



Pay As You Go

Germans use cash for 53% of their purchases, debit cards for 28% and credit cards for just 7%.

Source: Bundesbank

Brazil's Family Banker

THE CO-FOUNDER OF CLOSELY HELD BR PARTNERS SEES A ROLE FOR A SMALL FIRM THAT'S BIG ON LOCAL EXPERTISE.

BR PARTNERS, BASED in Sao Paulo, is a small investment bank holding its own against bigger rivals. Helped by the connections of its executives and a singular focus on Brazil, the three-year-old firm is taking market share. With just 75 employees, BR Partners was fifth this year in Brazil's mergers advisory league table by number of deals as of mid-October, topping international banks such as JPMorgan Chase & Co.

Andrea Pinheiro, 46, the investment bank's co-founder and chief operating officer, says local expertise wins clients. France's Casino Guichard-Perrachon SA, for example, hired BR Partners as it fought earlier this year for control of Cia. Brasileira de Distribuicao Grupo Pao de Acucar, Brazil's biggest retailer. "There is space for a less-conflicted investment bank and for people who speak our language and who will be here in Brazil no matter what," Pinheiro says.

The Pinheiro family has been in banking for four generations. Andrea's father, Jaime Pinheiro, sold his Banco

BMC to Banco Bradesco SA for about 800 million reais (\$400 million) in 2007, and both father and daughter are investors in BR Partners.

"Andrea adds a lot because she is a born banker," says Ricardo Lacerda, chief executive officer of BR Partners. Her relationships with mid-sized Brazilian companies and entrepreneurs help the bank compete, he says.

In the mostly male club of Latin American finance, Pinheiro has learned how to succeed. She tells of one episode, early in her career, when an Argentine bank executive shared how seductive he found Brazilian women. "I was very young and just started shouting—in front of 15



people," she recalls. "Nowadays, I would have controlled myself and let it go."

CRISTIANE LUCCHESI

BIG LEAGUE

Banco Itau	38	\$20.7
Banco BTG Pactual	37	\$14.3
Credit Suisse	17	\$17.3
Banco Bradesco	16	\$12.9
BR Partners	13	\$7.4

Number of Deals in Brazil (represented by vertical bars)
Value, in Billions (represented by horizontal bars)

As of Oct. 17. Source: Bloomberg

REPOSSESSED



WHEN A COUNTRY defaults on its sovereign debt, few expect that the lender has much recourse. What's the collateral? Well, Paul Singer's Elliott Management Corp. found something to seize: a

sailing ship. A court in Ghana on Oct. 2 ruled that an Argentine naval training vessel at a wharf in the port of Tema wouldn't be allowed to leave. The court sided with the hedge fund, which claimed the ship as

part of its effort to get Argentina to pay its defaulted debt in full. Although most bondholders long ago settled for about 30 cents on the dollar, Singer is a holdout. He owns more than \$600 million of the

debt. Argentina's foreign ministry said Ghana is violating diplomatic immunity and international law. A lawyer for Elliott, meanwhile, praised the Ghanaian court for upholding the rule of law. EKOW DONTOH