

JANUARY - MARCH 2018

NordicLight

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ABB launches global platform of digital solutions in Brazil

"ABB Ability" event marks 105th anniversary here



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NordicLight is the quarterly publication of Swedcham and NBCC



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(Left to right) renowned artist Caio Chacal, Marcela Sabino, Director of the Activities of Tomorrow Laboratory, Henrique Oliveira, Executive Director of the Museum of Tomorrow, Ulrich Spiesshofer, ABB President and Chief Executive Officer, and Rafael Paniagua, President of ABB Brasil.

ABB launches global platform of digital solutions in Brazil

ABB Group launches its platform of digital products and solutions ABB Ability in Brazil on the occasion of the company's 105th anniversary in the country. The launch took place on November 6 at the Museu do Amanhã (Museum of Tomorrow) in downtown Rio de Janeiro.

The event in Rio counted with the presence of Ulrich Spiesshofer, ABB President and Chief Executive Officer, Rafael Paniagua, President of ABB Brasil, and Guido Jouret, ABB Chief Digital Officer, among many others.

ABB Ability—a global performer of digital solutions—reduces maintenance and prolongs asset life, resulting in cost efficiencies, more environmentally-friendly and safer operations.

ABB Ability will enable Brazilian companies to optimize data analysis at their operations and achieve efficiency gains, while improving productivity. ABB has estimated it can generate USD 20 billion in additional annual revenues from its digital solutions.

ABB's successful trajectory in Brazil began in 1912, when it supplied electric equipment for the world-famous *Bondinho do Pão de Açúcar* (Sugarloaf Mountain Cable Car) in Rio, and continues to this day with its vast selection of digital solutions—such as that supplied to Fibria, the world's largest pulp producer, which belongs to the Votorantim Group and expects to double

its production capacity thanks to ABB's innovative products and solutions.

Today, ABB has five plants in Brazil with more than 3,000 employees and noteworthy projects throughout the country's growing infrastructure sector—reinforcing its commitment to contribute to Brazil's sustainable development and success. The group has been operating with its own factories on the Brazilian market since the 1950s and has participated in the country's major infrastructure and industrialization projects.

With ABB Ability, ABB continues to provide the most innovative products and services, but at the same time offers a significant breakthrough in connectivity for digitalization, automation and robotics, a major differential for the industry. ABB Ability can



Guido Jouret, ABB Chief Digital Officer.



ABB's 105th anniversary celebration attracted a large crowd in Rio.

anticipate potential problems before they arise and improve equipment productivity.

"ABB has had a presence in Brazil for over a hundred years, making innovative contributions to some of the country's most iconic infrastructure projects, such as Itaipu and Belo Monte," said ABB CEO Ulrich Spiesshofer. "We supplied electrical equipment for the original Sugarloaf Mountain cable car, Latin America's first ever cable car, which was inaugurated in 1912," he noted.

ABB is one of the main suppliers to S11D, the world's largest mining project, located in the southeast of the Brazilian state of Pará. ABB has developed a unique solution for real-time asset management and provides automation technology for treadmill conveyors, enabling a truckless system.

"And so it is entirely fitting that we are here at the Museum of Tomorrow in Rio de Janeiro to present ABB Ability, our groundbreaking digital solutions platform, which will enable Brazilian businesses to enjoy far more efficient and productive automated operations," Spiesshofer said.

YuMi the robot

As part of the 105th anniversary celebrations, YuMi, the world's first truly collaborative dual-arm industrial robot, developed by ABB, produced a piece of artwork in partnership with renowned artist Caio Chacal, demonstrating that interaction between intelligent machines and humans no longer is a projection for the future.

ABB's slogan "Let's write the future. Together" was more than evident during this demonstration at the event. This man-machine symbiosis exemplifies how the future can be molded, with an even

stronger cooperation between man and robots, which are becoming increasingly more intelligent.

Caio says he doesn't see YuMi as a rival, rather as a complement that allows him to develop his creativity.

YuMi's talent has been more than corroborated on other occasions, like when he was used to conduct an orchestra with renowned tenor Andrea Bocelli.

Bocelli was exuberant in his praise of the performance. "It was so much fun to perform with YuMi, ABB's collaborative robot. It showed that a robot could really conduct an orchestra, but only with the excellent work of very talented engineers and a real maestro. Congratulations to the team that pulled this off," he said afterwards.

ABB (ABN: SIX Swiss Ex) is a leader and pioneer in product technologies for electrification, robotics, industrial automation and power grids, servicing global utilities and industry customers as well as transportation and infrastructure globally. Continuing a history of more than 125 years of innovation, ABB is today writing the future of industrial digitization and leading the Fourth Industrial and Energy Revolution. ABB operates in more than 100 countries and employs around 136,000 people. www.abb.com. ■

ABB's electric car with DC charger was a major feature at the anniversary celebration.



Ferring and Aché inaugurate joint nanotechnology center in São Paulo



Alan Harris, Senior Vice President, R&D, Ferring Pharmaceuticals, and Vania Machado, CEO of Aché, during the inauguration.



(From left) Robert Woolley (Innovation Manager at Ferring), Miller de Freitas (Pharmacotechnics Director of Aché), Paulo Nigro (former CEO of Aché), Vania Machado (CEO of Aché), Alan Harris (SR VP Global R&D Ferring), Stephani Saverio (Innovation Director of Aché), Edson Bernes (Incremental Innovation Director of Aché), and Samuel Mussi (Leading Scientist at NILE).

A pioneer initiative in Brazil, privately-held drugmaker Ferring Pharmaceuticals and Aché Laboratórios Farmacêuticos inaugurated their joint nanotechnology center in São Paulo on November 29.

Focused exclusively on nanotechnology research and development, the Nanotechnology Innovation Laboratory Enterprise (NILE) forms the first phase in a long-term collaboration to optimize patient care through enhanced drug delivery systems and product solutions.

The NILE's objective is to develop technology and technology transfer platforms for usage in products. This is Ferring's first initiative in research in the Southern Hemisphere and, although the company has 10 R&D innovation centers around the world, Brazil's lab is the first in nanotechnology.

The NILE center and associated research program will explore nanotechnology to advance the delivery characteristics of existing medicines, create novel devices and find new formulations for poorly soluble drugs. For example, for patients who currently receive treatment by injection, this new technology has the potential to transform their ongoing care with new oral options.

Researchers will investigate how nanotechnology might improve the bioavailability, efficacy and safety profile of oral medicines, and alleviate any unwanted toxicity resulting from non-specific distribution.

Initial research projects will utilize each company's therapeutic strengths. Ferring will provide expertise on peptides and proteins in reproductive medicine and women's health, gastroenterology and urology, and Aché will provide knowledge on how to expedite the development of new therapeutic entities with different technical properties.

"Using nanotechnology to administer peptide and protein-based medicines orally could be a significant step forward for the ease of delivery

for this important class of drugs," said Alan Harris, Senior Vice President, R&D, Ferring Pharmaceuticals.

"Ferring's pioneer work in reproductive medicine and women's health is devoted to providing next generation solutions that improve outcomes and better serve the needs of our patients. If we can provide patients with more convenient dosing, we will help to improve adherence and ensure that patients receive the greatest benefit from treatment," he noted.

****Ferring is the world leader in the manufacture and sale of peptides and proteins, operating on the international market for 64 years. Founded in Sweden, and today based in Switzerland, Ferring has more than 5,500 employees and is present in more than 60 countries. The company has been operating in Brazil for 24 years. ■***



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The Brazilian political and financial crisis continues, unemployment is still very high, and the important pension system reform has been postponed, but first things first – Sweden has qualified for the 2018 World Cup in Russia! In June, I hope you come to the Chamber where we intend to show the games and eat, drink and cheer together. It is hard to believe but another busy year of Swedcham events has come to an end. The last quarter was extremely busy with some interesting events which you can read about in this edition, such as the women's empowerment seminar, meetings with the São Paulo Mayor João Doria and the annual Christmas party, this time held at our own premises.

In 2018, the Chamber will celebrate its 65th anniversary, and independently of the pension reform that is going to Congress, there are no plans to slow down, and much less to retire.

Talking about celebrations, 2017 was a very special year for Finland which celebrated 100 years of independence from Russia. Thank you, Ambassador, Markku Virri and Team Finland for your outstanding friendship and partnership, and good luck with the new Consulate in São Paulo which was just inaugurated with pomp and circumstance. 105 years ago, when Finland still was ruled by the Russian Emperor, the Swedish company Asea came to Rio and was one of the main players in getting the cable car running up to the Sugar Loaf. A lot of water has flown under the bridges in Brazil since then, but Asea (ABB) is still here giving a fantastic example of long-term commitments to the markets where it acts.

Finally, a big thanks to Swedcham's members, board and staff – you made it all possible to keep up the Chamber's high-quality member services also in times of strong national financial and political turbulence.

We promise to continue organizing high-level events in 2018 – so I suggest that your New Year's resolution be to participate in as many of them as possible!

Jonas Lindström
Managing Director,
Swedish-Brazilian
Chamber of Commerce



Hello, Norwegian-Brazilian community, The year 2017 has come to an end. After an intensive crisis, we feel the winds turning to a favorable direction again.

The world is growing, and the Brazilian economy is restarting, as important structural reforms are taking place, like the Labor Law changes, O&G regulation and others under discussion. The political scenario is still uncertain, but democracy is working and Brazilian society is deeply engaged.

The result now is factual, a very successful auction of Onshore & Offshore blocks took place and Petrobras, major IOCs and independent oil companies are now preparing their investments.

The Norwegian government and entities took a leading stance, and promoted a Business & Science Week in November to present the Norwegian view for the future and foster cooperation with Brazil.

In four different locations, 14 events covered areas like R&D, Ocean Utilization, Aquaculture, Renewables, Environment, Decommissioning, Financing, Electricity, and Biodiversity, among others.

The participation was excellent, and the Brazilian-Norwegian partnership is ready to expand further.

In December, NBCC and IBP signed a cooperation agreement, formalizing an already successful history of working together for the benefit of the business environment. We think that the joint effort of the industry to overcome difficulties for the development of common interest is fundamental, as we saw during the last year regarding O&G regulatory changes.

I would like to wish you all a Fruitful New Year with your families!

Rachid Felix
Chairman,
Norwegian-Brazilian
Chamber of Commerce



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Literature, climate and education on Minister Fridolin's agenda in Brazil

By Cecilia Lif and Faraz Davani*

The Swedish Minister for Education Gustav Fridolin was in Brazil in November—when he visited Porto Alegre and Brasília, where literature, climate and education were on the agenda.



Minister Gustav Fridolin and Ambassador Per-Arne Hjelmhorn guided at the Porto Alegre Book Fair by Jussara Rodrigues and Augusta Silveria. (Photo by Otávio Fortes)



Minister Gustav Fridolin with the authors Kim W. Andersson and Christina Rickardsson at the seminar on "Swedish education, reading and literature". (Photo by Otávio Fortes)

The Swedish Minister for Education Gustav Fridolin visited Brazil from November 4 to 6. The visit started in Porto Alegre in the State of Rio Grande do Sul with participation in the Porto Alegre Book Fair, which this year had a special focus on the Nordic countries. Minister Fridolin participated in the seminar "Swedish education, reading and literature" together with the Swedish authors Kim W. Andersson (cartoonist), Christina Rickardsson (autobiography) and Fernanda Åkesson (translator). Both the Nordic presence at the Book Fair as well as the Minister's participation generated positive attention, not least in the media.

During his visit in Porto Alegre, the Minister also met with the Governor José Ivo Sartori as well as the Secretary for Education Adriano Naves de Brito and the Secretary for Culture Luciano Alabarse for the city.

After two days in Porto Alegre, Minister Fridolin

Ambassador Per-Arne Hjelmhorn at the seminar on "Swedish education, reading and literature". (Photo by Otávio Fortes)





The translator Fernanda Åkesson reading "Pippi Longstocking" to children at the Nordic stand at the Porto Alegre Book Fair. (Photo by Cecilia Lif)



At the biking event in Porto Alegre. (Photo by Nancy Weiss)



Lunch at the Swedish Residence with Marina Silva. (Photo by Gioreley Rios)



Lecture at the University of Brasília. (Photo by Faraz Davani)

travelled to Brasília for an intensive one-day program. He had a bilateral meeting with the Brazilian Minister of Education José Mendonça Bezerra Filho and exchanged views on the school system and the status of the teaching profession in both countries. Mr. Fridolin also held a much appreciated lecture directed towards teacher students at the University of Brasília, about the importance of their future profession, common educational challenges and his own experiences of being a teacher.

The Minister is one of the leaders for the Green Party in Sweden and climate issues were therefore another central topic on his agenda during the visit. In Porto Alegre, he participated in the launch of the Embassy's Global Climate Challenge, which was done with a biking event in the center of the city together with a number of local climate and biking organizations.

Global Climate Challenge is a Swedish Government initiative which highlights how people can make smarter decisions in their daily life to create a more sustainable future. The rationale behind the choice of the word Global is to demonstrate that the choices one makes in daily life impact the city as a whole. The initiative is a contribution to the Climate Summit COP 23, which took place in Bonn from November 6 to 17.

During his visit to Brasília, Minister Fridolin discussed Brazilian environmental and climate issues and possibilities over a lunch with Marina Silva, leader of the Rede Sustentabilidade Party and potential presidential candidate in the 2018 election. Lastly, Minister Fridolin and Business Sweden had the chance to meet business representatives before heading home to Sweden after an eventful and productive three days in Brazil.

*Cecilia Lif and Faraz Davani are respectively Counselor and Second Secretary at the Embassy of Sweden in Brasília.

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One of the world's leading manufacturers of trucks, buses, construction equipment, and marine and industrial engines, the company also provides financing and transport related services. In Brazil, Volvo is the heavy-duty truck market leader and a reference in bus transport systems.



Since 1927, Volvo Cars' Swedish heritage and human-centric focus have shaped who they are--passionate about helping people stay safe and enjoy their journeys. And the urge to make people's lives better has led the company to create many innovations and technological advances, and it will continue to do so.

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Viviane Vieira (left) and Renata Minicucci during their successful presentation.



“Jobs To Be Done” Workshop with Hyper Island

On November 7, Swedcham Young Professionals invited its members to empower their understanding of customer needs in a workshop with Hyper Island.

Renata Minicucci, Market Development Manager at Hyper Island, and Viviane Vieira, Facilitator, explained the JTBD theory, developed by Clayton Christensen, professor at Harvard Business School and then ran a hands on workshop to teach us how to apply it.

“Jobs To Be Done” is a tool used to help identify business opportunities for innovation, by understanding that customers hire products, services, software, and ideas to get jobs done.

By mapping out the functional, social and emotional needs that a product or service is hired for, participants refined and empowered their understanding of customer centricity and identified new areas for improvement and growth.

After the group work, the 20 participants were invited to present their excellent ideas in an “elevator pitch” and then finalized with a lively Happy Hour with snacks and beer.

We would like to thank our Young Professionals members and the Advisory Council for the ideas, support and for participating actively in all activities during 2017.

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Brazil-Sweden Innovation Week

The first Brazil-Sweden Innovation Week in Stockholm—organized by the Embassy of Brazil from October 23 to 27, 2017—gathered around 300 participants, being more than 100 Brazilians, among government officials, business leaders and academic experts.

The initiative, inspired by the successful experience of the Innovation Week promoted by the Embassy of Sweden in Brasília, applied the Triple Helix concept (government/academia/companies) and included meetings, seminars and workshops on strategic areas of the bilateral relations. The events were conceived in accordance with the guidelines agreed on between the two countries within the 2009 Strategic Partnership and the 2015 Action Plan, in which the cooperation in innovation was highlighted. In this outlook, the Brazil-Sweden Innovation Week had the main objective of enabling stakeholders from both coun-

More than 100 guests attended the seminar “Spillover effects of high tech projects: the case of Gripen”, organized by the Embassy of Brazil and Brazilian Chamber of Commerce. (Photo by Thais Vaz Mota)

tries to interact with a view to fostering new projects and initiatives in the various subject areas of interest to both Brazil and Sweden.

The Brazil-Sweden Innovation Week comprised 11 events among government meetings, seminars and workshops, in the fields of academic cooperation, bioeconomy, financing of innovation and cooperation in aeronautics, according to the following program:

- **October 23:** opening seminar “Brazil-Sweden Innovation Week” at the Royal Institute of Technology (KTH); seminar “Spillover effects of high tech projects: the case of Gripen” at the Royal Armory in the Stockholm Royal Palace;
- **October 24:** Seminar on Bioeconomy, at the Rosenbad Conference Center; workshop “Fostering Innovation: The Challenge of Funding” at SEB Venture Capital; cocktail with all participants of the events at the Swedish History Museum;
- **October 25:** IV Brazil-Sweden Workshop in Aeronautics, at KTH; Joint Commission Meeting on Economic, Industrial and Technological Cooperation at the headquarters of the Ministry for Foreign Affairs (MFA); visit to Saab in Linköping;
- **October 26:** III Meeting of the High Level Group on Aeronautics (HLG) and II Meeting of the Steering Group on Innovative High Industrial Technology (SGI), both at the MFA; meeting on space cooperation at the headquarters of Swedish Space Corporation (SSC);
- **October 27:** V Meeting of the Executive Committee of the HLG at the MFA;
- **October 23-27:** MEI CISB Immersion Program in Innovation Ecosystem.

The uniqueness of the initiative and its importance for the bilateral relations attracted high-level governmental representatives from Brazil, such as the Vice-Ministers of the Ministry of Science, Technology, Innovation and Communications (MCTIC), Elton Zacarias; of the Ministry of Industry, Foreign Trade and Services (MDIC), Marcos Jorge Lima; the Secretary-General of the Ministry of Defense, General Silva e Luna; and the Undersecretary General for International Cooperation, Trade Promotion and Cul-



Ambassador Marcos Pinta Gama speaks at the opening reception of the Innovation Week. (Photo courtesy of Embassy of Brazil in Stockholm)

tural Themes (Ministry of Foreign Affairs), Ambassador Santiago Mourão, as well as the Brazilian Ambassador in Stockholm, Marcos Pinta Gama, the Secretary of International Affairs of the Ministry of Planning, Development and Management (MPOG), Jorge Arbache, and the Secretary of Development and Industrial Competitiveness of MDIC, Igor Calvet.

The following Brazilian institutions and companies also played a prominent role in the Innovation Week events: BNDES, Ministry of Education, FINEP, Apex-Brasil, ABV-CAP, Itaipu Technological Park (PTI), PUC/Rio, Coimbra Group of Brazilian Universities (GCUB), UNICA, Embraer, Datagro and the Brazilian Commission on Precision Agriculture.

The Brazilian delegation present in Stockholm met with enthusiastic Swedish stakeholders committed to deepening the dialogue in diverse sectors. The Brazilian Vice-Ministers were greeted by their counterparts, the State Secretaries Niklas Johansson (Ministry of Enterprise and Innovation); Oscar Stenström (European Union Affairs and Trade); Jan Salestrand (Defense) and Karin Röding (Higher Education and Research). Furthermore, academic institutions, agencies and companies collaborated actively on the events, such as KTH, Linköping University, Swedish University of Agricultural Sciences (SLU), Business Sweden, CISB, Vinnova, STINT, Svebio, RISE, SISP, SEB Venture Capital, SSC, SAAB, Scania, Lantmännen, Energigas Sverige, Webrock Ventures and the Brazilian Chamber of Commerce in Sweden.

The launch of the first Brazil-Sweden Innovation Week highlighted the significant bilateral cooperation in Aeronautics, as evidenced by the Gripen NG joint development project, based on extensive technology transfer. The In-



Academic seminar at KTH. (Photo courtesy of Embassy of Brazil in Stockholm)

novation Week also underlined the great interest of both Swedish and Brazilian sides in fostering possible spillover effects of the partnership in aeronautics on other industrial sectors.

Additionally, the II Meeting of the SGI achieved important progress by establishing bioeconomy, smart cities, mobility, mining and health technologies as areas to be prioritized by the governments, academia and companies from both countries

The first Brazil-Sweden Innovation Week in Stockholm managed to attract a sizeable Brazilian delegation to Sweden and is expected to further increase the engagement of several players from both sides in a new level of cooperation in innovation, with a concrete roadmap.

Source: Embassy of Brazil in Stockholm. ■

Seminar on Bioeconomy. (Photo courtesy of Embassy of Brazil in Stockholm)



Brazilian Air Force promotes debate on financing Defense Programs



Elisa Sohlman, from the Brazilian Chamber of Commerce in Sweden, conducted the discussions of the Seminar "How to enhance the opportunities of partnerships in the defense Sector". From the left: Eva Ohlsson (Swedish Export Credit Corporation – SEK), Peter Quadros Seiffer (Embraer–Corporate Venture Capital); Frederic Petersson (Swedish Export Credit Agency – EKN); Ms. Sohlman; and Walker Massa (Nós Sweden – Swedish Brazilian HUB of Innovation). (Photo FAB/Ten. Heitor Nascimento)

The 2nd International Meeting on Financing Defense Programs gathered about 300 professionals from different sectors such as government, industry, manufacturing, finance and academia with the purpose of sharing experiences and debating about innovative mechanisms for fostering the defense industrial base. This event, organized by the Brazilian Air Force Directorate for Economy and Finance (DIREF), took place in the city of São Paulo October 17-18, and focused on "Connecting solutions and innovations in order to foster the defense industrial base". During the opening session, Mr. Raul Jungmann, the Brazilian Minister of Defense, highlighted the importance of the defense industry as a whole, and its positive impact on the country's economy. "Without this base, it is very difficult to keep any country's sovereignty", stated Jungmann.

The innovation in managing the defense products, the defense sector as a tool of industrial policy, the importance of the international defense trade, new approaches in offset agreements and the need of new solutions for fostering the defense export, were some of the many topics discussed during this event.

According to the Brazilian Air Force Commander Lieutenant-Brigadier Nivaldo Luiz Rossato, these kinds of discussions help to put Brazil on the international scenario. "The defense industry is relatively new in Brazil, consider-

ing our current development. When we seek solutions for the financing system, we seek partnerships in the international market, after all, the clients who are going to buy our products usually want to know how to finance them as well," explained Lt Brig Rossato.

Collaboration – The Economics Professor Ana Paula Faria, from the University of Minho, Portugal, also highlighted that, nowadays, the EU innovation policies recommend the collaboration by means of establishing clusters in order to enhance the dynamics and strength of specific segments of productive activities. "Collaboration is a key idea, meaning joining forces. This can be done inside each country but also between countries. There are certain programs which are too big in terms of dimension, importance and costs, therefore forming consortia is an alternative", says Ms. Faria.

The European recommendation is an answer to the current context, which includes fiscal austerity, the ever-growing costs of developing new technologies and the need for countries to keep their own global competitiveness.

The Panels – The meeting allowed specialists to present the current challenges from the perspective of three different defense segments: a) innovative solutions in order to foster defense exports; b) offset agreements in the Armed Forces; and c) how to enhance the opportunities of partnerships in the defense sector. Ms. Elisa Sohlman, from the Brazilian Chamber of Commerce in Sweden, conducted the discussions of this last panel, when professionals from both countries had the opportunity to explore the similarities, the differences and the challenges inherent to the defense sector. ■



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VENDAS
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Sweden *in* São Paulo

*By Peter Johansson
Honorary Vice-Consul*

As we approach the end of 2017, when this article is being written, the Consulate has a lot of news to conclude a year full of important events. Everything points at 2018 being yet another exciting year, in all aspects of the word's meaning – especially since both Brazil and Sweden will have important elections. When it comes to the Swedish elections, we would like to take this opportunity to remind all Swedish citizens living abroad for more than ten years that they should reconfirm their wish to be registered in the Swedish electoral roll. This reconfirmation can be done on a form available on the Consulate's website and also through the Swedish Tax Agency. Speaking of which, the Consulate's new website is now up and running and we hope you have already tried it out. The new platform offers more flexibility and easier access from mobiles and tablets, but also makes it a lot easier to publish interesting news and promote events to the public.

Consulate's official visit to Ribeirão Preto

At the invitation of the Association of Commerce and Industry of Ribeirão Preto (ACIRP), the Consulate visited the city on September 21. Throughout the day, the delegation was shown the modern premises of the technological park, SUPERA, before meeting with the president of ACIRP, Dorival Balbino, and his team lead by Higor Lima, who had organized the visit, as well as a series of local companies in short bilateral meetings.

The program continued with visits to the installations of JP Pharmaceuticals and Memo, the biggest producer of beer taps and coolers in Latin America. Many of the companies are



Higor Lima from ACIRP, Mayor Duarte Nogueira, Consul-General Renato Pacheco Neto and Vice-Consul Peter Johansson.

looking for distributors, clients and/or investors in Sweden and are presented in more detail on our website. Should you be interested in getting in touch with any of them, please contact the Consulate.

Consul-General Renato Pacheco Neto and Vice-Consul Peter Johansson were also warmly received by Mayor Duarte Nogueira for a briefing on development projects such as the amplified airport, industrial district and the important agricultural fair "Agrishow". Nogueira is already a familiar face to our readers and has a special relation with Sweden, having met with the former Minister for Infrastructure and Transport, Anna Johansson, in 2015 when Nogueira was Secretary of Logistics and Transport for the State of São Paulo. ■

Series of presentations for universities

The last months have been pleasantly full of presentations for a series of universities. In late September, the Consulate was invited to hold a presentation about the "EU Global Strategy: spotlight on Sweden" during the "European Journeys" ("Jornadas Europeias") organized by the Institute for Studies of International Negotiations, CAENI-USP, with support from the ERASMUS-programme. Inviting professor was Kirstyn Inglis

from the Institute for International Relations, IRI-USP.

As a consequence of the well-visited presentation at USP, the Consulate was invited to participate together with the German Consul for Cultural Affairs at FECAP for a seminar on "Brazil x EU Relations: challenges and perspectives" in late October. Before this the Consulate also managed to squeeze in a presentation for students interested in studying in Sweden at FAAP during the Innovation Weeks 2017. ■

Lina Nyberg performs at JazzB

Once again, the acclaimed Swedish jazz singer has visited Brazil for concerts in São Paulo and Rio de Janeiro, while on her way from a festival held in Buenos Aires. In São Paulo, Nyberg performed together with her band at JazzB in November and had the courtesy to give a short interview for our column:

Sweden in SP: You visit Brazil quite frequently for concerts and Brazilian music is a recurring theme in your songs – what is so special for you about Brazil and its music?

Lina Nyberg: The Brazilian music culture is such a faceted thing, containing so many fantastic musical styles, it is very fascinating to me - the more I study it the more I find. Musically, the advanced rhythmic layers and the poetry of the country inspires me, as well as the playful and powerful approach among the many brilliant singers. There is also an overall respect and seriousness towards music and poetry as art forms and their power to affect people and society, which I love.

Lina Nyberg and Band at JazzB.



Sweden in SP: Do you feel that your music is well received in Brazil?

Nyberg: Yes, some people here say they even hear my Brazilian influences, in my phrasing and maybe in my attitude rhythmically.

Sweden in SP: How would you describe your music for someone who has never heard you sing before?

Nyberg: The music is a blend of different things and you will recognize some parts and some parts will be new to you— try to enjoy the feeling of surprise. Music as a phenomenon is built on communication - between the musicians and between the audience and the musicians, keep an open mind and you'll be rewarded.

If you would like to read the full interview – please visit www.consuladosueciasp.org.br ■

Ceremony installs new Chief Attorney of Labor

Maria Stela Guimarães de Martin is the new Chief Regional Attorney of Labor for the 15th region (PRT-15), headquartered in Campinas. Martin was installed during a ceremony held in late November, which counted with the presence of Ronaldo Curado Fleury, Brazil's current Attorney General of Labor, as well as the President of the Association of Labor Attorneys, Ângelo Fabiano Farias da Costa. The Consulate was kindly invited, considering the fruitful collaboration already established with PRT-15 and the Regional Court of Labor in Campinas. ■

Maria Stela Guimarães Martin, Chief Attorney of Labor for the 15th Region, and Peter Johansson.





Carlos Caicedo and Helena Hedblom.



Celebrating the new company.

New company Epiroc is spin-off of Atlas Copco Group

At an event held on November 23 at the Ouro Minas Hotel in Belo Horizonte, capital of Minas Gerais State, Epiroc—the new company derived from the Atlas Copco Group—presented the brand under which it will operate.

Epiroc's operations will contemplate the solutions of the former Mining & Rock Excavation Technique business area, together with the Embedded Hydraulic Equipment (HAT) which belonged to the Construction Technique business area.

With the formalization of the spin-off, which had been announced at the beginning of 2017, Epiroc has become the Group company dedicated to solutions for the mining, civil engineering and natural resources industries, while Atlas Copco maintains its focus on other industrial segments.

"With Epiroc, we have found a short, distinct and timeless name that is spot on for the mining and civil engineering business," said Annika Berglund, Senior Vice President for Corporate Communications and Government Affairs.

Epiroc was selected out of almost 1,000 names evaluated. Epi is a prefix meaning "on" or "at" in Latin and Greek. Rock signals stability and durability, and rock is one of the most important materials that the company works with.

The strategic reason behind the change is to guarantee that both Atlas Copco and Epiroc have the conditions to maximize taking advantage of the growth opportunities in their respective markets. Therefore, Epiroc has its own management.

With a new central office led by the recently-appointed CEO Per Lindberg, together with a new board of directors, the evolution brought by Epiroc opens a new chapter in the global mining, civil engineering and natural resources industries.

In Brazil, Epiroc will be based in São Paulo and there are plans for invest-

ments in seven branches throughout the country, including in Belo Horizonte. According to Carlos Caicedo, General Manager of Epiroc Brasil, the change will not impact the number of collaborators here.

"All employees who currently work for the Mining & Rock Excavation business area will be transferred to Epiroc," he said. "We expect to continue meeting the market's demands with a focus on increasing the productivity of our clients with products and services that have already gained recognition, based on a greater development and improvement in automation, digitalization and operational excellence, besides services," added Caicedo.

From an operational viewpoint, the already existing solid structure in the current divisions and business areas (Compressor Technique, Power Technique, Industrial Technique and Vacuum Technique) will be maintained, guaranteeing stability and quality.

"This is a fantastic opportunity. With this new company, totally dedicated to the mining, civil construction and natural resources industries, we can meet our clients' needs even better," said Helena Hedblom, Senior Executive Vice-President of Mining and Infrastructure, who was present at the launching event in Belo Horizonte.

The new company Epiroc will be listed on the Nasdaq Stockholm Stock Exchange as of mid-2018, right after the formal approval planned for the general annual meeting of the Atlas Copco Group. ■



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Partnership with SENAI on education and innovation

On November 9, 2017, the 1st Brazil-Sweden Partnership Workshop on Innovation and Skills Development was held at CNI (National Confederation of Industry) in São Paulo. This was jointly organized by the International Relations Unit of SENAI and Business Sweden, and a direct result of the action plan from the Brazil-Sweden Business Leaders Forum (see **NordicLight**, April edition).

The Business Leaders' Forum (hereafter referred to as "BLF") is a business collaboration platform established between Sweden and Brazil. During BLF's executive meeting in April, present parties agreed that in order to reach the overall objective of global competitiveness and long-term economic growth, collaborative actions will be required within the areas of **Digitalization, Education** and **Financing**. A more detailed action plan for these areas has been developed with the strategic partnership with SENAI and the Workshop on Innovation and Skills Development serving as a good example of one concrete action.

Workshop on Innovation and Skills Development

The workshop gathered 30 representatives from Swedish companies and Brazilian institutions for a full-day exchange on how to increase the proficiency of the workforce by offering relevant education. Participating companies included; ABB, Akaer, Aker Solutions, Ericsson, Linköping University, RISE Research Institutes of Sweden, SAAB Group AB, SKF and Volvo Cars. SENAI was represented by several experts from across Brazil.

During the morning session, presentations were held by SENAI, Swedish institutions and selected companies.

Andreas Rentner, Trade Commissioner at Business Sweden, pointed out in his opening remarks the importance of increased efficiency within production in order to reach global competitiveness and long-term growth.

Gustavo Leal, SENAI Operations Director, spoke about the role of SENAI in understanding the necessities of the Brazilian industry to conceive an education shaped according to it. SENAI has 25 Innovations Institutes and for 75 years has developed solutions for different industry sectors through a leading-edge curriculum.

After the lunch break, round-table discussions were organized to facilitate for more in-depth discussions and idea creation on the topics of "Innovation for Industry 4.0" and "Skills Development".



Workshop session in Industry 4.0



Results and next steps

The roundtable session resulted in constructive discussions and identification of current needs and demands from the Swedish companies and SENAI. A concrete outcome from the workshop was the commitment by SENAI to visit the Swedish compa-

nies with operations in Brazil in order to better understand their current situation and demands in regards to skills development and industry 4.0—thus, to develop customized solutions and create partnership.

Education, with focus on Industry 4.0 and new technology, will continue to be a prioritized focus area, whereas additional workshops and the development of joint development programs can be expected going forward.

If you would like to know more about this initiative and/or be part of it – do contact Business Sweden for more information. A homepage for the Business Leaders’ Forum will soon also be launched for all to follow the development and upcoming actions.

Brazil-Sweden cooperation platforms

The Business Leaders Forum is one of several ongoing Brazil-Sweden collaborative programs/platforms. In order to provide an overview of the major ones, and whom they fall under, please see the picture below. The existing platforms are based on a triple helix approach where government, academia and industry collaborate. ■



OVERVIEW OF BRAZIL-SWEDEN COLLABORATION PLATFORMS TO FOSTER GROWTH AND INNOVATION

Prioritized areas:

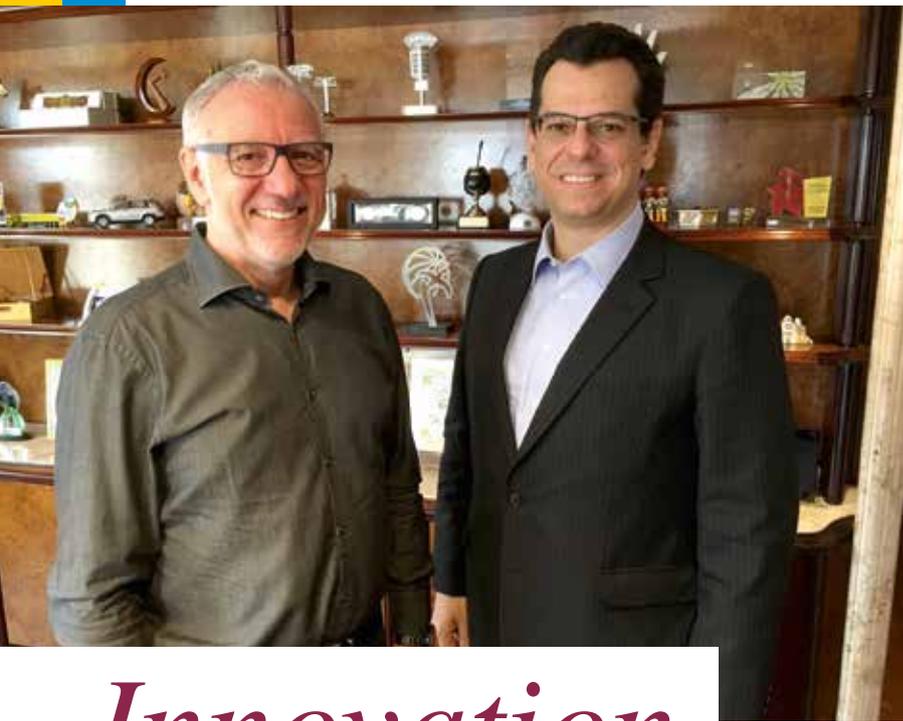
- Aeronautics
- Bioeconomy
- DigiTech
- Smart city
- Health care
- Mining



Focus for BLF*:

- Digitalisation
- Industry 4.0
- Education
- Financing
- Bio-economy
- IP-rights
- Trade agreements

* BUSINESS LEADERS FORUM



Edson Campagnolo,
President of the Fiep System,
and Otávio Lucchese.

Innovation in focus

Innovation is vital for any industry. The Federation of Industries of the State of Paraná System is well aware of that. Through the four institutions that comprise it – Fiep, Sesi, Senai and IEL – it has made significant investments in order to support the innovation of industries in Paraná. The President of the Fiep System, Edson Campagnolo, received Swedcham's representative in Curitiba, Otávio Lucchese, and talked about industry in Paraná as well as its challenges.

Which are the prominent sectors in Paraná?

There is good diversification in the industrial sector. Paraná being an agricultural power, it is natural for the agroindustry sector to be the largest. However, the automotive, metal-mechanics and pulp and paper sectors are also very strong. There are currently a growing number of industries that gather more technology, such as the pharmaceutical segment. Biopark is worthy of note. It is a pioneering initiative in the west of the state, launched by the private sector for the creation of a technology and bioscience park. I may obviously be biased, but the human capital available in Paraná is one of our strengths. The large number of universities and educational standards above the national average puts us in a privileged position.

What challenges do industries in Paraná face?

I believe that industry's greatest challenge is to keep evolving, in a sustainable manner. The Fiep System has a clear vision of this matter. We continuously invest in innovation and offer support so that new technologies may be developed by and for industry. The Senai Institutes for Innovation and Technology, maintained by the Fiep system, are the core of our efforts in the

quest for innovation and sustainability. The research conducted by the Institutes is developed jointly with the interested industries and universities, forming a tripartite cooperation both for the certification of new technologies in Brazil, saving resources which would previously be sent abroad, and in applied technology, qualifying people and developing new technologies in our country. This is fundamental to keep industry competitive and sustainable. We maintain cooperation with numerous entities. Initiatives originating in Sweden would be most welcome.

And what about the state of Paraná, what are the challenges it must face from the perspective of industry?

On a regional level, one great challenge is the development of logistics infrastructure. While in Paraná infrastructure is superior to the national average, there is a lot of room for improvement. Fiep, together with other sector leaders, helped to map the logistics infrastructure works that Paraná needs. This joint effort produced the PELT 2035 (State Plan for Transport Logistics in Paraná), which presents the perspective of society and of the productive sector regarding the priorities in the development of infrastructure. With this, we intend not only to help the authorities plan their investments, but also to attract investors interested in investing and implementing such projects. PELT 2035 is available for consultation on the Fiep website.

How could Scandinavian companies find investment opportunities in Paraná?

The International Business Center (CIN), run by Fiep itself, can help with that task. To attract industrial investments is one of the Center's aims. We can provide market data and information and help with the organization of business networking events or business missions. In fact, in order to render any search more productive, I suggest that those interested consult the large database provided by Fiep on the internet. They should consult, for instance, the works of our "Observatórios Sistema Fiep" (Fiep System Observatories), which conduct extensive thematic, market and industrial trend research. ■

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Electrolux

Four Swedish companies among the best 150 to work for in Brazil

Volvo, Tetra Pak, Electrolux and Ahlstrom-Munksjö were among the 150 Best Companies to Work for in Brazil in 2017, in a survey conducted by Você SA magazine, one of the country's most reputable publications on organizational climate.



Volvo's Carlos Ogliari (center) with company executives and employees during the award presentation.

The Você SA survey is carried out in partnership with the FIA Business School. The ranking is established based on assessments by the staff of the hundreds of companies that participate.

Volvo was elected the best place to work for and best in leadership in the automotive sector in Brazil. The survey, carried out since 1997, is an important reference in this area in the country.

"We are hugely proud of having been recognized again as the best company to work in the automotive sector," says Carlos Ogliari, Volvo Group Latin America Vice-President of Human Resources and Corporate Affairs. The brand has been among the leading companies in this ranking for over a decade.

In addition to being the champion in its sector, in the 2017 edition, Volvo was also the standout in Leadership among all companies surveyed. The consistent leadership development program, the direct and frequent communication between senior management and the other levels of leadership, in addition to the high level of empowerment of the management team, guaran-

teeing higher autonomy, speed and assertiveness for day to day decisions, all contributed to this. There are close to 200 people in leadership roles at Volvo.

"At Volvo, we also have an in-house survey for our employees' brand engagement. In particular in Brazil, our people are very proud of what Volvo delivers to society through safer, innovative and efficient means of transportation," states Ricardo Nanami, Volvo Human Resources Director. "Our corporate values are customer success, trust, passion, change and performance. The sum of all this is reflected in an excellent organizational climate," finalizes Carlos Ogliari.

This is the eighth time **Tetra Pak** is recognized for its labor environment. "It's a great honor to be once again among the 150 best companies to work for. This result comes from our continuous effort to offer the best practices and conditions to our employees," says Marcelo Queiroz, President of Tetra Pak in Brazil.

Tetra Pak has been celebrating six decades of operations in Brazil. Over the last 60 years, the company has been working with customers in the development of new products, equipment, processes, maintenance and consultation for their growth and sales success. In this regard, the company constantly invests in innovation, ensuring the most modern and efficient processes in all stages of production, as well as technical and intelligence support services.

"PROTECTS WHAT'S GOOD is our brand promise and it defines us and



Marcelo Queiroz, President of Tetra Pak in Brazil.

influences everything we do – including the way we carry out our individual roles. It means that we protect food, futures and people, supporting and providing opportunity for all our employees, all over the world”, says Queiroz.

This is the second year in a row **Electrolux** has been recognized in the survey, which this year received entries from 1,422 companies in Brazil and awards the ranking through its Best

Workplace global standard of excellence for working environments.

“This ranking rewards companies that foster a healthy working environment, which are transparent and offer good opportunities for growth, learning, and development. For Electrolux to be



Valmir Buscarioli of Electrolux Brazil.

recognized for the second year in a row is the result of the excellent work we have done, year after year, and it is a sign that we are really on the right track”, said Valmir Buscarioli, Human Resources Vice President at Electrolux Brazil.

In its first participation in this survey, the Jacareí plant of **Ahlstrom-Munksjö**, global leader in fiber-based materials, was listed among the 150 Best Companies to Work for in 2017.

The incentive to enroll in the survey came from the excellent results that the Jacareí plant presented in the last Global Engagement Survey, conducted by the company in all its units in the world, at the end of 2016, and from the interest in comparing with other companies operating in Brazil and in different segments.

“We were expecting a positive result, based on what we saw in the internal survey, but I confess that to be among 150 best companies to work for, in our first participation, left me even more proud to be part of this group,” celebrates Valmir Piton, VP Coated Specialties Business Unit and Managing Director of Ahlstrom-Munksjö in Brazil. ■



Valmir Piton of Ahlstrom-Munksjö.



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Swedcham Christmas Party closes eventful year at own premises

Photos by Mário Henrique



On December 8, Swedcham held its traditional Christmas Party at its own premises this year, which was literally packed with more than 100 festive members, guests and friends—everyone hoping for a better 2018!

Swedcham Chairman Nils Grafström opened the event with a welcome speech, in which he thanked the Chamber's team, board and members for a most active and successful year in spite of the ongoing political and economic crisis. Ambassador Per-Arne Hjelm born then gave a summary of the highly positive Team Sweden activities and Swedish-Brazilian relations.

Everyone was then treated to a spread of delicious food served by the always competent Buffet Cicareli and an excellent bar service that included *caipiroskas* served of course with Absolut Vodka. The music throughout the event was provided by DJ Alexandre Santos Florênci.

There was also a raffle with 14 prizes and a special prize ceremony for Ericsson, which was elected the most active Swedcham member in 2017. This is the second year the prize was awarded, the first one having been given to Atlas Copco in 2016.

Another special feature was a showing of the Swedish Dads exhibition, brought for a special gender event held at Swedcham on December 7.

The Chamber wishes to express its special thanks to Carlos Sund (Carl J Sund watches end evinhosdaespanha wine), Cervejas Nils Oscar, All Ways Travel, Electrolux, Scandinavia Design, Husqvarna, Absolut Vodka, SKF, Buffet Cicareli and the DJ. ■



▲ Swedcham chairman Nils Grafström during his opening speech.

Ambassador Per-Arne Hjelm born with wife Anette and daughter Ottilia, and Swedish Consul General Renato Pacheco Neto. ▼





Prícila Carmo with Daniel Fidelis, who won a Carl J Sund watch.



▲ Viviane and David Ringbäck (Swedish teacher at the Chamber) with Johan and Claudia Fager.

◀ Andressa Moretti and Oskar Windolf.



▲ Viviane Barrichelo-Lindström/Vocalis with Victor Siqueira who was leaving Swedcham after six years of good work and many contributions.



Maria José Weitmann and Ivete Rizatto (Quant). ▶



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Meet Norway's *new Ambassador in Brazil*

By *Runa Hestmann*

Nils Martin Gunneng took office in September and has had some very busy first months.

The new Norwegian Ambassador to Brazil, Mr. Nils Martin Gunneng, holds a Master's Degree in Political Science from the University of Oslo, and has been a career diplomat since 1994. He has served in Norwegian Embassies in Rabat, London and Beijing, and held various positions in the Ministry of Foreign Affairs in Oslo. From 2014 to 2017, Mr. Gunneng served as Deputy Director General at the ministry's Services Department.

He is however no stranger to Brazil as his wife, Andrea, is a "mineira" from Belo Horizonte. The friendliness of the Brazilian people is something the new ambassador appreciates deeply, and in this interview he shares his thoughts on Norwegian-Brazilian relations.

How have the first months been?

Busy! It's a continent-sized country, and Norway is engaged in many regions of the country with everything from business to forest preservation. I've tried to visit the important players and have traveled extensively these first months. But there are still important places and people that I haven't met yet.

What are your main priorities as Norway's Ambassador to Brazil?

The Norwegian Government's Brazil strategy highlights four aspects: Trade and investments, Climate change cooperation, Science cooperation and International cooperation within the UN system and other global organizations. These priorities guide me - when I can choose how to use my time.

What are the main challenges?

The main challenges for bilateral trade and Norwegian investments in Brazil are related to regulatory issues. Another



issue is the general skepticism that seems to exist in Brazil towards foreign investments. In order to approach this skepticism, I think we need to share our experiences about how Norwegian business became globally competitive through gradually opening up.

Oil, gas and maritime industries are important for the relations between Norway and Brazil. Where do relations in these sectors go from here?

Statoil is investing heavily in new areas of exploration offshore in Brazil. As activities start to materialize in the Santos Basin, this will eventually benefit the supply industry as well, which is struggling at present. So the future for Norwegian-Brazilian cooperation in this field looks bright.

Will Norwegian support to the Amazon Fund change in character in the future?

Our commitment to the Amazon Fund is 100%. Brazil has already made important contributions to fight climate change through the impressive reduction of the deforestation in the Amazon forest. Norwegian payments to the Fund depend on the annual deforestation results. Last year, the deforestation increased, and so the payments will be less than before. It seems the deforestation rates for this year will be better again, and hence the payments next year should be bigger. This is how the Brazilians designed the Fund. ■

Great interest in *Norwegian-Brazilian Business and Science Week*

By *Runa Hestmann*



Deputy Minister Ingvil Smines Tybring-Gjedde formally launched the 4th edition of the report on Norwegian investments in Brazil during a reception on November 8. (Photo courtesy of Paulo Múmia)

The 2017 Norwegian-Brazilian Business and Science Week featured 14 events in four Brazilian cities and gathered top-level speakers from a variety of sectors.

The event was the first of its kind, and was organized to give main stakeholders an arena to join forces and strengthen cooperation. Norway's Deputy Minister of Petroleum and Energy, Mrs. Ingvil Smines Tybring-Gjedde, led a delegation from Norway to the Business and Science Week, and she also gave the opening remarks at many of the seminars and events.

"Norwegian-Brazilian collaboration within business and R&D builds on the tight relations we already have with Brazil. This is one of the biggest markets for the Norwegian supply industry, and there is no doubt that Norwegian experiences are sought in Brazil. Our countries face many of the same challenges within offshore oil and gas production, and we both have a lot to gain by working closely together," the Deputy Minister says.

The sunny side

Renewable energy was the topic of a seminar on November 7. Brazil's resource potential for "new renewable" like wind and solar energy is vast, and Norwegian stakeholders are looking to expand their footprint in Brazil. The event brought together industry players from Norway and Brazil to discuss market opportunities and bottlenecks, and develop greater

cooperation between the two countries.

"Like Brazil, Norway is a big hydropower producer. I think there are lessons we can learn from each other, and I am glad that Statkraft has an active presence in Brazil. Hydropower has been a tremendous benefit to our economic development," Deputy Minister Tybring-Gjedde said.

Ocean of opportunities

Synergies and opportunities for collaboration were on the agenda when Norway and Brazil organized the first joint ocean seminar in Brazil on November 8. According to OECD estimates, the ocean economies will double in size by 2030, and huge growth is expected within sectors like offshore wind and aquaculture.

The ocean literally unites Norway and Brazil, and the so-called ocean industries are strong in both countries, with common interests in oil and gas, fisheries and aquaculture, transport and research. Norway has six times more ocean than land, and the seminar aimed to strengthen both cross-border and cross-industry collaboration.

Deputy Minister Tybring-Gjedde opened the seminar with a presentation of the ocean strategy of the Norwegian government, launched earlier this year.

"The Norwegian government wants to make sustainable use of the ocean a global priority, and we are putting the ocean at the top of our political agenda."

Brazilian jobs

The same night, the latest Norwegian investment report was launched during a reception in the residence of Consul General Sissel Hodne Steen. The report shows that Norwegian investments in the oil & gas, offshore and maritime sectors in 2016 reached the highest levels ever recorded. The accumulated Norwegian investments in Brazil have reached USD 21.3 billion, and the investment increase was 27.6

percent from 2014 to 2016. Norway is now the 8th largest investor in Brazil.

"This report is a page turner, and it is very positive reading: Norwegian companies are responsible for generating over 500.000 indirect and induced jobs in all sectors, and this represents 0.6 percent of the overall workforce in Brazil," Mrs. Tybring-Gjedde said.

Norway's Ambassador to Brazil, Mr. Nils Martin Gunneng, is very satisfied with the week of events:

"The first Norwegian-Brazilian Business and Science Week was organized by the Norwegian Embassy, the Consulate General in Rio de Janeiro, Innovation Norway and all the other participants in Team Norway in Brazil, and I think we can conclude that the Week was a success. It showcased the strength and variety of the Norwegian presence in Brazil, and the interest from Brazilian counterparts bodes well for the future," Mr. Gunneng says.

RD&I

Norwegian Energy Partners (NORWEP) organized an event on the decommissioning scenario in Brazil. Norwegian capabilities and solutions were addressed and experiences shared with the Brazilian market.

The November Conference—which for the fifth time this year gathered representatives from academia, universities, private research institutions and other relevant stakeholders in



(From the left) Ricardo Serafim (Aker Solutions), José Gutman (ANP), Marcelo Xavier (Subsea7), Rachid Felix (NBCC), Karine Fragoso (Firjan), Veronica Coelho (Statoil) and Carla Lacerda (ExxonMobil).

Norway and Brazil—was also part of the Business and Science Week. The cooperation between Norway and Brazil has been increasing over the last 10 years, especially within the O&G sector, and the ambition of the November Conference is to foster and promote more state-of-the-art research, as well as to generate relevant higher education and increased cooperation with the industry.

Other events also took place in São Paulo, Brasilia and Belem: on October 31, Amazon biodiversity and evolution and exploration of mineral resources and sustainable development in the Amazon were among the topics addressed during an event in the Zoobotanical Garden in Belem.

A roundtable on Antarctic operations as well as the formal opening reception took place in Brasilia on November 6. Aquaculture and Fintech were on the agenda during São Paulo events on November 7, 8 and 10. Events were also dedicated to Energy Financing and DeepSea Environmental Monitoring. ■

New Members | NBCC wishes to welcome the following new Corporate Members:

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Safelink AS is a Norwegian engineering company that supplies hardware, software and engineering solutions for offshore lifting operations. Safelink is a complete supplier of Passive (PHC) and Active (AHC) Heave Compensator and dynamic load compensation solutions. Safelink's range of products targets dynamic challenges throughout the entire lift – from topside to subsea installation.

“Preventive medicine must be a priority”

An unhealthy lifestyle is currently causing 73 percent of deaths around the world, says Gilberto Ururahy in this interview with NordicLight. “To treat a disease is more expensive than to prevent it.”

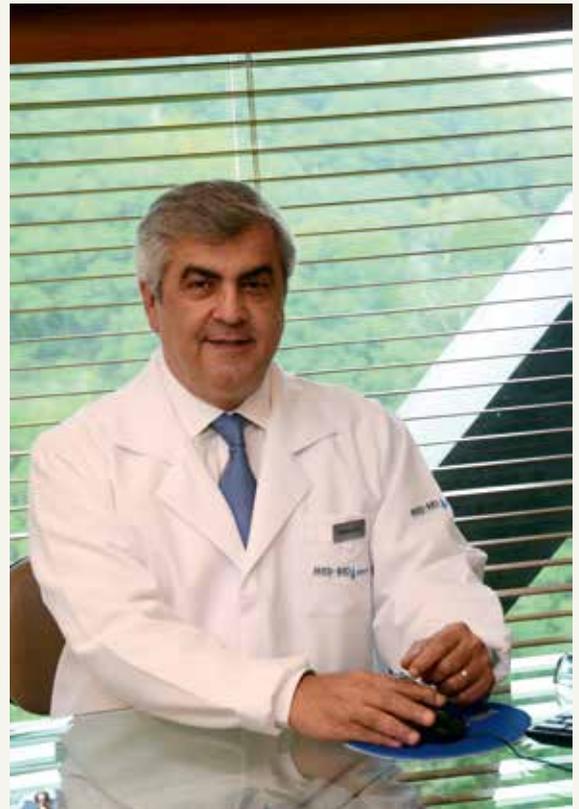
This is why preventive medicine needs to gain momentum on the Brazilian agenda, says the Medical Director of Med-Rio, Gilberto Ururahy. The economic crisis that hit Brazil so hard over the last few years has also had a serious impact on the health of both individuals and companies. Mr. Ururahy is however an optimist looking forward.

The 2018 elections are coming up. What should be the priorities in health care?

Prevention. All around the world, we are witnessing a huge growth for clinics that focus on prevention. It is much more expensive to treat a disease than to properly take care of your health. An inadequate lifestyle is the cause of many diseases. Tobacco and a sedentary lifestyle as well. Obesity leads to Type 2 diabetes. At our clinic, we see this every day, and it is fundamental to promote a healthier way of life to avoid obesity, high blood pressure, diabetes and cancer - some of the diseases that take more lives today. In Brazil, someone dies every minute of a heart attack. The universities also need to be aware of the evolution we see in medicine. Generations of doctors have learned how to treat but not how to prevent a disease. In October, Med-Rio entered into a partnership with PUC-Rio to create a course for health workers. We will focus on check-ups, prevention and lifestyle. Prevention is the path to survival, also for players on the supplementary health care and health insurance market.

What was the impact of the economic crisis on the health sector?

Unemployment is high and health insurance companies depend on company plans. When the companies have to let people go, the health insurance companies lose revenues. A second factor is that, historically, the health insurance providers calculated that a person would live an average of ten years after retiring. Today, they live much longer.



Gilberto Ururahy is a specialist in preventive medicine and the founder of MedRio Check-Up.

How do you evaluate the corporate lifestyle in Brazil today?

I usually say that Brazil is harming the Brazilians. Companies are trying to adapt to the crisis, but stress has invaded the corporate world, and studies that we have made show that 70 percent of the executives suffer from high levels of stress in the working environment. From 2016 to 2017, depression and anxiety diagnoses have become more common. The companies need to keep in mind that it is the human capital that will make the company grow, and they have to take care of their employees. A preventive check-up program would point out any risk factors.

How can we change the current situation?

People need to practice sports or some kind of physical activity, eat healthily and sleep enough. The companies also play an important role in turning to clinics or consultants that have the capacity to support them in a competent and ethical way. A medical check-up should be seen as an instrument for company stability. It is very expensive to substitute an employee that has fallen ill, and that is why it is so much better to prevent people from falling ill in the first place. ■

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Patents have stimulated entrepreneurship for centuries

*By Magnus Aspeby**

Where would Sweden be today without patents? What would SKF be if Sven Wingquist had not patented his ball bearing? And AGA, if Gustaf Dalén had not patented the acetylene welding process? And if Alfred Nobel had not patented dynamite; would there be a Nobel Prize at all today? And would Danish Lego® exist today without patents?

The list could be made much longer and the overall answer is: Sweden would NOT have reached its industrial heights without patents, because people would have copied those great inventions, without the costs of research and development; often in countries with cheaper labor, driving the Swedish companies out of the market. Once seen, the ball bearing and the Lego® blocks are easy to copy.

A patent is a national right (valid only in the country/countries where filed) to forbid others to copy your invention. Thus, thanks to his patent, Mr. Alfred Nobel could forbid others to copy his dynamite. Or he sold licenses to others, allowing them to produce dynamite, paying so-called royalties to him. Thanks to these patents, the mentioned Swedish and Danish companies grew without extensive copying during the validity terms of their patents, which today is 20 years from filing. After 20 years, anybody may copy the invention.

Well, if a country gives this exclusive right to the patentee, what does it get in return? It has the disclosure of the invention! The applicant has to describe the invention sufficiently well so that any skilled reader will understand it and even reproduce it, for possible further developments, so that even more inventions are achieved. It is impossible to patent and at the same time keep secret!

So patents actually restrict competition. It is one of the very few ways to avoid free competition, but only for a certain time. On the other hand, technical development is so fast that most inventions grow out-of-date after less than 20 years.

You may ask yourself if examples of well-succeeded patents from Nordic countries are also applicable for a developing country like Brazil. I say yes, because the anti-competing effect of patents is desired to hinder competitors from copying also here and today. Either you market your patented (or patent pending) product yourself, or you license to some other firm which then exploits it in Brazil. Many Nordic companies have realized this and



The author Magnus Aspeby is also a chemical engineer and European patent attorney.

apply for many new patents here. A new Brazilian Industrial Property Law came into force in 1996 and the respect for patents has increased since then.

The Brazilian patent office INPI receives about 30,000 patent applications per year, the vast majority from abroad. The number from the Nordic countries is between 800 and 1000/year. You may have heard that the backlog of unexamined applications is huge. In spite of this backlog, it is worthwhile to file a patent application, because also a pending application gives a preliminary protection. Moreover, the new law foresees a minimum of 10 years' protection from the date of grant, even if less than the 10 years from the date of grant remain.

Thus, also in Brazil the benefits of patents as "economic weapons" and as competition restrictors are true!

*Magnus Aspeby is Partner of Montauray Pimenta, Machado & Vieira de Mello, Rio de Janeiro.

Insider trading in Brazil: administrative and criminal overview

By Allékos Genadopoulos*

Several huge corruption scandals involving the relationship between politics and companies in general have brought attention to the relevance of the Securities Market in Brazil, especially with a new Federal Law 13,506/2017 that was approved on November 14, 2017.

The Securities and Exchange Commission of Brazil (CVM) was created by the Federal Law 6,385/76 in 1976, almost at the same time as Brazil's Corporation Law was published.

The new Federal Law now innovates CVM's administrative proceedings and intensifies the crime of insider trading.

The current mandate of CVM is to protect the holders of securities and the investors of the market against the use of relevant information not disclosed and ensure the observance of fair trade practice in the securities market. CVM Instruction 358/2002 also defines in general terms that prior to the disclosure to the market of a material act or fact occurring in the company's business, it is prohibited to negotiate with securities of your company.

In Brazil, CVM is popularly known as "The Securities Police", due to the high level of regulations published and their proper administrative investigation procedures. It is important to recall that CVM can only apply administrative measures, such as penalties, suspension, and others.

From the criminal perspective, the article 27-D of the Federal Law 6,385/76 describes the misuse of Inside Information, which is the use of relevant information that has not yet been disclosed to the market, capable of providing an undue advantage by negotiating, on behalf of itself or third parties, securities. The penalty is imprisonment, from one to five years, and a fine of up to three times the amount of the illicit advantage obtained as a result of the crime.

Here are some of the most relevant changes:

- The maximum amount of CVM administrative penalty will increase from BRL 500,000 to BRL 50 million, an increase of 100 times the original fine limit amount.
- New paragraphs have been included in a revised Art. 27-D:

Art. 27-D. Use relevant information that has not yet been disclosed to the market, of which it has knowledge, capable of providing, for itself or for others, an undue advantage by negotiating, on behalf of itself or third parties, securities:

First Paragraph - The same penalty is imposed on anyone who transfers confidential information related to a material fact to which he or she has had access because of a position or position that occupies the issuer of securities or **because of a commercial, professional or trust relationship with the issuer.**

Second Paragraph - The penalty is increased by one third if the agent commits the crime provided for in the caput of this article using relevant information of which he has knowledge and of which he must maintain secrecy.

Conclusion

With the new Federal Law 13,506/2017, we realize that the Securities Market is becoming even more regulated and closer to the facts that impact the local and/or international economies, probably with the clear objective of bringing more confidence to investors and encouraging fair market practices. It is imperative to keep in mind that with the hardening regulations, CVM should handle its administrative proceedings even more carefully and with the expected mastery.

*Allékos Genadopoulos is a Plenum Associate of Pacheco Neto, Sanden, Teisseire Advogados.



The importance of *due diligence* in merger and acquisition processes

By Marluci Azevedo*

A full knowledge of a company's actual situation on accounting issues, taxes, labor and social security is critical to mitigate risks and make assertive decisions.



From January to July this year, the Brazilian market recorded 389 transactions, according to the report Transactional Track Record (July/2017). These numbers guaranteed Brazil the leadership in the Latin American scenario of mergers and acquisitions for the period.

In the *due diligence* process, companies may find answers and solutions to the risks involving new business, that will support decision-making. Such a process is therefore essential for companies in cases of acquisition, merger or consolidation, and should precede these operations, essential for an accurate business diagnosis, to establish

guarantees and tax investment structuring.

These are the key stages in a *due diligence* process:

- Preparing the company for *due diligence*

An initial observation in which the consultants know the main business characteristics and map the appropriate environment to that strategy, to the contracted scope and to the survey objectives.

- Business X-Ray

During the development of the activity, the consultants evaluate data and documents relevant to the scope, so that it is possible to perform a full in-depth assessment evaluation of company's situation.

- Accounting and tax risks: A review of balance sheets and accounting and financial statements, review of accessory obligations and conformity to federal, state and municipal taxes, among other issues.

The checking may indicate, for example, that the incorporating company should be subject to pay significant sums in the future to cover taxes not properly paid. This kind of conclusion highly influences the terms of a deal, because if failures are detected, the company interested in the merger will estimate and consider possible losses value agreement's signature.

- Labor Risks: A survey of labor contingencies, review of accessory obligations, and analysis of the adopted hiring forms and possible risks.

Results that will support the decision-making

For requiring much detail, the *due diligence* is not a procedure to be hastily performed. Although duration is related to the business size and the investigated scope, the study should be in a greater depth to guarantee its accuracy and reliability.

This information analysis leads to the identification of errors and points of attention that may pose threats to the client. This result shall provide a clearer picture of the moment of business and risks, basing future decisions.

The final product is a fair report in which the observed facts are described in details. The *due diligence* does not indicate whether the transaction is advantageous to the parties and does not suggest values for negotiation. This judgment is up to the investor, who, in possession of material, will be provided with qualified information to make the most appropriate and profitable decision.

Those who hire the consultancy service must have confidentiality and impartiality guarantee in conducting the activities. Moreover, it is necessary to combine the technical knowledge with ethical performance in this thorough assessment.

*Marluci Azevedo is Director at Domingues e Pinho Contadores.

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New rules for *Petrobras* contracting

By Daniela R. Davila

On June 30, 2016, Law 13,303 - the State Companies Law - was published, providing new rules governing public companies, mixed-capital companies and their subsidiaries, in accordance with article 173, § 1, of the Brazilian Federal Constitution. The law aims at establishing parameters for organization and activities of state companies, which are the State's instruments to perform economic activities.

Article 2 of the State Companies Law follows the constitutional rule that exploitation of economic activities by the State must be made by private law entities incorporated under corporate rules, which are organized either as public companies or mixed-capital companies.

As a mixed-capital company, Petrobras will need to abide such law as from June 30, 2018, when a two-year transition period will expire.

Although, as a rule, the Public Administration shall carry out any type of contracting in accordance with Law 8,666/93, with the enactment of articles 67 and 68 of Law 9,478/97 - the "Petroleum Law", Petrobras was able to carry out its contracting through a specific and simplified procedure created by Decree 2,745/98, under a less bureaucratic framework. This was in line with leveling the playing field in the Brazilian oil and gas market and, since then, Petrobras' form of contracting has been governed by Decree 2,745/98 and its Procurement Manual ("MPC") issued in connection thereto.

The new law revoked Decree 2,745/98 and set forth that public companies shall issue Internal Regulations for Tenders and Contracts ("RILC") by June 30, 2018, which shall dispose of bidding and contracting rules as well as decision-making levels. It should be noted, however, that bidding processes and contracts initiated and/or concluded up to the end of said period will continue to be governed by the current applicable legislation (article 91, § 3).

The comparison between the current contracting rules and those of the new law shows that the possibility of sending invitations has been eliminated and call for tenders will be made through the State Official Gazette or a large circulation newspaper.

Nevertheless, there is the possibility of direct contracting, according to article 28, § 3, which lists the cases of non-applicability of public tender requirement. Also, article 29 establishes cases of exemption and article 30 provides a list of hypotheses of non-enforceability of tender requirements.



The author Daniela R. Davila is a partner at Vieira Rezende Advogados.

The aforementioned provisions are similar to those of Decree 2,745/98, the main differences being the exemption based on amounts, whereby different thresholds were established, and cases of contracting on an emergency basis, which maximum term shall not exceed 180 days.

Differently from Decree 2,745/98, whose judgment criteria were limited to best price; best technique, and technique and price, the new law brings the following criteria: lower price, higher discount, better technique, artistic content, technique and price, higher price offer, greater economic return and better allocation of alienated assets.

Finally, in a context of unprecedented fight against corruption, the new law emerges as a response of the Brazilian Congress to civil society. On one hand the new law may add more transparency to contracting with public companies but, on the other hand, it will certainly cause tenders to be slower and more burdensome. ■

OSX-3 Case: Validity of foreign ship mortgages in Brazil recognized

By Rafael Baleroni and Vitor Falcone*

Since mid-2015, international ship financing transactions in Brazil have been facing uncertainty, when a Lower Court did not recognize a Liberian ship mortgage over the FPSO OSX-3, granted in favor of bondholders. There was hope it would be reverted in February 2016, but this did not happen. The São Paulo Appellate Court decided that a foreign ship mortgage would only be valid if (a) there were a treaty between Brazil and the flag country, or (b) sufficient evidence of an international customary law had been presented in the case files. Neither were present in the OSX-3 dispute.

Both decisions were unaligned with well-known international practices and also the Brazilian laws and treaties. The Brazilian Constitution protects vested rights, which are deemed to include those vested abroad that are not offensive to Brazilian public policy. In addition, Brazil is a signatory to the 1926 Brussels Convention and to the 1928 Bustamante Code, both international treaties providing for extraterritorial effects of ship mortgages created in accordance with the law of the flag. More importantly, the decisions had negative effects on ship and offshore asset financing in Brazil – which was also affected by the oil & gas market downturn during this period.

Gladly, on November 16, 2017, the Superior Court of Justice (the “STJ”, the highest court in Brazil for non-constitutional matters) overruled the São Paulo Appellate Court decision and recognized that foreign ship mortgages are valid in Brazil. The decision was unanimous.

The Reporting Justice stated in the judgment that: *“by denying the mortgage’s effectiveness, the local Court does not observe several international conventions and causes legal uncertainty with possible restrictions and increase of costs in the charter of vessels in Brazil. It is necessary, in my opinion, that the decision be overruled. Therefore, the Special*



Rafael Baleroni



Vitor Falcone

Appeal is hereby partially upheld to recognize the validity at a national level of the mortgage registered in the State of nationality of the vessel (...).”

The Justice also stated that under Brazilian and international laws the admissibility of ship mortgages is customary due to the huge amounts in financings to the construction and maintenance of those assets, creating legal certainty to lenders that finance the constructor or the shipowner.

Furthermore, he considered the UN Convention on the Law of the Sea (UNCLOS), the 1928 Bustamante Code and the 1926 Brussels Convention as the key applicable rules to conclude that the mortgage should be recognized. The Court also decided that the registration of a vessel is a sovereign act of a country and, thus, the fact that Liberia may be an open registry is irrelevant in the matter.

This is not a final decision yet as appeals might be possible after the decision is published and its full content becomes publicly available. Although this decision is not a binding precedent to lower courts, STJ decisions typically carry strong persuasive power to lower courts.

This is a landmark precedent to international ship and offshore financing transactions in Brazil and an important legal development in anticipation of the expected recovery of these industries in Brazil.

* Rafael Baleroni and Vitor Falcone are partner and senior associate at Souza, Cescon, Barriau & Flesch Advogados.

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New Finnish Consulate opens



The new Finnish Consulate in São Paulo was officially opened on October 31 by Minister of Economic Affairs Mika Lintilä, who was visiting Brazil, in the presence of Finnish Ambassador Markku Virri and Consul General Tommi Vuorinen.

Among those many present on the occasion were Swedcham Chairman Nils Grafström and Managing Director Jonas Lindström.

The Consulate is now responsible for all citizen services, including passport and residence permit matters, which were formerly handled at the Embassy of Finland in Brazil. Before that, Finland had an Honorary Consulate General in São Paulo.

Finland has tried to concentrate its resources on countries whose political and economic significance for Finland is growing. Finnish companies are specifically interested in the forest, mining, energy, paper and telecommunications sectors of Brazil as well as in education export.

Finnish Ambassador Markku Virri and Minister of Economic Affairs Mika Lintilä.

The Consulate's team (from left): Consul General Tommi Vuorinen, Jarkko Wickström, Daniela Metsaranta, Raija Pöyhönen-de Almeida Santos and Jere Pitkänen.

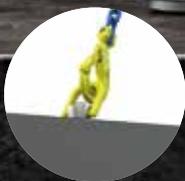
Now that all citizen services are handled in São Paulo, it will be easier for both Brazilian people travelling to Finland and for Finns living in Brazil to handle official matters with the authorities.

The activities of the Finnish Consulate in São Paulo will focus on Team Finland and consular services. The multipurpose design of the premises serves as a meeting place for stakeholders representing business, the academia and culture. The design of the premises is based on the spirit inspired by the Finland House of the Olympic Games in Rio de Janeiro: the heart of the premises is reserved for comfortable meeting and conference space emphasizing the Finnish background.

The Consulate is located at Alameda Ministro Rocha Azevedo 38, 2nd floor, cj.203. ■

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Advisory Council and Team Sweden meeting with Mayor João Doria

On November 22, Swedcham's Advisory Council and Team Sweden held a meeting at the Mayor's office at the São Paulo City Hall. The objective was to discuss the Swedish presence in São Paulo and look into areas where Swedish know-how in Smart City solutions can contribute to the development of the city.

After welcome words from Doria, Swedcham Chairman Nils Grafström talked about the Swedish presence in Brazil, noting that the Chamber's principal members were present for the occasion and that the companies are mainly concentrated in São Paulo.

Ambassador Per-Arne Hjelm born thanked the Mayor for his hospitality and stressed the strong current bilateral relations between Sweden and Brazil, recalling the meeting between King Carl XVI Gustaf and Doria during the former's visit in early 2017, the cooperation in the defense area, such as the Gripen deal, and the long-term commitments Swedish companies continue to have in Brazil. The Ambassador invited the Mayor to visit Sweden in 2018 and Julio Serson, Secretary of International Relations, will try to match all agendas for this possible mission that would be organized by the Embassy and Business Sweden.

Swedcham Managing Director Jonas Lindström gave a summary of the Business Climate Survey conducted in August and his message to the Mayor was that the Swedish companies are willing to continue investing in Brazil, but it is important that political, economic and social reforms take place and that the public sector give the private sector more space to generate business. Lindström congratulated the Mayor for various initiatives such as decreasing bureaucratic processes, for example when it comes to opening up a company in the city of SP.

Also present at the meeting were Claudio Carvalho, Secretary for Regional City Halls, Beatriz Gusmão, Investment Director for SP Negócios, Renato Pacheco Neto, Honorary Swedish Consul General in São Paulo, and Andreas



Photo by Luiz Guadagnoli/SECOM

Rentner, Trade Commissioner, Head of Business Sweden in Brazil.

Mayor Doria proposed three areas of cooperation with the Swedish community:

--Revitalization: the Swedish community could identify one or more urban areas to invest in and thus make Sweden become a legacy to São Paulo.

--Social area: Secretary Carvalho will help identify one of all the social projects run by the City Hall in which the Swedish business community could engage.

--Economic: the Swedish companies will present new technologies and innovative solutions which could be of interest to the city of São Paulo.

"São Paulo is a unique city for Sweden and for our members," says Lindström.

"It is a real megacity with a lot of challenges, but we prefer to focus on the business opportunities. When it comes to the bus system for example, it is the biggest in the world, and even though our experiences are from smaller systems there is a lot that could be implemented here regarding communication systems, traffic safety, fuel efficiency, etc. Not only the Mayor but his whole team were notably interested in getting to know more about how we work in Sweden with sustainable smart city solutions."

"São Paulo also has a lot of social problems and since Swedish companies are known for having CSR in their DNA the Mayor wanted to discuss some of his projects that are already up and running within education, housing and health care. We are having a very fruitful and constructive dialogue with Doria on how we can cooperate also in this area. Doing sustainable business also means to take care of fellow citizens and this has always been a part of the Swedish business model," Lindström concludes ■

Clean energy, a global trend that is here to stay



Scania Production unit in Zwolle has the largest solar panel in the Netherlands. In Sweden, electrification, automation and other hybrid and alternative fuel solutions are on the agenda, including hydrogen-powered vehicles. Scania France has taken to the roads the first heavy truck powered by ethanol, produced from grape marc. This year, Scania's plant in São Bernardo do Campo was recognized with the Blue Rating Award as the Production Unit for 2017, celebrating also 20 years of environmental certification.

It doesn't matter where. For Scania, when it comes to the environment, initiatives to find sustainable transport and clean energy solutions that begin at home are not lacking. This is why all Scania production units are working to identify and eliminate energy waste in order to reduce CO2 emissions, a global target for 2020.

This global strategy is also in effect in São Bernardo do Campo. The maintenance area coordinates a dedicated team of engineers, technicians and electricians who monitor the power distribution process to ensure maximum efficiency and minimum waste, 24 hours a day, 365 days a year.

It all starts at the main substation that on a daily basis handles 135.000 KWh of electricity which, after a current step-down process, are distributed to the 20 secondary substations scattered throughout the plant. "In charge of this flow are about 16 people who work to map, analyze and monitor the electric power used across the plant, and to conduct preventive and corrective maintenance as well," says maintenance engineering head Douglas Bonfim.

According to the area's survey, today each vehicle produced requires about 2,855 KWh. The challenge is to reduce this number to 2,127 KWh by 2020, thus reconciling sustainability and operation. "We work with innovation in a constant search for solutions to reduce energy consumption. Scania's commitment to the environment is also

Douglas Bonfim



part of our business,” explains Douglas.

Electrical maintenance head Ailton Bonati talks about the need to channel the demand for electricity to the right places, so as to define the technical actions, modifications and plant investments with the lowest energy consumption. “Particularly in the industrial areas, we need to be careful with the automatic switch-off of lighting and equipment at a standstill, for example, as this involves safety and health issues,” he says.

Sustainable contract

This commitment to the environment starts already in the negotiation phase, as the electric power acquired by Scania is 100% renewable—a demand served by the Procurement area, which in synergy with the Volkswagen Group, is a member of the Electric Energy Free Market since 2016, to contribute to the environment and to reduce costs at the same time. “In the Free Market we can negotiate prices directly with the utilities and trade

agents, while in the regulated market prices are set by the government. Thus, the forecast of reduction for 2017 is about 10%,” explains Marcus Vinicius Minholi, head of electricity purchases. Hence, cooperation and cross-functional work have become the watchwords that place Scania at the forefront of the “drive the shift” race. ■

Driving the Shift, do you know?

You may have heard that term already. But what does it mean after all? This is a global Scania campaign that has been the starting point for it to lead the shift towards sustainable transport, one of the key pillars for the Scania business around the world.

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Converge 4.0 is theme of SKF Awards 2017

SKF do Brasil held the SKF Awards 2017 on December 15 at Hotel Tauá in Atibaia, São Paulo State, in the presence of Alrik Danielson and Claudinei Reche, respectively SKF global CEO and President in Latin America.

The event awards the company's best industrial and automotive distributors, in several categories, as well as its best salespeople and managers for their performance in the company's sales campaign throughout the year.

A total of 220 people participated in meetings and interactive activities, based on the digitalization theme and digital transformation SKF is going through. The event closed with a show presented by Serial Funkers, which participated in the famous TV Globo program SuperStar. The event was conducted by magician Henry Vargas, who was active throughout the day.

"SKF Awards and sales campaigns are strategic programs for SKF, since they are tools to capture and generate demand and support our entire strategy, together with our distributors. It is through them that we recognize their efforts and renew our energies for the next year, as well as make



the SKF sales community even stronger," said Fabio Fabri, Marketing Coordinator for Latin America.

The SKF Group is a leading global supplier of products, solutions and services within rolling bearings, seals, mechatronics, services and lubrication systems. Services include technical support, maintenance services, condition monitoring, asset efficiency optimization, engineering consultancy and training.

This was the second year SKF do Brasil held the SKF Awards. SKF has been a global supplier of technology since 1907. Its main focus resides in the capacity to continually develop new technologies and then use them to create products that offer competitive advantages to its clients. ■

Ericsson CEO visits Brazil

Ericsson announces production of new NGR 4415 radio on the occasion.

Ericsson Group President and CEO Börje Ekholm was in Brazil recently, when he visited the group's local headquarters in São José dos Campos, São Paulo State, on September 27. On the occasion, the company announced the local production of its new NGR 4415 radio of the Ericsson Radio System with GSM, WCDMA and LTE technologies.

This was Ekholm's first visit to Brazil since he took over as CEO on January 16, 2017. He knows the company and the industry well after being a Board Member of Ericsson for nearly 10 years.

The NGR 4415 is the only radio manufactured in Brazil capable of operating with the MIMO (multiple input and multiple output) functionality, one of the steps to prepare for the first phase of operators' migration to 5G.



Börje Ekholm during an interview with the local press.

According to Eduardo Ricotta, President of Ericsson Brazil, "the 4G/LTE technology has changed the way we live and use the internet. The world today needs more innovation in mobile networks, and the production of the NGR 4415 goes towards meeting these needs. Operators and service providers now need more robust equipment in their networks to reap the benefits of the growing demand for mobile broadband in order to increase their business even further." ■



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Female Empowerment – Women and Their Challenges in Modern Society



Swedcham held a most interesting and successful gender event on December 7, when more than 50 members gathered for the panel discussion “Female Empowerment – Women and Their Challenges in Modern Society.” Women from different segments of society got together to share their success stories and insights about their careers—discussing opportunities available for women in their leadership roles, their myriad experiences and the lessons that they learned. Together with the event, Swedcham gave a showing of the “Swedish Dads” exhibition, an inspiring initiative by Swedish photographer John Bävman, who depicts the day-to-day lives of fathers who took a year’s leave in Sweden to dedicate exclusively to raising their children.

The three guest speakers were:

- Gabriela Manssur:** a São Paulo State Prosecutor, she is the author of various projects for women’s empowerment and repression to any kind of violence against women.
- Tania Maranhã:** with more than 20 years of experience in human resources, she is currently director of Talent Management and Internal Communication at Electrolux Latin America.
- Carina Roos:** a specialist in gender equality and innovation for more than 10 years, she is founder of UPWIT (Unlocking the Power of Women for Innovation and Transformation). Gabriela, who talked about the many projects in which she is

involved, received the Woman of the Year Award in São Paulo in 2017. She also received the Carlota Pereira de Queirós Woman-Citizen Diploma, awarded to four other women, from the Chamber of Deputies’ Women’s Rights Defense Commission. Carlota was the first woman to be elected to the Brazilian Parliament. Tania spoke about how they work with gender diversity at Electrolux here in Latin America and around the world. Carine’s presentation mentioned a research from McKinsey & Company, a U.S. global management consulting firm, which showed that, if there were gender equality in the world, the global GDP would increase by approximately USD 28 trillion in 10 years. HeForShe (often referred to as He for She)—mentioned in the event—is a solidarity campaign for the advancement of women initiated by UN Women. Its goal is to achieve equality by encouraging men and boys as agents of change and take action against negative inequalities faced by women and girls. Grounded in the idea that gender equality is an issue that affects all people—socially, economically and politically—it seeks to actively involve men and boys in a movement that was originally conceived as “a struggle for women by women”. The three speakers received a copy of Christina Rickardsson’s book, “Slutta aldrig gå” (“*Nunca Deixe de Acreditar*”), about a strong woman who stood up for her rights since her early childhood on the streets of São Paulo and became a best-selling author in Sweden. ■

(From left) Gabriela Manssur, Carine Roos and Tania Maranhã received a copy of Christina Rickardsson’s book, which had been distributed at the Chamber on the occasion of the author’s visit to Brazil.



Maintenance Group visits AAK in Jundiaí

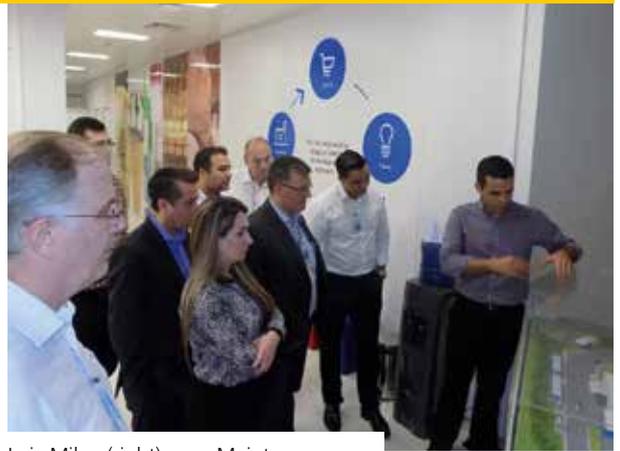
Swedcham's Maintenance Group paid a visit on December 6 to AAK's plant in Jundiaí in the interior of São Paulo State. Among the participants were representatives from ABB, Autoliv, Ahlström-Munksjo, Alfa Laval, Electrolux, Sandvik, Scania and Quant.

AAK, a leading manufacturer of high value-adding specialty vegetable oils and fats, inaugurated its new specialty and semi-specialty edible oils factory in Jundiaí on June 15, 2016. The factory required an investment of around SEK 400 million (USD 62 million).

Maintenance Group members were welcomed by AAK Industrial Director Leonardo Lucas, after which Swedcham Managing Director Jonas Lindström and Board Member Stefan Lundkvist introduced the group.

AAK Maintenance and Engineering Manager Luiz Milan then spoke about the main theme of the visit, which was "Integration between Maintenance and Production from the top-level phase to the execution of day-to-day tasks and routines. How companies that adopt TPM/WCM work this issue in their plants."

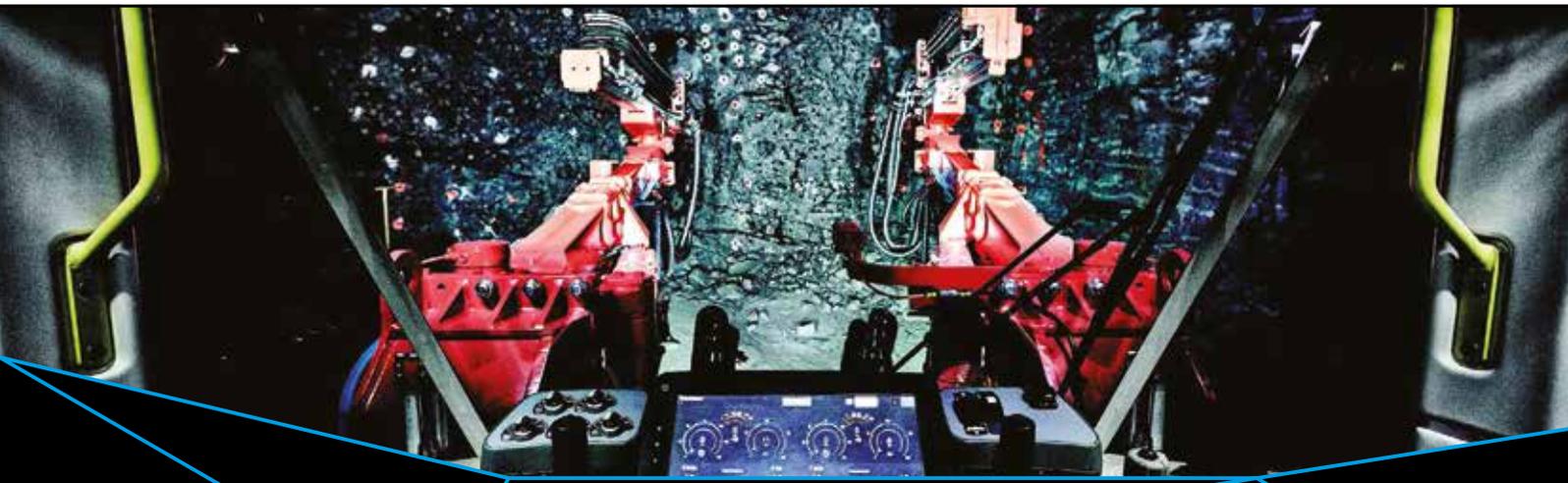
Afterwards, everyone went on a tour of the factory, conducted by Milan. ■



Luiz Milan (right) gave Maintenance Group members a tour of AAK's factory.



Leonardo Lucas.



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Meet Patricia Coutinho – new Swedcham representative in Minas Gerais



Swedcham's Board of Directors has appointed Patricia Coutinho as the Chamber's representative in the State of Minas Gerais.

Patricia is the Honorary Consul of Sweden and Finland in Minas Gerais and a lawyer specialized in tax law, with a postgraduate degree in Tax Law and an MBA in Business Economics Law, with nine years of experience in large law firms in Minas Gerais and in the state of Santa Catarina.

Due to entrepreneurship in the hotel area, she was president for four years of the Brazilian Hotel Industry Association of Minas Gerais and is currently Director of International Relations of ABIH in a national context. The state's industry is characterized today as one of the most diverse in the country, and with a strong presence in various sectors of industrial activity, accounting for

Legal Group discusses Labor Reform

Swedcham's Legal Group—comprising only companies that are part of its Special Members—met at the Chamber on November 14, resuming its activities. The Group's objective is to allow for a professional exchange between legal counsels, offering a platform where they can share experiences from their day to day activities heading the legal departments at large Swedish multinational companies acting in Brazil. The main theme of the meeting consisted of items of the controversial labor reform, but many other topics were discussed, and the group committed to meet more often in 2018. ■

10% of the iron ore mined in the world, and still the largest producer of steel (37%) and cement (28%) in the country. Minas Gerais companies stand out in the mechanical engineering, metalworking, transport equipment, textiles, clothing, leather, footwear, food, chemical, pharmaceutical, plastics and rubber and electronics sectors.

"Brazil is so much more than São Paulo, so our representatives in the country fill a very important role," says Swedcham Managing Director Jonas Lindström. "Some of our members are present in Minas Gerais, but we see business opportunities for many more, both companies being here already and others with plans to come to Brazil. We hope to see more Swedish-related activities in Minas and Patricia will be our outstretched hand in this process." ■

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Sweden beats Italy and makes it to World Cup!

Swedcham members and friends gathered twice at the Chamber to watch intense, agitated games between Sweden and Italy to qualify for the 2018 World Cup in Russia.

Everyone cheered heartily as they saw the Italians being ousted by Sweden, which repelled a second-half deluge for a 0-0 draw in the second leg of a two-game playoff to secure a 1-0 aggregate victory in the 2018 World Cup qualifier. Jakob Johansson's goal in the first leg ultimately decided the tie in the Swedes' favor.

For the first time since 2006, and without Zlatan Ibrahimovic, Sweden has qualified into the most coveted tournament in global sports. This will be the first time there will be three Nordic countries participating in a World Cup: Sweden, Denmark and Iceland.

Italy, a four-time champion and a pillar of football for almost a century, will miss the World Cup for the first time since 1958, an astounding development in an autumn full of qualifying casualties.

Swedcham plans to show all the games with Sweden at its premises in 2018! ■



Per Henriksson, Oskar Windolf and Andreas Rentner.



Klara Alfredsson

Saint Lucia celebrated at Scandinavian Church

The Scandinavian Community got together on December 3 to celebrate Saint Lucia, an ancient mythical figure with an abiding role as a bearer of light in the dark Swedish winters. This was the most crowded event of the year at the Scandinavian Church in São Paulo.

Alongside Midsummer, the Lucia celebrations represent one of the foremost cultural traditions in Sweden, with their clear reference to life in the peasant communities of old: darkness and light, cold and warmth.

Saint Lucia Day, also called the Feast of Saint Lucia, is a Christian feast day celebrated on December 13, commemorating Saint Lucia, a 3rd-century martyr, who according to legend brought "food and aid to

Christians hiding in the catacombs" using a candle-lit wreath to "light her way and leave her hands free to carry as much food as possible".

Her feast once coincided with the Winter Solstice, the shortest day of the year before calendar reforms, so her feast day has become a Christian festival of light. Falling within the Advent season, Saint Lucia's Day is viewed as an event signaling the arrival of Christmastide, pointing to the arrival of the Light of Christ in the calendar, on Christmas Day. ■

The Lucia "cortege" was formed by 18 Swedish-Brazilian children and teenagers and the conductor of the group/choir was Tyra Zetterlind.



New Members *Swedcham would like to welcome the following new members:*

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Inter IKEA Systems B.V. is the worldwide IKEA franchisor and we are constantly investigating expansion opportunities in interesting markets with the aim of reaching more of the many people with affordable home furniture solutions. Brazil is one of those countries. To ensure the successful implementation of the IKEA Concept in a new market, we always carry out extensive market studies first. In order to protect the IKEA Trademarks, the International Sales Department of Inter IKEA Systems sells the full IKEA product range to end-users in countries where currently no IKEA stores are established. For that reason we are looking for projects in Brazil to furnish apartments, hotels, offices, schools, restau-

rants or houses. Interested in buying large quantities of IKEA products? The International Sales Department sells the full IKEA product range to clients in countries where there is currently no IKEA store. We furnish apartments, hotels, offices, schools, restaurants and houses throughout the world.

Wood & Kraft Embalagens was founded in 2006 in order to offer convenience, flexibility and dynamism when it comes to cardboard and wood packing. According to the legislation and concern about a sustainable future for the environment, we offer pallets and packings made of pine and eucalyptus from reforestation with HT treatment (forced hot air). We deliver what the customer needs, in regards to exact volume, date and quality according to the Just in Time system. This proposal assists our customers to reduce and control the operation and product cost.

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Limitations of liabilities in contracts: the Brazilian perspective

By *Patricia Perinazzo, Bruna Tubertini and Victória Carmin Musachi**



Patricia Perinazzo



Bruna Tubertini



Carmin Musachi

One obvious consequence for breaching an agreement is becoming liable to repair the damages that were caused.

Sometimes, the amount of money and the business risk involved in some transactions are so substantial that companies try to avoid liability at all costs. Such limitation is called in Brazilian legal technique as exclusion and liability limitation clauses in contracts, which are written statements that will confine the situations when the infringing party may be held liable to only a few.

In the business environment, parties are allowed to insert provisions in contracts limiting damages to a certain amount, or even excluding them.

To exclude or to limit liabilities in agreements is a good way of apportioning risk between the parties in the event of a breach. Such limitations or exclusions can assume different shapes: an exclusion of liability altogether; a cap to the amount payable in damages; a restriction on the types of loss recoverable or the remedies available; and the imposition of a restricted period to present claims, among many others.

In Brazil, there is no specific law that regulates the limitation of liability, neither a written rule that expressly prohibits it. As the Brazilian courts do not have a major position on the topic, it is possible

that clauses of limitation of liability are challenged on that ground.

That's a reason why it is extremely important that the parties describe in contracts some fundamental concepts for the enforceability of the dispositions regarding responsibility and its limits. In general, these are: (i) the concept of loss; (ii) the moment when a loss can be required of the party that must indemnify; (iii) the mechanism through which the indemnifying party

will be informed of, as well as by which form it will be paid to the innocent party; and (iv) a form of conflict resolution in relation to any disagreement over liability for a loss.

In this regard, we verify a tendency in Brazilian courts of nullification liability limitation clauses every time an event of intentional misconduct or gross negligence surfaces.

According to court precedents, in Brazil, the acceptance of the limitation of liability is strictly linked to the respect of freedom of contract balanced with the principle of the social function of the contract; in other words, a party which freely undertakes to abide by contractual provision is not always totally free to abstain from their duty to comply.

**Patricia Perinazzo C. Medeiros* is Senior Associate and Manager of the Commercial Contracts Department of PNST Advogados, where *Bruna Tubertini* is a Senior Associate and *Victória Carmin Musachi* is a Junior Associate.

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Social-emotional skills: a new fad?

By *Giselle Welter**

Change is probably the most-used word nowadays, since the only stable element is instability, the only certainty being uncertainty. We manage to predict only unpredictability. Definitely, nothing will be the same as before. The arrow of time points to the rupture of paradigms and to a horizon of disruptive, and therefore disconcerting, possibilities.

The new has come to stay, definitely, virtualizing everything. Nevertheless, some themes continue to be present and recurrent, taking on a new look over time. I am referring to the importance of social and emotional skills, of establishing and maintaining positive relationships. To the importance of managerial leadership.

As leadership occurs through interpersonal relationships, different methods and techniques of enhancement have been developed and applied over the last few decades. In the 1970s, the focus was on interpersonal communication, on people's self esteem and on quick solutions. Transactional Analysis was gaining momentum and pointed to the existence of social games. It's OK to be OK was the motto.

In the 1980s, people sought quick solutions to solve relationship problems. At bookstores, stands displayed books that dealt with *The One Minute Father*, *The One Minute Mother*, *The one Minute Manager*. . . Autogenic training emerged in the world of self help. Do it yourself. . . Who remembers this? Or rather, who has heard about this? Like every fad or trend, easy come, easy go.

Ten years later, Mayer and Salovey formulated the concept of emotional intelligence, amply disseminated by David Coleman*, awakening the need to develop this "new" intelligence in leaders. A new wave of courses emerged all over the place: empathy, the capacity to identify feelings and emotions, one's own and those of others, and the ability to make decisions based on them, started being a natural requirement in the corporate world. People even talked about emotional illiteracy.

This demand extrapolated the corporate world and began influencing

other contexts, including children's education. Neuro-Linguistic Programming (NLP), as a technique for the development of emotional intelligence, was a must. The fad blew over. If it had remained, maybe topics such as sexual harassment and bullying would no longer be a problem.

The turn of the millennium saw the emergence of the concept of competence: management by competence, evaluation by competence, interview by competence. . . Was this a novelty? Not exactly. In 1984, John Raven* had already concluded that competences required by contemporary society were not being developed at schools, which could have a negative impact on society due to the new requirements. This "wave" would hit us many years later.

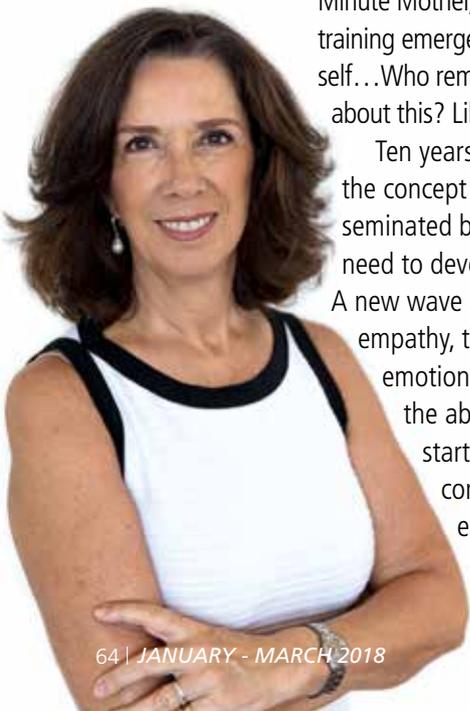
At the same time, during this same period, companies invested heavily in implementing methods and techniques focused on productivity: reengineering, downsizing, Six Sigma, the implementation of management tools such as SAP and BSC, the standardization of the quality of the products and services based on rules of the International Organization for Standardization (ISO). The management of information by means of technological resources and sophisticated software softened the operational burden and allowed the monitoring process to take place in real time. Much effort and financial resources were invested in companies with the objective of improving control, management and quality processes.

This development directly affected the organization of work, now more dependent than ever on leadership. It did not reduce the impor

**Goleman, D. (1995). Emotional Intelligence. New York: Bantam Books.*

***Raven, J. (1984). Competence in Modern Society: Its Identification, Development and Release. Oxford, England: Oxford Psychologists Press.*

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



Environmental Licensing: the importance of mediation for conflict resolution

By *Felipe Christiansen**



Renato Pacheco Neto, coordinator of Swedcham's Legal & Business Committee, Lina Pimentel Garcia, Felipe Christiansen and Flavia Scarpinella Bueno at the event at Swedcham on December 1.

The Innovation & Sustainability Committee together with the Legal & Business Committee held a presentation on this theme at Swedcham on December 1, bringing together two lawyers specializing in Environmental Law—Flavia Scarpinella Bueno (partner in Tabet, Bueno & Frando Advogados) and Lina Pimentel Garcia (partner in Mattos Filho Advogados).

We decided to go deeper into the subject due to the interesting debate among Chamber members.

It is a known fact that, due to our population's cultural characteristic, in Brazil all issues that involve projects of high complexity and diverse interests—especially relating to major hirings, such as in construction and energy works, should there be any disagreements between the parties involved, in most cases they are taken to trial with the Judiciary Power.

If one also takes into account the extensive bureaucracy and innumerable recourses that Brazilian procedural law allows for the different instances of Judiciary Power, trials can take years or decades. And it so happens that, due to this enormous sluggishness, more than often the profit expected from the enterprise is washed away by time, making the project unviable.

Thus, in practically all major enterprises, one of the reasons that most impairs the startup of operations is, without a doubt, Environmental Licensing. But how to conciliate the different interests, such as for example that of the entrepreneur with non-governmental environmental protection agencies,

of communities that live in the region (such as Indian tribes) and the Public Power (the innumerable agencies protecting fauna and flora, natural resources in Brazil)?

Furthermore, how does one reconcile the profitability that is expected from an enterprise with the equalization of the environmental impact which the enterprise will generate during its whole life cycle?

These are certainly issues that are not simple and easy to resolve, since we also have to take into consideration that the Brazilian Constitution—the Greater Law—defines the environment as a good of common use for all that must be ecologically balanced, destined for present and future generations.

In this context, mediation—defined as an alternative conflict resolution, like other important institutes such as arbitrage and negotiation (techniques that are already much used in countries with more mature and evolved democracies than Brazil)—has very recently started to be considered by legal professionals as well as the Public Power and Entrepreneurs—as an efficient way of resolving complex problems resulting from Environmental Licensing (both in the pre-operation and post-operation phase).

We believe that Brazilian environmental legislation—maybe one of the most complex and developed in the world—has reached such maturity that it can take a more evolutionary step in this respect. For example, mediation guarantees all parties important principles such as impartiality (the mediator's), equality, legality, good faith, and confidentiality (or publicity, should both parties so desire), among others.

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



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Swedish-Brazilian Chamber of Commerce

Rua Oscar Freire 379, 12º andar
CEP: 01426-001 – São Paulo
Tel.: +55 11 3066 2550
Fax.: +55 11 3066 2598
www.swedcham.com.br
Managing Director: Jonas Lindström

Norwegian-Brazilian Chamber of Commerce

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

Editor:

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

Design / Production:

Edson Borba - Graphic Design
edson@edsonborba.com
Tel.: +55 11 2659-9927 Cel.: 98531-0553

Printing Company:

Elanders
Avenida Ferraz Alvim, 832 – Serraria
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