



Newsletter: Spain, Portugal, France & Latin America

2nd Quarter – 2007 (April 2007)

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SPAIN



The new company will listen to the name *Berhnayer Taylor* and will mean competition for brands like *Hermenegildo Zegna* and *Cavalli*. A Berhnayer designed suit will cost around € 800. New stores will open soon in Salamanca, Madrid and Córdoba.

Spain: drive for clean transportation

The Spanish Ministry of Environmental affairs has proclaimed the development and a new impulse for 'clean' transportation systems for passengers and goods in the announcement of the *Spanish strategy concerning climatic change*. Plans are to substitute ground traffic for more boat and railway transportation. These measures will reduce the emission of greenhouse gasses and will be giving an impulse to the use of renewable energies. The fact that Spain, due to its location, is extremely vulnerable to climatic change has played an important role in announcing the measures. Various scientific studies foresee a troublesome future, with a progressive fall of the water supply, retreat of coastlines, losses in biodiversity and an enormous rise of land erosion. The Ministry of Environmental Affairs has elaborated the strategy and presented a series of policies and measures, such as the use of bioclimatic architecture, energy-saving light bulbs, temperature control systems in shopping malls and public buildings, environmental friendly fuels, the use of solar panels and the enforcement of more severe penalties on energy waste delicts. The measures will hopefully also help Spain to get closer to accomplishing the international agreement of Kyoto.

New competition for 'suit suppliers'

The *Artesanos Camiseros (AC)* Group, the first worldwide company for customised shirts, has created a new company that supplies customized suits.

Start your business in Spain within 3 days

As of February of this year it is possible to constitute a corporation from behind your PC within 72 hours. Thanks to a royal decree which was accepted on the 17th of November the limitations of the former slow bureaucratic process of starting a company will be reduced. This of course is a mayor incentive to the SME's which are considered as the main drive of the economy. Crucial to the functioning of the incentive will be the *guidance and starting point (PAIT)*. This consists of a network of 150 offices but has to expand in order to cope with the rising demand. Organising this growth will be the main priority for the moment. More details at: www.circe.es.

Intersport is planning for a bigger outfit

Intersport has taken on the challenge to claim a better position in the Spanish retail market for sports goods. For now the French company holds the 3rd position in Spain after market leader *Decathlon* (60%) and *El Corte Inglés*. A renewed strategy will have to change all this. Studies revealed that the average Spanish consumer in big cities prefers large establishments for its shopping. Therefore, *Intersport* announced to expand and enlarge its presence in Sabadell, Madrid, Sevilla, Cartagena and at least 4 other centers.



Spain number one hot spot for EU-migrants

Spain has transformed itself in the last 15 years and has now one of Europe's most vibrant economies. This tendency is reflected by the fact that it is the most popular destination for Europeans thinking of working abroad. Spain leads the list which is a result of a *FT/Harris* poll contracted out of 6.561 adults in the UK, France, Germany, Italy, Spain and the US. The country is portrayed as being at ease with itself and its rapidly improving quality of life. Spain is considered to be the home of the most optimistic citizens of any major European country.

Spectacular economic growth

To back up the healthy state of the Spanish economy the government in February reported a public sector budget surplus of 1,8% of gross domestic product in 2006, its highest for 30 years. Spain is one of only four Euro zone countries, including Finland, Ireland and the Netherlands, with a public sector surplus. Spain is the second biggest after Finland. Announcing the figures, Pedro Solbes, finance minister, said: "The rise is a faithful reflection of the excellent state of the Spanish economy and the labour market and the positive results of the fight against fraud." Economic growth last year reached a six-year high of 3,9%, compared with an average growth in the Euro zone of 2,7%. Inflation was still high with 3,6% last year, but is expected to drop to 2,5% for 2007.

Barcelona takes the lead in solar power

Following the *solar energy boom* mentioned in the previous newsletter Barcelona has announced to upgrade her use of sustainable energy by 75% by installing new solar installations in urban communities. The sustainable urban zones will be doubled and applied to all districts of the city. A new solar-electricity fuelled centre in the *Fòrum* area is also under construction. Recognizing the efforts in the area of sustainability the European Commission has rewarded the *Energy Agency* of Barcelona (l'Agència d'Energia) with the *ManagEnergy Local Action Award 2007*.



The 25th until the 27th of April the 'European Energy forum '07' will take place in Barcelona, where a Holland Pavilion will be present.

For more information about the forum or participation please contact espana@transfer-lbc.com.

PORTUGAL



Lisbon gains popularity

Lisbon is ranked the 8th European city in the MICE (meeting, incentives, conventions and events) sector. Due to the development of infrastructure and new 4- and 5-star hotels, Lisbon has been a rising star on the

charts. A study benchmarking Lisbon's performance against four other European capitals - Barcelona, Vienna, Copenhagen and Prague - shows that Lisbon has been outstripped only by Barcelona, which is top in the ranking. The success lies behind marketing city breaks and business tourism bundled with products such as golf, sun and sand which are added value bonuses that strengthen Lisbon's competitive advantage vis-à-vis European competitors. Reservations and bookings already in place predict 2007 will be a far better year than even 2005 or 2006.



Portugal is the name of the game

The Portuguese association of electronic games producers (APROJE) has revealed intentions to cluster the production of games. This means that a new center (*Game-City*) will be erected in Portalegre (Alentejo). The centre will be accompanied by a theme park consisting of outdoor electronic games creating a virtual world. All investments are backed by an insurance company and the initial capital of €2,5 mln will be provided by APROJE, two venture capital funds and private investors. With the creation of *Game-City* APROJE wants to stimulate the creation of a significant videogame industry in Portugal. Within the next 7 years Portugal will strive to be a recognized international supplier in this fast growing global market.

Spain and Portugal forming a mutual gas plan

The *National Committee on Energy (CNE, Spanish)* and the *Regulation Entity for Energy Services (ERSE, Portuguese)*, through the Ministers of Industry Joan Clos (Spain) and Manuel Pinho (Portugal), take part in a new plan to create an Iberian market for natural gas (MIBGAS). Both Ministers take part in several agreements which will get the *Iberical Market for Energy* started. Both countries will have a 50% share in a new to be formed holding that should execute the plans. Apart for creating more storage space for gas, the plans will also impulse the strengthening of the cross-border electricity network.

With both countries being dependent on oil imports for much of its energy use, this collaboration will hopefully prove its success and could inspire other European countries to work together on the most important energy issue. All the preparational plans have to become definitive and working before October 2007.

Wave farms on Portuguese shores

Scottish engineers will soon deploy an offshore "wave farm" in Portugal. The construction of the first wave farm in Portugal has been underway for the past year in a busy shipyard in



the Portuguese coastal town of Peniche. Engineers are building large devices called the "Pelamis system". They are massive, red, steel tubes that look like rounded train cars. These train-like tubes will eventually be linked together, four in a row, with

the rows deployed in parallel to each other. Together, the hinged "snake" will be 140m (460ft) long. The machine points into the direction of the oncoming waves. Waves then travel down the length of the machine and produce snake-like movements to push hydraulic fluid through generators to produce electricity. The plan is to place 30 of these devices five kilometers out to sea. Anchored to the seafloor, large cables will deliver the energy back to shore. The wave farm is expected to supply enough energy for 15.000 households. However, for the moment it is relatively ineffective at capturing energy and expensive. However this new form of renewable energy holds promise for within the next 25 years.

Overall, it is not hard to explain that France still receives more foreign investment than many other countries. And after the long expected necessary social and economic reforms this might only increase.

FRANCE



French sectors that deserve attention

In a ranking on the reception of foreign investment France ranks third. So what attracts foreign investors in France? A general analysis of France's strong and weak sectors intends to shed some light on this question.

Luxury goods- France has historically been very strong in the luxury sector and remains so. The sector's role as promoter of 'made in France' products has been embraced by companies as diverse as Hermes, L'Oreal and LVMH.



Energy- France is equally known for its strong energy sector which benefits from incumbents like EDF, AREVA and Total. No signs of a diminishing importance can be found and it is expected that EDF will be slowly privatized completed.

Environment- What many might not know is that the worldwide market of environment utilities is partly dominated by French companies such as Suez and Veolia Environment. There is no reason to believe this situation will change anytime soon.

Finance- Paris was recently named the world's third most important financial city after London and New York. The financial market accounts for most employment and fastest job creation.

Aerospace- A French sector which should definitely not be overlooked is the aerospace sector. The largest player in this market is the firm EADS, the mother company of Airbus, which is a company often described as the French-German cooperation in aerospace.

R&D- Another sector of activities with strong growth potential in France is R&D. In 2004 22 bln dollars was invested in R&D and it is expected that this figure will increase the years to come.

Construction- The French construction sector is at a peak. Due to the shortage of housing, construction has become a national importance. Furthermore, the ageing population and the increasing needs of the French community in general benefit this sector.

Pharmacy- The pharmacy sector is not as healthy as one might expect. Quite some factories have been sold and some R&D centers have been closed.

More SME's will increase France's flexibility

The ratio of SME's as compared to larger companies is low in France. This is not so surprising since historically France has always focused on its large flagship companies. These incumbents were entirely or partially state-owned and often received heavy government support. Difficulties with obtaining loans and general administrative complexity can be blamed as well.

Only recently the importance of having strong SME's has become more widely acknowledged. The French government has realized that it needs to stimulate SME creation in order to boost economic growth. In order to do so, various advantages will be offered to companies. One such advantage is a small tax decrease for SME's. On a national scale this measure constitutes a decrease of €3 bln of tax revenue a year. Another measure has become effective on the 1st of July and intends to reduce social security contributions for employers of companies with less than 20 employees. This can maybe explain the boom of company creation in 2006. More than 233.000 companies have been created in particular in the housing sector, services to enterprises and in the construction sector.

In the next years several funds will be created to help SME's to develop and obtain market share. An example of a governmental fund which is planned to become operational soon is called "France Investissement". The fund permits many new forms of financing and intends to subsidize initiatives for business development.

The future of French protectionism

A month before the presidential elections, an important question has arisen concerning the future of French protectionist measures. The French economy, still belonging to the 10 most important countries in the world, is in a relatively bad shape and many economists blame this on France's protectionist attitude. That protectionism still exists is easily demonstrated; of all French SME's only 4% are exporting against 11% in Germany. In terms of import France also lacks behind. Import from low cost countries is only 11% for France against 24% for Germany. Though one would expect that future presidential candidates adopt more of an attitude in favour of globalisation, some signs hint in another direction



What do France's presidential candidates think about this subject? The leader of the right wing UMP party Nicolas Sarkozy says to be supportive of a federal Europe. He assumes that France would be stronger if it joined fully in the dynamics of globalisation.

He thus defends globalisation and a federal Europe at the same time. Segolene Royal, the main opponent of Sarkozy, is quieter on the subject but says to be in favour of Europe. Her quietness can probably be explained by the rejection of the European Constitution by a strong part of the leftwing electorate in May 2005. The politicians had presented the Constitution as a way to vote against globalisation.

Though Sarkozy seems to be more strongly in favour of globalisation than Royal, a contradiction in Sarkozy's program is the fact that he wants to implement a tax on imports in order to finance social systems even though he says to be against protectionism and to be a 'liberalist'.

Company directors on the other hand are quite clear on what they expect from the presidential candidates. In a poll on this subject 63% of French company directors indicated to expect large economic and social reforms to be initiated after the next elections, implying a clear move away from French protectionism. Unfortunately, only the election results will tell us whether France will really adopt a more global attitude!

Dutch chefs defend their country in French kitchen

The French kitchen has opened its door for Dutch influences. Sunday the 1st of April Dutch chefs promoted their country during the prestigious wine auction "Toques et Clochers" in Limoux (the south of France). Jonnie Boer, chef of award winning restaurant "De Librije" in Zwolle was hosting the dinner. He was the first non-french chef to have the honour to organise this traditional event. Previous editions were already held under the supervision of French chefs like Paul Bocuse and Alain Passard. Mister Boer will be assisted by the chefs from "Beluga" (Maastricht), "De Lindenhof" (Giethoorn) and "InterScaldes" (Kruiningen).

LATIN AMERICA



Decrease of Argentina's unemployment leads to scarcity of qualified personnel

As we informed you in our last newsletter of 2006, Argentina's unemployment has shown an ongoing decrease since 2003. In this year 20,4% of the Argentinean population was out of a job. In 2006 this number has decreased to 8,7%, and it is expected that this number will drop even more in the years to come.

The demand for employees has recently become so high in certain sectors that they are actually dealing with employee shortages. Especially highly educated *Argentinos* are becoming scarce, since many of them sought their luck abroad during the country's crises. Since 2005 vacancies for better qualified employees have doubled. Scarcity is most cutting in the metallurgical industry and companies that produce paper, leather plastic and rubber.

Business opportunity; IT-outsourcing Argentina

In 2006 the IT-sector in Argentina experienced a growth in turnover of 20%, which made the sales of that year amount to a total of US\$1,3 bln. The export duplicated to US\$200 mln and employment experienced a triplication which amounted in a total of 35.000 people working in the Argentinean IT-sector. Part of these positive developments can be explained by the governmental stimuli to promote the national software production through the "Ley de promoción de software". These circumstances have pulled various Dutch entrepreneurs towards Buenos Aires. According to Bas Hekking, his company "Los Programadores" profited greatly from its trip overseas. Considering the fact that Argentina's IT-market is almost identical to the one in Holland, combined with the hard working and highly qualified *Argentinos*, this Latin American country is perfect for outsourcing. The big plus in comparison to Holland is that investment in the software-industry in Argentina is rewarded with attractive tax advantages. The fact that Argentina can be a great entrance into the rest of the Latin American market gives the country another advantage the Netherlands can not offer.



Nevertheless, one thing should be kept in mind before taking the plunge; one should be properly prepared for the different circumstances that will be encountered in the new host country. Attention should be paid to the national legislation, the justice system, and, very important, to the traffic. Best preparation derives from contact with others that have already been there and done that.

To help interested companies discover their opportunities in the Argentinean market, the Dutch Chambers of Commerce and TRANSFER Consultancy will organise a trade mission to Argentina and Chile in October. Not only will this mission help companies make new contacts, it will also focus on strengthening the existing ones.

For more information please contact Jaime Bakker; tel.:(+31) 10-402 78 99/jbakker@rotterdam.kvk.nl

TNT buys Brazilian Expresso Mercúrio



TNT, a Netherlands global courier, bought all of the shares of Expresso Mercúrio, a Brazilian domestic package delivery company with 2006 revenues of US\$ 250,8 mln and 6.000 employees. Mercúrio's network connects 3.300 cities throughout south and south-east Brazil and is responsible for 15% of Brazil's express services. With the acquisition of this important player, TNT has strengthened its presence in the Latin American continent. The main goal of the takeover is to grow rapidly within new upcoming markets like Brazil. The Brazilian express market is expected to grow 10 to 15% in the next couple of years. This growth will be greatly stimulated by the announced government investments in Brazilian infrastructure. TNT Express Brazil will also benefit the Brazilian consumer, since they will be profiting from the companies network in Asia and Europe, as the European based TNT has recently taken over companies in China and India.

Brazil's alcohol cars hit 2 million mark

Brazil's new generation of cars and trucks adapted to run on alcohol has just hit the two-million mark. Flex-fuel vehicles, which run on any combination of ethanol and petrol, now make up 77% of the Brazilian market. When the fuel tank is filled, a special computer chip analyses the mixture and adjusts the motor according to how much ethanol and how much petrol it contains. Brazil has pioneered the use of ethanol derived from sugar-cane as motor fuel. Ethanol-driven cars have been on sale there for 25 years, but they have been enjoying a revival since flex-fuel models first appeared in March 2003. Only 48.200 flex-fuel cars were sold in Brazil in 2003, but the total had reached 1,2 mln by the end of 2006. Since then, sales have topped two million, the Brazilian motor manufacturers' association Anfavea stated. The American President George W. Bush, who visited the country last March, is a declared fan of the flex-fuel concept.

Acceleration Programme for Brazil's growth, PAC

The Brazilian President, Luiz Inácio Lula da Silva, has announced the PAC investment program totaling \$ 240 bln for his second four-year term of office. Lula, who was re-elected last October, wants to involve the private sector in plans to upgrade roads and railways and develop the country's energy provision. Launching the plan, he said it was time to broaden Brazil's hopes. The ambitious Acceleration Program for the Country's Growth aims to bring the rate of growth up to 5% by next year. Thirteen per cent of the \$ 240 bln will come from central government, the rest will come from state-controlled companies and the private sector, which is being offered tax breaks to participate.

Carnaval

Carnaval was a big success this year with traditionally major processions in Rio de Janeiro, São Paulo and Salvador. In Rio "Beija-Flor" won the championship with the theme "Africa"; demonstrating the "import" of slaves from Africa to Brazil. Two long nights from 10 p.m. until 5 a.m. the public enjoyed a show of Rio's thirteen samba schools. A procession of enormous tents up to nine meters high, passing by on cars, surrounded with dancing people made sure there was no dull moment. Every samba school had between three to five thousand participants.



In São Paulo the last participant of the carnival, "Mocidade Alegre" won the championship. Their theme was the Brazilian way of dealing with problems. It is the sixth title for this Samba school.

Art in Brazilian slums

Rio de Janeiro is not only famous for its Carnival but also for its millions of citizens living in "favelas" (slums). According to statistics one third of the whole population of this metropolis calls one of the villages on the hills his home. The reason why these favelas are so well known is the fact that all the violence that occurs there, immediately reaches the worldwide media. This has negative effects on the "favelados" that do strive for a peaceful and honest way of life.

Two Dutch students decided to make the world aware of the positive sides of Rio's colourful neighbourhood. With their "Favela Painting Project" they work together with the local community to brighten up the streets and give them a way to influence each others lives in a more positive way. With the help of NGO's Ibiss, NCDO and Boomerang the first painting was finished in February of this year. The project was given attention in various newspapers like *Jornal do Brasil*, the Guardian and Taipei times.

For more information: www.favelapainting.com



Highlights Brazil

- Nearly 1.500 workers at Volkswagen's largest factory in Brazil are accepting voluntary buyouts from the German firm
- Mid March 2007 the euro exchange rate was 2,75; for the rest of 2007 an euro exchange rate that oscillates between 2,70 and 2,90 is expected.
- The turnover of the Brazilian aviation sector increased 42% compared to 2005 and employment in the sector increased 35%.
- In 2006 Brazilian immigrants transferred US\$7 bln to Brazil, an all time record.
- The ministers of Finance of Brazil and Argentina, Mr. Guido Mantega and Mrs. Felisa Miceli developed an agreement which allows exporters and importers of both countries to trade in local currencies instead of doing transactions in dollars. The agreement will come into force on the first of July.

Wanted: foreign recycling companies to clean the streets of Mexico City

The Mexican Ministry of Environmental Affairs is looking for foreign companies with technical knowledge on the recycling of car tires and batteries. Mexico's capital is dealing with enormous amounts of waste, over 12 tons per day, that need to be processed and recycled. Almost 50% of the polytheneereftalaat-waste (PET) is being recycled. There is still a big market for the recycling of every possible form of litter that the city produces. The Mexican government is actively searching for companies with expertise in this field. Dutch companies that are interested can get in touch with the economic department of the Dutch embassy in Mexico city or email to info@transfer-lbc.com

Mexico working on the railroad track

Mexico offers great opportunities for companies specialized in railroad equipment. Seven Mexican railroad companies have announced an investment of US\$ 285 mln in national infrastructure. Since 1995 investments have been growing.

The same increase can be seen in the percentage of goods that is being transported by railway track. This amount has grown from 12,4% in 1995 to 18,4% in 2005. The development brings new opportunities for foreign companies who offer not only equipment but also software, control and safety techniques.

Demand for bio-fuel increases Mexican food prices

The worldwide demand for ethanol has increased market prices for maize and sugar. This is good news for the Mexican farmers who can sell their crops for a higher price. The urban residents on the other hand do not profit from this increase of food prices. The population has already demonstrated against the increase of the price of "tortillas", Mexico's main national food. The fear is that the high crop prices will soon also be influencing the price of meat products. One strategy is to export the best meat, like chicken breasts, and not to increase the national prices of the other parts of the animals.

Chile's foreign investment gets a new destination

In terms of corporate foreign investment Chile has been punching above its weight for years. Although merely 4% of the Latin American population lives in this elongated country, the Chilean Chamber of Commerce reported in 2006 that a total of US\$2,39 bln was invested abroad by national companies. This was 59% more than in 2005 and the highest amount in the last nine years.

Although Argentina used to be the main destination of Chile's investments, nowadays Colombia seems to be the country of choice. A quarter of the total investment reached Bolivian rather than Argentinean companies.

Chile can no longer ignore the environment

Chile's economy is growing and the free trade agreement with both the European Union and the USA secures this growth in the upcoming years. One of the biggest investments goes out to the improvement of the natural environment of the country. Being the first South-American country to have reached a free-trade agreement with both economic trade unions, Chile is going to be the leading example for the rest of the South-American countries.

Environmental investments are estimated to reach approximately US\$ 5 bln in five years. An enquiry by the Dutch embassy shows that the country requires (Dutch) know-how and technology. Especially the water purification sector, industrial and mine-waste management and the reduction of industrial emission are in need of foreign equipment and expertise.

To enable companies to exploit these business opportunities, the Dutch Chambers of Commerce and TRANSFER Consultancy will organise a trade mission in October. During this mission attention will be paid to creating new business contacts for the participating companies and intensifying the existing ones. Participation in this mission will give a good overview of the opportunities Chile has to offer.

For more info contact Jaime Bakker of the Rotterdam Chamber of Commerce;

tel.:(+31) 10-402 78 99/jbakker@rotterdam.kvk.nl

Good value for your money in Santiago de Chile

In comparison to Dutch capitals like Amsterdam, Madrid and Paris, living in Chile's capital is pleasantly cheap. Where the average monthly costs of living in the European cities varies from €670,- to 1400,- , in Santiago you can live well for less than €400,- a month. For that price you can get a completely furnished apartment including a parking spot and a basement.



The city is currently caught up in a price-war. In the last year the amount of houses sold increased with 6,5%, while the number houses on the market rose with more than 27%.

Selected web links

- www.prochile.com Site of the ProChile organization (Spanish)
- www.zonalatina.com Links to several Latin American newspapers
- www.worldeconomicforum.com Independent International Organization (English)
- www.ixpos.de German site for promotion of export and foreign trade (German)

Bronnen: o.a. The Economist, Business Monitor International, Business Week, EVD, Latin Trade, World Bank, InterAmerican Development Bank, Financial Times.

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Transfer News

Trade mission Mexico (June 17-22)

Mexico does not only hold a market of over 105 mln inhabitants, the country also has a network at its disposal of 11 free-trade agreements. This means free access to the North-American, European and Israeli markets. One of the results of this network is that the country finds itself on the 10th place of global economic powers.

To support Dutch companies in their orientation on the Mexican market and to introduce them to interested Mexican trade partners, NCH and TRANSFER Consultancy will organise a trade mission to Mexico City and Monterrey. The emphasis will lie on the following sectors

- Agriculture
- Automotive
- (Bio) Energy
- Infrastructure

Naturally, companies from other sectors are also welcome to join the mission.

For further information please contact

Roxana de Raad, tel.: (+70) 344 15 51 or email rderaad@nchnl.nl

Trade mission Argentina and Chile (Oct. 8-12)

In October the Dutch Chambers of Commerce and TRANSFER Consultancy will organise a trade mission to Argentina and Chile. The purpose of this mission is to create new business contacts or intensify the existing ones. Furthermore, participation in this mission will give you a good overview on the opportunities these countries offer your company.

For more information please contact the Dutch Chambers of Commerce; Mr Jaime Bakker, tel.: (+31).10-402 78 99 or jbakker@rotterdam.kvk.nl

Automotive mission Brazil (Nov. 2007)

Thanks to the Brazilian dedication on the part of research and development, the size of the home market and the stable growth numbers, many car-manufacturers have decided to re-invest in the Brazilian automotive sector. With an annual production of over 2 mln cars, Brazil is now part of the list of ten biggest car-producing countries world wide.



For the Dutch companies the biggest chances lie in the area of power train and fuel, emission reduction, consultancy, human machine interfaces, intelligent vehicles. electronics and navigational systems.

In November 2007 Nevat and TRANSFER Consultancy will organise an automotive trade mission to the regions of São Paulo en Minas Gerais, where one can find Fiat, Mercedes Benz and Bosch, the main supplier of divider systems for users of dual-fuel. For more information please contact NEVAT; Mr Leendert Remmelink, tel.: (+31) 79 353 13 64, or LRE@FME.nl.

Spain automotive mission

From 25-29 of March the NEVAT automotive trade mission to Spain was organised for 12 Dutch SME's. For Dutch suppliers of highly innovative components, services and car design a broad field of Spanish counterpartes were contacted. Two 2 days of visits were dedicated to Catalunya and two days to the Basque Country. Apart from general group visits to the Nissan (Barcelona) and Mercedes (Vitoria) factories, an individual program was designed on the basis of the specific profile and needs of each Dutch participant.

Four of the companies, among which a designer bureau and a producer of composites, were directly asked for tender proposals as their offering was very interesting for their counterparts. Another participant, a producer of an alternative airbag solution to stabilize tank loads entered into joint-venture talks after his counterpart reacted extremely positive to this innovation.

Apart from the wide range of market opportunities in Spain, the Dutch engaged in some important networking with other mission participants. All returned home with valuable contacts, many of them planning concrete follow-up actions, including return visits by their counterparts to the Netherlands and new meetings at international trade fairs the coming months.

TRANSFER's integral & dedicated approach to match making has once again shown very good results!



Transfer Consultancy bids farewell to Irma

Dear readers,

After 5 years, this is my last newsletter. On the 1st of June I will move to England, where my partner lives. I have enjoyed working for TRANSFER very much, and I will take many pleasant memories with me, to which many of you have contributed. I would like to take this opportunity to thank you for all the times we have worked together and for your positive and interesting responses to the newsletter. I wish you all buenos negocios and hope to meet you again in the future!

Irma van Dijk

As you've read, Irma van Dijk will seek to find her personal and professional luck in the UK. The last 5 years we've known her as very loyal and motivated and as a colleague that not only always delivered high quality outcome, but who has also been very pleasant to work with. On behalf of TRANSFER's associates and all colleagues we wish Irma all the best in her future career and personal life. iQue te vaya muy bien todo Irma!



Luckily we can report to you that we've been able to contract Evelijn Hartvelt of which we are sure that you will be able to built a pleasant and fruitfull relationship with. Evelijn has attained her masters in Languages and Cultures of Latin America at the Leiden University, where she specialised in management. Before and during her study she has lived approx. 1,5 years in Brazil. As a freelancer she assisted in a TRANSFER mission, also in Brazil, and together with colleague Irma van Dijk she carried out a market research in Portugal. Welcome to the club Evelijn!

TRANSFER Consultancy

Since 1996 TRANSFER has been a leading company in offering assistance to European exporting companies looking to exploit market opportunities in the Spanish, Portuguese and French speaking countries of Europe and Latin America. We work from our offices in Rotterdam (headquarters), Barcelona, Paris and São Paulo.

As a partner of, among others, the EVD (the Dutch agency for International Business and Cooperation), Embassies, Chambers of Commerce, Trade and Sector organizations and of course exporting companies, we provide export support services, such as market research, partner selection, coordination of sales and/or distribution, and legal and accounting services in the strongly developing markets of Spain, Portugal, France, Argentina, Brazil, Chile and Mexico.

If you are interested in finding out more about business opportunities for your organisation, please contact: Evelijn Hartvelt (evelijn@transfer-lbc.com)

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