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NordicLight

A JOINT SWEDCHAM / NBCC PUBLICATION



King and President participate in Business Leaders Forum



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**King Carl XVI Gustaf guest of honor
at Swedcham start-up event**

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NordicLight

is the quarterly publication of Swedcham and NBCC



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Brazilian and Swedish executives discuss strategic partnership at Business Leaders Forum

The Brazil-Sweden Business Leaders Forum was held on April 3 at Palácio dos Bandeirantes, the elegant head office of the São Paulo State Government. The event was honored with the presence of His Excellency the President of Brazil, Mr. Michel Temer, and His Majesty King Carl XVI Gustaf of Sweden.



By Bjorn Clavey and Marcelo Juc

The Forum consisted of an exclusive meeting for business leaders from Sweden and Brazil and was aimed at further deepening the bilateral relations in trade and investment by identifying new potential collaboration opportunities as well as discussing common challenges and joint activities for societal and industrial development. The event was organized by Business Sweden in close cooperation with CNI (Brazil's National Confederation of Industry) and the Brazilian Ministry of Foreign Affairs, the Swedish Embassy and the Swedish Ministry of Foreign Affairs.

HM King Carl XVI Gustaf opened the meeting, followed by welcome addresses by CNI President Robson Braga de Andrade and Business Sweden's CEO Ylva Berg. The event started with the presentation "The Brazilian Economy and Reform Agenda" by José Augusto Coelho Fernandes, Director for Policy and Strategy at CNI, who outlined a more positive outlook on the Brazilian economy.

With inflation going down, business confidence indicators rising and the country risk of Brazil going down, a recovery from the recession would be on the horizon. Behind all these positive developments is an ambitious reform agenda with 32 measures that were recommended by the industry to the federal government. Assessing the pace of implementation, Dr. José concluded that two measures had already been implemented, while another 20 are currently being discussed.

CNI expects that six important reform measures will be approved still in the first semester of 2017, among these the reform of the labor law and the social security system. The conclusion was that the federal government is committed to reforms and is

(From left) CNI President Robson Braga de Andrade, HM King Carl XVI Gustaf, President Michel Temer, and São Paulo State Governor Geraldo Alckmin. (CNI photo)

open to a dialogue with the Brazilian industry.

A second presentation was dedicated to the "Spillover effects of the Gripen Project," and was held by Enrico Deiaco, Vice Director at the Swedish Agency for Growth Policy Analysis. Enrico, summarizing from their recent study, elaborated on how the Gripen Project involving Saab and Embraer will pave the way for a deeper cooperation between Brazil and Sweden.

These presentations were followed by the actual business dialogue which was moderated by Alrik Danielson, global CEO of SKF, and Robson Andrade. The business leaders present explored several possible ways to deepen cooperation and discussed topics of joint interests such as increased competitiveness, innovation, education, access to financing and Brazil's insertion into global value chains.

For the second part of the meeting, high-level representatives from the governments of both Brazil and Sweden joined the business leaders to listen to their thoughts and recommendations. From the Brazilian side Ambassador Santiago Mourão, Undersecretary General for International Cooperation and Trade Promotion at the Ministry of Foreign Affairs, joined. From Sweden, Niklas Johansson, State Secretary at the Ministry of Enterprise and Innovation represented the government.

The debate on how the bilateral trade and investment can be increased further was followed by an address by the Governor of the State of São Paulo, Geraldo Alckmin. A keynote speech by President Michel Temer, that received extensive media coverage, closed the event.

On the Swedish side, companies were represented



King Carl XVI Gustaf and President Michel Temer during Business Leaders Forum. (Presidency photo)

by high ranking executives from ABB, AstraZeneca, Atlas Copco, EKN, Electrolux, Ericsson, Saab Group AB, SEK, SKF, Stora Enso, Tetra Pak, Volvo and Wallenberg Foundations. Additionally one Norwegian company, Aker Solutions, participated. On the Brazilian side, business leaders from Embraer, Stefanini IT Solutions, Gerdau, WEG, Korin Agropecuária, União Química Farmacêutica, Algar, and Itáu Unibanco joined the event

Aeronautic and defense related medium-sized companies such as Airship do Brasil and BR Defesa were also present. Two publicly-owned institutions such as the Brazilian National Development Bank (BNDES) and the Brazilian Guarantees and Fund Management Agency (ABGF), complemented the Brazilian side.

The meeting of the Brazil-Sweden Business Leaders Forum was followed by a cocktail reception and a joint VIP dinner in conjunction with the Global Child

Leaders Forum Dialogue with Government (Presidency photo)



Leaders Forum Business Dialogue. (SP Government photo)





King Carl XVI Gustaf shakes hands with São Paulo State Governor Geraldo Alckmin as Ambassador Per-Arne Hjelmborn looks on.
(CNI photo)

Forum on South America. This festive part of the evening enjoyed the presence of their Excellencies Mr. and Mrs. Michel Temer and Their Majesties the King and Queen of Sweden (*please see coverage of the Global Child Forum on pages 8 and 9*).

The Brazil-Sweden Business Leaders Forum was the continuation of an inaugural meeting which took place in Stockholm in October 2015 with the presence of Former President Dilma Rousseff and Marcus Wallenberg, among others. The plan is to arrange this kind of high-level business encounters on a bi-annual basis. In between these high-level meetings an action plan will be developed to guide the work and catalyze the ongoing cooperative dialogue. Business Sweden and CNI will be supporting the member companies to engage in this.

The commitment of President Michel Temer to participate in the event proves that the strategic cooperation and dialogue between the Brazilian and Swedish business communities continues to be recognized and is appreciated by the government irrespective of the political orientation. ■

His Majesty's address at the VIP dinner.
(Presidency photo)



Business Sweden CEO Ylva Berg (CNI photo)

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HM Queen Silvia and President Michel Temer. (Presidency photo)

VIP dinner at the Palácio dos Bandeirantes. (Presidency photo)





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GLOBAL CHILD FORUM ON SOUTH AMERICA

Investing in Every Child
4 April 2017



Global Child Forum on South America prompts action on “investing in every child”

The Global Child Forum on South America was held on April 4 at the São Paulo State Federation of Industry (FIESP) in the presence of Their Majesties King Carl XVI Gustaf and Queen Silvia and Their Excellencies President Michel Temer and Mrs. Marcela Temer of Brazil.

both companies and investors. This region, however, is also one of the most inequitable. This inequality not only prevents children from enjoying their rights, but is also a key obstacle for sustainable development and economic growth. The Global Child Forum comes at an important time when the Sustainable Development Goals (SDGs) and the Agenda 2030 are in early stages of development. This year's Fo-

The Global Child Forum on South America, which was inaugurated by HM King Carl XVI Gustaf, brought together over 350 leaders and influencers from business, government, civil society and academia to connect, collaborate and share best practices around some of the most pressing challenges facing children in the region.

On the occasion, President Temer officially approved the Projeto de Lei (Draft Bill) 3.792/15 which creates a system of guarantees for children and adolescents who are witnesses or victims of violence. "In every society, children must occupy an extremely precious place, they represent the future and hope. At the same time, they are vulnerable and need protection," the President says.

Organized in collaboration with UNICEF and Childhood Brasil, the one-day event, under the theme "Investing in Every Child", encouraged business leadership to respect and support children's rights and highlights the important link with the Sustainable Development Goals (SDGs) in promoting social and economic advancement within the region.

South America is one of the world's economic strongholds, attracting

His Majesty King Carl XVI Gustaf inaugurates the Global Child Forum in São Paulo.





Her Majesty Queen Silvia gave a very personal and emotional speech at the Forum.

able Development Goals, The Global Child Forum is a great opportunity to join efforts in support of children, ensuring that they not only survive but thrive. During the first 1,000 days of life, young children need nutrition, stimulation, protection, violence-free environments, care, and love in order to build the foundations for cognitive, social, emotional and physical development," says María Cristina Perceval. The private sector plays an essential role by adopting policies and practices, for example, increased paid maternity and paternity leave and childcare options, among others."

Ana Maria Drummond, Board Advisor at Childhood Brasil, says that "no single sector alone can effectively tackle the most pressing issues facing children in the region, especially in today's economy. We must find new innovative partnership models to maintain and expand investment in children." The Forum was a unique opportunity for this urgent discussion.

The Forum also launched the benchmark report "Children's Rights and the Corporate Sector in South America". This report, conducted by Global Child Forum and the Boston Consulting Group, examines South America's top companies and scores how well they report on children's rights indicators, and serves to urge business to drive action on children's rights in their operations and sectors.

About Global Child Forum

Founded in 2009 by the Their Majesties the King and Queen of Sweden, Global Child Forum is a leading forum for children's rights and business dedicated to innovative thinking, knowledge-sharing and networking. Global Child Forum believes in the power and responsibility of business, working in partnership with all parts of society, to create a prosperous, sustainable and just society for the world's children. In addition to forums, Global Child Forum delivers research perspectives, best practices and risk assessment tools designed to unlock opportunities for business to integrate children's rights into their operations and communities. The Honorary Chairman of the Global Child Forum is H.M. King Carl XVI Gustaf. For more information and a Forum report, please visit: www.globalchildforum.org. ■

(From left) Natalio Cosoy, BBC Journalist and event moderator; Gary Stahl, UNICEF Representative in Brazil; Ana Maria Drummond, Board Advisor, Childhood and Åse Bäckström, Managing Director, Global Child Forum.





The cover story and other major articles in this edition relate to events held during the first week of April, which was extremely busy with many things going on in São Paulo, Brasilia and Rio. Thanks to good preparation and cooperation within Team Sweden in Brazil, everything went really well and both Swedish and Brazilian stakeholders were very pleased with the outcome.

Of course many things circled around the Swedish Royal Couple and their commitments during their four-day visit, and again it was fantastic to see how Their Majesties cherish Brazil, its people and Swedish business here. In January, Team Sweden in Brazil was invited to the Embassy in Brasilia to an inspiring kick-off meeting for the year and there we also welcomed Andreas Rentner, who is the new head of Business Sweden in Brazil.

It is important for us to have Swedcham on the world map so it was very rewarding for me to recently represent the Chamber at meetings in both Brussels and New Delhi, about which you can also read further on in the magazine. We conducted a Member Satisfaction Survey in the beginning of the year which came out with very encouraging results and we have welcomed many new members already in the first quarter. I really encourage old and new members alike to come forward with suggestions for speakers and topics, since we are a Chamber made by the members and for the members.

Regarding Brazil's economic and political situation, things are as unpredictable as ever, but I recently read an interesting report from PWC which stated that if Brazil enhances its institutions and infrastructure significantly chances are high that in 2050 we will be the world's 5th economy passing Germany and Japan. That is good news, at least for our children or grandchildren...

Finally, a warm welcome to Rachid Felix, who is the new Chairman of the Norwegian Chamber. I look forward to many Nordic joint events here in São Paulo and in Rio!

Jonas Lindström
 Managing Director,
 Swedish-Brazilian
 Chamber of Commerce



How to evaluate your business risk in Brazil? This has always been a challenge, and today probably more than ever. How can companies take investment decisions when the framework conditions are in constant change, and the political scenario is chaotic? Even though we can see some signs of positive figures, and the optimism is on the rise, 2017 will be a year that will define how attractive Brazil will be for years to come. Important and difficult reform decisions need to be made, at the same time as the people who will take these decisions are defending themselves from ghosts of the past.

For the Norwegian oil and offshore activities in Brazil, 2017 will be a defining year, making grounds for future successful license rounds.

Regulatory changes are ongoing, but the real proof will be seen when the license rounds start again in the second semester. Success means that we can prepare for another round of growth and investments for years to come, in case of the opposite, we are in the hands of Petrobras' recovery rate to salvage what is left.

During our AGM in March, we got to hear from the Secretary of Oil & Gas at MME, Márcio Felix, and his insightful view on the current processes of change in this area. It makes ground for some optimism, and the NBCC is dedicated to follow up and support the processes that allow for a competitive industry.

The AGM also marked the end of my time as NBCC Chairman, and I am pleased to hand over the helm to Rachid Felix, who surely will continue the development of NBCC, and to create value for all our members.

Thanks to the board for a very productive year, the committee leaders for their effort, and a special thanks to Glorisabel for all the hard work she puts in every day!

Erik Hannisdal
 Former Chairman,
 Norwegian-Brazilian
 Chamber of Commerce





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***Swedish Match

Team Sweden gets off to a good start in 2017!

**By Per-Arne Hjelmborn
Swedish Ambassador**



Team Sweden gathered at the Embassy in Brasilia for a kick-off meeting on January 18. A large group of enthusiastic representatives from all key partners of Team Sweden participated: the Embassy, Business Sweden, Swedcham and the Honorary Consulates General in São Paulo and Rio de Janeiro.

The main theme of the meeting was to go discuss strategies and measures that could reinforce the promotion of Sweden and Swedish economic interests in Brazil and make them more effective.

The fact that Team Sweden Brazil was recently selected by the Swedish Government as a pilot case based on our well-functioning cooperation as well as the newly adopted export strategy served as a perfect backdrop for the meeting. (<http://www.regeringen.se/contentassets/e2b-2f540107143e99907cbe604a87ce2/swedens-export-strategy.pdf>)

The first item on the agenda was to discuss how we could improve our results by coordinating our efforts even more. Several good suggestions were presented regarding issues like internal meeting structures and communication and social media activities. The ambition is to implement them during the year.

The second part of the meeting focused on the major events and activities scheduled for 2017, which will be yet another busy year in Sweden-Brazil relations. The flagship event will no doubt be the visit by Their Majesties King Carl XVI Gustaf and Queen Silva of Sweden for the Second Swedish-Brazilian Business Council on April 3 and the Global Child Forum

on South America on April 4. Both events took place in São Paulo and offered unique opportunities for Sweden promotion on a broad scale. We are happy that President Michel Temer and Mrs. Marcela Temer participated in these events.

The lineup for the Business Council was very impressive. As this article was being written, we expected the participation of CEOs and Presidents from some 10-15 Swedish multinational companies and we had good reasons to believe that the Brazilian side would try to match this. Our aim is to identify new collaborations, discuss joint challenges and come up with concrete joint actions for societal and industrial growth.

The Global Child Forum was aimed at exploring opportunities for business to invest in children and contribute to the realization of the Sustainable Development Goals. We hoped to gather 350 regional leaders and top decision-makers from business, civil society, academia and government from South America.

The Team Sweden meeting also touched upon other important events throughout the year where we will work closely together, including the sixth edition of Sweden Brazil Innovation Weeks, which will be held between September 25 and October 8 in various cities in Brazil. Forestry, bioeconomy and agriculture will feature prominently this time.

Other sectors that we will target are aeronautics, mining, airports and health care. For the first time it also looks like the Brazilian Embassy will organize its own innovation weeks in Sweden, which will reinforce our innovation cooperation even more.

Other themes during the meeting were cultural promotion as well as investment promotion and talent mobility where we plan to carry out several activities.

All participants agreed that it was a productive meeting that will help us to focus our activities and maximize results during the coming year. Close and effective cooperation between all Team Sweden partners is crucial in order for Sweden to continue to punch above our weight and to provide new opportunities for business and cooperation in Brazil. ■

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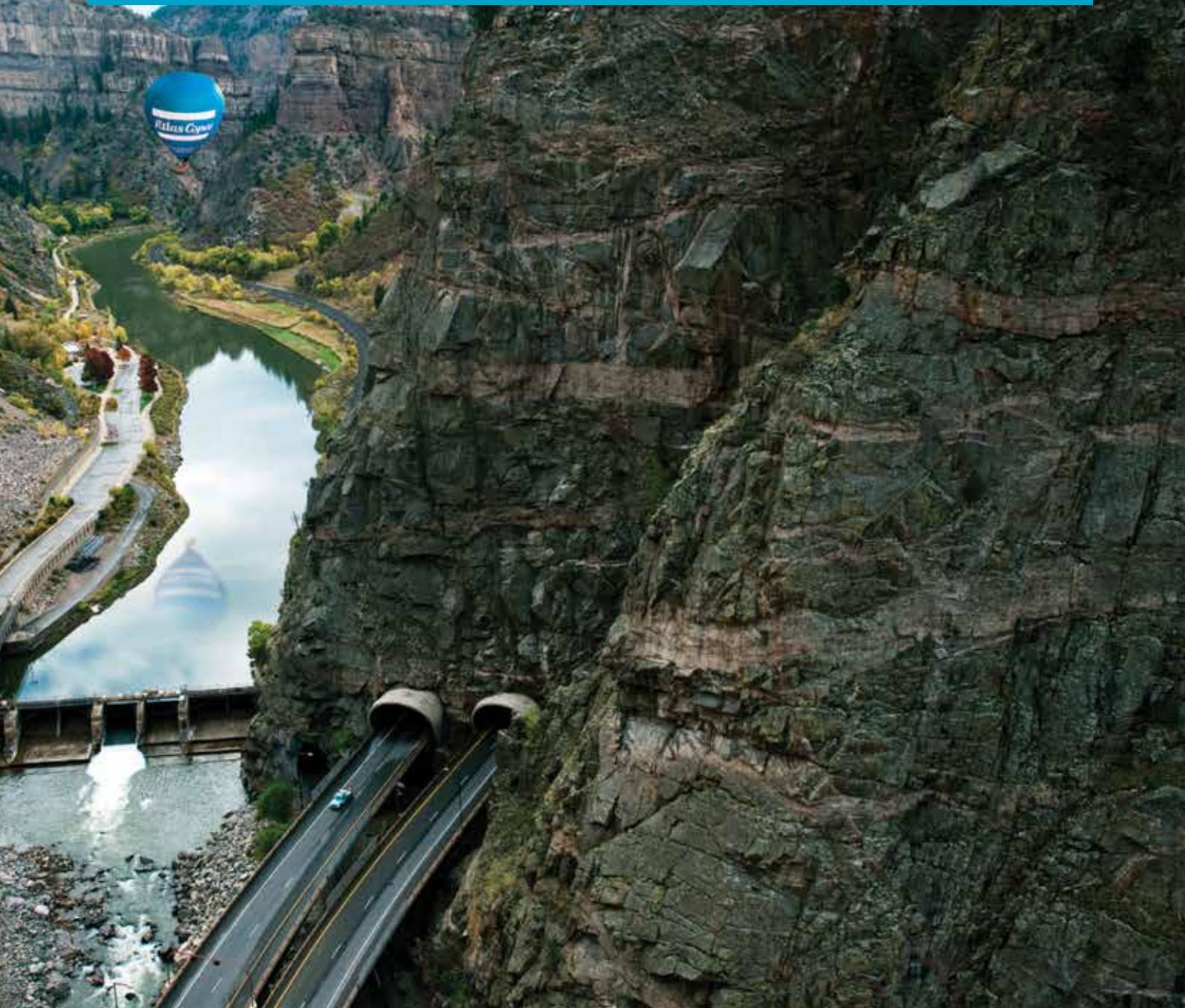


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Sweden in São Paulo

By Peter Johansson
Consular Officer

Well into the year 2017, we can certainly say that it has had a hectic start, despite the Brazilians saying that the country only really becomes active after Carnival. Already on January 1, the Consulate was invited to the inauguration of the new Mayor of São Paulo, João Doria. Consulate General Renato Pacheco Neto and his assistant Danielle van Tongeren were exceptionally well received by Doria, who actually has a special relation with Sweden since his work with Casa Cor which held an exhibition in Stockholm about 10 years ago.



Norwegian Consul General Cesar Garrubo and Renato Pacheco Neto.

the end of 2016.

Close to Christmas every year, the Scandinavian Association (Nordlyset) donates some exclusive products from the Scandinavian Fair to two members of the Swedish community in Brazil who have been elected by the Consulate.

Last year, the selected members were Maj Elisabet Dementschuk, who has been living in Porto Alegre for many years, and Björn Christer Lundgren, who spent most of his professional life at Ericsson and now lives in Cotia, in the interior of São Paulo State. We wish all the best to both of them! ■

Maj Elisabet Dementschuk



Norwegian and Swedish Consulates join forces

As geographically bordering sister nations, nothing could be more appropriate than also starting a local cooperation between the Consulates in São Paulo. As of January 1, 2017, the new address of the Norwegian Consulate General is the same as for the Swedish Consulate General. The cooperation has been started in order to save resources, improve services for both countries' communities and create a more dynamic collaboration in strategic projects where interests coincide. The goal is to soon be able to share various improvements with all of you. ■

Honored by the Scandinavian Association Nordlyset

We must not forget some very important people, who were honored by the Scandinavian Association upon the indication of the Consulate at

Former homeless Brazilian makes it to the top of the book charts in Sweden

Good role models are essential to any society and it was therefore very interesting to learn more about the life experience that led to a new book by Brazilian-born Christina Rickardsson, who was adopted by a Swedish family and moved to Vindeln in Northern Sweden while she was still young.

Christina used to have a very hard life in Brazil, since she lived on the streets and for some time even in a cave together with her mother. In Septem-

(Left to right) Cesar Garrubo, Alexandre Ferelli, Renato Pacheco Neto, Danielle Bianchi Madeira - Ferelli's personal assistant, and Carlos Rafael Leonardo.

ber 2016, Christina released her first book "Never stop walking" (in Swedish "Sluta aldrig gå") back in Sweden and in May this year it is time for the release of the Brazilian translation.

As a part of the preparations and some well-deserved vacation, Christina was in Brazil in January and visited the Consulates, among other places. She has a visible positivism around her, which has definitely helped through her difficulties in life and made her strong. Christina now shares her experiences both through her book and by giving motivational lectures in order to inspire others. ■

Visits to Regional Labor Court and Ministry of Public Labor Prosecution

On February 2, the Consulate had the honor of being invited to an institutional visit by the Regional Court of Labor in Campinas and its President Fernando da Silva Borges for a meeting discussing activities against child labor and a cooperation agreement with Sweden. Besides President Borges, Economic Advisor Roberto Koga, Secretary General Evandro Luiz Michelon and Consul General Renato Pacheco Neto as well as Consular Officer Peter Johansson participated.

On the same day, the Consulate met with the Ministry of Public Labor Prosecution for the 15th region in Campinas. Participating in the meeting were Chief Prosecutor Eduardo Luís Amgarten and Prosecutor Ronaldo Lira as well as the communications team. Representing the Consulate were Consul General Renato Pacheco Neto as well as Consular Officer Peter Johansson.

One of the main topics discussed was the Ministry's new campaign against child labor #Chegadetrabalho infantil ("Enough of Child Labor" in Portuguese), which was launched on February 10 in Campinas. The fight against child labor was also one of the main themes of the Global Child Forum in São Paulo on April 4, with the presence of the Swedish King and Queen together with the President of Brazil and his wife. ■



Consulates receive visit from firefighters in Maringá

As one of the first joint projects between the Norwegian and Swedish Consulates, they received a visit from Lieutenant Alexandre Ferelli representing the firefighters of the city and Carlos Rafael Leonardo from the business community. Maringá, located in Northwestern Paraná State and one of the cities with the highest quality of life, is looking to create partnerships in various areas and already has a working international cooperation with a city in Japan. Sweden is considered of strategic interest due to its firefighting protocols and use of modified containers to train firefighters as well as individual respiratory equipment.

The Consulate was presented with many interesting business opportunities for Swedish companies in Maringá, which include upcoming investments in the city's airport. The representative for the business community showed an interest especially in Saab's technology for remote control towers, adequate for smaller airports with limited resources. ■

Embassy and Consulate in collaboration talks with Oded Grajew

The Consulate joined Embassy-based Growth Analysis Counselor Mikael Román for discussions about a collaboration with Oded Grajew, co-founder of both the Ethos Institute and Rede Nossa São Paulo, which are both strong voices for the social and sustainable development of our city.

Grajew has shown an interest in strengthening ties with Sweden and initial discussions are therefore being held in order to find ways of creating a mutual partnership. ■

Mikael Román, Oded Grajew and Peter Johansson.



Meet Jens Karlsson, President of Swedish Match in Brazil

NordicLight recently interviewed Jens Karlsson, President of Swedish Match in Brazil and Latin America, who took over from his predecessor Peter Hedlund after he retired in July last year.

Karlsson was raised in the north of Sweden in a town called Skellefteå, coincidentally the same place as his predecessor. A graduate in engineering and business administration, he has been working at Swedish Match for more than 10 years. He started as the assistant to the CEO & President moving his way through e-commerce, marketing and business development, among others. He and his wife Anna have two small kids: Erik, 6, and Emelie, 5.

The executive's previous position within Swedish Match was President of another subsidiary called SMD Logistics, a position he held for five years. That company does warehousing and distribution for all tobacco products sold in Sweden and has a smaller scale operation in Norway.

"Coming to Brazil was a first for both me and my wife, neither of us had been to Brazil or South America before," says Karlsson. "As we had spent some time preparing for the culture change and talking to people who had been living in Brazil, there has been no real culture shock these first six months. With that said, though, of course many things are different from Sweden but all in all the experience has so far been very positive and we are happy that we had the chance to come here."

Karlsson observes that Swedish Match's history in Brazil is that of selling matches and, as most people know, this is an industry plagued by volume declines going back more than 40 years. "Three decades ago we started producing and selling lighters in Brazil to compensate the match decline, but considering the extent of this decline it has been difficult to get enough compensation from lighters. During the past 10-15 years, we have introduced new consumer goods categories within our business, extending our well-known Fiat Lux brand. These include disposable shavers, lamps, toothpicks, batteries, barbecue skewers and much more. For us, it is essential to find new sources of revenues to keep our position in the market place and to compensate the weak development of matches," he says.

Today, Swedish Match has three production sites in Brazil, two located in Paraná State and another in Manaus, Amazonas, and the head office is in Rio de Janeiro. "In addition, the company also has large tree plantations along the border of Paraná and Santa Catarina as we are self-sufficient in the raw material for matches," Karlsson says. "We intend to keep this set-up for the time being depending on how the market and our business



continue to develop. The ambition is to increase our Brazilian business both through local sales and increased exports to other South American countries."

Karlsson says he believes Brazil is still a market of great potential despite the recent political events and the economic downturn. "The Brazilian people seem to have a very positive mindset which, I am sure, will help to turn this situation around. Even though you still can see many differences in development stages between Europe and Brazil, it is obvious that the market here seems to have matured a lot during the past 10-15 years."

On a personal note, Karlsson says he tries to spend as much time as possible with his family, "well aware that they are the ones going through the biggest change since moving here. During my first six months, our travelling has been limited to Rio itself and its outskirts, but the intention is to see more of the country together as a family. Normally we try to travel as much as we can and to mix big cities with more active vacations including climbing and scuba diving."

No doubt Karlsson and his family will have many opportunities to experience all this country has to offer—including climbing and scuba diving! **Swedcham** and **NordicLight** wish to extend a very warm welcome to Brazil! ■



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Long-Term Vision: Interview with Electrolux CEO Ricardo Cons

Otávio Lucchese, Swedcham's representative in Curitiba, recently interviewed Ricardo Cons, Electrolux's new CEO for Latina America, where he had already worked for more than 10 years before returning in 2016. He has spent 25 years of his career in Swedish companies. In an informal conversation, he told us a bit about his career and about his perspective of the Swedish way of being and of doing business.



Ricardo Cons (left) and Otávio Lucchese.

When did you start working with Swedish companies?

I started working at Volvo in 1986, where I remained until I went to Electrolux in 1997. I left Electrolux in 2011 and returned in 2016. That is 25 years working with Swedes.

What was the most important thing you learned during that time?

It's difficult to summarize such a long learning period! Perhaps the most important thing I have

learned was respect for other cultures. Swedes know how to adapt to the local environment and have no intention of acculturating the world. For this reason, they appear to be better suited to working with multinational teams. They know how to accept the differences and to seek a consensus. Some criticize the culture of consensus as it draws out the decision-making process. However, in my view, that is precisely the secret of the Swedish way of doing things. Swedish people are not arrogant. They do not claim to be the, so to say, "owners of the truth". They thus manage to earn respect and perpetuate their undertakings. Something else I learned was to think far ahead, to do business with an eye to the future. Look at Electrolux. The company is going to celebrate its 100th anniversary in 2019 and has been in Brazil for over 90 years (it was founded in 1926). One cannot but admire Swedish people's ability to plan ahead with long-term vision. We, Brazilians, need to learn from this example. We must stop being short-sighted.

What do Swedish companies have that others lack?

I am not sure if it is possible to say that others lack it, but I think that some characteristics are remarkable. Their strong team spirit and respect for others are good examples. It is that "lack of arrogance" that I mentioned. I think that the success of the Swedish in doing business around the world is, to a large extent, due to this factor.

Could you tell us an anecdote from your experience working with Swedes?

I remember a videoconference between Brazil and Sweden in which the Brazilian team was trying to explain a tax issue involving PIS/COFINS to the Swedish team from the Electrolux head office. If it was difficult even for us to understand, you can imagine how hard it was for the Swedes. At that time, about 7 or 8 years ago, we did not know what the best interpretation of the law was. In fact, we still don't know (laughs). In any case, as the conversation was dragging on without reaching a precise conclusion, at one point one of the Swedes interrupted it and started speaking in Swedish to the others (in Sweden) and, in an instant, concluded the matter saying that everything was understood. I was very curious and did not understand at all. Till today, I laugh trying to imagine the conversation between the Swedes. After all, how do you explain something that not even we Brazilians manage to understand (the Brazilian tax system)? Perhaps they just accepted that it was impossible to figure out our tax chaos (laughs).

I don't think it is presumptuous to say that every Brazilian home has, or has at some point had, an Electrolux vacuum cleaner. For many years, you were the Head of this Business (vacuum cleaners) in Latin America. How do you feel knowing that your products are a part of the lives of millions of people?

Interesting question. I have a memorable childhood memory. In the 1970s, my father bought a colour television – at that time, it was a novelty – and an Electrolux vacuum cleaner – that famous old model that looked like a long tube. Although the colour TV was a great novelty, my father was more enthusiastic about the new Swedish appliance. It was an appliance that impacted greatly, and positively, on the household routine. This memory makes me very proud to work at Electrolux today. We manufacture products that help people. We manage to help our consumers save time so that they can enjoy life more. That is our mission.

Do you know how to use a vacuum cleaner?

Yes, definitely. I know every component of a

vacuum cleaner. Not only do I use it, but I also provide training at home (laughs).

What is your favourite electrical appliance?

It's a draw. The vacuum cleaner is undoubtedly one of my favourites, not least because I worked with that product for a long time. But I'm also a big fan of the washing machine. I think it's one of the most revolutionary appliances ever invented in terms of the household routine. Imagine how much time would be wasted if the washing machine didn't exist.

Is it the cold in Sweden that makes Electrolux refrigerators so good? Or is it the heat in Brazil that makes them so attractive?

Scandinavian design is outstanding and recognized worldwide. It manages to, simultaneously, bring together simplicity, gracefulness and practicality, and still managing to be beautiful. The respect Swedes have for culture allowed Electrolux to add a Brazilian touch to the Scandinavian design. One of Electrolux's design centers is located in Curitiba. The local identity combined with Swedish DNA may explain why some consumers actually believe that Electrolux is Brazilian. This is a good example of Swedish-Brazilian synergy.

Could you give the readers of NordicLight some tips regarding Electrolux products? And tips on buying with discounts?

Of course. Keep an eye out for our product launches. Frost free refrigerators and high capacity washing machines. In addition to our remodelled 52 cm (4-burner) stoves. As for the discounts, retail chain prices are already the best prices. There is no way we can compete with our clients. Anyway, in Curitiba, if you are looking for cheaper products, because they have either been discontinued or because they have been slightly damaged or scratched, look for our Outlet. And, of course, you can also purchase our products directly from the Electrolux website, via e-commerce. But I don't guarantee discounts (laughs).

Do you think Paraná is a part of Electrolux history? Would you recommend the State to Swedish companies interested in establishing in Brazil?

I would recommend Paraná without hesitation. The business environment is very good and, most importantly, there are excellent professionals. Hard-working and highly qualified people. It suffices to note that Electrolux do Brasil "exports" its personnel all over the world. Electrolux currently has approximately 80 Brazilian professionals relocated around the world. Many of them are from Paraná, especially in the technical fields. The only criticism I have, as an administrator, is not applicable to Paraná but to Brazil as a whole. Our authorities need to understand that long-term investments, of any nationality, require stability and predictability. While there is no legal and tax certainty, we will continue to lose share in the global economy.

The Business Sweden team (from the left) Björn Clavey, Elsa Stefenson, Marcelo Juc, Patricia Kobata, Pricila Carmo, Andreas Rentner, Gabriel Scisci, Malu Novaes and Fred Hasselquist.



Meet Andreas Rentner, the new Trade Commissioner in Brazil

By Gabriel Scisci and Elsa Stefenson

After four years as Trade Commissioner and Country Manager of Business Sweden in Brazil, Johan Norén is heading back home to Sweden. We are happy to announce that Andreas Rentner has accepted to take over the position.

Andreas has been with Business Sweden for 10 years, 6 of which as Trade Commissioner and Country Manager for Benelux and EU Affairs based in The Hague office with frequent travels to Brussels. Andreas has a long and broad experience from international trade and business development and will bring valuable insights from several industry sectors with relevance for the Brazilian market.

When you received the confirmation for this new challenge in Brazil, what were your initial thoughts? Were there any specific first impressions when you arrived?

My family and I are no strangers to Brazil. My wife was born here and grew up in Rio de Janeiro. We have therefore visited Brazil many times and my wife also speaks Portuguese at home with our daughter. So, I do have a bit of a jump start for this new position.

Being responsible for helping Swedish companies to be successful in one of the world's largest markets will be very exciting. I also look forward to further developing Sweden's position for Brazilian investments into EU/Europe. Sweden is one of the

most competitive and productive nations in the world and a global leader when it comes to innovation.

After just a couple of weeks in Brazil, I've started to realize that I'm here to stay this time – it's a good feeling! Everybody has been very welcoming. I have a great team in place and I've already come across many business opportunities for Swedish companies. I look forward to making an impact for Swedish exports as well as to directing investments from Brazil to Sweden.

You have been working in Business Sweden for some time. Tell us a little bit about the mission of Business Sweden and your role as Trade Commissioner.

Business Sweden's purpose is to help Swedish companies reach their full international potential and foreign companies to invest and expand in Sweden. We do this by offering strategic recommendations and hands-on support. Being owned by the Swedish government and the industry entitles us with an official status which puts us in a unique position. Our organization allows us to form partnerships and have access to networks at all levels within both private and public organizations.

In my role as Trade Commissioner/Country Manager, I'm responsible to ensure that we provide world class service to all our clients, no matter if it is a large company or a start-up. I set the agenda for our priorities and drive the business development. But I'm also often involved in the actual deliveries of projects as member of the steering group. The most important task for me is to ensure we have the right people and competencies within the team.

How will your experience add value to Business Sweden in Brazil and to Swedish companies?

I'm very humble to the fact that it is a new market with new rules of engagement and business culture for me to learn. With the excellent team we have in place and with my experience from international trade and business development, I'm confident I'll be up and running shortly. I bring specific industry knowledge within food/agribusiness, retail, defense, security and international financing, funding and procurement. In addition to that I look forward to contributing with best practices from the Benelux and global assignments over the years when it comes to international business development and trade promotion activities.

Sweden has a traditional outward mindset when it comes to international trade. For Sweden, how relevant is Brazil as a trade partner?

Swedish-Brazilian trade relations go back to 1891, when Ericsson installed the first telephone in Brazil, at the palace of Dom Pedro II. Since then, our trade relations have gotten stronger and more varied, with a special emphasis on the automotive, aerospace and engineering segments. Brazil has an enormous consuming market, which makes the country very attractive to Swedish companies, especially with regard to demand for high-tech and innovative solutions.

Despite the economic situation, Brazil remains an important trade partner to Sweden. Brazil is Sweden's most important trade partner in Latin America, while Sweden is Brazil's most important trade partner among Nordic countries. The total trade between the countries amounts to around USD 1.6 billion.

Andreas Rentner

What opportunities may be surfacing as Brazil resumes economic growth? How can Business Sweden help?

It is clear to me that Sweden sees Brazil as a long term trade partner and in this sense I have already come across several cases where Swedish companies continue to invest in Brazil, even though the country is going through a tough period. For many companies it is an excellent time to acquire a Brazilian player in order to establish local presence and capture the market potential. I expect that going forward we will further increase our activities to support Swedish companies in the process of identifying acquisition targets.

Also, for many Swedish subsidiaries it's time to find a new focus for their solutions and broaden the client base in Brazil. In that sense, my team has been working extensively with stakeholder mapping & management and sales channel optimization to support the subsidiaries in the process of positioning themselves in new market segments.

Currently, we see opportunities – and have been working with projects - in Agribusiness, Pulp & Paper, Defense, Mining, ICT and Infrastructure such as road and airport concessions. We have also seen that Health Care & Life Science is still a sector demanding new and innovative technologies. As Brazil's economic and political landscape stabilizes, we believe that sectors that have been historically important to Sweden such as automotive and manufacturing in general will recover.

What are your priorities for the upcoming months?

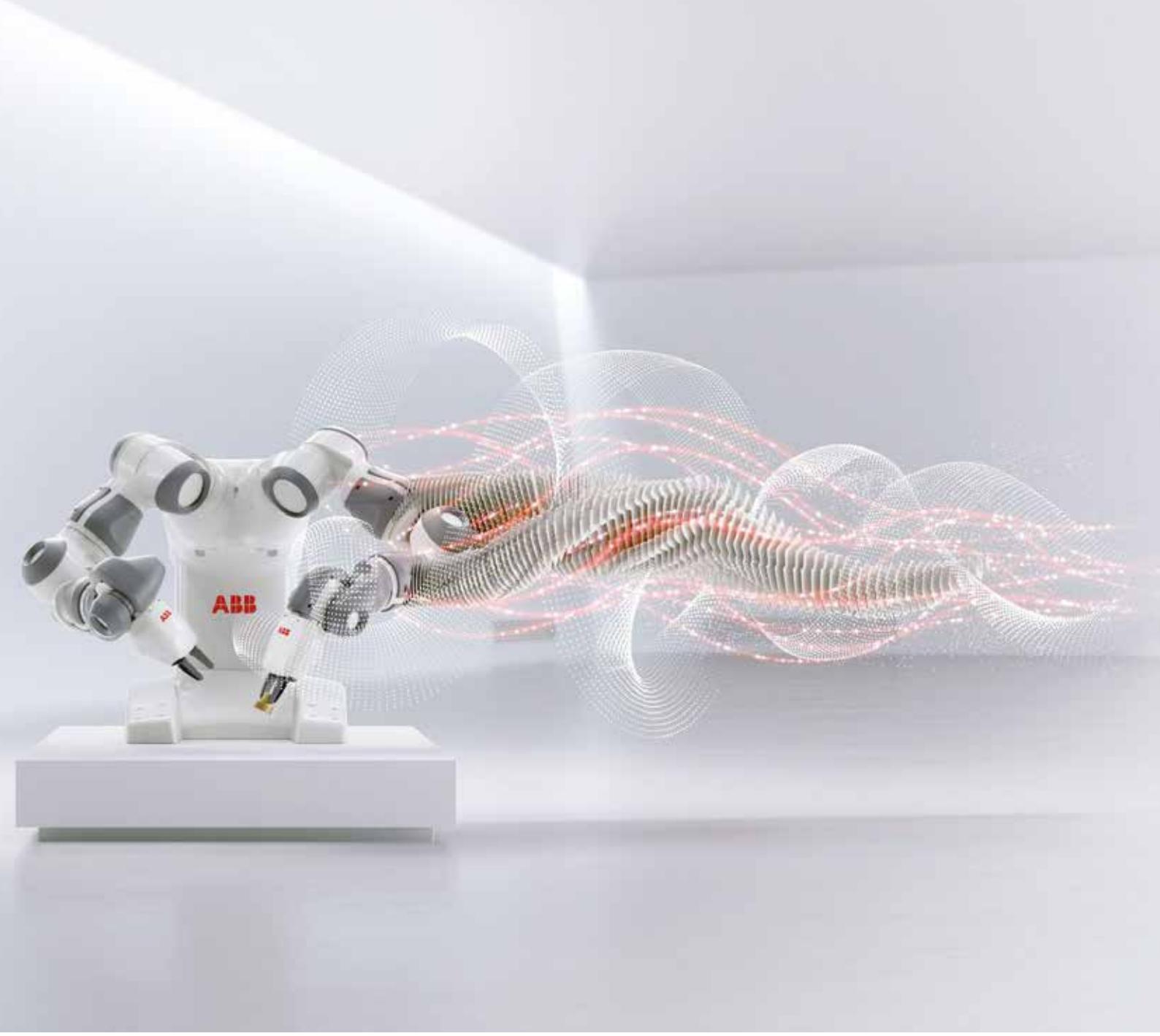
From the moment I arrived in Brazil until now, I've dedicated most of my time and attention to the Brazil-Sweden Business Leaders' Forum, which took place at the beginning of April. This important event will enable strategic collaborations between Brazilian and Swedish companies of all industries.

The Forum was organized by Business Sweden, in collaboration with the Swedish Embassy. These two organizations, along with Swedcham, form what we call the "Team Sweden". I'm sure many other exciting business opportunities will come up as a result of this joint effort.

From now on, my focus is to ensure a smooth transition to Brazil, both professionally and privately. With that done, I can fully engage in supporting Swedish companies that are interested in expanding their business in Brazil, as well as promoting trade and investing in relations between the two countries.

Finally, I look forward to meeting all the representatives in the Swedish business community to discuss your priorities and business opportunities in Brazil.

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(From the left) Mr. Marcos Cintra - President of the Brazilian Innovation Financing Agency (FINEP); Dr. Thomas Arctaedius; Mr. Álvaro Prata - Technological Development and Innovation Secretary; Mr. Joakim Appelquist, Director of the International Collaboration and Networks at the Swedish Governmental Agency for Innovation Systems (VINNOVA); Mrs. Karin Röding - State Secretary at the Ministry for Higher Education and Research of Sweden; Ambassador Marcos Pinta Gama and Elisa Sohlman - Brazilcham. (Photo by Carolina Boschetti)

Brazilcham opens 2017 activities with evening about innovation and academic cooperation

The Brazilian Chamber of Commerce in Sweden (Brazilcham) inaugurated its 2017 program with an event about innovation and academic cooperation. The occasion was arranged in connection with the sixth edition of the Stockholm Excellence Seminar organized by the Swedish Academic Collaboration Forum (SAFC), which

is a project that aims to develop and strengthen existing research collaborations, and establish new relationships and initiatives between researchers in Sweden and around the world.

Between February 13 and 17, participants discussed the future of international research collaboration and summed up the achievements from the past two years of exciting research seminars in the Republic of Korea, Singapore, China, Indonesia and Brazil.

Brazilcham's event was opened by HE Mr. Marcos Pinta Gama, Ambassador of Brazil; moderated by Dr. Thomas Arctaedius, CEO at Ayond AB; and, among the speakers, were some of the eminent Brazilian and Swedish guests that attended SAFC's seminar: **Mr. Álvaro Prata** - Technological Development and Innovation Secretary (MCTIC); **Mrs. Karin Röding** - State Secretary at the Ministry for Higher Education and Research



Secretary Álvaro Prata talks about the innovation cooperation between Brazil and Sweden. (Photo by Carolina Boschetti)

of Sweden; **Mr. Marcos Cintra** - President of the Brazilian Innovation Financing Agency (FINEP) and **Mr. Joakim Appelquist** - Director of the International Collaboration and Networks at the Swedish Governmental Agency for Innovation Systems (VINNOVA).

During the evening, we could get an extensive update about the cooperation between Brazil and Sweden in both these fields, and also received significant information about financing opportunities from FINEP.

We would like to thank SAFC for the cooperation, our guests, and our sponsors Törngren Magnell and Dona Doceira for a great event. ■



Innovation and Academic Cooperation Evening at Brazilcham
(Photo by Danielle Leal & Sandra Forshed)

Women's Day event at Chamber

In order to empower female leadership, Brazilcham organizes yearly an event to acknowledge women's accomplishments. This tradition grows stronger each year and the occasion is intended as a platform to inspire, as well as to provide women from both countries with the opportunity for an open conversation and the exchange of experiences.

This year, the evening took place on March 24. Among the speakers were **Christina Rickardsson** - Brazilian-Swedish writer, TV presenter and entrepreneur; **Kerstin Lundgren**, Member of Parliament for the Swedish Centre Party and member of the Parliamentary Foreign Affairs Committee; and **Mia Liblik**, CEO of Folksam LO Pension.



Ms. Christina Rickardsson, Brazilian-Swedish writer, TV presenter and entrepreneur, talks about her inspiring history and her autobiography "Never Stop Walking (*Sluta aldrig Gå*)". (Photo by Carolina Boschetti)

Christina talked about her inspiring trajectory from living on the streets in Brazil to her successful career in Sweden. Kerstin shared her experiences from her work as a MP and travels around the world. We learned that, in spite of cultural differences, women still fight for similar rights independently of where we live. Furthermore, we listened to Mia Liblik who gave us an interesting lesson about pension savings from the female perspective.

We would like to thank the speakers and guests as well as our sponsors Törngren Magnell and Dona Doceira for another memorable event. ■

(From the right): Mia Liblik – CEO of Folksam LO Pension; Christina Rickardsson - Brazilian-Swedish writer, TV presenter and entrepreneur; Kerstin Lundgren - Member of Parliament for the Swedish Centre Party and member of the Parliamentary Foreign Affairs Committee and Elisa Sohlman - CEO at Brazilcham Sweden. (Photo by Danielle Leal & Sandra Forshed)



Saab and Embraer inaugurate Gripen Design and Development Network in Brazil

Defense and security company Saab and Embraer Defense & Security inaugurated the Gripen Design and Development Network (GDDN) in Gavião Peixoto, in the state of São Paulo, on November 22, 2016. The GDDN will be the hub for the Gripen NG technology development in Brazil for Saab and Embraer together with the Brazilian partner industries and institutions, AEL Sistemas, Atech, Akaer and the Brazilian Air Force, through its research department DCTA.

More than 150 guests, including authorities, the military and business executives as well as members of the press, attended the inauguration in Gavião Peixoto, which is located 309 kilometers from the city of São Paulo. During the inauguration, Defense Minister Raul Jungmann stressed the importance of re-equipping the Brazilian Air Force and developing the Gripen NG in partnership with national companies.

"A project such as this cannot be achieved without partnerships, and I must say that we have hit the nail on the head with regard to the fighter jet and the partner we chose," the minister said. "The GDDN is not something transitory. It is a tremendous possibility and an enormous conquest for the two

countries and for the two companies," he said.

The GDDN includes the development environment and simulators required to undertake the fighter development work. In addition, the GDDN is connected to Saab in Sweden and the industrial partners in Brazil, securing both technology transfer and efficient development.

"We have a long-term commitment to Brazil. The launch of the GDDN is a key milestone in the Brazilian Gripen program as it will be the basis for the technology transfer and fighter development in the country," said Håkan Buskhe, CEO and president of Saab. "One might say that GDDN is the brain of the project."

"Embraer and Saab have a long and proven record in the development and application of innovative technologies in the aeronautical industry. This cooperation is key to assure the best support for the Brazilian Air Force in the coming years," said Jackson Schneider, president and CEO of Embraer Defense & Security. "The choice of the Gripen NG represents a long-term partnership between the countries, as well as between Saab and Embraer," he said.

The GDDN facility is located at the Embraer premises in Gavião Peixoto, where the Gripen Flight Test Center and the Gripen Final Assembly will also be based.



Technology transfer

Between 2019 and 2024, 36 Gripen NG fighters will be delivered to the Brazilian Air Force. To accomplish the deliveries, Saab has a strong collaborative partnership with Brazilian industry, such as Embraer, AEL Sistemas, Akaer Atech and Inbra.

The technology transfer program for Brazil covers four areas aiming to provide the Brazilian aerospace industry with the technology and knowledge needed to maintain and develop Gripen in Brazil:

- Theoretical training
- Research & Technology programs
- On-the-job-training in Sweden
- Development and production work

Between October 2015 and 2024, more than 350 professionals, engineers, operators, technicians and pilots from Saab's partner companies and the Air Force in Brazil will go to Sweden to participate in courses and on-the-job training. Skills and knowledge will be gained by Brazilian industry enabling extensive Gripen development and production work, including final assembly, in Brazil.



(From the left) Paulo Cesar de Souza e Silva, President and CEO of Embraer; Juniti Saito, former commander of the Brazilian Air Force (FAB); Swedish Ambassador to Brazil Per-Arne Hjelmborn; FAB Commander Brigadier Nivaldo Rossato; Defense Minister Raul Jungmann; Jackson Schneider, President and CEO of Embraer Defense & Security; Senator Eduardo Braga; and Saab President and CEO Håkan Buskhe.

As of today, about 100 Brazilian secondees are currently being trained in Sweden and about 35 already finalized their training and returned to Brazil to start working with the Gripen Program in the country.

Embraer will undertake a large share of work in the production and delivery of the Gripen NG. The company will also be responsible for extensive work packages in systems development, integration, flight test, final assembly and aircraft deliveries. Furthermore, Embraer and Saab will be jointly responsible for the complete development of the two-seat version of the Gripen NG. ■

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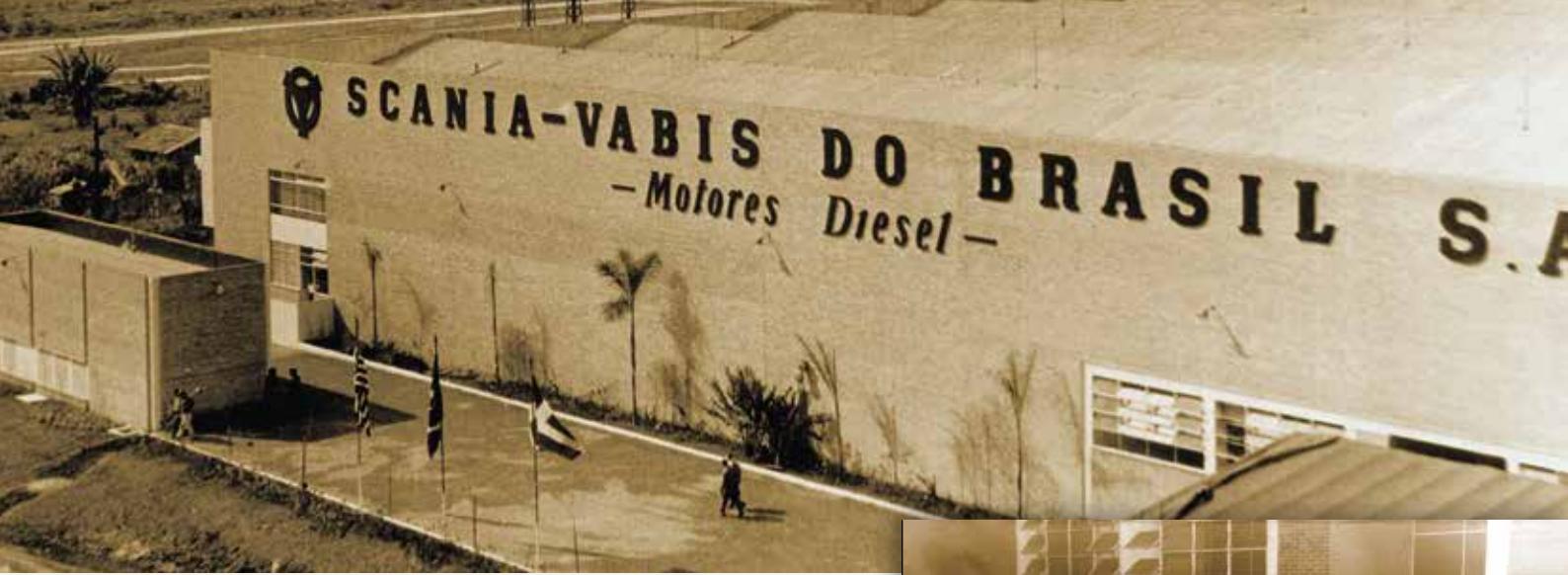
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Scania celebrates 60 years of history in Brazil with innovation and pioneerism



In July 1957, Scania arrived in Brazil with the challenge of conquering the trust of Brazilian transporters and the local market. Since then, it has been 60 years of a journey marked by the innovative spirit and dedication in understanding clients and meeting their needs.

"Our history reflects the investment we made to have a leading industrial base with advanced technology and solid brand, overcoming obstacles and evolving with our products and services, but above all investing in people and relations—the bases for our business," says Per Olov Svedlund, President of Scania Latin America.

Scania's arrival in Brazil was at an office on Rua Libero Badaró in São Paulo's Ipiranga district, from where Scania-Vabis do Brasil S/A – Motores Diesel was subsequently taken to a warehouse on Rua Guaramiranga in Vila Carioca. In 1962, the company was transferred to São Bernardo do Campo in Greater São Paulo, with the construction of the first factory outside Sweden.

"We are a mirror of the production we have in Södertälje and the only unit, outside our headquarters, that manufactures the complete vehicle," Svedlund stresses.



In 1960, Scania took over total production of its trucks in Brazil, with employees assembling the first complete vehicles.

For this year's anniversary celebrations, Scania launched a Special 60-Year Edition, which pays tribute to the 113 Truck, one of the most famous road models. In addition, several activities and events inside and outside the São Bernardo do Campo factory are being planned to recall its evolution and contribution to the history of the automotive industry.

"We believed, invested in and conquered a place in the history of Brazil's industry and transport sector," says Roberto Barral, Managing Director of Scania in Brazil. "We are motivated by challenges, and we have chosen this moment to reinforce our



journey towards being partners in the transition towards sustainable transport."

"The decision to set up Scania in Brazil proved to be absolutely right. This is a country with a tremendous potential for transport, where we are present from north to south and east to west—on the highways and through the cities. And the factory in São Paulo's ABC area is a major export platform. It is from there that we supply markets in Latin America, the Middle East, Africa and Asia," Svedlund notes. According to the executive, pioneerism, social and environmental responsibility, commitment to clients and quality, respect for people and a long-term vision are the marks that Scania has left throughout its journey.

According to Barral, commemorating six decades of achievements in Brazil means recalling the past with a perspective for the future. "This is part of our DNA. This is why we are pioneers in several aspects. We deliver solutions in the present, which anticipate the tomorrow of transport," he says. "We are proud to have experienced the market's evolution in partnership with our clients. We have written this history together and we are working on offering the best today and for the next 10, 20 years and way beyond this," he says.

"Scania has always been present where there has been demand for cargo and passenger transport. This has been so in major marks of progress in this country, such as the construction of Brasília and so many other facts that have transformed this sector, such as integration between vehicles and services, the creation of trends for products and technologies, pioneerism in automatic gearboxes, the first ethanol-powered trucks and the recent and unprecedented GNV/biomethane powered bus. What Scania has achieved and is achieving now will certainly not be the same within the next 60 years. One must innovate, imagine the future of transport and transform it," says Barral.

In 2017, Scania will carry out a series of activities aimed at clients, collaborators, suppliers, students and academia, the community and other groups involved in its relations. "It is not every day that one celebrates 60 years. There are going to be a lot of things happening within and outside the factory. We are going to thank the past, celebrate the future and, especially, toast the future," adds the President of Scania Latin America.

Homage to a road classic – Scania is famous for launching commemorative series or editions on



São Bernardo do Campo, March 26, 1993: the date of the 100,000th Brazilian Scania truck, the R 113 H 360.

the market, which are always a great success. Things will be no different celebrating 60 years in Brazil. This eighth edition, a Special 60-Year Edition, pays tribute to the legendary Scania 113, launched in 1991, and one of the most famous trucks on the road—and a landmark in the transition from the pointed models to models with advanced cabins in Brazil, since it inaugurated the third generation of trucks, countersigned by an up to 450 horsepower, the highest on the market at the time.

In order to represent the Scania 113, the company picked the models R 440 (6x2, 6x4 and 8x2) and R 480 (6x4), of the Streamline Highline versions. The color is the same, the emblematic celestial blue of the 113. Other major features of the old and revived model are the iconic sidebands in pink, lilac and purple. There are two acquisition options: the Classic package (xenon highlights, refrigerator and other features) and the Classic Style package (adding polished aluminum wheels, steering wheel, leather seats and color plus panel). ■

Special 60-year Edition pays tribute to the legendary Scania 113, one of the most famous trucks on the road: a meeting of generations between a stylized Streamline and the classic 113 H.





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“Energy and environment are the main pillars”: Interview with Brazil’s new Ambassador in Oslo

By Runa Hestmann

George Monteiro Prata took office in November 2016 and came to Oslo with his wife, Miriam Cecilia Azevedo Parga e Prata.

Norway is far from his first posting abroad. In 2011, he was appointed Brazil's ambassador to Prague, and he has also worked as Minister Counselor in Stockholm and held different positions at the Consulate General in New York and the embassies in London, Madrid and Beijing.

The new Brazilian Ambassador to Norway was born in Fortaleza and has a degree in communication and journalism from the University of Brasilia. He also held several positions in the Brazilian Ministry of Foreign Affairs. Tourism was a focus in his early diplomatic career, and he visited Norway as a tourist 15 years ago. He sees the impressive nature as one of many things Brazil and Norway have in common, and has accompanied the Norwegian-Brazilian relationship from afar throughout his career.

“I see two main pillars in our relationship: energy and environment. From there you can naturally work to strengthen our cooperation in areas like science and technology and education. But of course there is much more than that, like shipping and mining, for example,” Mr. Monteiro Prata says in this interview with **NordicLight**.

In March, he met with the NBCC board during a visit to Rio de Janeiro, and in May he will meet many important players again at Nor-Shipping in Oslo.

“Nor-Shipping is the most important forum for maritime players from all over the world. Not only does it provide a great opportunity for discussion of the main issues and projects of common interest between our two countries but it also allows the participants to meet stakeholders from many

other different countries,” he says.

Mr. Monteiro Prata believes that the crisis that paralyzed the global oil and gas industry is passing, and does not expect it to affect his work for Norwegian-Brazilian relations.

“I believe that I arrived in Oslo when the worst of the crisis was getting behind us. It is now time to share the lessons we have learned and to discuss the new opportunities we have. I am sure that the crisis will bring new ways of cooperation between Brazil and Norway,” he says.

Explaining foreign investors and other stakeholders what is actually happening in Brazil has been a challenging task the last years. This is also a challenge the new Ambassador expects to face

“Brazil is a multifaceted country that is changing rapidly. I have to be able to explain what is going on in Brazil today and to show the new opportunities arising from this change.”

He considers the relations between the two countries as very solid in several fields. Oil, gas and energy, environment, aquaculture and defense are some areas where there is cross-country collaboration.

“Our relations are very good but of course there is always room for improvement. Both Brazilians and Norwegians are working hard on that and I am very proud to be part of this effort,” the ambassador says. And although Brazil is a giant compared to Norway, he is quite clear on Norway’s importance.

“Norway is a leading country in promoting peace, human rights and sustainable development. Norway is a big investor in Brazil. Norway is our biggest partner in the Amazon Fund. Norway has the biggest sovereign fund in the world. Brazil has never beaten Norway in the World Cup. Should I say more?” ■



NBCC

Rachid Felix elected NBCC chairman

By Runa Hestmann

Rachid Felix was elected NBCC chairman during the Annual General Meeting 2017, an event where Oil & Gas Secretary Márcio Felix was the keynote speaker. "NBCC hopes to play a key role in helping Brazil construct a healthier business environment," the new chairman says. He is Director of Subsea 7 Brazil.

“The next year will be challenging, but I am convinced that new opportunities will accompany the challenges, and it is in times like this that the Chamber needs to show strength. Collaboration is a key word to construct a healthy business environment and I believe that relations will improve even further,” Rachid Felix said in his first address as NBCC chairman.

Erik Hannisdal stepped down as chairman at the Annual General Meeting, which took place on March 21 in Botafogo, Rio de Janeiro. The new vice chairman is Hans M. Heikvam (Hydro), and Johnar Olsen continues as treasurer.

The NBCC now has 124 members, a sign of strength, according to Mr. Hannisdal. He also highlighted the importance of the last year’s events in São Paulo and Brasilia and of the improved dialogue with Brazilian authorities.

NBCC Chairman Rachid Felix (left) with Secretary for Oil & Gas Marcio Felix.



“Closer relations with Brasilia is something we have wanted for years, and now I really feel we have gained a good relationship with the Ministry of Mines and Energy and the political scene,” the outgoing chairman said.

A window of opportunity

The keynote speaker of the event was the Secretary for Oil & Gas from the Brazilian Ministry of Mines and Energy, Mr. Márcio Felix, and him accepting the invitation to speak at the AGM was a good example of the closer dialogue between the Chamber and the Ministry.

Since he took office in June 2016, dialogue with the industry has been a priority, and several action plans and initiatives have been launched. According to Mr. Felix, time is of the essence.

“We have a unique, but very narrow, window of opportunity, a situation that won’t happen again, a combination of a low oil price scenario, big discoveries, with Petrobras not in a good shape and with the Brazilian government working to open the market. It is a special moment in history, a turning point,” he said.

Marcio Felix also announced that the government is working on a calendar for bidding rounds over the next ten years, and said that he hopes to share this calendar with the industry in a few months. The 14th licensing rounds will take place this September.

“The bidding rounds will be the real test and success in the rounds is proof that we are moving in the right direction.”

The Secretary also welcomed the Norwegian presence in Brazil. “The business environment in the energy sector is changing. Norwegian stakeholders play a fundamental role, and we are happy that you are here,” he said.

He listed increased recovery as one area where Brazil could learn from Norway, and he also believes that gas production is a huge opportunity for Norwegian players.

Solid position

During the AGM, Treasurer Johnar Olsen presented the comfortable economic situation of the chamber to its members. The goal for 2017 is to maintain the current solid cash position.

The new members of the NBCC Board for 2017-2018 are Anders Opdal (Statoil), Fernando de la Puerta (Statkraft) and Maria Peralta (Aker). ■

Brazil: new measures to address foreign exchange imbalance in concessions

By Karin Yamauti Hatanaka

Investments in infrastructure are the top priorities of the current administration to lead the way out of this crisis. Transformational projects within logistics, urban mobility, sanitation, energy have the capacity to elevate the profile of entire regions and raise their economic and social indexes. They generate jobs and launch the basis for economic growth.

For this reason, it is not surprising that President Temer's very first measure upon taking office targeted investments in infrastructure by launching the Program for Partnership in Investment (PPI).

These types of investments are capital intensive, and in a context where public funds are scarce, it is vital to attract private investors.

To this end, maintaining a transparent and candid dialogue with the sponsors, lenders and other players is key.

It seems now to be well accepted that special attention to certain points (risk allocation, bankability, foreign exchange protection, etc.) needs to be devoted to the project as of its inception to guarantee its attractiveness to sponsors, bankability and ultimate success. A well-structured concession, with the correct balance of risk allocation and returns, will naturally attract more bidders and lenders.

One of the recurring concerns of the industry, especially when funds in *Reais* are scarce and foreign financing is necessary, is the risk of foreign exchange fluctuations. Given that indexation to foreign currency is prohibited (except for certain transactions where a foreign element is present), and revenues are mostly denominated in *Reais*, a mechanism to hedge companies' and lenders' exposure to foreign exchange imbalance is of paramount importance.

To address this concern, the Ministry of Transportation opened a Public Consultation to receive contributions in a draft Ordinance that proposes a mechanism to mitigate the foreign exchange fluctuation risk for the new airport concessions. Concessionaires that have debt in foreign currency would be able to adopt that mechanism, at their own discretion.

The mechanism will compare the foreign currency variation to that of a *Reais* benchmark (to account for inflation and country risk). If the result is an appreciation of the foreign currency, a discount will be applied to the concession fee amount (the amount paid to the Granting Authority as consideration for the concession). Conversely, if the *Reais* benchmark appreciates, the concession fee amount will increase.

This mechanism is similar to the foreign exchange protection mechanism introduced in the State of São Paulo Toll Road Concession Tenders (first round was auctioned in February and a second round was scheduled



for April). The mechanism has limitations (e.g., it only works in situations where a concession fee is due; it is limited to a cap of foreign exchange debt.) but it is a significant step towards addressing the concerns of investors.

With several auctions for privatizations and new concessions expected for this year, the Federal Government's willingness to address industry's concerns demonstrates its focus on fostering infrastructure to lead the way out of the crisis and into a path of economic growth.

*Karin Yamauti Hatanaka is a partner at Souza, Cescon, Barrieu & Flesch Advogados.

Maritime industry gathers at Copacabana Palace

By Runa Hestmann



"We provide a local service with the support and access to our wider global expertise," says General Manager Leo Freitas (second right). Here he is accompanied by (left to right) Alex Tischendorf , José Elias, Siang E, and Ale Ciocchi. (Photo courtesy of V.Ships).

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

The Annual Maritime Community Gathering organized by V.Ships Brasil, took place on March 15, at the Copacabana Palace Hotel in Rio de Janeiro. More than 150 people were present for the event.

V.Ships Brazil, established in 1981, provides ship management, crew management and crew supply, and over the last 16 years the company has hosted this annual event with the aim of celebrating and recognizing the importance of partnerships in the maritime industry.

"We invite a wide range of people that we work with in the industry – from clients to other maritime partners including owners, operators, class societies, naval and education representatives," General Manager Leo Freitas explains in this interview with **Nordic Light**.

The highlights of the event on March 15 were the announcement of two new V.Ships Brazil initiatives - a partnership with the local Maritime Academy in Rio to provide cadets with industry experience, and the launch of a school's education program for children age 6-13, engaging them in

the maritime industry and the potential career opportunities that exist.

V.Ships started ship management operations in Brazil 36 years ago, and originally the activities were focused on the commercial shipping industry. V.Ships Brazil is part of V.Group, and through investments the company extended the service provision to the offshore industry, now offering technical management, crew management and supply as well as additional marine technical services.

The V.Ships executive believes that the pressure on the global shipping market will continue.

"Brazil is no exception and there are many contributory factors. We have been operating here in Brazil for 36 years and believe that with the right management of costs and investments in quality, the current market situation will improve. The offshore market is reorganizing to provide the vessels needed to support oil majors and we are seeing an increase in agricultural shipping will up the demand for container shipping," Mr. Freitas says.

NL: What are the biggest challenges in Brazil?

"The challenges" are not unique to Brazil – managing costs and investing in maritime talent are two critical areas not just for V.Ships here in Brazil but also the wider maritime industry – from owners to suppliers. We currently have 800 seafarers managed from our office here in Rio with a strong retention rate, which we're very proud of. Our annual event replicates our approach to the ongoing partnerships we have with our clients – working with them to deliver solutions to help them grow their business," says the executive.

In the end of June, NBCC will be present at Nor-Shipping in Oslo, the only international event NBCC takes part in. V.Group is also among the exhibitors. Leo Freitas welcomes the NBCC presence at the event:

"It is important for our country to showcase what we can offer – particularly given the size of the market and the growth prospects of the energy sector," he says. ■



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A solid brand drives the growth of RSM



According to the International Accounting Bulletin World Survey 2016, RSM remains ranked 6th globally, with a 5 percent growth in its fee income from 2015 to 2016.

RSM is an international provider of audit, tax and consulting services, and in 2016, the company had a fee income of US\$ 4.87 billion, using the IAB \$ calculation.

RSM also retained 6th place for audit and accounting and tax services, and 7th for consulting services.

The area of services with the best performance was however consultancy, which increased by 8.1 percent, followed by tax services with a 7.5 percent increase.

RSM's talent base also grew significantly in 2016, with a staff increase of 8 percent across the network, totaling more than 41,420 people working in 793 offices. The number of partners grew 5 percent, while the number of professionals increased by 10 percent.

2016 was a transition year for RSM firms, resulting in steady progress across all service lines and in the development of global initiatives. These promising results highlight the strength of the overall network strategy, focusing on increased

collaboration, unification and long-term plans for sustainable growth.

More than 70 percent of the RSM companies also reported growth in 2016 (2), with fee income showing growth in all regions (1): 19 percent in sub-Saharan Africa, 7 percent in MENA, 7 percent in North America and 8 percent in Asia Pacific, 8 percent in Europe and 21 percent in Latin America.

Since January 2016, RSM has expanded its geographic coverage, welcoming partners and staff in seven new countries in Africa, Asia Pacific, Europe and Latin America. Mergers have occurred in Spain, Mexico and Denmark and the UK, increasing the scale of customer service and experience in these countries.

Following the successful launch of its brand in late October 2015, RSM firms around the world focused last year on incorporating and strengthening the RSM brand into their domestic markets, focusing on a unified vision to be the supplier of choice for mid-market companies around the world. A unique, consistent and identifiable brand has significantly increased the capacity profile and global scale of RSM, which translates into a 20 percent increase in cross-border referrals.

Note: In order to take account of currency fluctuations, the growth rates of global commissions have been calculated using the average exchange rate between 29.11.15 and 28.11.16 (according to the International Accounting Bulletin) and apply to fee income for 2015 and 2016 Totals. ■

Note: In order to take account of currency fluctuations, the growth rates of global commissions have been calculated using the average exchange rate between 29.11.15 and 28.11.16 (according to the International Accounting Bulletin) and apply to fee income for 2015 and 2016 totals.



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 Glorisabel Garrido Thompson-Flôres garridogloryst@nbcc.com.br



Service design to improve customer satisfaction

With a below-average ranking on the Global Innovation Index 2016 - coming 69th out of 128 countries - Brazilian companies must find new ways to grow if they are to excel. One option is for them to re-think their strategy by improving how they interact with customers. By understanding customers' needs and designing services that meet these needs, companies not only increase their chances of surviving the economic crisis, but are positioned to serve when consumer confidence and spending power rise again.

“To achieve growth, I see that raising productivity and competitiveness are the main challenges for Brazilian companies,” states Victor Stelmasuk from EGGS Design. “People’s purchasing power is reduced in Brazil due to the deep recession. For companies to be able to succeed in this market it is important that they align their services and offerings to what Brazilians need, and can currently afford.”

Innovate or die

Competition throughout all sectors in Brazil is fierce, so positive differentiation through good customer experiences is a key to success.

The designers and innovators at EGGS Design in Curitiba, Brazil, see great potential for increased customer centricity and innovation for Brazilian companies: (From left) Victor Stelmasuk, Victor Santos, Sandro Valdrighi, Analuiza Camargo and Pedro Gonzalez.



A method that can ensure this is called service design. Over the last 10 years, service design has become an established form for service innovation throughout Europe and North America. This method has already contributed to growth and increased customer satisfaction for many Norwegian service providers.

It is all about understanding the users

Service design is about looking at everything from the perspective of the users of a service, and ensuring that the service meets their actual needs and expectations. Having empathy with the user’s situation is key to being able to design attractive and user-friendly services. A user can be a customer of a service, a buyer of a product, a guest at a restaurant, a passenger at an airport, a patient receiving health services or staff of any of these service providers.

A holistic perspective

“A successful service is also about orchestrating all points of contact a user has with a service, so that the user has a seamless experience. We call this the customer journey,” explains Stelmasuk. These points of contact can be a website, a booking service, a store or restaurant, an app and the staff enabling the services.

Oslo Airport

“We have worked with Oslo Airport on several projects since 2013. At present, we are in the final phase of finishing our current project within Terminal 2, which opens in April 2017. The common denominator has been to shift the organization’s mind-set towards traveler centricity, ensuring that all services improve people’s experience when traveling through the airport,” Stelmasuk says.

The best and most efficient

Oslo Airport’s ambition is to be the best and most efficient airport in Europe. “Creating an airport where all staff understand the situations and the different needs passengers have and catering accordingly with these needs, has been key for OSL’s high ratings and customer satisfaction,” concludes the designer. ■



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International legal alliance is formed focused on the Brazil/Africa/Portugal axis



(Left to right) Paulo Valois, Vitor Marques da Cruz and Rogério Miranda are the partners of MC Valois Miranda.

A new alliance of international lawyers - MC Valois Miranda - was born under the partnership between the Portuguese law firm MC&A and the Brazilian office Schmidt, Valois, Miranda, Ferreira & Agel Advogados (SVMFA).

Focused on the Brazil/Africa/Portugal axis, the alliance was formed to respond to the growing potential for investment in natural resources and energy, as well as associated sectors, in Portuguese-speaking African countries.

The alliance, based in Lisbon and Rio de Janeiro, brings together the expertise of the Portuguese lawyers in the financial and capital sectors, and the knowledge of Schmidt, Valois, Miranda, Ferreira & Agel in areas such as natural resources and infrastructure. The partners cooperate through consulting in international operations in Brazilian, African and Portuguese markets since 2009.

"Our know-how and expertise in natural resources and infrastructure will allow our clients to have unquestionable quality in their projects and markets," says Paulo Valois Pires, founder of Schmidt, Valois, Miranda, Ferreira & Agel (SVMFA).

"Through MC Valois Miranda, we'll be able to expand our client portfolio and provide an effective assistance to international business, especially in the context of mergers and acquisitions," says Vitor Marques da Cruz, founding Partner of MC & A.

Currently, MC Valois Miranda provides legal advice to companies in different segments, around 500 clients, of which more than 10 percent are among the 500 largest companies in the world. MC Valois Miranda has a team of 75 lawyers and operations in Portugal, Brazil, Angola, Mozambique, Cape Verde, São Tomé and Príncipe and Guiné-Bissau. ■

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New Members

NBCC is happy to welcome the following new members:

GOLD



Triunfo Logística is a private Brazilian company established in 1985, which operates a port terminal in Guanabara Bay, Rio de Janeiro, offering cutting-edge technology in cargo handling. The terminal offers modern infrastructure and all the licenses and procedures required for handling bulk, break bulk and project cargos. The company invests in team training, management, safety and environmental responsibility, and also has expertise in operating as an offshore support base and providing facilities for modification and maintenance services of vessels, FPSOs and rigs.



Selmer is a full-service commercial law firm with 120 lawyers and 10 financial advisors. Selmer provides inter alia advice on major, high-profile transactions, renders legal advice to major players within the oil & gas industry and conducts complex corporate investigations. Selmer has in particular assisted numerous Norwegian companies with corporate investigations and legal advice relating to the Lava Jato, and is generally advising large Norwegian companies present in Brazil with implementation of compliance and anti-corruption measures.



OceanPact is a Brazilian company dedicated to the management and response of emergencies in coastal and offshore environment. Its primary focus is the oil gas, maritime and port industries. Established in 2007, OceanPact has become the largest and most complete Oil Spill Response company in Latin America.

CORPORATE

EGGS Design is a multi-disciplinary design and innovation agency with expertise in service design, graphic design, digital design and branding. The company was established in Brazil in 2015 and now has 7 employees in the Curitiba-based Brazil office. EGGS Design has 70 employees worldwide, and offices in three cities in Norway.



Carlos Peixoto Consulting: based on his 25+ years of international experience as an executive in the oilfield services sector, Carlos Peixoto adds client value in business development, compliance programs, as well as executive coaching and strategic planning consulting.



Zoom Out is a global corporate communications group focused on building relevant, attractive and accessible B2B strategies for the oil, gas and energy industry. Through an international partnership, the group has more than 70 multidisciplinary professionals with the experience and skills to develop and work the customers' key messages supporting global strategies with regional deliveries.



Bichara Advogados: founded in November 2001, Bichara Advogados counts with 150 lawyers and 350 employees that assist a large number of major public and private entities in the country, in various segments of industry, commerce and services. Bichara Advogados has offices in the cities of Rio de Janeiro, São Paulo, Brasília, Belo Horizonte and Vitória.



Concessions and PPPs in Brazil

Brazilian legislation offers a safe environment to concessions and PPPs. Concessions Law (Federal Law n. 8,987/95) and PPPs Law (Federal Law n. 11,079/04) are in force for several years now, and inspired the creation of many State and Municipal laws. Since the first modern concessions that were executed back in the 90s in Brazil, related to the granting of telecommunications, power, and road services, today Brazil counts with more than 250 concession agreements - both common concessions and PPPs - in the Federal, State and Municipal levels.

The main difference between both types of concessions is the source of revenues. In common concessions, the only resource of revenues of the concessionaire are the tariffs payed by the final users, while PPPs involve the payment from the Granting Authority to the concessionaire, complementary to the collection of tariffs (sponsored concession) or completely (administrative concession).

In this sense, common concessions are self-sustainable, and PPPs are indicated both for the granting of services in which tariffs are not sufficient to cover the respective investment, costs and return of the Concessionaire, and for the granting of services where no tariffs are collected.

The current scenario for concessions and PPPs in Brazil faces a very

important moment. Firstly, the Investment Partnerships Program ("PPI") was created by the Federal Government in 2016 as a legal plan to enhance the infrastructure development in the country. The PPI projects are subject to guidelines contemplating long-term regulatory planning, greater legal stability and access to foreign investors.

Initially, the Program comprised 22 concession projects, including airports, ports, roads, railways and power projects. Another 55 projects were just added to the list, including the privatization of water and sewage companies and the auction of transmission lines.

PPI takes place in a scenario of a severe fiscal crisis affecting all levels of Government. Running out of investment resources, concessions and PPPs (together with other privatization models) are the only feasible option to Public Authorities. In view of that, new projects, not only under PPI, but also at the city level, are being developed for auction to private investors. Among those, PPPs for public lighting are becoming very popular, resulting in a much better service to the population and good returns for investors based on the large efficiencies of LED technology

In addition, the car wash investigation left an empty space among the traditional infrastructure players in Brazil, and the Public Authorities understood they had to create a more attractive environment to foreign investors. In this sense, they changed the bidding requirements for new concessions, in order to allow new players to participate in the biddings, and initiatives related to the mitigation of the exchange rate risk are also being proposed, in order to enable the foreign financing of Brazilian projects, an old issue that was masked by BNDES' practices in the past years.

The fiscal crisis faced by the Brazilian Government is setting the basis for many investment opportunities in the infrastructure sector in Brazil and a friendlier framework.

Bruno Werneck is a partner at Mattos Filho Advogados.



Written by **Bruno Werneck and Marilia Kotait**, specialists in infrastructure projects and M&A, Mattos Filho Advogados



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Preparing a position paper

By Renato Pacheco Neto*

In light of the very challenging international scenario, where China has not yet displaced the EU so far along the negotiation period, Eurocâmaras is almost finishing its Swedish Chairmanship and is currently preparing a position paper together with the Market Access Team experts to contribute to its main priorities discussed in the Strategic Committee.

These priorities include: accelerate negotiations of EU-Mercosur regional trade agreement, modernize Brazilian tax system - elimination of barriers - tariffs/non-tariffs, improve infrastructure of quality systems (Norms/Certification/Standards), facilitate registration and enforcement of intellectual property rights, modernize phytosanitary system, eliminate prohibitive consequences of labor regulation, facilitate visa permits for employees (short and long term), and improve legal security for investors.

These were items broached during the March 13 meeting between Board Members of Eurocâmaras, including among others Swedcham, and the German and Spanish Chambers. This position paper shall be presented on the upcoming European National Day scheduled for the

week of May 9. We are currently also preparing a business discussion with prestigious speakers and corporate leaders.

Furthermore, the Eurocâmaras Arbitration Chamber (CAE) is almost restructuring its operational framework and also incorporating the Portuguese Arbitration Center. This is still subject to the legal approval of an Extraordinary General Assembly, and the Board is now working on this as well. ■

Renato Pacheco Neto, LL.M., is the reelected President of CAE-Eurocâmaras since 2009, the Swedish Honorary Consul General since 2012 and also reelected Chairman of EBO – Worldwide in Brussels since 2015.

MAT meeting at Swedcham

On April 6, Swedcham, currently holding the presidency of Eurocâmaras, hosted with the Delegation of the European Union (EU) to Brazil the first Market Access Team (MAT) meeting of 2017. The EU Delegation was represented by Mr. Nicola Ardito, Head of the Trade Section, Joachim Jakobsen, Trade Officer, and Alexandre Polack, Project Manager - Service for Foreign Policy Instruments.

The MAT meeting's purpose is to share information on the challenges and opportunities facing EU companies doing business in Brazil, between EU Member States' Chambers of Commerce and diplomatic representations, and the Trade Section of the EU Delegation to Brazil.

The main themes discussed were the ongoing EU-Mercosur trade agreement negotiations, the EU's work on market access issues, and the ongoing and future EU funded projects to support European trade with Brazil.

The year 2017 has seen a development in the format of the MAT meeting as a session on a specific topic or sector was introduced. For this first session the pharmaceutical sector was chosen.

Mr. Nicola Ardito expressed his satisfaction with the meeting, and was especially pleased with the dedicated session with the pharmaceutical companies, as it allowed a direct and frank exchange with sectorial business executives on relevant trade-related matters. ■



ELAN Biz Workshop in Brussels



The workshop "Strengthening of Eurochambres and European Bilateral Chambers in ELAN Biz Countries" was held at the European Commission in Brussels on February 22 and 23. The workshop was part of the activities of the ELAN Biz Project to improve the institutional representation of EU SMEs in ELAN countries.

Swedcham, which took over the Eurocâmaras chairmanship in Brazil for a year in June 2016, was represented at the event by the Chamber's Managing Director Jonas Lindström, acting as Secretary General.

The objectives of the workshop were: to improve training in specific themes to optimize management and access to financing from Eurochambres and Bilateral Chambers; to organize an institutional meeting with the services of the European Commission; and review and adapt the activities of the **Route Map** project and the needs expressed by participants, members of the Bilateral Chambers and Eurochambres of the countries covered by the ELAN Biz Project. The event was the first activity of the **Route Map** created at the First Eurochambres-ELAN Biz Workshop held in Lima, Peru, in September last year.

The event was opened by Jean-Paul Joulia at the EU Commission's Directorate-General for International Cooperation and Development (DG DEVCO) and Katelyne Ghémar, Regional Coordinator at ELAN Biz. Other speakers included top representatives from various Directories Generals, executives from Eurochambres, BECI-Brussels Enterprises Commerce & Industry, the European Chamber of Commerce in Korea, the Italian Trade Agency and CAE, the Eurocâmaras Center of Arbitration in Brazil.

(From the left) Swedcham Managing Director Jonas Lindström, Vanessa Tacchi (ELAN Biz), Carolina Carvalho de Queiroz (Executive Director at the Spanish Chamber in SP), Claudia Bärmann Bernard (Legal Director at the German Chamber in SP), Mercedes Blázquez (ELAN Biz), and Thomas Timm (Executive Director at the German Chamber in SP).



ELAN Biz's expert in trade in Brazil, Mercedes Blázquez, moderated the mediation and arbitration panel that presented Brazil's experience in the area. She said that the creation and use of a European Arbitration Court enables Chambers and companies worldwide to facilitate commercial dispute resolutions due to the plurality, impartiality and neutrality offered by the European Union, as well as the values of democracy, free trade and the rule of law.

According to Vanessa Tacchi, Brazil SPS expert from ELAN Biz, the event was a good opportunity to reinforce Eurocâmaras' position in Brazil, showing some ways to finance itself. The network with Eurocâmaras from other countries was also very collaborative, and certainly will contribute for a faster development.

The ELAN Program (European and Latin American Business Services and Innovation Network) is a European Union (EU) initiative that seeks to increase and diversify the EU economic presence in Latin America by meeting the Latin American demand for knowledge and innovative technology. ELAN also aims to boost the opportunities that both markets offer for European and Latin American SMEs.

ELAN business services are provided to EU SMEs who want to do business in the following Latin American countries: Argentina, Brazil, Chile, Colombia, Costa Rica, Mexico and Peru. A network of experts in each of these countries ensures that updated and value-added information is permanently available through the ELAN website.

"It was very interesting to learn more about how Eurocâmaras work in other Latin American markets and about initiatives in the EU to strengthen European SMEs, not only in Europe but in markets further away such as ours," said Jonas Lindström. "There are many interesting projects going on and in some of them Eurocâmaras could be an active partner. One conclusion I drew was that it is very important to continue the transparent and open dialogue that we have with the EU representatives in Brasilia." ■



King Carl XVI Gustaf guest of honor at start-up event

Photos by Victor Siqueira

During his visit to Brazil in April, His Majesty King Carl XVI of Sweden participated at a Roundtable Discussion held at Swedcham on the topic Swedish start-ups and innovative companies on the Brazilian market.

Most large Swedish multinational and industrial companies have been present here for several decades, but now we see an increased interest for smaller enterprises with unique services and products in different sectors of the Brazilian market.

The Roundtable Discussion, held on April 5, was opened by Swedcham Chairman Nils Grafström and Swedish Ambassador to Brazil Per-Arne Hjelmborn.

During the meeting, experiences were shared in a very open and positive atmosphere among the Swedish entrepreneurs acting in Brazil, who even if they face many challenges on the Brazilian market chose to



(From left) Ambassador Per-Arne Hjelmborn, King Carl XVI Gustaf, Swedcham Chairman Nils Grafström and Managing Director Jonas Lindström.

(From left) Swedcham Vice-Chairman and Entrepreneur Anders Norinder, Maxim Kejzelman (GoodPeople), Charlotte Castelnau (Cinnober) and Entrepreneur Magnus Anseklev.

focus on all the unique opportunities.

Swedcham's Managing Director Jonas Lindström acted as the moderator. "I was very pleased with the fact that His Majesty participated actively in the meeting and challenged us all to take this group to the next level and to encourage new Swedish tech companies to try the Brazilian market."

"I do not think it is common that a Head of State engages in such a specific topic as start-ups and tech companies, and that was also one of the reasons that both Valor Econômico and Exame came to cover the event," he stressed.

The meeting was followed by a luncheon on the Chamber's premises, with King Carl XVI Gustaf's participation. ■

Swedish entrepreneur Joakim Pops holding a traditional Dala Horse signed by HM King Carl XVI Gustaf during the meeting as a symbolic kick-off for the group of Swedish start-ups and tech companies in Brazil.



AmCham and Swedcham discuss Compliance with Embraer and Ericsson

AmCham's Compliance and Risk Management Committee and Swedcham's Compliance Group held a special meeting on April 7 to discuss the Global Compliance Programs. Over the last few years, compliance has been gaining more and more importance as a major tool to evaluate and mitigate non-conformity and fraud risks. Developing and implementing global programs is considered a major challenge for organizations that seek to play an active role in the strategic fight against corruption. In view of this scenario, two experts presented the practices for the formalization of a global compliance structure and the main difficulties and challenges of these programs.

The meeting, held at AmCham in São Paulo, featured guest speakers Fredrik Hallgren, Head of the Regional Compliance Office at Ericsson, and Luciana Servija, Compliance Director at Embraer. Also at the table were Maria Cecilia Semionato Carmona – Head of Compliance at Deutsche

Bank and president of AmCham's Compliance and Risk Management Committee, and Ana Paula de Medeiros Carracedo – Head of Governance at Votorantim and vice president of the committee.

Besides AmCham and Swedcham, the event was held with the support of KPMG and Thomson Reuters. ■

(From left), Luciana Servija, Ana Paula Carracedo, Maria Cecilia Carmona and Fredrik Hallgren.





The Roundtable Discussion attracted a large crowd at the Chamber.



(From the left) State Secretary Niklas Johansson, Business Sweden CEO Ylva Berg, Karin Jatko, Director-General of EKN, and Catrin Fransson, President of SEK.

Breakfast Roundtable Discussion with State Secretary Niklas Johansson

On April 3, Swedcham and The Embassy of Sweden in Brazil organized a Breakfast Roundtable Discussion on the occasion of the visit by the Swedish State Secretary at the Ministry of Enterprise and Innovation, Mr. Niklas Johansson. The event was opened by Swedcham Chairman Nils Grafström and Ambassador Per-Arne Hjelmborn.

Nearly 50 people attended the Roundtable Discussion held at Swedcham, where an interesting panel of speakers discussed the topic "Swedish-Brazilian initiatives for joint growth". In addition to the State Secretary, the speakers were Ylva Berg, CEO of Business Sweden, Anna-Karin Jatko, Director General of EKN, and Catrin Fransson, President of SEK.

Participants discussed business opportunities and challenges on the Brazilian market and what Team Sweden in Sweden and Brazil (the Embassy, the Consulates, Business Sweden and Swedcham) can do to help Swedish companies to be even more successful. The meeting also provided an opportunity to

give input to the Brazil-Sweden Leaders Forum held later the same day at Palácio dos Bandeirantes, the headquarters of the São Paulo State Government

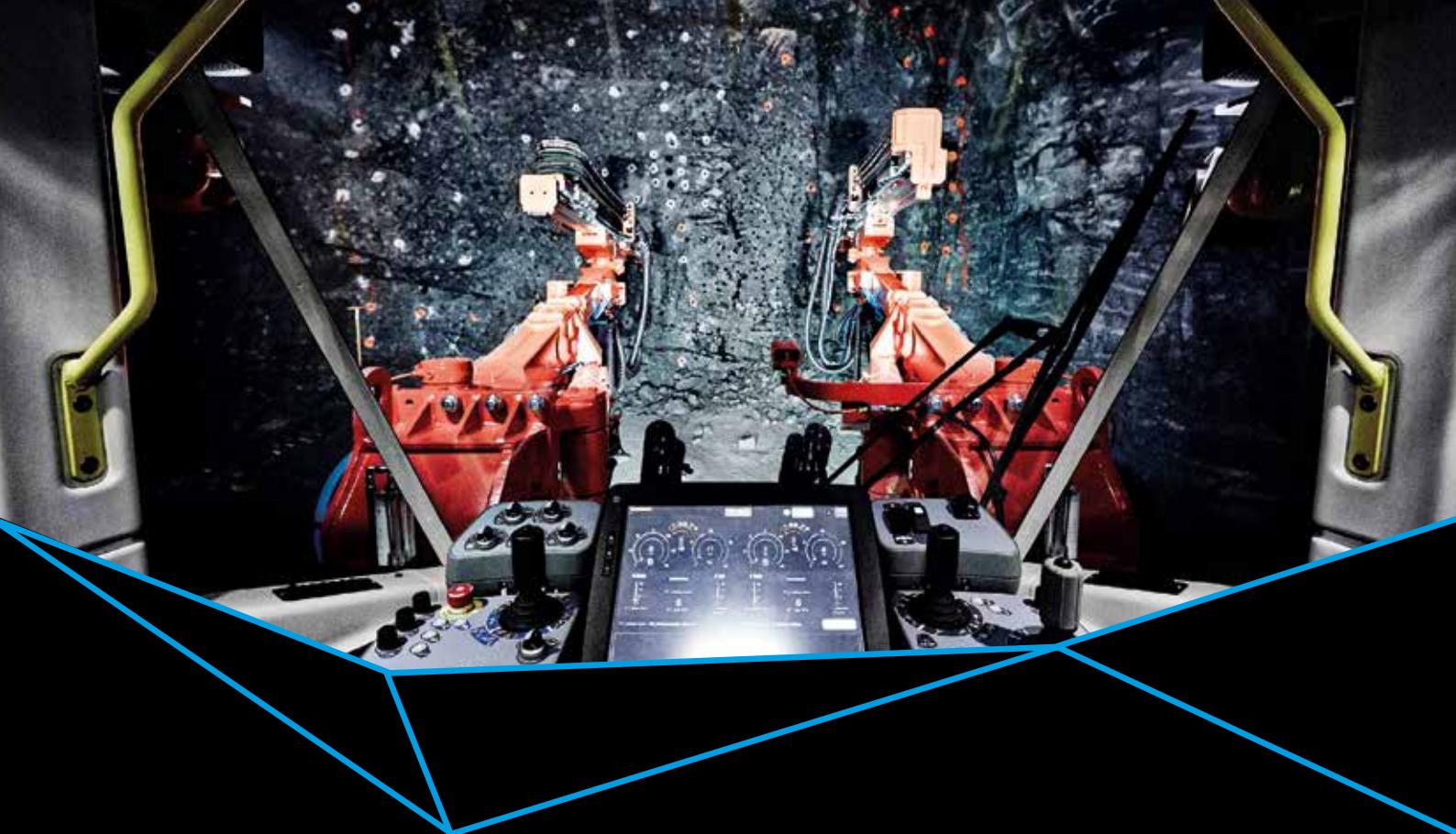
Following the Roundtable Discussion, there was a presentation entitled "*Nurturing spillover from the Industrial Partnership between Sweden and Brazil – a case study of the Gripen project*" by Enrico Deaico and Mikael Roman of the Swedish Agency for Growth Policy Analysis. The Gripen project is not only Sweden's largest export deal in modern times but also a unique binational industrial project between Sweden and Brazil. The report argues that it should be seen as long-term high-tech collaboration with possibilities of co-creation between the two countries beyond the field of aeronautics. In this inspiring seminar, some of the guests were representatives from Saab, Embraer, Akaer and several academic institutions. ■

Enrico Deaico of the Swedish Agency for Growth Policy Analysis.

(From left), Annici Adolfsson and Micael Johansson (both from Saab) with three of the panelists.

Magnus Schöldtz of the Wallenberg Foundations (left) and Swedcham Chairman Nils Grafström.





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Kerstin Gerlagh from the Swedish Chamber in the Netherlands and Marianne Dott from the Stockholm Chamber of Commerce surrounded by an Indian family who wanted a photo with the blonde Europeans at the entrance to the Taj Mahal.

SCI Board visit to India

Swedcham Managing Director Jonas Lindström spent five days in India in March on the occasion of the visit by the Swedish Chambers International (SCI) Board. The Board Meeting was held on March 5 at the Swedish Embassy in Delhi which hosts both the Chamber of Commerce and Business Sweden.

The trip began on March 4 in Delhi with a visit to the Nehru Memorial Museum and Library for an exclusive curated tour with Ashok Nehru who gave a presentation on "India: past, present and future—70 years since Inde-

pendence". The Board also attended a presentation about the Indian fashion industry, microbusiness and handicrafts with Tanya Berry, designer and store owner Shahpurjat. On March 6, the Board gathered for a meeting at IKEA with Country Manager Juvencio Maetzu and his team. Maetzu is also Chairman of the SCCI's Board of Directors. He talked about the future of the Chamber and insight into IKEA's journey in India over the years, the setting up of the first store in the country and how they work with Diversity & Inclusion.

The Board also visited Kunskapskolan in Gurgaon. Education is a growing business in India and Kunskapskolan has in a short time set up four schools and is bringing a fresh perspective into the education system for modern India.

The meeting was followed by a presentation at the Embassy of Sweden by Josa Karre, Counsellor & Head of Section, and later there was a dinner at the Embassy with the presence of Consul General Ulrika Sundberg and various representatives from the Indian government.

On March 7, the Board left for Pune where there was a working lunch meeting with Lila Poonawalla, an Indian industrialist, philanthropist and the founder of the Lila Poonawalla Foundation. Lila was the first woman to graduate in Mechanical Engineering in India and also



The SCI Board of Directors had an intense program with meetings and company visits but there was also some time for leisure and checking out the night life in Delhi.

one of the first women CEOs in the country. Lila is former chairperson of Alfa Laval and Tetra Pak in India.

The Board also visited the Atlas Copco factory and later attended the first edition of the Sandvik India Diversity Award ceremony.

Sandvik Asia Private Limited (SAPL) hosted the Sandvik India Diversity Award to commemorate the International Women's Day, at Sheraton Grand Hotel Pune. The award recognized individuals who have demonstrated exemplary leadership in promoting gender diversity.

The juries for the award were the Swedish Chamber of Commerce India, and UN Global Compact Network India along with few renowned international organizations. Ms. Ulrika Sundberg, Consul General of Sweden, and Mr. Kamal Singh, Executive Director, UN Global Compact Network India, along with Mr. Parag Satpute, Managing Director at SAPL, were present at the event.

"This was a very interesting and inspiring week for me,"



A traditional candlelit ceremony before the Sandvik event: (from left) Parag Satpute, Managing Director at SAPL, Sara Larsson, General Manager of the SCCI, and Swedish Consul General Ulrika Sundberg.

says Swedcham's Lindström. "It is always very encouraging to meet with other Swedish Chambers around the world to share experiences and best practices, and the local team at the Swedish Chamber in New Delhi had organized a very interesting program for us in the SCI Board, and I brought back with me many new ideas for our Chamber here in Brazil." ■



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The Economist Intelligence Unit presentation and cocktail

On March 28, the Economist Intelligence Unit (EIU) held a presentation on Brazil's economy and its future at Swedcham. The presentation, entitled "Outlook Brazil in 2017", was given as a webinar from New York by Robert Wood, EIU's Lead Analyst for Latin America, and Marcio Zanetti, General Manager, who shared their views on possible scenarios for Brazil's future and its economy.

The EIU is the research and analysis division of The Economist Group and the world leader in global business intelligence. The EIU has 70 years of experience in helping businesses, financial firms and governments to understand how the world is changing and how that creates opportunities to be seized and risks to be managed.

The presentation was followed by a cocktail reception during which Swedcham's Managing Director Jonas Lindström welcomed EIU as a new member of the Chamber. ■



(From left) Norwegian Consul General Cesar Garrubo, Anders Jansson (ABB), Marcelo Pires (SEB) and Marcio Zanetti (EIU).

Networking Luncheon attracts more than 45 guests at Svanen



More than 45 people got together for Swedcham's first Networking Luncheon of 2017, held on February 17 at the Svanen restaurant. During the event, which was a huge success, Chamber members and friends were able to enjoy each other's company, exchange ideas and enjoy excellent Scandinavian food.

Svanen is in fact the only Scandinavian restaurant in São Paulo and has been serving typical Scandinavian cuisine and sandwiches for the last 15 years

Svanen prepares the traditional smorgasbord, open sandwiches, herring, salmon, caviar and hot meals like frikadelle, flæskesteg, duck and ham cooked in the Danish way.

The restaurant is open every day (except Sunday) for lunch, and it is possible to book dinner for special occasions. Svanen is open for parties and events, with capacity for 60-80 people in the restaurant and 40 more on the upper floor. The address is Rua Morais de Barros 1009, in the Campo Belo district.

www.svanen.com.br ■

The new role of BNDES

By Runa Hestmann

NBCC and Swedcham host event on the initiatives that BNDES is launching to create closer ties with capital markets in Brazil.

The event took place in the Federação das Câmaras de Comércio do Exterior (FCCE) in Rio de Janeiro on February 10, and was organized by both NBCC and Swedcham. More than 40 people attended the event, in which BNDES director Eliane Lustosa talked about the Brazilian development bank's new role in the current challenging times for the Brazilian economy.

Ms. Lustosa is the director of Capital Markets at BNDES, with a doctoral degree in finance from Pontifícia Universidade Católica (PUC), and an impressive professional experience in the private sector. In her view, the difficulties the Brazilian economy is going through have created a unique moment:

"It is time to carry out reforms. Brazil is moving in this direction. We need adjustments that will affect us all, meaning we need to make difficult choices in order to achieve greater fiscal discipline. Indeed, making choices also means that we have to use available funds and

resources with clearer focus», she said.

BNDES is contributing to this process reducing its focus on the volume of the disbursements.

"The great volume of disbursements through low interest rate credit lines in recent years had an impact on the participation of capital markets in long term financing. Now, we are trying to reduce this participation without causing disruptions. The policy adopted by the new BNDES administration aims to engage the vision of capital markets in our operation," Ms. Lustosa explained.

Another main guideline for BNDES is to pursue transparent and conscious application of its resources. Infrastructure continues to be a top priority, but environment, innovation and education can also be considered major concerns, across industrial sectors.

"Our current operational policy allows us to look at the attributes of the projects, instead of the sectorial criteria of the past. Our ambition is to reduce our participation, sharing the financing support with the private sector. We are also revising our internal evaluation processes in order to speed up the analysis of projects. There is also an effort to provide clear information, including in English, in order to attract foreign investors."

Eliane Lustosa also addressed how BNDES is interested in stimulating private investors to share the financial support of projects with the bank.

"We are working on creating conditions to bring the market on board," she said, citing ongoing initiatives such as a green fund focused on renewable energy that will receive up to BRL 500 million and a long-term facility focused on reducing the risk of infrastructure bonds, in partnership with the World Bank.

Closer ties with capital markets and private investors is the goal, and BNDES is also looking into creating a venture debt fund, currently a niche in the Brazilian market, according to Ms. Lustosa.

"We are reviewing all processes, and of course we need a better balance between risk and results. We want to assume a much more complimentary role that we have had," she concluded. ■

A much more market-oriented philosophy may be seen in following concession rounds, with risk return profiles of the projects to be defined by market standards, not imposed by the government, said Eliane Lustosa (in the middle) during the Swedcham/NBCC event, here accompanied by Paulo Rolim (left), Bruno Aranha (BNDES) and Björn Salén (Swedcham).



Young Professionals Networking Dinner

Swedcham Young Professionals got together on March 16 for a Networking Dinner at the Vapiano restaurant in São Paulo's Itaim Bibi district.

Vapiano is a fast casual restaurant chain offering Italian food, with more than 150 units around the world. It is commonly referred to as Vapiano's and the concept is basically a pizza and pasta bar where the food is made to order.

The restaurant also serves made-to-order salads and has a bar serving alcoholic beverages. Vapiano's made a big hit with the Chamber's group of Young Professionals, which plans to hold other events there!

Fabiana Lucena, Daniela Metsaranta (Finnish Consulate) and Daniel Miotto (PNST)



Prof. Dr. Jovane Medina Azevedo, Jönköping University representative in Brazil.

Jönköping University presentation

How does Sweden enable its citizens to work in a globalized world? Jönköping University is considered one of the best international student exchange universities in the world in terms of innovation, sustainability and entrepreneurship.

Once again, the University gave a presentation at Swedcham, this time on February 16 (the previous event was on November 21), the theme being "Why study in Sweden?—Where global careers are born". The speakers included Swedcham Managing Director Jonas Lindström, and Prof. Dr. Jovane Medina Azevedo, Jönköping University representative in Brazil.

New Members

Swedcham would like to welcome the following new members up to March 31, 2017:

CORPORATE:

• **Business Center Suécia-Brasil**

provides consulting services for foreign companies interested in Brazil or Sweden, offers Swedish language courses in Curitiba or via Skype, translations and interpretation to/from Swedish.

• **The Economist Intelligence Unit** is the research and analysis division of The Economist Group and the world leader in global business intelligence. Created in 1946, it has 70 years of experience in helping businesses, financial firms and governments to understand how the world is changing and how that creates opportunities to be seized and risks to be managed.

• **Soluções Regularização Imobiliária**

has been operating in Brazil for 17 years, in real estate legalization in the most diverse sectors: corporate, industrial, retail, educational, institutional and health. The company has a multidisciplinary and quali-

fied team in the development of processes, projects and studies, aimed at obtaining and renewing licenses.

• **Sociedade Brasileira de Hemodinâmica e Cardiologia Intervencionista**

develops interventional cardiology, certifies professional performance and represents members with quality, efficiency and high added value in favor of the community.

• **Gelato Brasil Distribuição de Materiais Impressos** has built a marketplace within the global printing industry. Through its software platform, the company connects users (both private and business) with more than 50 professional print houses, enabling 48-hour delivery of printed materials to 40 countries – always to the print house located closest to the delivery address.

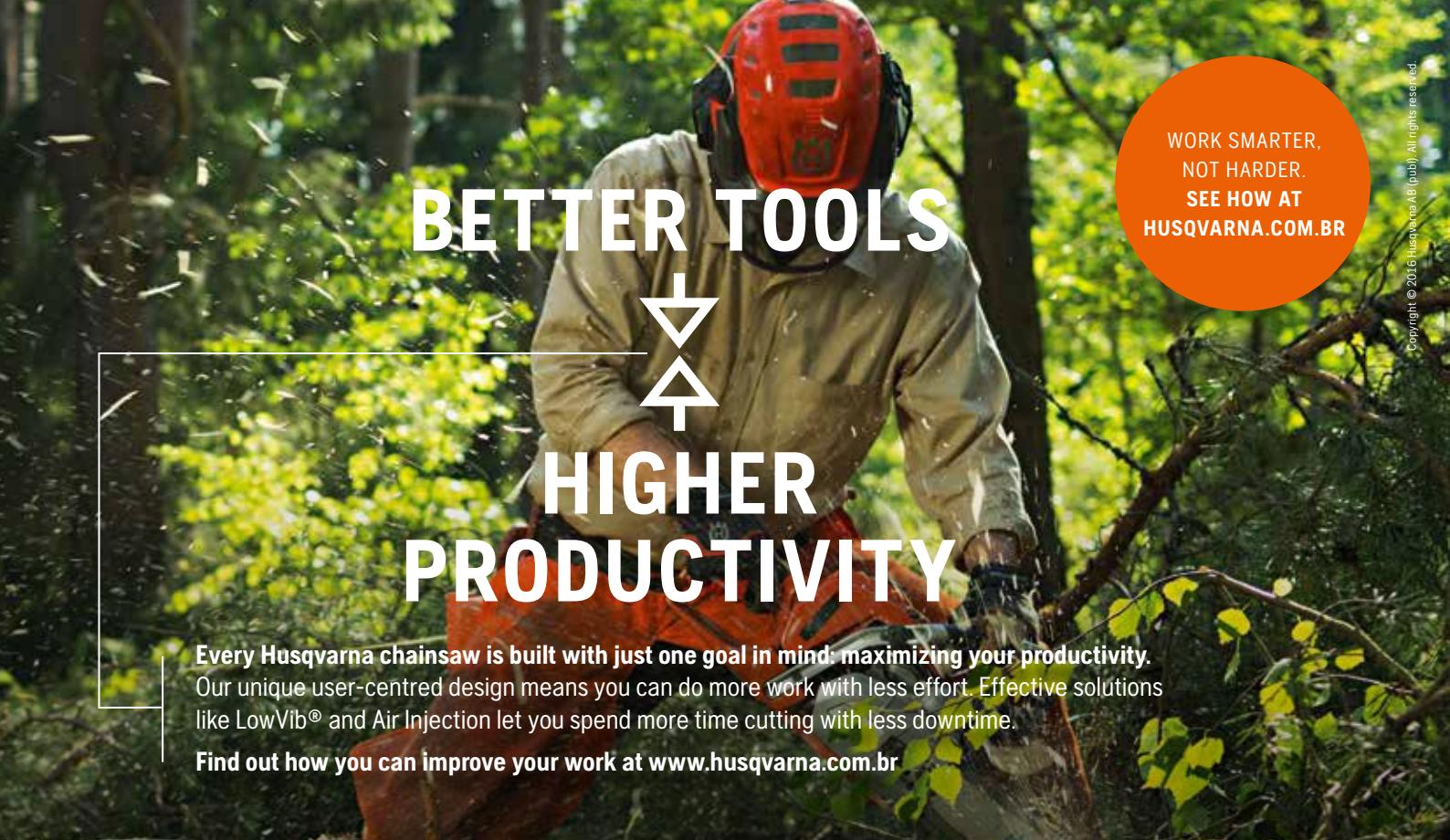
• **Ramos & Raimondi Representação e Consultoria**

offers a fast and optimized way to start developing business in a new market. Senior professionals, with long experience in cross cultural business,

help companies to expand into the Latin American market, identifying sales lead, reports and follow-up through a fruitful relationship with target customers. Its associates will use up-to-date operational best practices and compliance with regulatory requirements and will reduce and control Customer Acquisition Cost (CAC) in the initial phase of entering a new market.

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- Paulo Roberto Mollon Mochida
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- Caroline Barbara Falk
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A unique golden window to invest in Brazil

By Rui Cavendish*

Brazil has been hit by a series of setbacks and crises in the last five years. Falling commodities prices, a sharp rise in the dollar and internal political turmoil have driven a wedge in Brazil's once blistering growth.

Operation "Lava-Jato", or Car Wash, has taken Brazil by storm. Leading business and political figures, once deemed untouchable, have been arrested and Brazil is sitting out one of the most severe recessions in living memory.

These factors might lead investors to take a bearish approach towards Brazil. Nevertheless, a well-advised player could take great advantage of this situation.

This drop of economic activity has driven down the price of assets to the lowest levels in the better part of the last decade.

At the height of its latest growth cycle, Brazilian assets were among the most expensive in the world. Now the story is different, as many projects and assets are being sold with aggressive discounts.

Firms tied up in Car Wash struggle for liquidity, and their tarnished reputations have locked them out of global debt markets.

Raging interest rates, which are forecast to end the year in the double digits, also provide investors from abroad with returns unseen elsewhere.

Additionally, Car Wash has also created a beneficial investment environment for foreign investors in two ways.

Car Wash has dismantled the existing corruption schemes in Brazil, and all new public tenders must be conducted lawfully, as there is no bribery structure set in place to replace the one that has been removed, insuring that the bidding procedures will be won by the parties with the best financial

proposal and lowering compliance risks in regards to anti-bribery legislation.

This has been a flagship legal development in sending the message that business in Brazil must be conducted per the Rule of Law, and raising the level of the reputation of Brazilian institutions.

These factors will lay the foundation for a new cycle of growth and the expansion of market-driven economic activity.

Economists expect that Brazil's economy will start to see growth in the last quarters of 2017 and onwards (a slight hiccup in the 3rd and 4th quarters of 2018 is expected due to the Presidential election).

The current administration has been conducting the sale of public assets and hiring new projects and the market's response has been very positive thus far.

International players with many decades of experience in Brazil have been on a shopping spree in the last year, as they understand that the country will quickly recover and grow beyond where it left off at the beginning of this unfortunate cycle of economic apocalypse.

Brazilian conglomerates that usually take the lion's share of the most attractive projects are all but completely out of the playing field, as they are too busy cleaning up their own houses to fathom entering new ventures.

These factors combined have created a perfect storm for business and investors with mid and long term investment policies will find that there is no better year than 2017 to invest in Brazil.

*Rui Cavendish is based in Shanghai, and is a Senior Associate at Pacheco Neto Sanden Teisseire Advogados-PNST. Rui holds a JD from PUC/SP, and an MBA from Hult International Business School. In collaboration with Renato Pacheco Neto and Andreas Sanden, managing partners of PNST.



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Roots and satellite dishes: between the Flintstones and the Jetsons

By Giselle Welter*

In a recent interview granted to Germany's Stern magazine* by Tom Enders, president of Airbus, and Carsten Spohr, president of Lufthansa, they mentioned the advent of "Urban Mobility": autonomous taxis flying over streets. Whoever watched *The Jetsons* as a child acknowledges that much of that futuristic scenario has—or is about to—become reality.

In addition to fantastic technological innovations, post-modern culture has brought fragmentation, the rupture of ties, instability, the disposable, the ephemeral and the virtual. Capital and labor flexibility prevail. Capital shifts and moves at a swift pace, without recognizing borders, thanks to the technological advance in the field of information and communication. At the same time, work deregulates and loses stability, making room for forms of work relations that meet the needs of companies to adapt to open, competitive and uncertain markets, dependent on financial dynamism.

Workers from *The Jetsons* Era should be more technically efficient, flexible and polyfunctional. In organizations, the reuse of products and ideas is often seen as obsolete to collaborators, or bankrupt by their leaders. The life cycle of products is dwindling drastically, the rule being discard and innovate. The internet of things, artificial intelligence, Big Data, digitalization and virtualization of relations—the "bionic man" ... How can one deal with this absolute loss of references without getting literally sick?

Maybe as a last-ditch effort, either collectively or unconsciously, to recover stability and put down roots, I observe the rescue of "older" days, the value of sharing, the value

of "do it yourself". As opposed to what is discardable, the new lifestyle values the color brown in decoration, of earth and wood, which transmits the sensation of solidity and materiality. Vintage objects and furniture combine technology or retro design. Shared bike, shared scooter, shared car, co-work and time sharing go against desire, or the possibility to possess. Cuisine represents the possibility to work hands-on. A tattoo engraves on the skin what should not be forgotten. A vertical vegetable garden in apartments or small spaces expresses the value of organic food, without additives or conservatives. The analogical and manual gain strength!

Could this be a comeback to The Flintstones? "Less Addiction & New Lifestyle" is the name of this new trend, which seeks a simpler life, without exaggeration—only with what is essential. It aims to guarantee more quality of life, and detachment from vices and technological attachments and gadgets. This is about giving value to the basic elements of life: time, simplicity and pleasure: Slow food, Back to the roots, technological detox and downshifting are the expression of this.

Without a doubt, we are experiencing today a simultaneous, and contrasting, experience of the "flintstonian" and "jetsonian" lifestyles. As much as they may seem conflicting, I would say they are complementary. Incidentally, "Star Wars" already pointed in that direction!

* "Ich erwarte eine Revolution der Luftfahrt" in <http://www.stern.de/reise/service/airbus-und-lufthansa--tom-enders-und-carsten-spohr-im-interview-7113274.html>

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

Sustainability as real value in companies

By Felipe Christiansen*

The topic of *sustainability* is not new within organizations. However, over the last two decades one has observed that it has gained much more prominence, especially since consumers are more aware of the intrinsic values of the products or services they consume.

This is why new forms of marketing are gaining relevance, such as *Inbound Marketing*, which rewards the value of the company and its products – considering their essential attributes and characteristics – much more than simply the company's capacity to sell them through massive investments in advertising.

Thus the new consumer market even reaches the point of *punishing* companies that sell *unreal* sustainability, a practice which the market usually calls *greenwashing*, retaliating products which do not correspond to the information that is supplied at the time of sale. In this context, companies are increasingly commenting about *branding*, as a mechanism to manage the brand's perception and reputation on the market.

Nowadays, the consumer public pays attention even to topics which until now were not much talked about, such as the *Evaluation of the Product's Life Cycle*: it wants information about the whole manufacturing process and conception, until it is discarded in the environment.

The new challenge therefore resides in integrating sustainability with the company's *culture*, which should not be restricted to specific areas, many of which were really created solely for this purpose. Thus, regardless of their hierarchical level, all people who are part of an organization must recognize how the topic of *sustainability* is present in all their activities.

It is important to stress here that even the true meaning of *sustainability* has suffered evolutions. Today it involves much more complex issues, such as *equality of gender, ethics and diversity*.



But at a time when all areas are truly engaged in the theme, one clearly perceives gains not only in the brand's valorization, but also in cost reduction (for example, the reuse of water, recycling and the conscious use of energy), gains for the environment and, ultimately, society as a whole.

We believe that a good start would be to simplify processes, for instance by eliminating bureaucratic flows, the use of natural resources without any need, waste and outmoded practices. After all, without innovation there is no sustainability! To define the different stages, separated by topics, such as the management of water, residues and energy, is also very important to get down to work. The communication of the results achieved to the entire organization and subsequently to the public at large makes people become increasingly committed to the theme. And so on...

The big challenge is to change habits and behavior. But understanding the value of sustainability in the organization is certainly the first step to be taken.

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



NordicLight

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

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

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

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

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

NOSSO ESCRITÓRIO PRESTA ASSISTÊNCIA LEGAL NAS DIVERSAS ÁREAS DO DIREITO, COM CONHECIMENTO TÉCNICO, AGILIDADE, CRIATIVIDADE E EFICIÊNCIA, BUSCANDO SEMPRE UM RELACIONAMENTO ACESSÍVEL E PRÓXIMO AOS CLIENTES, E TEM POR OBJETIVO A SEGURANÇA, A RAPIDEZ E A PRECISÃO NAS INFORMAÇÕES PROCESSUAIS.

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

- *Investimento Estrangeiro*
- *Direito Comercial, Contratos, Mercado de Capitais e Fusões e Aquisições*
- *Direito Tributário*
- *Contencioso Civil*
- *Direito Ambiental*
- *Direito de Trabalho*
- *Direito Administrativo (licitações, agências reguladoras, projetos de infra-estrutura, privatizações, mineração...)*
- *Direito Antitruste e do Comércio Internacional*
- *Direito da Propriedade Intelectual*
- *Direito Esportivo*
- *Direito Penal Econômico*

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

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



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