so that their best interests are looked out for.

How can interested companies contribute to Childhood Brasil, and help support your efforts to protect children and adolescents?

In the past few years, Childhood Brasil has been focusing on diversifying its funding sources in order to ensure its sustainability. For example, we've established valuable partnerships with retail businesses, where we mobilize assets through the commercialization of special products and/or campaigns, and take advantage of the capillarity of these companies so that the cause is communicated to selected audiences. Another way of contributing is through crowdfunding campaigns, which are targeted to companies interested in using a social commitment to strengthen the relationship with their employees. Usually these campaigns have four pillars: they meet the expectations of the company and its employees, and add a common challenge for mobilizing the organization's projects. Additionally, employees are involved in the larger cause of child protection, and are given a clear invitation to make a donation. ■

Childhood Brasil and the 2016 Olympic Games

The Organizing Committee of the 2016 Olympic and Paralympic Games in Rio de Janeiro (Rio 2016) is tasked with organizing a sustainable event, and to achieve this it has been working on several different fronts. By dialoguing with civil society and in cooperation with Childhood Brasil, Rio 2016 has placed the subject of protecting children as a key item on its agenda. As an important participant in the process, Childhood Brasil will contribute to discussions on how to take this to the Olympics organizers—using well-structured strategies that can be monitored.

In conjunction with the ad agency Lew'Lara\TBWA,

Childhood Brasil is developing a campaign to reinforce the importance of protecting children within the context of the Olympic Games. Childhood Brasil knows that big events can increase the level of vulnerability of children, so it is creating a campaign to put the issue up front. Advertisements will be launched by the end of the year, and Childhood Brasil hopes to get the space it needs to spread the message, which will be very important for the campaign to succeed. In fact, this is also a way of contributing: providing communication space to get the message out to everyone and to raise people's awareness of the issue. ■

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Successful cooperation brings more business to Sweden



Minister of Enterprise and Innovation Mikael Damberg and Swedish Ambassador to Brazil Per-Arne Hjelm born together with the Swedish delegation are welcomed to Vale by Vagner Loyola, the company's director.

Business Sweden's purpose is to help every Swedish company to reach its full international potential. We have been working with a successful approach with regard to the sectoral activities designated by the Swedish government to promote Swedish business in Brazil. For each promotional project a group of Swedish companies offering solutions to the sector in question has been invited to join a reference group.

The underlying idea is to work together as Team Sweden, a collaborative concept with the objective to promote Sweden. Together we can mitigate challenges found on the market in Brazil but also identify potential business opportunities.

The reference group serves as a common communication platform with the aim to create awareness and interest for Swedish solutions. This approach encourages the companies to cooperate in joint activities to access the market. Sharing experience within the group and dealing with issues

under the Swedish official brand could have a larger impact than dealing with the issues stand alone.

Together we can influence more

Business Sweden is working with reference groups within several sectors. Below you will find more information about three of the ongoing projects. Please contact the responsible project manager in case your company has an interest in joining a reference group.

Agribusiness

Representing 22% of Brazil's GDP and almost 40% of exports, the agribusiness sector is a key industry of the Brazilian economy and an area of immense business potential.

Business Sweden will co-organize a promotional seminar together with one of the largest agricultural cooperatives in Southern Brazil. Swedish suppliers to the sector will have the opportunity to present their solutions to relevant decision-makers within the cooperative organization. The activity is planned for the end of October. For more information contact Fred Hasselquist at Business Sweden (fred.hasselquist@business-sweden.se).

Swedish Healthcare Network

Business Sweden created the Swedish Healthcare Network to support Swedish companies' penetration in the Brazilian healthcare market. Several activities have been performed since 2014, such as a round table discussion with the National Surveillance Agency, ANVISA, about the challenges regarding the registration process, and a seminar with the Ministry of Health which provided a more in-depth understanding of the modus operandi of Brazil's Unified Health System - SUS.

Upcoming activities include meeting with the Ministry of Health and members of the National Commission for Technology Incorporation, CONITEC. For more information, please contact Björn Clavey at Business Sweden (bjorn.clavey@business-sweden.se).

Swedish Mining Initiative

During the visit of the Minister of Enterprise and Innovation, Mikael Damberg, and Business Sweden's CEO Ylva Berg to Brazil in May it became clear that the Brazilian mining companies are going through a difficult time. Low efficiency in processes, high logistics and energy costs are putting obstacles to the country's competitive position in the global iron ore market. The low iron ore price makes it even more difficult for the Brazilian companies that are trying to reduce costs without affecting production - efficiency is seen as the only way to achieve success!

The initiative started with a kick-off meeting on



Seminar at FIESP during Minister Mikael Damberg's visit to Brazil

August 31 where Swedish companies with interests in the mining sector could discuss areas of common interest and identify joint activities to support their market strategy. For more information about planned activities please contact Elsa Stefenson at Business Sweden (elsa.stefenson@business-sweden.se)



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Sweden *in* São Paulo

By Renato Pacheco Neto
Swedish Consul General



In the São José dos Campos City Hall with Mayor Carlinhos Almeida, Economic Development, Science & Technology Secretary Sebastiao Cavali, and Peter Johansson and Danielle van Tongeren from the Swedish Consulate General, among others.

Committee on Defence

After a warm winter, spring is back again, and Sweden has been actively participating in many interesting events and happenings here in São Paulo. First of all, we would like to recall the recent visit from the Swedish Parliament's Committee on Defence on Aug 31 led by Åsa Lindesdam, its Vice President, together with Ambassador Per-Arne Hjelmborn, and 10 other Members of Parliament.

On that day, Swedcham hosted an excellent discussion with Saab Latin America's CEO, CISB's CEO and Sandvik's Manager, among other leading Swedish companies, who also attended the event allowing for a fruitful dialogue and experience exchange.



São José dos Campos Mayor Carlinhos Almeida and Swedish Consul General Renato Pacheco Neto.

São José dos Campos

A bit earlier, on August 21, the Consulate General Team was welcomed by São José dos Campos Mayor Carlinhos Almeida, who organized a warm reception before a special visit to the city's Technological Park with its Technical Director Elso Alberti Junior and Development, Science and Technology Secretary Sebastião Cavali, as well as Argus Ranieri from CECOMPI.

Representatives from local industry such as Ericsson, Embraer, Akaer, Visiona and academic excellence leaders like the ITA Rector, Directors from ICT-UNESP and ICT-UNIFESP, besides the Chief Cabinet Officer from INPE, were also present in a seminar at the City Hall. All participants could discuss issues in the ongoing bilateral high-tech projects also related to São José dos Campos' prestigious aerospace and defense cluster. The city offers a large range of opportunities and already established infrastructure.

Back in June, after the celebration of Sweden's

National Day at the Scandinavian Church, Consul General Renato Pacheco Neto joined an impressive workshop on Digital Transformation on the 10th, organized by Mikael Ahlström from Hyper Island at Swedcham with some of its Board Members. The speaker introduced a challenging perspective of social media and electronic access to the most modern networking resources and their social and economic impact

On June 17, Sweden's Consul General in São Paulo was received in Brussels by Miguel Ceballos Baron, Deputy Head of Cabinet of EU Trade Commissioner Cecilia Malmström, in connection with a visit from EBO-Eurochambers International. Sweden has a key position in EU trade policy and the get-together was very valuable for economic diplomacy purposes.

Later, on June 24, Renato Pacheco Neto joined the Eurocâmaras General Assembly hosted at Italcam together with EU Ambassador Ana Paula Zacarias and Chairman Miguel Setas from the Portuguese Chamber of Commerce, now leading Eurocâmaras until June next year. EU Ambassador Zacarias, who came to Brazil in 2010, left for her new position in Colombia and was a very inspiring head of mission.

On June 25, the Swedish Consulate General also received an Invest SP visit from its Manager Luis Fernando Arbex and Isabella Cervantes to follow up joint cooperation synergies and to better understand new projects recently launched by this organization to facilitate foreign investment in SP.

200th anniversary

Shortly before winter break on July 1, Pacheco Neto was also welcomed by US Consul General Dennis Hankins for the 200th anniversary celebration of US-Brazil diplomatic relations. The SP Consular Corps appreciated the very good speech by SP Government Head of International Affairs Helena Monteiro, who also addressed the importance of multilateral paradiplomacy dialogue and resulting actions.

After winter break on August 8, we joined Member of Congress Mara Gabrilli, who was awarded a Danish Chamber Humanitarian Award at the Scandi-

navian Club, also in the presence of former Consul General Jens Olesen, Consul General Eva Pedersen, and Luiz Eduardo Magalhães, CEO of Instituto Mara Gabrilli. Ms. Gabrilli has been the greatest promoter of lawmaking for handicapped citizens and is recognized worldwide for her achievements. She is looking forward to strengthening cooperation with Swedish organizations as well.

WorldSkills delegation

On August 11, the Consul General joined Ambassador Per-Arne Hjelmborn, Swedcham's Chairman Nils Grafström and MD Jonas Lindström to welcome WorldSkills Sweden's delegation in SP and later joined the opening ceremony at the Ibirapuera Gymnasium in the evening. The day after, the Consulate also participated in the seminars with Sweden's State Secretary Roger Mörtvik from the Ministry of Education and Swedish Official WorldSkills Delegation members.

On August 18, the new EU Ambassador to Brazil João Cravinho was welcomed by EU Consul Generals in SP with the presence of Pacheco Neto. The next day, the Consulate also visited the ABB Automation & Power World 2015 event with its Global CEO Ulrich Spiesshofer, BR CEO Rafael Paniagua and Member of the Board Roger Agnelli at the World Trade Center in SP. The event showed us the latest state of the art applications in industry & energy, as well as great Swedish and Swiss innovations and business potential with Brazilian partners.

On Aug 21, Pacheco Neto attended a presentation by Germany's Foreign Minister Frank-Walter Steinmeier, together with Brazil's Science and Technology Minister Aldo Rebelo during BASF's 150th anniversary celebration in SP hosted by its CEO Ralph Schweens.

Last but not least, on September 3 we joined the Eurocâmaras Board Meeting hosted by the Portuguese Chamber to prepare the November visit of EU Science and Innovation Commissioner Carlos Moedas to SP. There is a working group in charge of preparing a special position paper with regard to the ongoing matters involved in the as yet unfinished EU-Mercosur free trade negotiations.



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Paraná: Agriculture Titan

Nobody disputes Brazil's natural role as a global supplier in the agribusiness sector. Unlike other areas, the sharp devaluation of the Brazilian Real will have a positive and far-reaching impact on the country's agribusiness. Business Sweden's team has already raised the importance of Paraná in this area. In order to stimulate this discussion, Swedcham's representative in state capital Curitiba, Otavio Lucchese, visited the Paraná Development Agency, which is in charge of promoting Paraná State as a place to invest. The visit ended up in an interview with the Agency's President, Adalberto Netto, and the Agency's technical executive, Onildo Benvenho:

Swedcham/Curitiba: The cooperation between Swedish entities, either companies or other institutions, has been significant for more than three decades in Paraná. There has been an enriching relationship in the urban planning field and in the manufacturing sector. Do you think such a win-win relationship can also take place in the agribusiness sector?

Adalberto Netto: Paraná is an agriculture titan, with only 2.3% of the Brazilian territory it represents 19% of all agribusiness output. This is because the agribusiness environment that has been developed in Paraná is second to none in Brazil. Paraná is the birthplace of the Brazilian cooperative system (unions). The biggest cooperative company of South America – perhaps of the Southern Hemisphere - is in Paraná (i.e BRL 8 billion COAMO).



(From left) Onildo Benvenho, Otavio Lucchese and Adalberto Netto.

I am assured that Swedish companies planning to invest in agribusiness and associated industries will meet an interesting and pro-business environment in Paraná. For instance, before the interview I searched the Internet for agriculture equipment firms in Sweden. I found a company called Vaderstad. I believe that if companies like Vaderstad carry out market studies, they will find Paraná a promising market for their products and technologies.

Indeed, Paraná offers the best environment in Brazil. There are at least 231 cooperatives with outstanding purchasing power investing more than BRL 2 billion annually. Apart from that, Paraná has a qualified workforce for the manufacture of machinery and transport equipment, making it an attractive place to establish plants of equipment and machines for agriculture. Also, Paraná is the most multicultural state of Brazil, having significant European ascendant communities like Germans, Italians, Spanish, Polish, Swiss and French, among others, making it easier for European companies to adapt to Brazil.

Furthermore, the Government of Paraná is highly supportive when dealing with agribusiness, being able to offer attractive incentives and support to manufacturing investments in this area. I think Paraná is the best gateway to access the agribusiness market in Brazil. Paraná's agribusiness will keep on growing. Its export activities have always been very strong and will reach near US\$ 100 billion by 2020.

The Brazilian currency devaluation will promote further growth and new investments. And last but not least, there are other business areas where Paraná is willing to attract Swedish investment. Just to give you an example, the aerospace and defense industry park of Maringá, in the northeast of Paraná, is an attractive opportunity for companies dealing with aerospace and military defense projects.

Swedcham/Curitiba: How big is agribusiness in Paraná? And how important is it in comparison with other sectors in the State?

Onildo Benvenho: I don't know the figures by heart, but agribusiness is very important to Paraná, in spite of representing perhaps 10% of the State's GDP. Indeed, agriculture fosters several other sectors and actually brings a high number of downstream business opportunities. The immense production of commodities makes Paraná a good place for the food industry, either with semi-elaborated or finished (ready to eat) food.

Paraná ranks #1 in the production of beans, wheat and poultry, #2 in soybean, and #3 in dairy products and swine. Corn and coffee are also important. Paraná has an excess of milk production and, hence, the dairy industry could develop a wide range of new products. Any company that could add technology for new food products or industrial processes shall have great opportunities here. Paraná has also the best power grid in Brazil, plenty of stable electricity.

Swedcham/Curitiba: What are the main challenges of agribusiness in Paraná?

Onildo Benvenho: Given the fact that Paraná produces several kinds of commodities on a very large scale, the biggest challenge is how to locally add value to the production chain, taking advantage of its massive production and availability of commodities, as per the example of the dairy industry, which could increase significantly. Needless to say, this condition also opens up opportunities in the education and technology development areas. Infrastructure is another challenge. Currently, Paraná has one of the best infrastructures in Brazil and its long-term plan is to expand and improve its logistics infrastructure. As long as we cope with it – most likely counting on private resources as well – the cost of local production will lower and consequently the competitiveness of Paraná's companies will rise accordingly.

Swedcham/Curitiba: how could the Paraná Development Agency help companies interested in entering the agribusiness sector in the State?

Onildo Benvenho: The Agency is able to provide full support for Swedish companies targeting Brazil, from preliminary market studies to access to government incentives and facilitation including land, incorporation, etc. Bear in mind that this applies not only to agribusiness, but to any other area, including automotive, digital economy and health, among others.

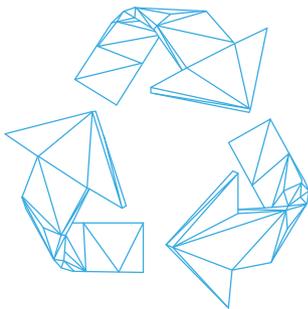
Otávio Lucchese – Swedcham/Curitiba

About APD (Invest in Parana): <http://www.paranadesenvolvimento.org.br>

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Launching of the Parliamentary Network for Brazil at the Riksdag *By Iliana Perez*



Elisa Sohlman, Ambassador Pinta Gama, MPs Teresa Carvalho, Lars Eriksson and Jörgen Warnborn at Mr. Gama's Residence.

deputy member of Committee on Industry and Trade and of the Committee on Social Insurance.

Both the Brazilian Chamber of Commerce and the Embassy of Brazil were present at the ceremony. During the meeting, Elisa Sohlman, Brazilcham's Executive Director, and Tiago Miranda, First Secretary of the Brazilian Embassy, spoke about the importance of parliamentary cooperation between both countries.

The formation of the Parliamentary Network for Brazil opens possibilities for deeper cooperation and better understanding between Swedish and Brazilian decision makers.

On June 3, Ambassador Marcos Pinta Gama received the MPs Carvalho, Warnborn and Lars Eriksson (S) at his residence to celebrate the occasion.

During autumn, the group will plan its program for the coming year.

The Swedish Riksdag has around 50 international friendship associations and networks in which members of the Parliament are involved.

Members of the Riksdag with a special interest in a particular country can establish a friendship association for this country. The friendship associations build up important knowledge and contacts. They sometimes organize seminars to which the country's ambassador in Sweden is invited to provide information about developments in the country.

On April 22, the Parliamentary Network for Brazil was launched as an initiative of the Members of the Parliament

Teresa Carvalho (Social Democrats), member of the Social Insurance Committee and the EU Committee, and Jörgen Warnborn (Moderates),



Tiago Miranda, Elisa Sohlman and MP Teresa Carvalho at the launching ceremony at the Swedish Parliament.

Interview with ballerina *Luiza Lopes*

Brazilcham proudly presents an interview with Luiza Lopes, the Brazilian First Soloist at the Royal Swedish Ballet.

By Iliana Perez in cooperation with Elisabeth Keller

Luiza Lopes was born in São Paulo and started dancing at the age of eight. After winning several competitions in Brazil, when Luiza was 15 years old she won a scholarship to study at the Royal Ballet School in London. While in London, she studied at the Royal Ballet School and English National Ballet School, and also graduated from the Royal Academy of Dance. At only 17, she was awarded a professional contract

to work in the newly created São Paulo Dance Company, so she returned to Brazil.

She has danced central roles in ballets of many established choreographers of the 21st century, including Pas de Deux of Gnawa by Nacho Duato, Petite Mort by Jiri Kylian, Legend Pas de Deux by John Cranko, Le Spectre de la Rose by Mario Galizzi after Michel Fokine, and In the Middle Somewhat Elevated and Work Within Work by William Forsythe.

With the São Paulo Dance Company, she was also honored to have three works specially created for her. In one of her last shows with the São Paulo Dance Company, she performed the Grand Black Swan Pas de Deux in the version of Mario Galizzi, dancing with the principal dancer of the Royal Ballet, a fellow Brazilian, Thiago Soares. This was a happy partnership, which allowed new possibilities for her to demonstrate her expressive power.

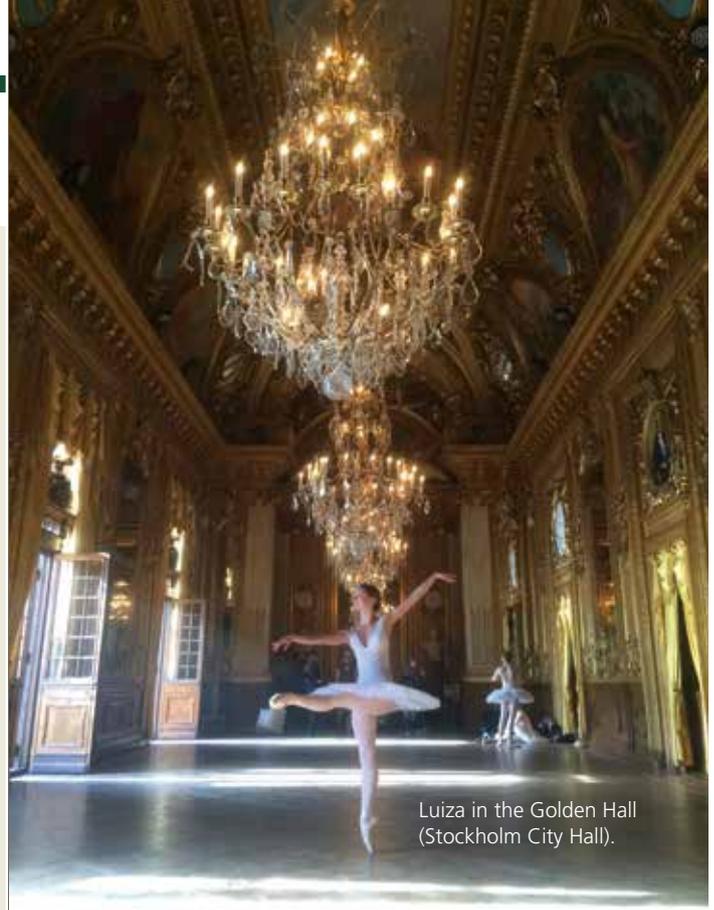
Recently, she received an invitation to join the Royal Swedish Ballet, as a First Soloist, and she made her debut on opening night, as the Queen of the Dryads in Rudolf Nureyev's version of Don Quixote. In September 2015 in her second production with the company, she danced her first principal role, in Pontus Lidberg's production of Raymonda.

Dear Luiza, how does it feel to be dancing in Sweden? Can you tell us about your experience so far?

As time goes by, I feel my choice to join the Royal Swedish Ballet was the right one. I arrived in March 2015, and after such a short period of time, I already feel confident in my work. The kindness of the people in the company and the support I have



Luiza Lopes, ballerina at the Royal Swedish Ballet.



Luiza in the Golden Hall (Stockholm City Hall).

received have been very important to make me feel welcome.

My first performance on stage at the Opera in Stockholm was at the première of the Don Quixote ballet as Queen of the Dryads, a very important role and of much responsibility within the ballet world. I had the pleasure to share the stage with Yolanda Corrêa, a Cuban ballerina who is the principal dancer in Oslo. I had always admired her work in videos. Therefore, to share the stage with her was a very special moment for me.

We are so proud to see a Brazilian first soloist at the Swedish Royal Ballet! This must also be special for you, right?

Thank you! Yes, it is very special! After the last performance of Don Quixote I went to Brazil on holiday. I returned just two weeks before the première of the ballet Raymonda with the version of the Swedish choreographer Pontus Lidberg. Since then I have been cast to dance several parts, including the lead role, in September. This will certainly be a very important moment in my career as it will be my first major role in an European company. I feel extremely proud to be able to represent Brazil in Sweden.

In today's show (September 15), we will have the presence of the royal family in the audience, which certainly makes it a special performance. As everyone knows, Queen Silvia is half Brazilian and has lived in São Paulo, where I am from.

Last but not least, I should say everything has been working wonderfully. I am very happy to contribute to strengthening the link between Brazil and this beautiful country, Sweden.

imagine



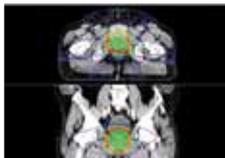
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>> *Young Professionals*

Inspiring visit to iZettle followed by Happy Hour

By *Elvis Siqueira*

On September 16, Swedcham Young Professionals organized its fifth event and the second company visit of the year to iZettle's office in São Paulo!

It was a great opportunity for Young Professionals to know more about a Swedish startup company and to meet Anders Norinder, CEO of iZettle in Brazil and also Swedcham's Vice Chairman.

Upon arrival, the participants were welcomed by the communications team and the Marketing Coordinator Ana Paula Mukoyama took the group for a tour through the two floors of the modern office located in the Vila Olímpia district. Afterwards, Anders gave an inspiring presentation explaining how the startup idea began and his professional dilemma when he decided to seek new challenges and the possibility of participating in the growth of a new company by resigning from the Swedish multinational Volvo Cars, where he started as an intern and became president for Latin America.

When asked about an advice for Young Professionals, Anders naturally answered that the secret for a successful career is doing what you really want to do. "Don't build a career based on what people are expecting from you," he said. Rodrigo Lourenço, head of the online team, also gave a presentation about Tech Trends on Startups, and the nice communications team talked about the experience of working for a Swedish company and desirable skills.

After the visit, the participants were invited to join a happy hour at the pizzeria Bacio del Nonno, just a few meters from iZettle where all had the opportunity to speak with the communications team in a more relaxed and informal atmosphere.

Thank you all at iZettle for receiving us!

Young Professionals at the Happy Hour following the visit to iZettle.



(Left to right) Anders Norinder, CEO of iZettle in Brazil, Marcelo Amaral (Handelsbanken), Rodrigo Lourenço, Ana Paula Mukoyama, and Jordana Bizarro and Isabell Rosén, Communications Analysts at iZettle.



Anders Norinder during his presentation.



Early Midsummer HH at Obá

Swedcham Young Professionals held an early celebration of the Swedish Midsummer with a Happy Hour on June 18 at the Obá restaurant in the heart of the Jardins district near the Chamber.

Midsummer is one of the most popular traditions in Sweden, which celebrates the beginning of summer and the longest day of the year (June 20). As usual, the event attracted a large number of Young Professionals and friends, who also celebrated the birthday of Swedcham Managing Director Jonas Lindström, who was present for the happy hour but was unaware of the surprise party in store for him! Obá is a very pleasant and attractive place which offers delicious recipes from Brazil, Mexico, Thailand and Italy. It is the ideal place to enjoy a most delicious meal in the company of family and friends.

For more information and news about YP, please check out our website www.youngprofessionals.com.br



Daniela Metsaranta from the Finnish Consulate in São Paulo, Julia Bosso (Swedcham individual member) and Swedcham's Fabiana Lucena.

YP in London

By Elvis Siqueira

During one of my trips through Europe, I took the opportunity to visit the Swedish Chamber of Commerce for the UK, one of the oldest and most active chambers abroad. The reason for my interest in visiting this chamber is that we have a project in common: Young Professionals, which I've been working on during the last two years here at Swedcham in São Paulo.



I felt very welcome by the Head of YP Tommy Högström, who was very helpful since my first email to schedule the meeting before boarding to London. After a familiar feeling due the likeness of both offices with a Swedish design furniture, I was welcomed by Tommy, Klas Pyk (Lund University Scholar and also Head of YP) and Paulina Lundin (Intern).

We discussed activities such as happy hours, company visits, seminars and the annual YP Christmas Party and I also seized the opportunity for a "benchmarking" which was very valuable for me as part of the Swedcham YP Committee and having to contribute with new ideas as one of my tasks.

In addition, the group gave me some tips and material from Visit Sweden which were very useful and helped me a lot since one of my next destinations was beautiful Stockholm. I would like to thank all the people involved and say that this was a great experience in my professional life.

(From left) Tommy Högström – Anders Wall Scholar, Head of Young Professionals, Klas Pyk – Lund University Scholar, Head of Young Professionals, Swedcham's Elvis Siqueira, and Paulina Lundin – Intern.



The Swedish participants at WorldSkills São Paulo.

The Swedish winners in Brazil: (from left) Sara Andersson, Frida Gustavsson and Emmastina Dannered.

WorldSkills São Paulo: the largest edition ever

For the first time in history, the WorldSkills Competition was held in South America. The 43rd edition, which took place at Anhembi Park in São Paulo between August 11 and 16, 2015, surpassed the record number of competitors registered for the Competition—in Leipzig, Germany in 2013, nearly 1,000 participants from 53 countries and regions competed for medals in 46 skills.

In São Paulo, there were 1,186 competitors representing 59 countries and regions competing in 50 skills - the largest competition in WorldSkills history. Overall, 62 of the 75 WorldSkills member countries and regions were represented at the Competition in some way!

Furthermore, with 27 medals, Brazil was the champion of WorldSkills 2015: The country won 11 gold medals, 10 silver, six bronze and 18 excellence certificates—ahead of South Korea and Taiwan, which respectively won second and third place.

This time, the Competition was organized by the National Service for Industrial Training (SENAI), which is one of the five largest complexes of professional education in the world, and WorldSkills International, a global organization promoting skills excellence and development.

Held every two years, the WorldSkills Competition is the world's largest professional education event. Competitors from over 50 countries and regions in the Americas, Europe, Asia, South Pacific and Africa simulate real work challenges that must be completed to international standards of quality. They demonstrate individual and collective technical skills to perform specific tasks for each of the professional skills.

Throughout its 65-year history, the Competition brings together the best young people from around the world in their chosen profession. They represent the best students selected in local and national skills competitions for professional education.

The event also provides contact and exchange of information on best practices in professional education among industry leaders, governments and education experts. The experience and the results of all of the

competitions provide valuable feedback to the competitors, their countries or regions of origin and businesses and schools in which they are being trained. In each Competition, delegations aspire to ever-higher results, while the competitors are role models to inspire school children to engage in technical and skilled careers.

Sweden won three medals: Frida Gustavsson (Silver, car painting), Sara Andersson (Silver, visual merchandising and window dressing), and Emmastina Dannered (Bronze, beauty therapy).

Frida gave the following interview to **NordicLight**.

Tell us briefly about yourself and your background.

I grew up in a small town called Säter in the county of Dalarna. Nowadays I live and work in Stockholm. The big city life was tempting since I understood there were more possibilities. The workshops had higher turnovers and it was easier to get a job. I moved after I graduated from high school. I also studied in Denmark during 15 weeks to take the journeyman's certificate (which isn't possible to do in Sweden).

How did you come up with the idea of car painting?

It has always been clear to me that I want to work practically and be able to see a notable change with what I do. For a while, I considered being a painter—however, I felt I wanted to do something more challenging. Instead of house painting I chose to do

School visit—the Swedish Team in the WorldSkills Competition visited the Romeu de Moraes Public School in São Paulo, which participates in the One School One Country program—part of the WorldSkills agenda as an important event that exposes young students to professional skills careers.

car painting. My interest for cars has always been there, not to tinker on them though. The chance of car painting therefore felt right for me.

How did you prepare for WorldSkills 2015 in São Paulo?

Since I won the Swedish Championships in May 2014 and knew I would go to the World Championships, my trainer Camille Brinkemar and I trained together in various ways; sometimes at my former school or at work, during the weekends or late at night after work. However much of the training was to compete. We have competed in the Danish Championships, the Norwegian Championships, the Nordic Championships and we have also trained in Germany. It has been incredibly rewarding to do it this way, since staying at home working in familiar environments is very different from competing in a great arena against other countries.

How was your experience with the WorldSkills competition in São Paulo and the organization around it?

I think the competition has been the experience of a lifetime and it was well arranged. It is incredible how so many countries can meet in one place to measure their knowledge.

How did you feel to become a Silver Medalist at such a big competition?

Magical! We had incredibly tough opponents this year, so I did not take it for granted. That made it feel extra great.



How did you experience the things you saw in Brazil?

I got mixed feelings. It feels like Brazil is divided into social gaps or inequalities, rich and poor. But the people seem wonderful, humble and open minded. Then of course there is the dancing, such a joy spreader!

What are your plans for the future?

My plan is to take it easy for a while just to digest things, then we will have to see what the future holds for me. I have some thoughts though, and there are possibilities.

What is your advice for those who are interested in competing in WorldSkills?

Go for it! You will get a chance like this once in your life and the experience of it is indescribable. Whatever the result, it is an incredibly fun journey that one must go through! ■

Chamber members meet WorldSkills delegation

Swedcham members had the opportunity to meet with some members of the Swedish Official WorldSkills Delegation at a breakfast meeting held on August 12 at the Golden Tulip Park Plaza in São Paulo.

Four delegation members gave presentations that were followed by questions and answers:



***Roger Mörtvik** - State Secretary, Ministry of Education, talked about “Professional education in Sweden - what lies ahead?”

* **Peter Jeppsson**—CEO, Confederation of Transport Enterprises and incoming Deputy Executive Director of Confederation of Swedish Enterprises—and **Tobias Baudin**—1st Vice Chairman, The Swedish Trade Union Confederation (LO)—discussed “How do the unions and employer organizations cooperate in Sweden?”

* **Anna-Lena Bohm**—CEO, Uniguide AB, Chair of the SME Committee of the Confederation of Swedish Enterprises—talked about “How small and medium-sized Swedish enterprises work for better conditions.”

This was a unique opportunity for everyone to meet and exchange ideas about professional education with industry leaders, government officials and education experts. ■

(From left) Roger Mörtvik, Anna-Lena Bohm, Peter Jeppsson and Tobias Baudin. (Photo by Mario Henrique)

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Production starts at new Jotun factory

Jotun started up production at its first coatings factory in Brazil on July 13 this year.

The factory is located in Itaboraí, 52 kilometers from Rio de Janeiro, built on a land of 130.000 square meters, with an initial installed production capacity of 10 million liters of paint per year.

Production equipment is based on the latest technology which will provide high flexibility and productivity, and the production facilities have been mainly developed together with local suppliers.

Production will attend the demand for coatings of marine and protective markets in Brazil and will follow Jotun International quality standards. The new site will concentrate all 100 employees in Rio de Janeiro.

Jotun has been present in Brazil since 1998, first as marine coatings supplier and since 2008 in the protective coatings segment. In the marine market, Jotun supplies both international and national shipping industry operating in Brazil for new buildings, dry dock and on-board maintenance. In the protective coatings market, supplies are more extensive going from offshore, wind towers, mining, refineries or fertilizing industries.

The company expects to keep on increasing its share in the Brazilian market through the flexibility and capacity increase that the local production will be able to supply. Even in the present uncertain economic scenario, Jotun has been able to continue

growing in the Brazilian market above double digit figures and believes in the opportunities of the Brazilian market on a long-term perspective.

Jotun has its head office in Sandefjord, Norway, and is one of the world's leading manufacturers of decorative paints, marine, protective and powder coatings. The group has 68 companies and 33 production facilities on all continents. Jotun products are available in more than 90 countries through own subsidiaries, joint ventures, agents, branch offices and distributors. Jotun is currently employing more than 9,600 employees. ■

NBCC



Never a boring day at *GK Rio*

By *Runa Hestmann*

The Norwegian-Brazilian community in Rio bids farewell to Consul General Helle Klem after four years. More than 100 people gathered for a huge farewell party in Rio de Janeiro in August.

The Consul General returns to Oslo to assume new tasks in a new department of the Norwegian Ministry of Foreign Affairs.

"Brazil is an amazing country, and it has been a privilege to live in Rio de Janeiro for four years and to work with so many competent colleagues. I haven't had a boring day at work, and I would like to thank all of you for these unforgettable years and the fantastic cooperation, at the Consulate, with Team Norway, with NBCC, with Brazilians and Norwegians in general. But it is now time to say goodbye after four busy, but fantastic years." Mrs. Klem says in this interview with **NordicLight**.

Many also wanted to express their gratitude to the dear consul during the party on August 8, 2015.

Host Kjetil Solbrække thanked Mrs. Klem on behalf of NBCC and Norwegian companies in Rio de Janeiro:

"Since the very beginning, Helle wanted to know what the Consulate General could do to assist the companies, what she could do for us. It is very important to have people like her in positions like this, always offering assistance and support, and always with a lot of enthusiasm and curiosity," Solbrække said.

Suzana Sandoval Barros, the South America president of Palfinger, is a dear friend of Helle and her husband Michael Klem.

"Thank you for everything you have done for the companies, for compa-



Suzana S. Barros, Helle Klem and Kjetil Solbrække.

nies starting up in Brazil, which was the case for me. Many companies have developed better thanks to you," she said.

Back in Norway, Helle Klem will assume a position in the Norwegian Ministry of Foreign Affairs, where her tasks will be focused on economic diplomacy and the promotion of Norwegian economic interests abroad.

"The role and function of authorities to promote and strengthen Norwegian interests abroad is something that interests me greatly. During my time in Rio de Janeiro, I have learned a lot about how Norwegian companies operate, their strengths, competitive advantages and not the least how Norwegian players, be they private or public, can cooperate to overcome challenges and reach common goals."

The ability to adjust and adapt to new realities is a skill that quickly becomes useful when moving to a new country.

"The ability to capture, analyze and understand the potential consequences of an ever changing landscape, in order to inform Norwegian stakeholders on key developments, is one of the most important tasks of a diplomatic mission. A lot has changed since the boom we experienced in the oil and gas related industries a few years ago when I first arrived, to the more demanding times we are experiencing today. And in turbulent times, the support and cooperation between businesses and authorities is perhaps more important than ever. It also means that Norwegian companies will need to be patient and take a long term view on activities and investments in Brazil. Personally, however, I am optimistic and confident that Norwegian businesses are positioned to handle this very well."

Helle Klem's successor, Ms. Sissel Hodne Steen, took office on September 1, 2015. ■



Cautious optimism at *Navalshore*

By Runa Hestmann

The 12th edition of Navalshore, a trade exhibition and conference for the Brazilian maritime industry, took place in Rio de Janeiro on August 11-13, 2015.

More than 380 different companies from 17 countries were present for the 12th edition of the expo, considered an important meeting place for the maritime industry in Brazil.

There was no Norwegian pavilion at Navalshore this year, but companies like Scana Propulsion, Ulstein Belga Marine, Vard, Palfinger, Wilhelmsen Maritime Services, Angevinier, DNV GL, Kongsberg Maritime, Minura and RIB Norsafe were present with stands of their own at the event.

Long term

Kongsberg Maritime was present at Navalshore for the third time this year. "It is always difficult to measure the value of our presence at an event like this, but despite the difficult times, we decided to stay on course and keep focus. We do believe in improvements in the market, but currently we are seeing that companies have less money to spend on training. As for ongoing projects and maintenance on installed equipment, the activity level is close to business as usual, and we continue optimistic for the remainder of the year," Managing Director Jan Tore Linstad says.

M & O Partners and Inventure Management organized a two-day seminar on how to do business in Brazil. Erik Hannisdal, Managing Partner of Inventure Management and NBCC VP, gave a lecture on market entry strategies, and emphasized the importance of proper planning and research.

"Our vision is that the market has hit the bottom, and that we now have better years ahead. We advise you to use local support and partners," Hannisdal said during his presentation.

Going international

M & O Partners, one of the main representatives for foreign equipment and services to the Brazilian market, established in 2010, also released good news to the market during Navalshore:

"M & O Partners is going international, and opening an office in Houston by September 2015. We also hope to open in Mexico by the end of the year and are looking for other places in the world, maybe Iran, Angola and Aus-



(From the left) Klaus Døscher, Consul General Helle Klem, Lars Peder Solstad, Michael Klem and José Roberto Neves at the Navalshore cocktail reception.



Team Norway organized a seminar on PPSA during Navalshore.

tralia. The idea is to leverage from all the clients we have established a good relationship with, and take them to new markets, using our platform. About 80 percent of our clients want to come to Mexico with us," Managing Director Jan Lomholdt says.

M & O Partners and Inventure Management will also be merging activities and services and go global under the M & O brand.

PPSA

On August 12, a breakfast seminar on the role of the Pré-Sal Petróleo S/A (PPSA) took place, with more than 100 people present. The Brazilian federal body PPSA was founded in 2013 to represent the interests of the federal government in consortiums of the Brazilian production sharing regime, and during the seminar the director of the federal body, Edson Nakagawa, explained the role and current activities of the PPSA to the audience.

The seminar was organized by NBCC, Intsok, Innovation Norway, The Consulate General, Abran and Norwegian Maritime Exporters.

Team Norway in cooperation with Norwegian Maritime Exporters also hosted a cocktail reception on August 11, with the ambition of providing representatives of Norwegian and Brazilian companies with an arena for informal networking during this year's expo. ■

“An amazing experience so far”

Developing new talents is definitely one of DNB's goals. Now the Rio de Janeiro office has embraced this on a local basis.

DDNB is well-known for its corporate trainee program and, every year, hundreds of students in Norway apply for the two-year trainee program. Since the DNB Brazil representative office was established in 2012, the local team has also counted with a local trainee.

Brazilian students are required to have some hours of working experience before they graduate from university. Since November 2014, Marcelo Alvarenga (25), an Economics student from the Catholic University of Rio de Janeiro, has been part of the DNB team in Rio de Janeiro.

“I had never heard of DNB before applying for the position,” Marcelo admits, “but when I heard it was a Nordic bank, I knew it was a tailor-made job for me, as I have always planned to pursue a career in Scandinavia.”

We asked Marcelo how it feels to work in a Norwegian bank?

“It is great to see a completely different perspective. I have never worked for a Brazilian company, but I have an idea based on what I hear from my friends. I have close contact with my colleagues, I get involved in everything that is happening in the office

and I have constant feedback from my superiors. The team spirit is evident here and I appreciate it.”

DNB Brazil in Rio de Janeiro is a very small office, counting with only four full-time employees. It would, then, be easy to think that one does not feel part of the whole, working so far away from the headquarters in Oslo. Marcelo disagrees:

“The bank has been making continuous efforts to integrate the different regional divisions. We are in constant contact with the Chilean office and we have full support from Norway when needed. Although we are only five people on the ground here, it is easy to see DNB Brazil as a part of something much larger.”

Arne-Christian Haukeland, head of DNB Brazil, is also very positive:

“For DNB, it has been a very good experience to have the ‘*estagiários*’ with us. We have found very skilled young people with good educational background and solid knowledge of English. This has brought young eyes to look at the things we do as well as very competent labor.” And he adds:

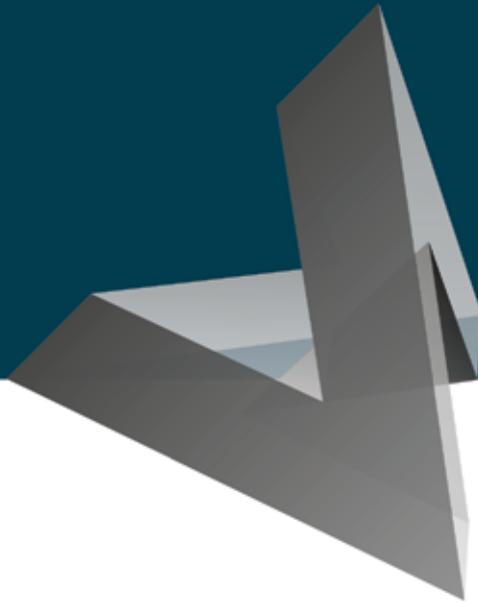
“It has also been good for the team of DNB to have younger people in the office. It creates a different dynamic. We have also all enjoyed giving a small contribution to the Brazilian society by sharing our competence and knowledge with the next generation.”

Marcelo is expected to leave DNB Brazil in mid-2016, when he finishes his studies, but he assures that the experience has really influenced him, both professionally and personally,

“I feel I have developed a lot since I first stepped in the office. I have clarified my life goals and what my strengths and weaknesses are. My superiors in DNB have made me realize the importance of a master's degree and that Norway is a great place to continue my studies. After I complete my master's degree I intend to apply for a full-time position at DNB in Scandinavia. I enjoy working for DNB, I believe in the Norwegian way of doing business and I feel valuable in the organization. It has been an amazing experience so far.” ■

(From the left) Adriana Duarte, Marcelo Alvarenga and Arne-Christian Haukeland.





“Overall the firm’s success is based on old-fashioned service excellence; it has a reputation among clients for providing the most flexible, efficient and personalized of both service style and pricing of any of its rivals at the top of the market.”

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ICMS on temporary imports under REPETRO: *a disputable charge*

By Hugo Leal, Rafael Baleroni and Rafael Santos*

Companies that import vessels and equipment on a temporary basis under the REPETRO regime have grounds to dispute the assessment of the ICMS on such transactions. The ICMS paid on past transactions may also be judicially claimed back by the taxpayers.

Oil and gas exploration and production activities benefit from the REPETRO special customs regime that allows the suspension of federal import taxes in various situations. At State level, however, ICMS (a State VAT tax) can still be charged by Brazilian States on the import transactions, as per the Interstate Covenant 130 (*"Convênio CONFAZ 130"*). Under Interstate Covenant 130, States may charge ICMS on import transactions that benefitted from the REPETRO at 0% or 1.5% at the exploration phase or 3% or 7.5% at the production phase.

The ICMS is due on the circulation of goods and certain services, including import transactions. In general, Brazilian states understand that any importation of goods is taxable by ICMS, even when the underlying transaction does not involve the transfer of ownership. This includes temporary import transactions under REPETRO.

There are however strong grounds to challenge

the levy of ICMS on temporary imports. In September 2014, the Brazilian Supreme Court dismissed the charge of ICMS on goods imported under leasing agreements. According to the decision, the ICMS cannot be imposed on cross-border leasing transactions unless the importer has previously exercised the option to acquire the goods.

The same rationale applies to any temporary import of goods, including the charter of vessels and the import of equipment under REPETRO.

The Supreme Court decision has a very strong precedent value and must be followed by lower courts when deciding similar matters. But as the decision was issued under the case-by-case judicial review system, the decision is binding only for the parties involved in the lawsuit. For this reason, even though the decision became final and unappealable in June 2015, states where oil activities are important have not changed their laws to reflect it. Thus, state tax authorities may still demand the payment of ICMS as a condition to allow for the customs clearance of the goods imported under the temporary admission regime.

In order to obtain clearance of the goods without the payment of the ICMS, taxpayers must file a judicial action challenging the levy of the tax, which could seek a preliminary injunction. If properly argued, these are cases with good chances of success.

The Supreme Court decision also opens a window of opportunity to claim back ICMS amounts that have been charged in the past. Importers would need to file a lawsuit to recover such undue amounts, which can go back to undue payments occurred up to five years ago.

Therefore, temporary importers of goods under REPETRO should both look back for previous transactions that could be challenged and plan ahead before importing new equipment. ■

*Hugo Leal, Rafael Baleroni and Rafael Santos are, respectively, partners and senior associate at Souza, Cescon, Barriau & Flesch Advogados.

Hugo Leal



Rafael Baleroni



Rafael Santos



Gold Members

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

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



Alternative dispute resolution methods arising in Brazil

By Lucas Leite Marques and Paula Roberta Rodrigues Siqueira Campos*

The number of ongoing lawsuits in Brazilian courts is increasing every year, and according to statistics of the National Council of Justice, the Brazilian judicial system reached the preoccupying number of 100 million pending claims to be decided in 2015. Considering the country's population of approximately 200 million people and bearing in mind that every claim has at least two parties involved, it would be comic—even sad—to think that the entire population of the country is currently litigating in court.

In this scenario of voracious litigation, long-lasting lawsuits subject to high interest rates that can over-inflate the amounts claimed, alternative dispute resolution methods (ADRs) arise as an important solution.

Arbitration friendly

Brazil is in fact an arbitration and mediation friendly jurisdiction, holding over 100 arbitration institutions and currently ranking 4th in the world in number of

arbitrations involving national parties at the International Chamber of Commerce – ICC.

Brazil is a party to the New York Convention as well as the Panama Convention, in addition to other international agreements that promote arbitration and cooperation between States and that are in line with the country's internal regulations.

The Brazilian Congress also recently enacted new rules of Civil Procedure (Law 13,105/2015), of mediation (Law 13,140/2015) and



Paula Siqueira Campos

arbitration (Law 13,129/2015), which will stimulate even more the growth and importance of ADRs.

This trend for growth of arbitration is also seen in the maritime and port sectors, being worth mentioning that the Brazilian Congress recently enacted a Federal Decree (Decree 8,465/2015) regulating the use of arbitration for the resolution of disputes involving private entities and the public administration, following the provisions of the Port Law (Law 12,815/2013).

Shipping

Shipping is a field of great importance for arbitration. Although most of the maritime disputes are still referred to arbitration abroad, in London, New York, Singapore, Hong Kong and other seats, there is enough room left for the development of maritime arbitration in Brazil.

It is worth mentioning that foreign arbitral awards need to be previously ratified before the Brazilian Superior Court of Justice before being enforced in the country. For such ratification, the

Lucas Leite Marques



creditor needs to meet some specific requirements, by evidencing that: (i) the foreign award was rendered by a competent arbitrator; (ii) the defendant was duly summoned; (iii) the award is final, and (iv) the award is not contrary to Brazilian public policy, national sovereignty or the dignity of the human person. Although the debtor is not able to challenge the merits of the dispute in such ratification proceedings, but only the formal requirements, a decision granting the exequatur may take an average of two years to be rendered, which could be a hindrance for recovering the credit.

Therefore, placing the arbitration in Brazil is a good alternative to avoid the need for the ratification proceedings, when the vessel is for instance operating in Brazilian waters.

In fact, Brazil has an increasing number of specialized arbitration centers for shipping and port disputes. One of the most reputable institutions is the Brazilian Center for Mediation and Arbitration

(CBMA), which holds a Maritime and Port Law Vice-Presidency dedicated exclusively to arbitration and mediation in these specific fields.

Shipping has been a growing sector in Brazil over the last decade, mostly driven by the pre-salt discoveries and the increasing oil and gas production. The number of foreign offshore support vessels operating in Brazilian waters has increased and as a consequence so has the number of maritime claims. Therefore, choosing Brazil as the venue for arbitration in a contractual dispute can preserve precious timing for the effectiveness of a future enforcement and recovery of the asset or vessel, especially in the current scenario of political and economic challenges.

**Lucas Leite Marques and Paula Roberta Rodrigues Siqueira Campos are, respectively, Partner and Associate Lawyer at Kincaid | Mendes Vianna Advogados.*

New Members

NBCC welcomes the following new members:

GOLD



Rystad Energy is an independent oil and gas consulting services and business intelligence data firm offering global databases, strategy advisory and research products for E&P and oil service companies, investors, investment banks and governments. The company was established in Oslo, Norway, in 2004, and opened its local Brazil office in 2015.

grown to become the largest branch office of the company with about 12 vessels per month loading in Brazilian Ports to Asia, Europe and USA.

CORPORATE



***Rio Visas** is celebrating 10 years in the Brazilian immigration consulting market this year, but has professionals with over 24 years of experience in the legalization market. The company is responsible for managing all requests for work visas and consular visas from overseas and Brazilian customers as well as all other documentation required for expatriates who come to work in the country,

StormGeo provides decision support for weather sensitive operations, and has been established in Brazil since 2012. The company was founded in Norway in 1997, and has grown to become a global company with nearly 400 people in 25 offices in 15 countries. StormGeo's core mission has always remained the same: forecasting the consequences of weather on your business.



INDIVIDUAL

Alexandre Vilanova is a business developer in the oil and gas, chemical, petrochemical, metallurgical and mining sectors, with leadership experience and experience from operations, commercial and contract management in USA, Central Europe, Scandinavia and South America. Described as easy-going and cosmopolitan, he knows exactly what diversity means, dealing with many different people and cultures worldwide.



Saga Welco is a Norwegian shipping company based in Tønsberg, Norway, that operates a fleet of 52 Open Hatch Gantry Ship vessels specialized in forest products. The company opened its Rio office back in 1998, and after 17 years the Rio office has



“Just like magic”

By *Runa Hestmann*

Photo courtesy of Liah Soares

Brazilian artist Liah Soares is attracting the attention of a growing Norwegian audience in Brazil.

The talented Brazilian singer was vital in making the Brazilian summer party in Oslo during Nor-Shipping a huge success, and several representatives of the Norwegian-Brazilian business community in Rio de Janeiro were present when Liah released her first DVD, after 11 years as a singer and songwriter - with four albums and one EP on her curriculum.

While her first album was released in 2003, the DVD “Liah Soares Ao Vivo no Teatro da Paz” was launched during a release party at Miranda in Rio de Janeiro in July. The DVD is a collection of songs and experiences from her career so far.

“This is definitely the highlight of my career. But to me as a musician, the most important is to remain creative and healthy. My dream is to keep making music for the rest of my life, and what I find most rewarding is to see that my music is important to my fans. There is a spiritual side to music. It can help you overcome difficult moments, and I feel chosen, I feel privileged to be able to do this for a living,” Liah tells **NordicLight** in this interview.

The Norwegian connection

But what is it about Norway for this Brazilian girl from the interior of Pará?

“My boyfriend is Norwegian, and last year I had the opportunity to spend Christmas in Norway. I was just delighted with the country and the nature. I had never seen snow before and the northern lights were just magic, simply the best Christmas present I could get. As I come from a region close to the Amazon rainforest, I have a special connection with nature.”

Through her boyfriend, Liah met the organizers of the Nor-Shipping event, and she says the invitation to perform in Oslo made her very happy.

“I played with Norwegian musicians, so you could call it a Norwegian-Brazilian musical exchange.”

The Brazilian summer party during Nor-Shipping took place at “The Thief”, one of Oslo’s new and most exclusive hotels. Liah and her Norwegian musicians have no shows on the agenda yet, but keep in touch and intend to play together again in the future.

Early start

Liah left her hometown São Domingos do Araguaia, in the State of Pará, when she was only 14 years old.

“I won a scholarship to study classical guitar in Santa Catarina and went to live with family in the south. After finishing high school, I returned to Pará, but as I wanted to follow my dream of becoming a professional musician, I decided to move to São Paulo where I made a living playing in bars and taking odd jobs,” Liah says.

But the difficult years far away from home paid off.

“I am blessed with a gift, the gift of composing music, and I saw many established artists record my music. This was how I survived.” Liah released her first album in 2003.

“I learned a lot from following the career of other artists, and little by little I conquered my space. I know how hard it can be, and I keep my feet on the ground. It is a learning process.”

There is no doubt Liah has learned a lot. In 2013, she caught the headlines as first runner-up in the Brazilian TV show “The Voice Brasil”.

“The Voice was a great legacy to my career that opened new doors. People pay more attention to me today. The affection people show me makes me feel very grateful. This is what motivates me and helps me overcome whatever difficulty I might be facing,” Liah says. ■



KLM starts operating the new World Business Class in Brazil

Since August, KLM Royal Dutch Airlines has been operating its new World Business Class cabin on the route Rio de Janeiro – Amsterdam in a Boeing 777-200. The full-flat seat is one of the largest in the aviation industry with 2,07 meters long. Developed by renowned Dutch designer Hella Jongerius, the concept is based on making passengers feel at home.

There is also a partition between the seats, for those who seek for more privacy. A 17-inch screen in high definition offers the best of entertainment on board for all ages with over 1,000 hours of an

on-demand programming.

Other novelties are the tableware designed by awarded designer Marcel Wanders; the nécessaire created by the stylists Viktor & Rolf; the cradle-to-cradle carpet, that makes use of old uniforms of the KLM flight attendants; and the menu signed by the Brazilian chef Rodrigo Oliveira, from Mocotó restaurant in São Paulo, served on flights from Brazil.

More information: http://wbc.klm.com/#pt_PT ■

NBCC at Nor-Shipping

For the first time in the 20-year history of NBCC, the Chamber was part of a 60-people strong Brazilian delegation to the Nor-Shipping exhibition in Oslo, Norway, in June this year.

Together with Abran, Norwegian Shipowners' Association, BNCC, Innovation Norway, Intsok, NHO and other important players, NBCC took part in organizing the program of activities for the Brazilian participants at the global maritime event, representing key companies and stakeholders like Petrobras, Statoil, Subsea 7, BG, BNDES, Finep, Abeam, Kincaid, Vard, DNV GL and many others.

A Brazil@Norshipping seminar was also organized to provide insights into the risks and rewards of doing business in Brazil. Every fourth offshore support vessel in Brazilian waters is Norwegian.

"It is important for us to be present here in Norway to explain a little bit about Brazil, even though the current situation is complicated. I see Norway as an excellent partner to Brazil in developing our shipping and oil industry," NBCC Chairman Camila Mendes Vianna Cardoso says. ■

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Calculation & simulation

- Structural calculations
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- MBS
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Mechanics

- Design engineering
- Hydraulics



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- HSE
- ATEX
- Electrical & instrumentation
- Process design
- Transmission
- Distribution
- Control & monitoring
- Piping
- Electrical design



Design

- Industrial design
- Models & prototypes
- Graphic design
- Strategic brand design



User experience

- Human factors
- Interaction design
- Service design
- User focused development



Project management

- XLPM
- Methodology development
- Organization development
- Training
- Coaching
- Project management



Electronics & embedded systems

- Software
- Hardware
- Architecture
- Testing & verification
- Control systems
- Cabling



Automation

- Robotic cells
- Production lines
- Test systems
- Control & monitoring systems



Testing and measuring

- Climate testing
- Functionality testing
- Durability testing
- Safety testing
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- Equipment design



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Innovation: Synergy between Sweden and Brazil

Swedcham's Innovation & Sustainability Committee and CISB (the Swedish-Brazilian Research & Innovation Center) invited members and friends to the presentation: "Innovation - Synergy between Sweden and Brazil" at the Chamber's facilities on September 23. The presentation was given by Alessandra Holm, CISB's Managing Director.

CISB acts as an open innovation arena, which aims to attract innovative ideas; create a neutral environment that fosters collaboration; promote the integration of various fields of knowledge; establish connections between players of the triple helix of Sweden and Brazil; manage projects of multi-institutional research and disseminate knowledge.

This presentation provided an overview of CISB, its areas, operational model and initiatives in the areas of Transport & Logistics and Aeronautics.

Alessandra is materials engineer with specialization in polymers from UFSCar. She also has expertise in marketing and technological innovation at ESPM. She worked for 17 years in the petrochemicals sector in the following areas: market development, product development, technical assistance, planning and marketing. She joined CISB as project portfolio manager in September 2011 and is currently the institution's managing director.



Alessandra Holmo



Everybody enjoyed the delicious food served during the Networking Luncheon at Picchi.

Networking Luncheon at Picchi restaurant

Swedcham invited members to yet another delicious and successful Networking Luncheon on September 9. For the second time, the luncheon was held at the Picchi restaurant below the Regent Park Hotel on Rua Oscar Freire near the Chamber. More than 30 people participated!

Picchi features classic and modern Italian recipes in a highly pleasant atmosphere where one can sample savory dishes that we are familiar with but with a renewed flavor.

The restaurant is named after its owner and chef, Pier Paolo Picchi—who has made his mark on other noteworthy restaurants such as Casa Vissani, Balzi Rossi and Guido (Italy) and Arola and Mugartiz (Spain). No doubt he has made his mark on Swedcham members as well!



Pier Paolo Picchi

Presentation on how to prepare for e-Social

On August 18, Swedcham hosted a very timely and relevant presentation entitled "eSocial: How to prepare to meet this obligation," given by Abdias Melo, managing partner at ABM&C Consultoria.

The federal government's e-Social initiative is aimed at streamlining the submission of worker information that was previously gathered by employers in multiple, independent and competing ways. It is truly a digital bookkeeping system that will structure how worker-related information is submitted, such as payroll, labor, social security and tax obligations, among other data, and it is part of the Public Digital Bookkeeping System. This new obligation will radically change interactions between companies and the government and will also significantly change the procedures of departments involved with eSocial as well as the routines of the collaborators of these departments.

Chamber welcomes new Consular Officer

Swedcham would like to extend a warm welcome to Peter Johansson, the new Consular Officer at the Swedish Consulate General in São Paulo. Peter, who took over on August 17, replaced Richard La Roche after he returned to Sweden.

Peter, who like Richard is now also a member of Swedcham's Editorial Council, is no stranger to the Chamber, having worked here for some years as Consultant and Project and Marketing Manager. He has also previously worked at Langley and South-partner.

Besides his activities at the Consulate, Peter is also Business Development Manager at Overseas Ltda.



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Communication & Marketing Group

Swedcham's recently created Communication & Marketing Group holds periodic meetings to discuss the latest and most relevant topics broached in the world of communication. The group's coordinator is Alessandra Sellmer, Corporate Communications Manager at Atlas Copco Brasil Ltda.

The first meeting was held on June 9 at Swedcham and the topics discussed were product and marketing communication/social networks and web analytics. The second took place on August 4 at Tetra Pak. A third meeting was being planned for November.

The second meeting dealt with the evolution of the digital world: how this world, accessible at all times on our phones, is changing the way we interact with each other and how we make decisions; how digital metrics should be interconnected with "real world metrics"; how we can influence our consumers at the point of sale; how one can use pragmatic media in an efficient form; and how everything will soon be connected.

Companies that have already participated in these meetings include Atlas Copco, Tetra Pak, Saab, Hognas, Kreab, Scania, Alfa Laval, Ericsson, Seco Tools Brasil, Southpartner, Evcom, Trelleborg do Brasil, Volvo Cars, Veirano and SCA do Brasil.



Pedro Ivo Resende, Founder and CEO of Fast Forward Consulting, addressed the Communication & Marketing Group meeting at Tetra Pak.

Save the dates!

As this magazine was going to press, Swedcham was already organizing its traditional Christmas Party, which will be held once again at the Scandinavian Church and will take place on December 11.

The Nordic Young Professionals Christmas Party has been scheduled for December 17.

More details will follow!



New Members

Swedcham would like to welcome the following new members up to September 22:

CORPORATE:

• **Atec Original Design**, founded in 1987, represents the trademarks of Herman Miller, Fritz Hansen, USM and Mohawk Group in Brazil. Atec is committed to market original design and high quality products, providing technical support by understanding and solving customer needs. Headquartered in São Paulo, with branch offices in Rio de Janeiro and Brasília, Atec also has a net of 20 representatives in the main Brazilian cities.

• **TwentyEighty Strategy Solution** (formerly ESI International) is a global

company specialized in corporate training, helping people around the world improve the way they manage their projects, contracts, requirements and vendors through innovative training programs.

• **Jönköping University** is one of the top universities in international student exchange and among the best in Sweden in terms of attracting international students. Education, research and commissions are conducted through the School of Health and Welfare, School of Education and Communication, Jönköping International Business School and School of Engineering.

• **RKKG Consulting** is a management consulting firm specialized in strategy and marketing for startups, small and medium companies in various market segments. We participate in the entire planning cycle, from the development to implementation of actions and initiatives.

INDIVIDUAL:

- Christian Pehrsson
- Kalleu de Castro Negrão
- Henrik Thorsjö

**ANÚNCIO
ELANDERS**



(From left to right) Anders Lundwall, Chairman of the Swedish Fund for Export Development, Darko Pervan, CEO of Valinge Innovation, HRH Crown Princess Victoria, Torbjörn Kronander, CEO and President of Sectra AB, and Marie Ekström Trägårdh, President of Sectra's business area Imaging IT Solutions and Executive Vice President Sectra AB.

World Trade Day in Stockholm

On August 27, Swedcham's Managing Director Jonas Lindström participated in the World Trade Day at the Grand Hotel in Stockholm.

The annual event is organized by the Stockholm Chamber of Commerce, the International Chamber of Commerce and the Swedish Association of Agents.

Their Royal Highnesses Crown Princess Victoria and Prince Daniel were the guests of honor.

On the occasion, the Crown Princess presented the prestigious Export Hermes Prize to the Swedish IT and medical technology company Sectra and to Valinge Innovation, a world leading R&D and IP company in the flooring industry.

The prize is awarded every year to two Swedish companies that have achieved exceptional export success, thereby contributing to Sweden's economic prosperity. The award is arranged by the Swedish Fund for Export Development which works to encourage Swedish enterprises to make greater export efforts.

The theme for this year's World Trade Day was: "How can Stockholm advance to one of Europe's top financial centers?" The opening speech was given by Per Bolund, Minister for Financial Markets and Consumer Affairs and Deputy Minister for Finance, who talked about "The policy framework

for improving Sweden's position in finance."

This was followed by a round table discussion on the theme "Let's make Stockholm a top financial center!"—with Moderator Anna Felländer, Chief Economist at Swedbank; Jan Olsson, CEO of Deutsche Bank Nordic Region; Magnus Billing, Senior Vice President of Nasdaq OMX; Eirik Winter, Chairman of Nordic countries Citigroup Global Markets; Lars Strannegård, President of Stockholm School of Economics; and Elisabeth Thand Ringqvist, Chairman of Swedish Private Equity & Venture Capital Association

The second panel discussed "The company perspective: What impact would a financially strong capital of Sweden have?" Participants were: Elin Frenberg, CEO of Swedish Fashion Council, Christopher Engman, CEO of Vendemore, and Sofie Lundström, CEO of Toborrow.

The closing remarks were made by Maria Rankka, CEO of the Stockholm Chamber of Commerce, who spoke about "How can the financial sector expand, support job creation and spur economic growth in Sweden?"

SCI meeting

On August 26, Lindström also participated in the annual Swedish Chambers International (SCI) meeting at the Stockholm Chamber of Commerce.

"These annual meetings in the Swedish capital are always very fruitful and constructive. The participants this year represented some 20 Swedish Chambers of Commerce from all over the world and the exchange of experiences was very helpful for all of us," says Lindström.

"A recent survey conducted by SCI shows that we are constantly growing on all continents and that our role continues very important for Swedish companies on foreign markets. It was also very encouraging that I was given support from the members to continue on the SCI Board of Directors," he concludes. ■

Anna Felländer, Jan Olsson, Magnus Billing, Eirik Winter, Lars Strannegard and Elisabeth Thand Ringqvist.



Minister for Financial Markets Per Bolund during his opening speech at World Trade Day





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The Chamber reserves the right to select, edit and/or cut submitted items.

AkzoNobel inaugurates Expancel plant in Brazil

AkzoNobel, a Swedcham Special Member, has opened a new Expancel microsphere production line within its paint and coatings complex in Jundiaí, Sao Paulo State, with the aim of serving both the Brazilian and regional market demand. Until now, the material was being imported from Sweden, observed Gunther Zaremba, AkzoNobel's director of marketing for Expancel in Latin America. "We will be expand-

(Left to right) Vinicius Martinelli, Marcelo Viola, Gunther Zaremba, Adele Malaman, Vinicius Petegrosso and Antonio Jesus de Nascimento.



ing to 30 metric tons per year of capacity and be able to reduce our clients' use of primary materials by up to 20 percent," he said.

Elsewhere in Latin America, AkzoNobel has three Expancel plants in Mexico, two in Colombia and one in Costa Rica.

Microspheres range in size from one micrometer to one millimeter in diameter, and can be manufactured from a wide variety of materials including glass, ceramics, fly ash, polymers and metallic/mineral substances like titanium dioxide. The use of microspheres in architectural coatings brings advantages including lower costs, reduced density, shortened drying time, improved matting, less water absorption and lower emissions of VOC, according to AkzoNobel.

Among the many industrial uses for microspheres, the coatings industry uses them for reduced mixing time for automotive materials, and for Cool Roof treatments on buildings, Zaremba notes. The Cool Roof application reduces the heat absorbed by a rooftop, reducing the need for air conditioning and thus energy use, he says.

Use of microspheres, particularly in microencapsulation, promises to extend the demand for the products in industrial applications of protective coatings. Latin America, due to its booming oil and gas industries, offers significant prospects for the manufacturers establishing their manufacturing bases and sales offices in the region, according to market analysts.

Akzo Nobel is active in the fields of decorative paints, performance coatings and specialty chemicals. The company has activities in more than 80 countries, and employs approximately 47,000 people. Sales in 2014 amounted to EUR 14.3 billion.

The inauguration of the new Expancel microsphere plant in Jundiaí, São Paulo State, attracted a large crowd.

Safety seal specialist Roxtec celebrates 25 years



With innovative and flexible sealing solutions, Roxtec has revolutionized the cable routing and pipe installation process across many major industries. Roxtec has also grown into a great 25-year old global company that is constantly contributing to an increased focus on overall safety.

Roxtec, a Swedcham member, was founded in Sweden after the invention of Multidiameter™, a solution for easy adaptation to cables and pipes of different sizes based on modules with removable layers. Today, Roxtec supports world-leading players within everything from energy to shipbuilding through subsidiaries established in Brazil, Mexico, USA, India, Singapore, China, Japan, South Korea and Australia as well as all over Europe. And the group keeps on adding offices and staff. Roxtec provides sealing solutions, services and design software to many international projects. The seals are

used in numerous applications on land, at sea and underground and ensure safety and operational reliability by protecting against multiple risk factors such as fire, gas and water. The seals also exist in versions for EMC, hazardous locations (Ex) and bonding and grounding.

Even after 25 years of success, Roxtec sees a huge potential for further growth. The company is continuously investing in research and development as well as in test and material labs in order to be able to create and customize sealing solutions. Being prepared for the future is also a key function of the retrofit-friendly sealing system: you can always open up a Roxtec transit to add new cables or pipes. Thanks to this built-in spare capacity, users can stay competitive, deal with new needs and regulations and extend the service life of their projects – without adding cost.

About Roxtec and Multidiameter™

The Swedish Roxtec Group is the world leader in flexible modular-based cable and pipe seals. The company's invention for adaptability to cables and pipes of different sizes is called Multidiameter™. The solution is based on sealing modules with removable layers, which allows for a perfect sealing, regardless of the outside dimension of the cable or pipe. The technology simplifies design and engineering, speeds up installation and reduces the need for stock, material and logistics. It also provides built-in spare capacity for retrofit and upgrades. Roxtec serves customers in more than 70 markets through subsidiaries and distributors. For more information, please visit www.roxtec.com

ABB Automation & Power World Brasil

ABB Automation & Power World Brasil took place on August 19 and 20 at the WTC Events Center in São Paulo's Brooklin Novo district.

The event featured presentations, case studies on techniques and factors contributing to improvements in processes, and discussions about market trends. Visitors could also tour a 2,000 square-meter Technologies and Solutions Center where the most recent developments in the energy and industrial sectors were exhibited.

The objective was to promote the exchange of know-how and experiences with major experts and users of technologies seeking innovation.

Debt waiver, potential tax impacts and possible alternatives

By *Raphael de Campos Martins**

In the past few years, Brazil's economy has disappointed. It grew by 2.2% a year, on average, a slower rate than other countries like China or India. It contracted by 1.6% in the first quarter, compared to the same period last year, and is expected to shrink by as much as 2% in 2015. Moreover, we have seen an erratic political decision-making process that makes it extremely difficult for any foreign investor to evaluate and position himself on the Brazilian market.

Hence, because of this, we have seen multinational enterprises (MNEs) using this period to deal with funding structure established previously with their Brazilian subsidiaries. Funding their operation through debt (instead of equity) holds some well-known advantages such as: possible remuneration through interests and not dependant on the subsidiary's turning profit, easiness to set up and so forth.

However, in our experience, most Brazilian subsidiaries could find space for tax optimization in this area.

Firstly, sometimes these loans fail to meet Brazilian Thin Capitalization rules. According to such rules, there is a maximum ratio between funding through debt and equity. Failure to meet such ratios would make the payment of interests to be disallowed for Brazilian Corporate Income Tax (CIT) purposes. Moreover, the interests determined between the Brazilian subsidiary and its European MNE cannot surpass 6-month LIBOR plus 3.5%.

Also, most subsidiaries apply the cash-based method for assessing CIT on their loans. The Brazilian legislation allows for the taxpayer to choose

at the beginning of the fiscal year between the cash-based or accrual-based method, thus, if the taxpayer predicts a fall in the exchange rate throughout the year, by choosing the accrual method it could use the financial expenses generated to offset revenue received on that year.

However, sometimes, because of financial difficulties faced by the Brazilian subsidiary or

other operational reasons, an MNE may opt to waive the debts of the Brazilian subsidiary.

According to Brazilian legislation, debt waiver is considered new revenue and is taxed by CIT and PIS/COFINS. It should be mentioned that any waiver would be easily detected by the federal tax authorities and in case of non-compliance by the Brazilian subsidiary could trigger fines and yearly interests.

In order to avoid this taxation, Brazilian subsidiaries have been engaging in converting these outstanding loans into equity.

Such converting triggers no taxation and still allows for the Brazilian subsidiary's operational flexibility. Especially because increasing the Brazilian subsidiary's capital not only should help those subsidiaries engaged in public bids but also allows for the MNE to shift more remuneration through Interests over Equity (JCP) and pay lower taxes on the distribution of results to the MNE.

Lastly, it should be mentioned that in order to avoid the delay usually involved in capital reduction in Brazil (with the prior waiting period for potential creditors' manifestation), Brazilian subsidiaries, incorporated as corporations (S.A.) could withdraw their shares and return the capital faster to the MNE investor.

In conclusion, if at first glance using loans as a vehicle to invest in a Brazilian subsidiary may seem like the best option, it may create difficulties and trigger unforeseen taxation. By using equity instead of debt as well as planning for future contingencies it is possible for the Brazilian subsidiary and its investing MNE to have a more transparent and tax friendly relation without the loss of operational flexibility.

**Raphael de Campos Martins is an Associate Lawyer from the Tax Team of Pacheco Neto, Sanden, Teisseire Advogados.*



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The crisis and the opportunity for change

By Marcelo Pires*

It is sad to stroll along the sidewalks of streets which traditionally have expensive and much sought after commercial establishments and notice the empty stores and large number of “For Rent” signs. A depressing sign that recession in the Brazilian economy has hit everyone and is getting worse...

It is obvious that the solution to rekindle the country's economy is neither simple nor easily viable politically. Especially when everyone knows that, besides the serious internal economic problems the country is facing, there is also an adverse international scenario affecting the world economy as a whole and jeopardizing further the quest for an exclusively internal solution for the Brazilian economy.

Nevertheless, I am surprised by the fact that, under the present recessive scenario, many consider the increase in taxes and decline in investments—measures of a clearly cyclic nature that tend to worsen recession even further—as a solution to solve one of the worst problems the Brazilian economy is experiencing: the high fiscal deficit.

When we make an analogy with the business world, we can see that—in times when companies are suffering a sharp drop in sales in general—there is no possibility of increasing prices or forcing new customers to buy, with the aim of keeping the company operational. Therefore, in times of crisis, companies are forced to seek greater efficiency, productivity and creativity. And companies that turn out to be successful, in the post-crisis period, for a long period of time, will certainly be champions in their respective areas of operation.

In view of this serious economic crisis the country is experiencing, shouldn't we also review our administrative structure, with the aim of seeking more productivity and efficiency? Who knows, maybe this way we would be able to avoid an increase in the tax burden, at a time when we are already going through a recession. And perhaps, if we are more efficient, we can reduce cuts in investments in the country's already deficient social and infrastructure areas.

Many people would say that the

current political scenario does not allow for the approval of major structural changes in the Brazilian economy. Yet one should remember that history has registered several episodes in which periods of serious national crisis have provided unique opportunities for a surprising agglutination of various diverging political forces around a common objective which, in Brazil's case, could be a recovery of the economy or, in the words of the most pessimistic, the country's salvation! All it would take would be for major economic and political leaders to awaken to the gravity of the current scenario and join forces around one all-encompassing project in order to rationally, through structural reforms aimed at the long term, allow for the reactivation of the Brazilian economy.

The current economic crisis could actually provide a unique moment to allow for reforms that have been at a standstill for a long time, such as the tax and social security reforms, among many others. But there is no lack of areas that need reforms which, if well restructured, could lead the country to a great leap in productivity, as is the case of public education and bureaucracy in the most diverse spheres of public administration.

As the old saying goes, “necessity is the mother of invention”. In other words, in the midst of the serious crisis the country is going through, who knows? Maybe we will be surprised with economic and political pragmatism in the quest for a truly long-term solution for the Brazilian economy!

*Marcelo Pires is head of Corporate Coverage – Brazil at SEB and coordinator of Swedcham's Finance Committee.

Author's note: The opinions expressed in this article (written on August 20, 2015) are the author's and do not necessarily reflect SEB's opinions.





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The climate change agreement (COP21)

By *Felipe Christiansen**

Some countries, like Sweden and Germany, have already noticed that cutting down on fossil fuel emissions and developing renewable energies is a strategic savings issue in the 20th Century economy. In Europe, one of the crucial objectives is to reduce the dependence on energy imported from Russia.

Nevertheless, in Brazil, the Government still doesn't seem to have well-defined goals and strategies regarding this matter, although President Dilma Rousseff signed a "Joint Declaration on Climate Change" with Germany on August 20 this year in order to strengthen her position among countries that will participate in the United Nations Conference on Climate Changes, COP21—which is scheduled to be held in Paris in December and aims to reach a new Climate Agreement, much as the Kyoto Protocol.

It is already a consensus among developed countries, and seemingly in Brazil, that it is necessary to contain as soon as possible the increase of at least 0.2°C in the global temperature in relation to the pre-industrial period—which implies in transferring the energy grid to cleaner and renewable sources.

In this respect, some measures that are already being implemented in many European countries—whose markets could eventually be developed in Brazil in the near future, should the Brazilian government adopt concrete measures—are:

1 – A regulatory framework for renewable energies: Brazil needs to boost its policies regarding the sector's regulatory framework, offering security to investors in these new sources of energy;

2 – Solar and wind energy: some projections indicate that Brazil could reach 2023 with 3.5 gigawatts generated by energy, the equivalent of a plant on the Madeira River, and solar energy represents around 1% of the energy grid, being one of the countries with the greatest potential to lead this market, in view of having sunshine most of the year;

3 – Energy efficiency: Besides investing in renewable sources, reducing energy consumption is equally important, especially in residences—the largest consumer market in Brazil—which could become small power generators, offering the unconsumed surplus back to the market, in this manner obtaining a reduction in the energy bill. However, the Government must give subsidies, especially for the acquisition of solar panels;



4 – Reducing investments in nuclear energy: many countries are cutting 100% of their nuclear plants and Brazil could direct its investments in nuclear energy to new renewable sources;

5 – Goals: Brazil urgently needs to adopt clear and ambitious goals to cut fossil fuel emissions, Contrary to developed countries, since 1990 Brazil has been reducing its share of renewables in electricity and the energy grid in general;

6 – Reducing deforestation: the Dilma Rousseff Administration is threatening to adopt the "agenda" of Senate President Renan Calheiros, i.e. to open Indian lands and other protected areas to economic activities, which would significantly increase deforestation in major forests such as Amazonia, which are important to regulate global temperature.

The Climate Convention is an opportunity for governments to work together to develop new policies and programs that will have great significance for all mankind. The rounds of negotiations are very important to reach a global agreement.

Brazil needs to urgently define a clear-cut goal to reduce its emissions during these months preceding COP21 and assume a position of protagonist in this debate, due mainly to the strategic advantage of having its energy grid based on hydric, and therefore renewable, resources.

We would not like to see Brazil take a thrashing of 7 to 1 goals in this matter, and we have all the conditions to revert this score in our favor. All we need to do is plan and take action!

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

A good time for spring cleaning

By *Giselle Welter**

Hard times require patience and the willingness to withstand the frustration of not being able to achieve goals, of having to abandon projects, deal with financial losses, postpone plans and so on.

We are experiencing an intermediary year: between two mega events, the World Cup in 2014 and the upcoming Olympic Games in 2016; and between two election years, the presidential race in 2014 and the run for governors and mayors in 2016—a year in which we run the risk of losing faith in institutions, of having no prospect for growth, but at the same time a year of hope for positive changes. Uncertainty has given way to the certainty of a crisis, of a lost balance. But everything passes. Good times pass, and so do bad ones, eventually.

This scenario has brought, yet again, the need to cut down on costs. Companies are back to facing a “human resource” from a financial viewpoint, i.e. “material value”. If until a very short while ago the main concern of people managers was to attract and retain talent, today the matter at hand is “which talents should we retain?” For many companies, it is now time to lay off personnel, to give up a precious asset. And this is a very painful moment.

Marie Kondo, whose book **“The Life-Changing Magic of Tidying Up”**** hit the New York Times bestseller list, mentioned four factors that must be taken into consideration, besides the material value, when the aim is to let something, or someone, go: functional-ity, information, emotional added

value and rarity. In much the same way we do when we have to get rid of objects, we should answer the following questions: does the collaborator always fulfill the role the company requires (functional value)? Does he/she have useful and valuable information for the company (informative value)? Is he/she a very dear person within the company (sentimental value)? Will it be difficult to find a substitute (rarity value)?

According to the logic of tidying up, once it has been decided what will be kept, it is necessary to designate their specific places. That is, we have to designate a position for the collaborators who will remain within the company. They may occupy the same position as before, but they may also be relocated. Assessing talents and determining the best professional place within the company is a pretty complex task, which requires much attention and care. It is necessary to look beyond the individual and also consider the people with whom he/she will work. “Tidying up” implies evaluating not only the professional competencies of collaborators and their most suitable position within the company, but also their professional relations.

Work teams are created and formed with the aim of fulfilling a certain mission in the company, and involve issues such as: what is the reason for the team’s existence? Do the people who make up, or will make up, this team have the knowledge and experience required to fulfill the mission they will be designated? Is the team heterogeneous enough for different perspectives and looks to be present? Which aspect is valued by all team members and could represent an element of cohesion and convergence among them?

It is not enough to analyze each part of a puzzle, we need to look at the whole picture. Similar functions can be performed by very different people, and each brings his own brand. In these hard times, we must take advantage of the moment to put the house in order and surround ourselves with special people: indispensable talents.

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

***Kondo, M. (2014). The Life-Changing Magic of Tidying up - The Japanese Art of Decluttering and Organizing. Ten Speed Press.*





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