

It's time
for Brazil
in Singapore

- BILATERAL TIES
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FOREWORD



Dear friends from Brazil and Singapore, welcome to the latest edition of *It's Time for Brazil in Singapore*, the Embassy's annual magazine that is a joint effort by all the Embassy staff as well as from our friends from Sun Media. I would like to start by thanking everybody for their collaboration.

This year, the Embassy and especially the Trade Section, underwent some changes. After more than five years in Singapore, Tânia left us and moved to South Africa with her family and we wish all the best for them in this new venture. In order to keep up the good work, Ms Catarina Longman joined the Embassy's team as our new Trade Advisor.

This edition is packed with information concerning all aspects of the bilateral relations between Brazil and Singapore. The highest point might be the opening of the Embassy of Singapore in Brasília, the first of the Island-State in South America and just the second representation opened in the last ten years – the other one was in Turkey. To mark the importance of this event, Minister K Shanmugam visited Brazil, where he honoured the inauguration of the premises. His visit is covered in the magazine. We also included the visits of several high-level Brazilian delegations that came to Singapore to talk to potential investors interested in crossing the oceans to help the development of Brazil and take advantage of the high profits offered in the South American market.

There are several Singaporean companies who are ahead of the crowd, already present in Brazil for a long time, such as Keppel Shipyards, Olam, Singapore Airlines and many others. Some are now in evidence, with a growing presence such as Jurong Consultants, Sembcorp Marine and Changi Airports International. The first one signed a contract with the State of Minas Gerais some time ago, which served as a showcase of its excellent work. After the news about that master plan for the Aerotropolis of Confins started to reach the wider country, several other public administrations decided to follow. Four other areas in Minas Gerais have already signed a similar contract. The future structuring of the Federal District, where the country's capital Brasília is located, is now being planned by Jurong Consultants, and two major cities in the State of Goiás signed an MOU with the Singaporean company to help develop Goiânia and Aparecida de Goiânia.

After years away from the Brazilian market, Sembcorp Marine decided to return to the country in great style, by building a huge shipyard in the municipality of Aracruz, in the State of Espírito Santo. The company has already a contract inked with Sete Brasil, to build several oil rigs which will be leased by the Brazilian company to Petrobras, to work in the pre-salt fields.

Last but not least, Changi Airports International has finally set foot in Brazil. The Singaporean airport company won the bid to manage Airport Tom Jobim, popularly known as Galeão, the second in Brazil for passenger traffic. That will certainly bring advanced management techniques to Brazil and provide a long desired upgrade to the old airport. All these issues are covered in this edition and there's more, from culture to football and the Fifa World Cup, and even an article about nuclear proliferation. I hope you enjoy reading them.

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RISING WORLD CUP FEVER & NEW OILFIELDS BRING OPPORTUNITIES



H.E. LUIS FERNANDO DE ANDRADE SERRA, AMBASSADOR OF BRAZIL TO SINGAPORE SHARES WITH PUBLISHER, MRS NOMITA DHAR, OPPORTUNITIES WAITING FOR HOSPITALITY AND OFFSHORE MARINE SECTORS

Brazil will be in the world's spotlight next year thanks to World Cup (and later Olympics). What activities, events or programmes are being planned to drum up even more buzz for the World Cup.

Yes, one of the highlights will be a World Cup Celebration Concert on 1 June at the Singapore Botanical Gardens headed by jazz maestro Jeremy Monteiro playing Bossa Nova and Brazilian favourites. This is a 'warm-up' for the event.

Would there be any new initiatives undertaken this year to draw Singapore even closer to Brazil?

In terms of strengthening industry ties, on 1 October, we organised a major seminar for the Oil & Gas (O&G) as well as Offshore and Marine industries which attracted over 100 specialists from these sectors. They heard presentations from the six Brazilian experts that were brought in. This is a major sector that Brazil is engaged in with Singapore.

Talking of O&G, Singapore was chosen earlier this year as the venue to announce the launch for the Libra tender. Can you tell us how this indicates the significance of the island for the Brazilian O&G industry?

This was a timely initiative that saw the Director General of the Brazilian authority for O&G to announce this large tender to investors here on 4 July. Madam Chambriard explained everything about the tender, which is the world's largest for exploration and production announced this year. The offshore oilfield is projected to produce 1.4 million bpd by 2020. We will be adding this to the current 2.1 million bpd and this will consolidate Brazil's position as the largest offshore oil producer by far with 3.5 million bpd.

This event is also a good opportunity for Singapore because to extract such an amount from deep waters, we will need more rigs, more jack ups and FPSOs (floating production storage and offloading) and that can be manufactured by Singaporean firms in Brazil.

Another business opportunity – the tourism boom anticipated this coming year with the staging of world class (and size) sports events will place heavy demands on accommodation – how do you see Singapore helping in terms of investment and expertise in the Brazilian hospitality industry.

LATIN ASIA BUSINESS FORUM IS UNDOUBTEDLY A GOOD SHOWCASE FOR BRAZIL AND LATIN AMERICAN COUNTRIES IN GENERAL. THERE ARE MANY GOOD PANEL DISCUSSIONS CONDUCTED RELATED TO SUBJECTS LIKE FOOD AND O&G INDUSTRIES



We need badly the Singapore experience in the hospitality industry. For the World Cup, it is quite late to build and add room capacity in less than seven months. The opportunities for Singapore companies to participate in this sector will be for the Olympic Games in 2016. I sincerely hope the Singapore hospitality industry will participate in Brazil's hospitality tourism sector before the Olympics.

The best Brazilian talents in arts, music and dance came to Singapore this past year. Can you describe how these programmes were received and your estimation of the degree of closeness in people-to-people contacts were cultivated and how they have increased greater awareness in Brazilian culture.

The Brazilian Embassy is doing its part and this year we have a comprehensive cultural programme. In fact, we have created a space in the Embassy for an exhibition hall to stage (so far) three painting exhibitions. During Brazil's Independence Day celebration week, we had renowned Brazilian pianist Caio Pagano performing here. We have seen the enthusiastic response of such programmes and Singaporeans have also expressed their interest for more contact with Brazil as expressed in the growing demand for greater frequency of flights to Brazil. Presently, Singapore's national carrier has only three flights weekly. I know Singapore Airlines is working hard to get more connections, even daily flights. They want more because there is interest from both sides for travel.

Regarding the recently concluded Latin Asia Business (LAB) Forum 2013; this year there was a delegation from Goiás attending and the LAB celebrated its 10th anniversary: how useful and in which particular areas LAB is particularly successful for Brazil?

LAB is undoubtedly a good showcase for Brazil and Latin American countries in general. There are many good panel discussions conducted related to subjects like food and O&G industries. I think next year the way forward is for the panels to go deeper into these subjects and deal with very specific situations.

You mentioned Goiás; well the Municipality took the opportunity during LAB 2013 to sign a MOU with Jurong Consultants; this is the third tie-up by a Brazilian state government or municipality with Jurong. Last year, the Governor of Brasília had signed a very important contract with Jurong Consultants which will carry out the master plan for Brasília in the next 50 years. Jurong Consultants has now established itself in Brasília and now many other municipalities are coming to Singapore to meet them. We have more than 5,500 municipalities and I think Jurong Consultants has a bright future ahead of them.

The 'Made in Brazil' brand – apart from oil and offshore marine - do you feel that Singaporeans may not know about the diversity of products that comes from Brazil that can be found e.g. in any Singapore supermarket shelf, its food and beverage sectors are very well developed and the country is a major world supplier.

As you have mentioned, the sector that represents the most synergy is in O&G but there are other areas of business engagement between Singapore and Brazil. For example, one of Brazil's largest companies dealing in kitchenware will open a regional base here. Another sector that also represents a large synergy with Brazil is the hospitality industry. We need more hotel rooms not only for the upcoming sports events but also because Brazil has some of the highest room rates in the world. This is due to a shortage of rooms. We welcome more competition in this area so there will be a greater number of rooms on offer and bring down our room rates.

Our last question related to the World Cup – the 12 stadium venues will be the centre of attraction but can you give some advice on side-trips a visitor can make when he visits any of the venues?

I know of many Singaporeans who love history and nature. On the historical side, I would recommend the many heritage cities built in the state of Minas Gerais, between Belo Horizonte and Rio de Janeiro, which are two of the cities that are going to host many matches. For nature, I recommend Pantanal, a large wetlands in mid-west Brazil that is renowned for its wildlife, near another World Cup host city Cuiabá; then there are, of course, the famous Iguaçu Falls and the Amazon jungle not far from host cities, Curitiba and Manaus respectively.

Brazil - Singapore relations today is multi-levelled and generally expanding. Looking back on 2013, what are the major highlights that you think have contributed greatly to the strengthening of relations between the two countries?

By far, the big breakthrough is still the opening of the Singapore Embassy in Rio last April. We are indebted to Singapore's Minister of Foreign Affairs for this opening. This is really a major step in our relationship that started in 1967. I think we couldn't be more thankful or honoured for this decision to open the Singapore embassy in Brazil which is the only one in Latin America.

Finally, Your Excellency, for the Christmas and New Year season would you like to post a message here for the Brazilian community for the festive season?

Brazilians love Christmas and during this time we also feel much closer to our fellow man. My message is a common one in Brazil – I wish everyone love, peace and friendship.



BANKING ON GROWTH

PRESIDENT OF BRAZIL'S CENTRAL BANK BRIEFS INVESTORS IN SINGAPORE

Mr. Alexandre Tombini made waves in Singapore in October, as head of Brazil's Central Bank, in a seminar delivered to 70 prospective investors eyeing Brazil's landscape of opportunities in 2014. His presence constituted the highest-ranking delegation that came to Singapore this year, yet another landmark in relations between the two great players, Brazil and Singapore.

His talk provided to the audience an overall outlook of the Brazilian economy at present. He also addressed the windows of investment available to foreign enterprises keen on joining Brazil's rise.

He declared that the country's growth has materialised in a very gradual manner in recent times, rather than an inchoate boom. He stressed the performance of the output of capital assets, linked to investment. In his view, the first half of 2013 displayed positive developments, such as the Gross Domestic Product's rise at a rate above 6% in annual terms during the second quarter. The consolidation of this positive trajectory overall, and for investments in particular, is an integral part of and stems from, in his opinion, the confidence from companies and households, which showed signs of recovery in the months leading to late 2013.

Mr. Tombini also reiterated that the monetary policy must remain especially vigilant, in order to curb the risks ahead and assist toward reducing inflation in the

relevant horizon of the regime of set goals.

The head of the Central Bank highlighted the programme of auctions in exchange swaps and in selling of dollars with a commitment to re-purchase, stressing that the programme has been a success and has contributed to built predictability in the offer of forex protection to the economic operators during this transition period of the international economy.

In closing, he stressed also the reforms undertaken by the Government to boost the productivity and the competitiveness of the Brazilian economy, the broad programme of investment in logistics, with concessions in airports, ports, highways and railways, as well as the opportunities in the realm of pre-salt oil/gas exploration. In regard to this last item, Mr. Tombini mentioned the success of the auction of the field of Libra (outlined in detail in this magazine too). In his assessment, all these initiatives create conditions for the expansion of investment in Brazil and, consequently, of the potential GDP in coming years.

The talk from such an authority from the Central Bank of Brazil was a shot in the arm, galvanising confidence in Brazil as a destination for financial assets from Singaporean players. One can bank one's bets that this win-win bonding between enterprises in both countries is set to ignite renewed expansion, development and profit for all parties with a stake in Brazil-Singapore business relations.



FIFA WORLD CUP
Brasil



JOGO BONITO

TEXT: Foo Yong Han

**WHILE THE BRAZILIANS DID NOT INVENT MODERN FOOTBALL (THE BRITISH DID),
THEY CERTAINLY BROUGHT OODLES OF FLAIR TO THE GAME THAT CAPTIVATES
AUDIENCES TO THIS DAY.**

You cannot mention football without Brazil. Five-time winner of the prestigious FIFA World Cup, the country is known for its galaxy of talented footballers and their silky skills. The Brazilian game is based mostly on an attacking philosophy, with fullbacks (defenders playing on each side of the field) overlapping to support their colleagues playing in midfield and attack to stretch the opposing defence and whip in dangerous crosses for the forwards to convert.

While the Brazilian national team in recent years has become more conservative in its approach to international competitions like the FIFA World Cup or the CONMEBOL (The South American Football Confederation) and its Copa América, Brazilian clubs continue to send audiences into raptures with unbridled offensive football.

However easy on the eye Brazilian multi-club football is, the viewership is mostly limited to Brazilian or South



American audiences. What really endeared the world to Brazilian football is the national team, which has been entertaining global spectators for close to 60 years with Pelé, arguably the world's first football superstar, blazing the way for *jogo bonito* (Portuguese for 'playing beautifully') to take the globe by storm as he helped his country win the 1958 World Cup in marvellous fashion as an 17 year-old striker.

The attributes exhibited by Pelé are what the world has come to associate with Brazilian football – close control that can bring the player through a sea of opposing defenders, imaginative flicks that can make the opposition rooted to the spot while a teammate runs into a potential goal-scoring position to receive the pass and the signature Brazilian *folha seca* or 'falling leaf' free kick, which involves the player hitting the ball in such a way that it seems to be swerving away from the goalpost or crossbar before suddenly dipping at an angle to deceive the goalkeeper and result in a spectacular goal. This

particular free kick technique was pioneered by another Brazilian legend, the late Didi. With these qualities, it is no wonder Brazilian football is also sometimes referred to as *samba football*, described after the traditional Brazilian dance and music genre, which itself is famous for its graceful movements and rhythmic, hypnotic melodies.

Brazilian football reached its height in the 1970 World Cup, which was hosted in the sweltering heat of Mexico. There, Pelé matured into an all-round footballer who not only led from the front but also dropped back to midfield or defence to help out when the opposition had possession. He was joined by a star-studded cast of Brazilian greats such as Carlos Alberto Torres, Jairzinho, Tostão, Gérson and Rivelino.

The 1970 Brazilian *Seleção* (Portuguese for 'The Selection') tore tough defences en route to their winners' medal with relentless attacking play consisting of creative passing, sublime dribbles and powerful precision shooting. Teams they met, known for watertight and robust defences, such as Uruguay and Italy were demolished 3-1 and 4-1 respectively. The 1970 team also dispelled myths that Brazilian footballers only know how to attack and do not know how to defend. It had one of the best defensive records in the 1970 tournament, letting in 7 goals and scoring 19 in six matches.

After the 1970 tournament, the Brazilian team



FIRST MATCH 12 June

Brazil vs Croatia

YOU CANNOT MENTION FOOTBALL WITHOUT BRAZIL. FIVE- TIME WINNER OF THE PRESTIGIOUS FIFA WORLD CUP, THE COUNTRY IS KNOWN FOR ITS GALAXY OF TALENTED FOOTBALLERS AND THEIR SILKY SKILLS

went into a transition in the way they played. As other footballing nations learned how to counter their offensive style, Brazil started to adopt a physical and more defensive approach to the beautiful game they once promoted so enthusiastically via their footwork. As a result, Brazil did not attain the highs of the Pelé years in the 1974 and 1978 World Cups. Pelé had retired from international football after the 1970 World Cup.

At the turn of the 1980s, a manager by the name of Telê Santana tried to return Brazilian football to its *joga bonito* glory by getting the players to express their attacking flair without being overly aggressive and defensive. They did just that in the 1982 and 1986 World Cups, with a new crop of players who evoked memories of Pelé and his teammates from the late 50s to early 70s; players like Zico, Falcão, Éder, the late Sócrates, Cerezo, Júnior and Careca.

But alas! They too failed to bring home the coveted FIFA World Cup despite wowing the crowds with samba football. The 1982 team had itself to blame for lapses in concentration in defence, losing 3-2 to Italy in a crucial group game. This knocked them out of the competition they were expected to win. In 1986, the Brazilian Seleção were extremely unlucky to lose to a French team led by the legendary French midfield genius, Michel Platini, and by the narrowest of margins. They were eliminated on penalty kicks in the quarter-finals.

Once again, failure in the biggest football tournament in the world led Brazil to rethink their all-out attack gameplan. After the 1986 World Cup, the football played by the Brazilian national team is not quite the same as before even when it added two more World Cups to its trophy cabinet from the 1994 and 2002 tournaments.

That does not mean the football played by the Brazilian national team has gone stale. They may not attack as much as they used to and occasionally resort to ugly fouls that spoil the enjoyment of the game. However, the seemingly innate skills of their players mean they can still thrill. These players are also in demand from top European clubs such as AC Milan, Real Madrid and Barcelona and paid top dollar. Notable and popular Brazilian players from past 16 years include Ronaldo (not the Portuguese star), Ronaldinho, Rivaldo, Cafu, Roberto Carlos, Kaká, Robinho, Dani Alves and Neymar. It is through these players that the spirit of the beautiful game lives on.

LEGEND ON LEGENDS

V. SUNDRAMOORTHY IS ONE OF SINGAPORE'S FOOTBALLING ICONS AND RENOWNED FOR HIS BRAZILIAN-LIKE SKILLS. HE GIVES US HIS THOUGHTS ABOUT BRAZILIAN FOOTBALL



The name V. Sundramoorthy brings back memories of a man beating opposing players at will and occasionally leaving some of them on their backside and scoring stunning goals, among them, an astonishing bicycle kick against Brunei when he was playing for the Singapore national team in the 90s. Sundramoorthy cites Brazilian

football as one of his inspirations

"When I was growing up and developing as a professional footballer, Brazilian players such as Pelé, Rivelino, Zico, Falcão and Éder caught my eye with their nifty footwork and smart body feints. Seeing those neat techniques taught me a lot," shares Sundram, as he is commonly known.

At the time of print, Sundram is the coach of the LionsXII (a Singapore team playing in the Malaysia Super League) and the Singapore Under-23 football team and he incorporates some methods from Brazilian football to train his Singapore squads.

"Brazilian football emphasises on dribbling and close control. It also focuses on composure on the ball when presented with a goal-scoring chance and positioning so that every player can be at the right place at the right time to open the scoring or defend a slender lead. These are qualities I try to inculcate in my current teams", says Sundram.

While Sundram agrees that Brazilian football is not as offensive as it used to be, he feels it is only natural for Brazilian football to evolve with the times. "It is not about style. It is about what works. The more tactical approach of the present Brazilian national team does not mean they have betrayed their roots. They just became more disciplined. They are still producing talented footballers like Neymar and Pato and, as their emphatic 3-0 defeat of reigning World Cup and European Champions, Spain in the 2013 FIFA Confederations Cup has shown, the present Brazilian team is carrying on their samba tradition," adds Sundram.

Photo courtesy of Football Association of Singapore

FINAL 13 July

OFFICIAL FIFA MATCH FIXTURES
<http://www.fifa.com/worldcup/matches/calendar.html>

LINDO BRASIL!



Museu de Arte de São Paulo (Photo: Rodrigo Soldo)

HOST FOR WORLD CUP IN 2014 AND THE OLYMPIC GAMES IN 2016, BRAZIL IS ON THE GO; UNQUESTIONABLY THE BEST TIME TO SAVOUR THIS EXOTIC SOUTH AMERICAN DESTINATION

Praia do Tombo



Porto Alegre



An estimated 600,000 football fans will descend on Brazil during the World Cup. The government is gearing up to host this huge influx. The 'mecca' of football is undoubtedly one of the most seductively beautiful countries. All 12 match venues are diverse and score high on travel options. Make sure to catch Brazil play on its home turf, to witness the zillion watts of energy, a travel high unmatched.

São Paulo, the largest city in the country will be hosting the opening game and five more matches including a semi final. While here, drop in at the Museu de Arte de São Paulo (MASP) – with its fabled 'impressionist' collection. Visit the Praia do Tombo, 70 km from the city, the only Blue Flag medal holding beach in Brazil.

Curitiba is at a distance of 407 km from São Paulo and will host four matches. For those interested in contemporary art and architecture, The Museu Oscar Niemeyer would be a fascinating treat. For wildlife enthusiasts, the one-day tour exploring the coastal forest around Curitiba is perfect. Opt for the Linha Turismo (bus ride) to go about the city.

Porto Alegre is like mini Europe with a sizeable Italian, Portuguese, German and Polish population. With five matches scheduled, it is sure to be a crowd puller. Not to be missed sights are the Lagoa dos Patos (Ducks Lagoon), Piratini Palace, the Public Market and Farroupilha Park.



The finals on 13 July will be at the Estádio do Maracanã in Rio de Janeiro, the place fans have christened as 'temple of football.' This is also the destination where the most number of matches (seven) will be held. The Rio carnival will be over but Rio is always in a carnival mood with its samba, its feijoada and its verve.

Brasília's Estádio Nacional will host seven matches including a quarter final and is a place where millions of fans will congregate. Brazil's capital holds an UNESCO World Heritage status. Considered avant-garde, by architectural parameters, Oscar Niemeyer's creations of the likes of Metropolitan Cathedral of Brasília and the Juscelino Kubitschek Bridge are famed.

Cuiabá's Arena Pantanal stadium has been nicknamed O Verdão (the Big Green), as located in an intriguing ecosystem – the Amazon, the wetland's of Pantanal and the savannahs of Cerrado, every care has been taken to make the structure sustainable. Besides experiencing this host of natural abundance, you can visit the Chapada dos Guimarães mountain ranges, which has a national park.

Manaus will also be a host city for the World Cup; this is a good starting point for an Amazon jungle tour. One of the most imposing sights at Manaus is to watch the dark black water of the Negro and the muddy brown of the Solimões (Amazon) running together for almost 18 km without mixing. Belo Horizonte will be hosting one of the semi finals at the historic Mineirão. Beagá, as it is popularly called, will charm you with the natural beauty of Serra do Curral.

A Seleção's second group match will be at the Castelão in Fortaleza, a good opportunity to watch the host play. Brazil is the favourite with already five World Cup wins. The excitement can be matched only by a slide down the Insano at the Beach Park in Fortaleza.

Natal should be there on the itinerary just for the Ponta Negra, Genipabu, Redinha, Pipa, Pirangi and several other spectacular beaches. If at Recife, visit Olinda, a World Heritage town. Savour the African influences in music, food and culture in Salvador. Apart from an exciting quarter final match, you will also experience an artistic high here.



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FOOTBALL IS UNDOUBTEDLY
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SEDUCTIVELY BEAUTIFUL
COUNTRIES.**



MANY YOUNG SINGAPOREANS WHO LIKE FOOTBALL TRY TO EMULATE THE BRAZILIAN WAY OF PLAYING WHEN THEY GATHER FOR A GAME. WE TALK TO A HEAD COACH OF THE BRAZILIAN JERICHO SOCCER ACADEMY ON HOW HE IS HELPING THEM CULTIVATE THAT PLAYING STYLE THE WORLD ADMIRES

In a fruitful playing career spanning the top leagues of Brazilian club football to the premier tiers of Malaysian and Singapore league competitions, Fabio Fanticelle da Silva has brought the characteristic finesse that typifies Brazilian football to the crowds who have paid to see him and his teammates execute their cheeky back-heels, mazy dribbles and thumping free kicks that rocket into goal from 30 metres out.

Fabio's last port of call was in Singapore's S-League, where he played from 1996 to 2003. Before that, he started his playing career in his home city of Rio de Janeiro in 1989 before he moved overseas to Penang in Malaysia and eventually Singapore to spread the gospel of Brazilian samba, as Brazilian football is popularly referred to.

Fabio liked Singapore so much because it has everything he wanted – security and high standards of living and education – that he decided to make the country his second home. Also, the weather is very much like Rio de Janeiro; sunny all year round.

During his playing stint in Singapore, Fabio realised how popular football is with Singaporeans, especially the youths. He says, "Most of the time, I see youths and older adults playing football whenever I am outside from my home. On basketball and street

soccer courts, school fields, empty grasslands and void decks of HDB housing estates."

Fabio also found out that a lot of Singaporeans idolise Brazilian superstars such as Rivaldo, Ronaldinho, Romario, Ronaldo and Kaká. "It was heartening to know that so many Singaporeans, including some of their national players, love my country's style of play and football stars. This gave me an idea. Since many youths like to emulate our style of play, why not teach them to do it the right way?" Thus, the Brazilian Jericho Soccer Academy was born. To Fabio, the academy is also his way of giving back to Singapore. Fabio reveals, "The country has helped me so much over the past 17 or 18 years and the academy is a show of my gratitude."

Formed a decade ago after Fabio retired as a player, the Brazilian Jericho Soccer Academy is focussed on developing pre-schoolers as young as three-years-old to university students in their early 20 to mid-20s. He emphasises, "I have a team of 12 to 14 coaches with me as the head coach. Three are Brazilians, one is Nigerian and the rest are Singaporeans. While we are multinational, the training programme we follow is strictly Brazilian. I want them to impart Brazilian culture and footwork to our students."

Fabio operates out of Meridian Junior College in Pasir Ris. He considers the junior college as the most



FABIO LIKED SINGAPORE SO MUCH BECAUSE IT HAS EVERYTHING HE WANTED – SECURITY AND HIGH STANDARDS OF LIVING AND EDUCATION – THAT HE DECIDED TO MAKE THE COUNTRY HIS SECOND HOME.

successful school team he has ever coached since he set up his academy. “For the past 10 years, they have reached the final of the inter-junior college competition nine years in a row and won it five times”, beams Fabio.

Because Fabio did such a good job with the team, Meridian Junior College decided to let Fabio use their premises to store his training equipment and football kits and conduct football clinics for the public. When he first began conducting his maiden clinic, Fabio did it at an open field in Bishan. He has certainly earned his spurs.

Other schools Fabio’s academy is coaching include Siglap Secondary School, Tanjong Katong Secondary School, Singapore Management University and Saint James’ Church Kindergarten. Fabio works with the schools depending on their competitive calendars.

Fabio explains, “These schools have yearly competitions at preschool-, primary-, secondary-, junior college- and university-levels. So I will charge them a fee according to the school requirements and the duration of the training, which depends on how far they progress in their respective tournaments.” On average, his coaches train the school teams two to three times a week on weekdays. Each session lasts two hours.

The training Fabio’s academy conducts for the public is similar to the schools’ training programme except it is conducted on weekends and comes at a fixed package of 12 lessons spread out over three months.

Aside from grooming successful school teams, Fabio places priority in developing players for Singapore.

Because of his extensive networks in Brazil, Fabio is able to get one of his apprentices, 16-year-old Mahathir Azeman from Siglap Secondary School, a five-month-stint with the U-17 team of a top Brazilian club Boavista, based in Rio de Janeiro. Mahathir impressed Boavista so much as an attacking midfielder that they gave him a one-year contract extension in the reserve side, which is one rung below professional level in Brazil, for the 2014 season. Mahathir also plays with Singapore’s U-18 team.

Fabio sees Mahathir as his pride and joy, having trained the latter since 2009. He informs, “Mahathir is the first Singaporean footballer to play in Brazil, and I am proud he has made his mark there. This strengthens my determination to create a long-term plan that can groom talented Singaporean footballers abroad in tandem with the Brazilian clubs and the Football Association of Singapore.”

With local school teams coached by his academy constantly winning trophy after trophy and Mahathir doing well in Brazil, Fabio has certainly accomplished his goal of bringing Brazilian samba to Singapore. But he is not resting on his laurels. He is emphatic on making the point that, “I will consider my mission to be truly successful if one of my trainees makes an international impact, like Fandi Ahmad.”

SAMBAL IN BRAZIL

TEXT: Foo Yong Han

MAHATHIR AZEMAN IS THE FIRST SINGAPOREAN FOOTBALLER TO PLAY FOR A CLUB - BOAVISTA IN BRAZIL. HE TELLS ABOUT HIS EXPERIENCE THERE



Like the well-known condiment used in Malay and Indonesian cuisine, 16-year-old Mahathir Azeman's skills are as spicy as the sambal. From ferocious volleys to mesmerising dribbles and precision passing, Mahathir has what it takes to become a first-rate attacking midfielder not only in Singapore but on the global scene.

In early 2013, Mahathir was given a five-month trial with a top-flight Brazilian football club based in Rio de Janeiro, Boavista Sport Club, after he impressed their scouts with his finesse on the ball. Mahathir credits a large part of that achievement to Fabio Fanticelle Da Silva, Brazilian head coach of Siglap Secondary School, where Mahathir studies. Fabio has been inculcating the beauty of Brazilian football and culture in Mahathir since the latter was 14-years-old in Secondary Two. Fabio's wide network of contacts in Brazil also played a big role in getting Mahathir his breakthrough gig.

Mahathir picked up the game when he was six-years-old. Mahathir's footballing potential blossomed when he crossed paths with Fabio. "While the local coaches are very good and helped mould me as an attacking midfielder, Fabio, being a Brazilian, brings an extra dimension to my repertoire – the renowned Brazilian samba footwork that bamboozles defenders as well as precision passing techniques that can cut open the tightest of defence like knife through butter," enthuses Mahathir.

"Most importantly, Fabio emphasises on teamwork, just like how the Brazilian national team plays. They defend as one and attack as one. We would focus a lot on one-touch pass-and-move 'triangles' that can help us bring the ball quickly into the opponent's half," adds Mahathir.

Mahathir's precocious talent, brought to the fore by Fabio, earned him a stint with the Under-17 squad of Boavista from 7 April to 1 September 2013. When the opportunity to play abroad in a far off continent knocked, Mahathir had no hesitation in seizing the moment. "I was motivated to gain experience abroad after watching videos of top players such as Lionel Messi, Cristiano Ronaldo and Oscar dos Santos expressing a desire to play overseas when they were young. It will not only make me a better footballer but a more knowledgeable person," he explains.

The game in Brazil was a culture shock to Mahathir. Compared to the competitive matches he plays for the Under-18 NFA (National Football Academy) team – set up by the Football Association of Singapore to groom young promising players, the game in the Brazilian league is so much tougher. "The game there is played at a very fast pace with high intensity. Players are more robust and physically strong. I had to put in many hours of training at the gym to physically match them," informs Mahathir.

Mahathir stayed in Barra da Tijuca, a town in Rio, for the entire duration of his service with Boavista. The club director, João Silva, kindly put up Mahathir together with his family at his home. Aside from exploring the sights and sounds of Barra da Tijuca, Mahathir enjoyed the scenic sea-view and silky beaches of the nearby Copacabana district. Mahathir also found the meat-based food in Brazil to his liking, especially Brazilian beef. Mahathir joked that his favourite Portuguese phrase is *eu taco fomei*, meaning I am hungry because he cannot get enough of Brazilian fare.

Mahathir made such a good impression at Boavista that the club gave him a one-year contract extension and promoted him to the reserve side, which is one rung away from the senior team. His extended contract will begin in 2014. "I am very happy to be able to play for Boavista again for the 2014 season. It is a great club and I hope to eventually play for the first team professionally in the future," says an elated Mahathir.



Photos on this page courtesy of Football Association of Singapore



PARANÁ STATE MISSION VISIT

TEXT: Carlos Brian Pheysey

ON A QUEST FOR ATTAINING RECTITUDE AND RATIONALITY, ON A PATH TO BECOMING GLOBAL CONTENDER

The State of Paraná ranks as one of the gems of Brazil's south. Located just south of São Paulo, its capital, Curitiba, is well-known to Singaporean planners as an example of Brazilian urban planning and metropolitan solutions, thus sharing with the island-state an established tradition of meticulous schemes for city improvement.

Jaime Lerner, three-time mayor and two-time governor, also architect and a virtuoso of urban results he devised, has addressed audiences at conferences in Singapore over the years. In another bilateral exchange, in 2012 Paraná's SEBRAE (Support Service for Small and Medium-Sized Enterprises) staged a mission to understand Singapore's model of fomenting entrepreneurship and global competitiveness among smaller businesses.

Paraná is home to the famous Iguazu Falls, but the region, more than a tourism magnet, is actually a business powerhouse. Paraná has the fifth largest GDP within Brazil, accounting for six per cent of the nation's figure. Its agribusiness ranges from soya and maize-corn to coffee, and from cattle to pork, thus meeting Singapore's protein requirements when one recalls that Brazil is the leading supplier of pork meat to Singapore, making the island-state the fourth destination of Brazil's pork. From initial industries that sprung up from land produce (food-processing, garments, pulp/paper, wood-working/furniture) soon evolved to chemicals, automotive and more.

Having realised the prospective added value that Paraná and Singapore can provide to each other, FIEP, the Federation of Industries of Paraná, conducted a mission to Singapore. Its president came in April with a view not just to expanding Paraná's business horizons, but also with the aim of understanding the transparent and pro-business framework that Singapore has put in place over the decades. The federation contends with various bottlenecks in Brazil's services and infrastructure and, therefore, wishes to learn from the manner in which Singapore removed various outmoded and pernicious hindrances, laggards and resistance from officialdom and made Singapore an efficient, streamlined and energetic global player. FIEP was to hold an anti-corruption conference in Brazil later in the year, and understood that Singapore could provide possibly speakers and training toward curbing what amounts to a scourge holding back the emerging BRICS.

FORMULA FOR SUCCESS

That prompted a visit to Singapore's Corruption Practices Investigation Bureau (CPIB). Its Director gave a presentation on the history of eradication of malpractices in the country. Above all, he stressed the formula to its success is a civic-minded education from an early age and encouraging common citizens and the business community to become whistleblowers in the process. As a result, Singapore's ports and airports, police and inspections, public tenders and policies, and other support services that make a country function and prosper, are run in a clean, transparent and fast manner, enabling business to move speedily, competitively and free from undue distortions.

The Embassy of Brazil also secured a meeting at SBF, the Singapore Business Federation, so as to begin a dialogue and exchanges between companies on both sides, whether for trade in Paraná's products or for investments in the industry and infrastructure of that state. The same objectives guided the talks at the "International Enterprise Singapore", Singapore's statutory board for the globalisation of Singapore's companies. I.E. has an office in São Paulo, just a short hop away from Curitiba, which is bound to help in further binding the interests of companies in Paraná and in Singapore. Ambassador Luís Fernando Serra likewise hosted the mission for a frank exchange of views on powering further these ties, and then proceeded to stage a cocktail where a mingling of players and ideas could come to fruition.

With ports being the key to exports, and the port of Paranaguá rendered in urgent need of upgrading, automation and streamlining of operations, a tour of the main port-operator in Singapore, PSA International Ltd., was in order. This was most timely, given Congress deliberations at the time on the opening of Brazil to port-operators handling third-party cargo, which is right down PSA's lane and it was the reason for the company to send executives at that time to various Brazilian ports, Paranaguá included. The sight and understanding derived from the tour of FIEP within PSA's fully automated terminal at Pasir Panjang left a deep impression on the delegates from Paraná's federation.

Paraná and Singapore can only grow further from this exchange taken place through the initiative of the federation FIEP and support from the Embassy of Brazil. More economic activity between Paraná and Singapore is to ensue, fulfilling thus expectations of a bilateral bonanza, for all the interested and involved parties.



MINISTERIAL VISIT TO BRAZIL

TEXT: Carlos Brian Pheysey

MINISTER K SHANMUGAM VISIT FOR THE OFFICIAL OPENING OF THE SINGAPORE EMBASSY ALSO COVERED MANY OTHER ISSUES IMPORTANT TO BOTH COUNTRIES

Relations between Brazil and Singapore have matured to an elevated level that prompted both sides to welcome a ministerial visit once more. In particular, both Governments had already signed in late 2011 an agreement to abolish the requirement for travel visas, given the upcoming 2014 World Cup in 12 cities and the 2016 Olympics in Rio de Janeiro, which nevertheless remains to be ratified by Brazil's Congress.

Senator Ricardo Ferraço has headed recently the Commission of External Relations in that legislative body and, after his visit to Jurong Shipyard in Singapore during that year on the occasion of commencement of earthworks for a yard in Espírito Santo in his home state, he now possesses a greater degree of knowledge about Singapore that would bring urgency to bear upon Congress.

At the Singaporean end of the bilateral mobilisation, Minister K Shanmugam was travelled to Brazil in April 2013 to address the visa theme among other matters of interest to both countries. He holds two portfolios, both as Minister for Foreign Affairs and Minister for Law (equivalent in Brazil to Minister for Justice; he himself is a former lawyer). Prior to the journey, he attended a lunch congregating a few diplomats from both sides, at the official residence of Ambassador Luís Fernando Serra, where the latter alluded to the volume of bilateral trade, economic outlook and investment in infrastructure World Cup and Olympics, to be held in Brazil, plus an exchange of views on other South American nations and China's role in future.

Minister Shanmugam stated how important it was to raise awareness among Singaporeans of the major role

that Brazil shall play henceforth in the global arena. Upon returning, he addressed the media, so as to reinforce the message. Conversely, he aimed to dispel misplaced notions in Brazil about Singapore's role in international flow of services, influence and assets.

INVITATION TO PRESIDENT DILMA

Central to that is the ongoing debate about Brazil's Federal Revenue having placed Singapore a decade ago in a list of favoured taxation regimes, a move that Singapore has good reason to dispute and that has hindered considerable opportunities of bilateral investment and trade since corporate branch offices are then heavily taxed. The newly opened Singaporean embassy in Brazil, the inauguration of which he officiated, is assisting in streamlining the matter, and Minister Shanmugam hoped to invite personally and thus draw President Dilma Rousseff to visit Singapore in the near to mid-future.

He visited both the USA and Brazil and had a busy schedule that was arranged by diplomats from both countries in advance. Ambassador Serra himself and Ambassador Choo Chiau Beng were also included as dignitaries, so as to better assist and guide discussions.

In Brasília, the nation's capital, he was scheduled for talks with Ms. Gleisi Hoffmann, Chief of Staff of the Presidency Office. On that occasion, she mentioned preparations toward a business forum for investors, which Singapore ought to attend. Minister Shanmugam confirmed the rising business interactions between both nations, the help Singapore can provide in infrastructure and urban solutions (also for the Cup and Olympics) and the need for the newly-established embassy

to settle outstanding issues (visa requirement, tax-haven classification etc.), and he further invited her to Singapore's LatinAsia Business Forum.

Minister Shanmugam also saw Minister Fernando Pimentel, holding the portfolio of Development, Industry and Foreign Trade. Mr. Pimentel mentioned the strength of both countries' economies, the technological edge of Singapore in Brazilian logistics infrastructure tenders, and the operations of companies in each other's territory. Minister Shanmugam requested help in removing Singapore from Brazil's list of tax havens so as to boost the business ties. He mentioned Singapore as a hub for Brazil to reach greater Asia and suggested other occasions for dialogue on various business matters, such as the annual LatinAsia Business Forum, the actions of Brazil and Singapore in expanding Cuba's ports, and other chances of closer interaction.

MEETING WITH SUPREME COURT HEAD

He also met Minister Joaquim Barbosa, Head of the Supreme Court, an occasion to compare the juridical frameworks of both nations. Minister Shanmugam praised Minister Barbosa's advocacy of minority rights and invited him to visit Singapore. Further, Minister Shanmugam met Senator Ferraço as well, who commended Singapore on its yard in Aracruz, state of Espírito Santo and invited the Minister to visit that state. Minister Shanmugam once more highlighted that, given Singapore's shipbuilding and other industries, it should not be deemed a tax haven, and that the Senator might be able to help in changing that classification.

At Brazil's Ministry of External Relations, a memorandum of understanding was inked, establishing a mechanism for political consultations. The role of companies on both sides was praised and the importance of the booming bilateral trade was stressed. Minister Shanmugam reinforced that by stating that only two cities, Brasília and Ankara (Turkey) had merited the establishment of embassies by Singapore in the decade that has elapsed. He mentioned China's role but pointed out that the southern shore of Asia also stands out, whether it's Singapore, Indonesia, India or elsewhere.

Singapore remains a global logistics hub, and he also acknowledged that Brazil is a tourism hub given the World Cup and Olympic Games and that therefore Singapore Airlines was examining a higher frequency of flights, possibly via South Africa. Both parties concurred that Brazil and Singapore have faced global challenges in a pragmatic manner. His Brazilian counterpart recalled the role of Singapore as technology provider for Brazil's infrastructure and stressed the growing interaction of Brazil with ASEAN (including the Forum on East Asia Latin America Cooperation) toward agreements at political, economic, energy, tourism and sports levels.

Both sides were pleased to confirm that the Jurong Shipyard will proceed with building its facility in Espírito Santo despite earlier calls from certain business and political circles in Brazil to see it re-located. The Brazilian diplomats will strive to have Singapore removed from the tax-haven list, furthermore to enact a double-taxation

agreement, and they hope to see more joint two-nation technical-cooperation missions to assist third nations.

During lunch, China and challenges to its rise were debated. Its nationalism and confrontations with greater Asia and the US were also a point raised, along with its oblique and assymetric presence in Brazil. India was also a topic, as was the TPP (Trans-Pacific Partnership), a proposed great trade agreement spanning almost the entire Pacific Basin.

As stated earlier, Minister Shanmugam also inaugurated Singapore's first embassy in South America, in a ceremony attended by various heads of Brazil's foreign service. The embassy will play a fundamental role in sorting out the pending bilateral issues that have recurred over the past decade. A chance to address a leading figure of Brazil's Congress directly and raise Singapore's claim toward entry without visa and a de-listing from among tax havens did not materialise, and yet Congress has been working on the text of the visa agreement since March, with examination at Commission of External Relations, the one for Constitution, Justice and Citizen Advocacy, and soon the Chamber of Deputies and then the Senate. In the matter of tax havens, there are preliminary discussions toward a partial or provisional removal of Singapore from the Federal Revenue's list and toward negotiations of a future Double Taxation Agreement.

In São Paulo, Minister Shanmugam met the mayor of the city, Mr. Fernando Haddad. Minister Shanmugam invited São Paulo to join the World Cities Summit of Mayors in mid-2014 in Singapore, which the mayor agreed to. The Minister mentioned that Singapore excels in urban solutions and that São Paulo can be a beneficiary. The mayor mentioned the PPPs toward cleaning the waterways, which could include Singaporean water-tech companies.

BUSINESS SCHOOL

Minister Shanmugam was also able to present a lecture at the FGV, the leading business school in Brazil, raising for the audience the topic of Asian and Latin American relations. He explained Singapore's success thus: development of human capital; social and political stability; and a business-friendly framework. He also expressed a hope that both regions will leverage on each other's experience and that both countries, Brazil and Singapore, can be wider launch pads in logistics, finance, etc., i.e. for a Singaporean company using Brazil to reach greater Latin America or, conversely in Singapore, for a Brazilian company tapping into Asia.

Overall, the mission led by Minister K Shanmugam has set the tone for a renewed faith in bilateral ties, be they business or political, plus cultural or tourism-related. The two nations of Brazil and Singapore have thus edged further closer and are leveraging ever more on each other's strengths so as to attain the prosperity desired by their peoples. It is to be hoped that the pending issues that were discussed will see a solution in coming years. The two countries concur that joint efforts will be needed and present no difficulty and that results are within reach that will boost the interaction to exponential new levels in the mid-decade and the intertwined future that lies beyond.



LOGISTICS OPERATORS HIT THE ROAD

TEXT: Carlos Brian Pheysey

BRAZIL'S ROAD-SHOW TO TAP ISLAND'S EXPERTISE
FOR PORTS, AIRPORTS, RAILWAYS AND HIGHWAYS

The boom in Brazil's economy, investment and production output has translated into massive growth in demand, client orders and shipments, thus spelling urgency in the quest for reliable means of getting freight swiftly and hassle-free to the market, particularly for buyers abroad such as in Singapore. And yet, bottlenecks remain in Brazil's grid, as seen in the country's struggling ports and airports and also in its railways and highways beset by complex hindrances and deficiencies.

Brazil is aware that Singapore has many lessons to teach in logistics, given Singapore's historical role and experience accumulated as a thoroughly streamlined entrepôt between two oceans. The island has built not just the technical know-how and automation to go with logistics, but also the managerial skill, benchmarking, innovation and the much-needed venture capital to go along.

With that in mind, Brazil's authorities have targeted Singapore as a prospective partner to help towards removing the obstacles that are holding back Brazil's exports. As a result, various Brazilian authorities in logistics staged a joint road-show in Singapore in May, termed "Brazil: Transport Infrastructure and Investment Opportunities", that presented the plans, projects, upgrades and tenders from Brazil being opened to foreign bidders, so that Singaporean companies can join the process and submit their participation for a future stake in Brazil's logistics and thus enhance and channel smoothly the flow of goods from the giant performer.

The delegates comprised: EPL, the Enterprise for Planning and Logistics; the Ministry of Transportation; SEP, the Special Secretariat of Ports; SAC, the Secretariat of Civil Aviation; the Ministry of External Relations; the Ministry of Finance; and BNDES, the National Development Bank. The road-show they staged at Shangri-La Hotel relied on the organisational skill of the Embassy of Brazil and SBF, the Singapore Business Federation, toward ensuring a significant audience turnout and smooth proceedings.

The presentations delivered during that morning covered the vast gamut of Brazil's logistics. After the address from Ambassador Luís Fernando Serra and opening remarks by other luminaries, the topics came in

quick succession, addressing the national programme of investments in logistics, the outlook and opportunities in Brazil's transportation, the projects and concessions in ports and airports, the recent legislative and regulatory changes plus new mechanisms of financing.

In particular, the Provisional Enactment no. 595, which was then undergoing parliamentary debates in Brazil's Congress, drew much interest from a number of audience participants, for it was designed to enable private port-operators to handle third-party cargo (whereas previously an operator could handle only its own cargo). Sensing a clear opportunity, PSA International, Singapore's leading port-operator, saw its chance to become a player in Brazil as it has done in other continents, and thus invited the Brazilian delegates to a tour of its comprehensively automated facilities, a quiet ambience devoid of dockworkers since machines and computers perform the duties and ensure that Singapore's port receives a ship every two minutes, handles 13 containers per minute and clears a lorry at the gate every 25 seconds. The startling speed serves as a stark reminder for Brazil to catch up, and Singapore can help to achieve that aim.

Back at the presentations, a luncheon ensued and then the one-on-one match-making of Singaporean private players and statutory boards on the one hand, and, on the other hand, Brazilian authorities, could exchange ideas and proposals. These individual get-togethers that afternoon consolidated the morning's information and enabled the fine-tuning and firming up of impressions, suggestions and contacts for the coming months and years.

Indeed, the coming months and years shall be decisive for Brazil's insertion into the globalised economy. The country can no longer continue with its existing framework of ports, airports, railways and highways, hobbled by lack of automation, outmoded practices, idle resources and red tape. An urgent overhaul is in order, and Singapore is to be a key helper on that journey. After all, Singapore would not exist if not for its ancient vocation and destiny as logistics hub. Singapore was able to achieve that, and so is Brazil, and therefore a joint partnership to strive towards that goal is the natural and desirable outcome for both countries, capitalising and building on each other's strengths and potentials.



LATEST UPDATES FOR BRAZILIAN OIL & GAS INDUSTRY

TEXT: Catarina Longman

CORPORATE SEMINAR ATTRACTS COMPANIES SEEKING OPPORTUNITIES IN THE BRAZILIAN OIL AND GAS SECTOR

Latest developments, key industry aspects and particularities of the Brazilian oil and gas market were presented and debated during the event “Brazil: Opportunities for Oil & Gas”, organized by the Embassy of Brazil in partnership with HSBC Commercial Banking and International Enterprise Singapore. More than 100 executives from various companies of the sector attended the seminar, which took place on 1st October at the luxurious Equinox Complex, Swissotel The Stamford, in the Central Business District.

Attendees were welcomed by a breakfast spread and could make the first business connections of the day overlooking sprawling views of the city's landmarks. Moving on to the main hall, executives were seated in large round tables which allowed for further interaction. Ambassador Luís Fernando Serra opened the event, followed by the keynote address by Keppel Corporation's CEO and Singapore's Ambassador to Brazil, Mr. Choo Chiau Beng. Both speakers set the tone for the entire seminar, which aimed at sharing insights on how foreign companies can tap into Brazil's vast resources and booming oil & gas sector for strategic growth.

Mr. Luiz Simione, Managing Director, Global Head of Business Development, HSBC, delivered the first lecture of the day, focusing on the Brazilian macroeconomic scenario and financing tools for foreign investors. The joint presentation made by Mr. Felipe Garcez and Mr. Márcio Magalhães, from Petrobras, raised the interest of the participants, as they shared relevant and practical information on the Brazilian Local Content Regulation for the oil and gas sector, Petrobras Local Content Policy and the corporate business planning for the period 2013-2017.

Keeping the audience's attention, Mr. Victor Polizelli, Partner at law firm Koury Lopes Advogados, spoke about the Brazilian tax system and suggested strategies for dealing with it. After a short coffee break,



Mr. Ronaldo Veirano, Founding Partner of Veirano Advogados, offered valuable lessons and suggestions on the theme “Doing Business in Brazil”. Rules regarding the merger and acquisition of companies were the focus of the lecture given by Mr. François Legleye, from Kamea Investments, a recently-opened boutique investment firm based in São Paulo.

Completing the cycle of presentations, Mr. David Ong, CEO of Excel Marco, spoke about his experience in opening and managing a branch in Brazil, sharing personal insight and useful tips. The seminar concluded with a gourmet lunch offering a Latin America inspired menu. The occasion allowed for additional networking with the speakers and participants. It was certainly a memorable event, where key Singaporean and Brazilian players interacted and gained new knowledge to fuel their business plans, strengthening the ties between both countries.



LIBRA: WORLD'S LARGEST OILFIELD TENDER

FIRST BRAZIL PRE-SALT ROUND BRIEFING HELD IN SINGAPORE

The Libra offshore oilfield belongs to the Brazilian government's National Petroleum Agency (ANP) and is part of the huge oil reserves discovered in 2010. The discovery potentially doubles Brazil's known oil reserves.

Mr Choo Chiau Beng, Singapore's Non-Resident Ambassador to Brazil, gave the welcome address to interested representatives from the region's oil companies who came to the Shangri-La Hotel Ballroom on 4th July 2013 to hear more about details of the tender for the 1st Pre-salt Round Production Sharing Contract.

"I would like to encourage the Singaporean offshore marine sector to seize the opportunities that will arise from possibly the world's largest tender in 2013. The Libra pre-salt region holds great promise and challenges to bring these reserves to fruition", said Mr Choo, who is also the CEO of Keppel Corporation, one of the world's largest makers of oil rigs in the world. The tender's brief presentation was organised by the Brazilian Embassy, Singapore Business Federation, IE Singapore and Singapore International Chamber of Commerce.

In his introduction, Ambassador Choo said that Brazil has undergone a great transformation in the last 10 years because of its rapid economic growth. In the last decade, energy consumption has grown by a third, due to urbanisation. At the same time, the country has made great strides in increasing its total energy production, particularly of oil, gas and ethanol.

Most recent estimates show Brazil has over 16.5 billion barrels of proven reserves and the offshore Campos and Santos basins hold a vast majority of these proven

reserves. The new discoveries are in the pre-salt regions where oil and gas lies in deep waters, sometimes over two or three kilometres below the ocean surface under a thick layer of salt. This has made a big difference to the picture in Brazil and worldwide.

Ms Magda Chambriard, Director-General of the Brazilian National Agency for Oil, Natural Gas and Biofuel (ANP), said there was a great opportunity for investment in Brazil. She outlined the potential for exploration and production for the oil and gas industry. ANP has invested heavily in geological and geophysical surveys of Brazil's sedimentary basins. The country has 7.5 million sq. km of sedimentary basins where only five per cent has been explored; "So we have a lot to do for exploration in Brazil. We made a huge discovery in the pre-salt layer with great potential between 2006 to 2008. In this case, the Libra oilfields have estimated reserves of between 8 and 12 billion barrels.

Brazil is currently producing over 2.2 million bpd and has proven oil reserves of up to 15.3 billion barrels. Both production and reserves are expected to double in the near future thanks to the discoveries of oil in the pre-salt layers. This is expected to translate into new projects in Brazil. Ms Chambriard then asked, why invest in Brazil's oil sector? According to the Brazilian National Development Bank, investors are forecast to spend up to US\$200 billion in the O&G sector from 2013 to 2016, much higher and faster than Brazil's automotive and mining sectors.

In the next decade there will be many opportunities for private-sector suppliers in the petroleum industry as demand for goods and services is expected to hit US\$400



billion. Petrobras' own investments in exploration and production in Brazil total almost US\$30 billion (based on a five-year average in 2013) and are rising each year. There is also a natural desire to see this spent by companies in Brazil and in this area. Ms Chambriard cited how Singapore's shipbuilding companies are an excellent example of meeting the country's requirements for local content and that, "Today we have shipyards catering to the petroleum industry on the coast from north to south of the country".

In a press conference held following her presentation, Ms Chambriard, who is an engineer by profession, went into greater detail about the significance of the tender's announcement held in Asia. "In our promotion of the tender to companies in Malaysia, Europe and the Americas, Singapore is a very neutral country in Asia. And Singapore is very important for us because it has shipyards helping us to build and develop platforms and many other important projects for the petroleum industry in Brazil". In terms of investments, she said Brazil expects the tender exercise to bring in some US\$7 billion, including projects to build 12 to 18 large production oil platforms and 60 to 90 supply boats.

The Director-General hoped that the release of the tender's data for the Libra oilfield on 4th July would also raise awareness of the opportunities it offers because of its enormous scale for investors and suppliers, mainly for those willing to establish businesses in Brazil. "I have been working in this industry for over 30 years and I don't think I have seen any country offering an opportunity like Libra on this scale - this is huge. We have presented the details of this tender first hand in Singapore because we believe you can help us to develop this offshore resource", concluded Ms Chambriard.



TENDER HIGHLIGHTS

- Petrobras is the mandatory operator with at least 30 per cent participation in the winning bid
- Bid parameter: Percentage of oil profits offered to the government (on a progressive scale)
- Contractual term: 35 years
- Exploratory phase: 4 years
- MPW: 1,547 sq km 3D Seismic 2 wells
- Signature bonus: R\$15 billion
- Minimum Government take: 75%
- Local Content: 37% - exploratory phase; 55% - development phase up to 2021 and 59% - development phase after 2021
- The production sharing will be progressive with the Brent value (US\$/bbl) and the well productivity (Mbbl/d)

LIBRA CONTRACT AWARDED TO...

A multi-national consortium led by Brazil's Petrobras that includes Total, Shell and Chinese companies has won the right to extract from 8 to 12 billion barrels of oil in the Libra oil field. The consortium made the only bid in the auction, offering the minimum share of the surplus production.

Initially, 11 companies expressed interest in the Libra auction and, just before the end of the bidding period, the Spanish oil company Repsol pulled out, leaving the above consortium to present their lone bid.

The group consists of Total and Shell each having a 20 per cent stake, and Chinese companies CNPC and CNOOC a 10 per cent stake each. Ms Magda Chambriard, the President of Brazil's National Petroleum Agency described the auction as an "absolute success". She was reported as saying, "It is hard to imagine a more successful outcome. These companies are among the world's 10 most valuable in the energy branch".

The consortium offered the minimum share of the surplus production and Petrobras offered a 10 per cent stake in addition to the 30 per cent it was already entitled to in the auctioning rules. The group secured the rights to explore Libra's recoverable oil reserves for 35 years.

Complex technology will be needed to drill and recover the oil at very great depths and pressures. The Libra oilfield off the coast of Brazil is located at a depth of 5,000 metres, beneath a thick layer of rock, sand and salt.

In 10 years, oil production from Libra is expected to help Brazil achieve the target of 1.5 million bpd for export.

SCIENCE TO THE FORE: BRAZIL'S R&D STRIKES A NOTE IN SINGAPORE

TEXT: Octavio Lopes

NETWORKING OPPORTUNITIES IN TECHNOLOGY DEVELOPMENTS

The Embassy of Brazil, the Graphene Research Centre (GRC-NUS) and the National University of Singapore (NUS) jointly organized the first Brazil-Singapore Networking Opportunities on Technology Development (NOTD), with the objective of presenting partnership opportunities between Brazilian companies, government bodies from both countries and the many laboratories and institutes of NUS.

The event took place at NUS, on 27 and 28 May, and consisted of seminars, round tables and guided visits to the GRC-NUS and to the Agency for Science, Technology and Research (A*STAR). In particular, the event was an opportunity to introduce to representatives of the Brazilian Government and companies the Graphene Research Centre, whose director is the renowned Brazilian scientist, Antônio Hélio de Castro Neto. The GRC is one of the most advanced labs in the world, specialized in the research of graphene, a new and revolutionary material with several applications in electronics, medicine and engineering.

The NOTD was attended by over 40 people, including authorities, researchers and representatives from the Brazilian private sector, such as: Dr Barry Halliwell, Deputy President (Research and Technology, NUS), Mr Yeoh Keat Chuan, Managing Director of the Economic Development Board (EDB), Dr Raj Thampuran, Managing Director of the Agency for Science, Technology and Research (A*STAR), Mr Philip Ong, Deputy CEO of the National Research Foundation, Mr Alexandre Cabral, Director of Technology (Ministry of Development, Industry and Foreign Trade, Brazil), and Dr Adalberto Fazzio, Coordinator for Micro/Nanotechnologies (Ministry of Science, Technology and Innovation, Brazil).

Representatives from several Brazilian companies, such as Braskem, BRF-Brasil Foods, Petrobras, CBMM, Banco do Brasil, Softex, Itau, CBVP and Vale participated in the round tables and made presentations about their respective organizations. During the visit to the GRC, they were able to learn about the advantages of utilizing this new technology and the possibilities of



cooperation with the Centre, for the development of new products.

In his opening speech, Ambassador Luís Fernando Serra summarized the concept behind the NOTD and stressed how important it is to foster collaboration between the academic and the private sectors:

"We are gathered here today because we share the conviction that knowledge is one of the most important drivers of efficiency and economic growth. The expression 'knowledge-based economy' is nowadays commonly used to designate trends in advanced economies towards greater reliance on skills, information and innovation. If, in past decades, the generation and deployment of knowledge played a predominant part in the creation of wealth, in today's highly competitive economic environment, the access to the intangible goods produced by scientists is a matter of survival to many businesses. As we know, 'publish or perish' is the first maxim every scientist should learn before joining a university. Likewise, 'innovate or perish' is the motto every company executive should follow."

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MEATY DELIGHTS & MISSION WELL DONE

TEXT: Carlos Brian Pheysey

VISIT BY ABIEC AND UBABEF ASSOCIATIONS EXPANDS SUPPLY OF BOVINE AND CHICKEN CUTS

Have you checked, as a Singaporean eater of meats, where your chicken and beef cuts actually originate? That's easy to answer, you would say, probably uttering confidently that it's being shipped from sources along the Pacific Rim, for example Malaysia. And yet, the truth lies elsewhere.

Brazil stands out as the true leader in poultry and it ranks second in beef for Singapore's tables, bearing the quality and sanitation expected by the Agri-food and Veterinary Authority of Singapore (AVA), thus accounting for the massively staggering figures of Brazilian meats in Singapore: 72% of the poultry cuts found on the island-state in 2012 stemmed from the South American giant (and over 90% of chicken wings in Singapore are Brazilian), and 25% of the beef here hailed from Brazil (while Australia is temporarily ahead with 41%).

Brazil's lower price helps, but the true indicator of success is the reliability of its cleanliness, achieved by a thorough verticalisation of Brazil's production from farm to ship, ensuring an absolute lack of contamination from the bacteria Salmonella, avian influenza (bird flu), foot-and-mouth-disease (FMD), Bovine spongiform encephalopathy (BSE, or mad-cow disease) and other outbreaks. Visitors comment that Brazilian meat-plants actually look cleaner than hospitals!

Keenly aware of the bond thus established between Singapore's protein needs and Brazil's stature as a

safe, clean and large-scale provider, the associations ABIEC (bovine meat) and UBABEF (poultry meat and eggs) staged a mission to Singapore in November to scout for a venue for a barbeque to be staged in 2014 for meat-importing businesses. The commercial section of the Embassy urged them to meet also the key entities in Singapore, from the AVA to the MTA (Meat Traders Association) and other entities of relevance to promoting meat-protein consumption.

From ABIEC, the delegation consisted of Mr. Fernando Mesquita Sampaio, Executive Director, and also Ms. Ana Livia Araújo Esteves, Senior Analyst for International Relations. From UBABEF, the executive present was Mr. Adriano Nogueira Zerbini, Market Relations Manager, who had already been aided by the Embassy while on a visit to Singapore in 2012 to streamline poultry-supply matters with AVA. The first day of ABIEC in Singapore took the two executives to prospective venues on Sentosa Island and the opposite waterfront on the main island of Singapore. The locations visited were chosen for being surrounded by greenery or water, so as to build a conducive and pleasant networking event around a barbeque, likely to be held during the Food and Hotel Asia (FHA) trade show in April 2014, as suggested by the Embassy's team. The places toured – Mount Faber, Marina at Keppel Bay, Capella Singapore, Amara Sanctuary Resort and also Shangri-La's Rasa

Country	Carcass Weight equivalent tonnes (tn)	% exported on what it produces
Brazil	1,684.7	17.29%
India	1,411.0	52.74%
Australia	1,407.0	65.97%
United States	1,114.0	9.40%
New Zealand	517.0	79.84%
Uruguay	355.0	72.69%
Canada	335.0	31.16%
European Union	307.0	4.01%
Paraguay	251.0	53.39%
Mexico	200.0	10.99%
Argentina	164.0	6.54%
Others	2,205.3	-
World	9,951.0	-

Partners 2012	Volume (ton)	Revenue (1,000US\$)	Share in Volume %
ASIA	1.139.290	2.400.136	100%
Japan	382.566	976.435	33,58%
Hongkong	306.780	471.669	26,93%
China	227.445	492.829	19,96%
Singapore	77.972	183.395	6,84%
South Korea	65.296	172.114	5,73%
Philippines	28.040	17.927	2,46%
Vietnam	12.355	15.961	1,08%
Others	38.836	69.806	3,41%



Sentosa Resort – proved to be most pleasant and negotiations will ensue in coming months towards the undertaking of a succulent BBQ with the sector's executives.

The second day entailed a schedule packed with meetings. Firstly, the visit to AVA was of primary importance. An outlook of production of both sectors (beef and chicken) was ministered by the Brazilians, thus assuring the Singaporean side that supplies will continue unabated. Demand for and sanitation of offals and processed items were also discussed in greater depth. In particular, Singapore has examined Brazil's programme against Salmonella on eggs and inspected a first batch of the product in its laboratories. A second batch is due soon and, once the laboratory clears that one, the egg-layer company by the name Naturovos can commence gathering the paperwork and translations for accreditation at AVA as a first supplier of Brazilian eggs to a Singaporean public avid for that daily breakfast protein.

The Brazilians also visited the meat operators under the Meat Traders Association. Although the MTA handles mostly pork meats, the number of executives present at the meeting attests to the overwhelming interest in Brazilian chicken and a closer attention to beef from Brazil too. Again, figures were discussed and a lively exchange ensued regarding the prospects of those meats being cleared by neighbouring countries of

Southeast Asia to enter their respective jurisdictions.

A luncheon was held at the official residence of Ambassador Luís Fernando Serra, during which all the Brazilians present could share insights on the furthering of Brazil's insertion and market-share growth in the meat markets of Singapore and wider Southeast Asia. The afternoon also saw an interview with the chief editor of SunMedia, the producer of this magazine. She asked pointed questions on Brazil's leadership in meats and the expectations for next year. Last but not least, the delegates sat with an executive from Singapore Exhibition Services to deliberate the prospects of Brazilian meat pavilions at FHA in April next year. The pork association (ABIEPCS) has Singapore as its 4th main destination of volumes embarked, therefore it has booked a booth. Time is of the essence and it is hoped that ABIEC and UBABEF will showcase their product quality while there are still booth spaces remaining.

Once more, Brazilian meats have proved themselves supreme. The mission merely reinforced the strong and existing supplies that have fed Singapore's needs. Above all, many clarifications and insights were conveyed that sorted out delicate points and also fine-tuned and streamlined various lines of action. Let's hope more of that vast, clean and safe Brazilian supply keeps coming for the discerning palates of Singaporean diners.



ABIEC & UBABEF PROMOTING BRAZILIAN BEEF & POULTRY IN SOUTH EAST ASIA

TEXT: Foo Yong Han

LEADING OFFICIALS FROM THE ASSOCIATION OF BRAZILIAN BEEF EXPORTERS AND BRAZILIAN POULTRY ASSOCIATION WERE HERE IN NOVEMBER TO PROMOTE EXPORTS TO SOUTHEAST ASIAN MARKETS.

When it comes to beef and poultry, many countries around the world look to Brazil for supply. According to statistics by the Association of Brazilian Beef Exporters (ABIEC), Brazil is the biggest exporter of beef in 2012, ahead of market competitors such as Australia and the United States and India. Likewise for poultry, where Brazil accounted for the largest export of poultry (38 per cent) in 2012 – based on figures provided by the Brazilian Poultry Association (UBABEF) – in the world.

So what contributes to Brazil's strong presence in the meat export market? Adriano Nogueira Zerbini, Marketing Relations Manager from UBABEF, attributes it to high standards of sanitation and animal health and welfare, investment in technology, integrated production (which involves farmers working closely with meat industry specialists) and the abundance of natural resources such as soy and corn as well as arable land. Adriano emphasises, "To date, Brazil is the only country in the world that has not had a single case of highly pathogenic avian influenza (widely known as bird flu)." The same holds true for Adriano's beef counterparts. In May 2012, the World Organisation for Animal Health granted Brazil the status of a mad cow disease free nation.

While Brazil consistently finds itself as the go-to country for meat, it is not taking it for granted. Fernando



Nice to 'meat' you - Fernando Sampaio (left) and Adriano Zerbini

Sampaio, Executive Director of ABIEC points out, "We see Asia as an important destination for Brazilian beef exports. This year, Hong Kong became the number one importer of our beef and therefore we see potential for increasing export in the region. We are especially interested in Southeast Asian countries whose economies are starting to take off such as Thailand and Myanmar."

BECAUSE OF ITS DEVELOPED INFRASTRUCTURE AND STRICT REGULATIONS WHEN IT COMES TO BUSINESS MATTERS AND FOOD SAFETY, WE SEE SINGAPORE AS A SUITABLE HUB FOR DISTRIBUTION OF BRAZILIAN BEEF IN SOUTHEAST ASIA

SE ASIA DISTRIBUTION HUB

Although Singapore is not one of Brazil's chief importers of beef – it imports mostly Brazilian chicken and pork – Fernando sees the country as the ideal trading partner. He says, “Because of its developed infrastructure and strict regulations when it comes to business matters and food safety, we see Singapore as a suitable hub for distribution of Brazilian beef in Southeast Asia.”

While Singapore is considered a matured market as one of the main Asian importers of Brazilian poultry, having imported 77.972 tonnes of poultry meat in 2012 worth US\$183,395,000, Adriano sees Singapore as a main distribution partner in the Southeast Asian region for the very same reasons Fernando brought up. He highlights how, “Singapore is business friendly and has a stable government. It has the kind of steady medium-to long-term and trustworthy partnership we look for around the world.”

Both Adriano and Fernando view Asia as an emerging market for Brazil's meat. Fernando says, “As Asian countries such as Indonesia, Vietnam, Philippines, Myanmar and Cambodia become more affluent, the demand for protein goes up. Also, the Asian market is steadily moving away from vegetable protein to animal protein and therefore, we are pulling out all the stops to forge new partnerships with the potential markets in the region.”

Adriano adds, “Even though Indonesia and Thailand consider themselves self-sufficient when it comes to poultry, demand is inevitable going to grow and we are looking at complementary partnerships with poultry producers of these two countries. With the sharing technology and establishment of slaughterhouses and food processing plants, we are looking at productive synergies that would not only meet the projected future demands for protein but the creation of jobs.”

Fernando Sampaio
Executive Director of ABIEC

FORECAST OF WORLD DEMAND FOR MEATS

	2013	2012	%
Poultry	108.1	128.4	18.8%
Swine	111.7	126.6	13.3%
Beef	67.1	76.3	13.8%
Sheep	14.1	15.8	12.0%
Total	301	347	15.3%

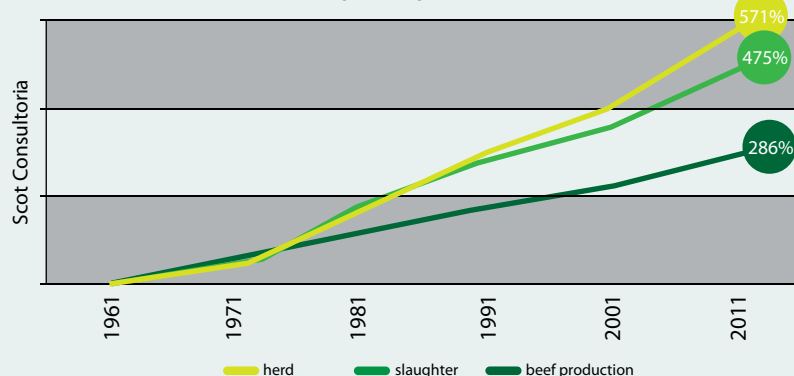
Source: OECD/FAO Agricultural Outlook

BEEF PRODUCTION & SUSTAINABILITY

The world population is predicted to increase to nine billion by 2050 (UN), in addition to catering to 925 million starving people in the world (FAO), Brazilian cattle breeding has the challenge of doubling its production in the next 30 years, guaranteeing access to nutritional food and incorporating a sustainable culture into its productive system. Brazilian cattle breeding uses modern, competitive and sustainable techniques and is among the most efficient sectors in the production of beef and milk in the world. Employing the Zebu breed as its main cattle herd, it has achieved significant production rates. Brazil's vocation for cattle breeding and the Zebu's efficiency in pasture systems ensures a supply of foods rich in protein and other nutrients that are essential to human health.

BEEF PRODUCTION

The evolution of herds, slaughtering and beef production.



The expressive increase in slaughter, in relation with the herd, was due to a 48.8% improvement in production.

The increase in beef production, in relation to slaughter, was due to a 17% rise in carass weight.

BRASÍLIA AND GDF: TOTAL URBAN SOLUTIONS

TEXT: Carlos Brian Pheysey

FOLLOWING VISITS TO URA, HDB
AND JURONG CONSULTANTS,
FRAMEWORK FOR 'BRASILIA 2060'
DISCUSSED AT WORKSHOP

Once more, the Government of the Federal District (GDF), which harbours Brasília, the country's state-of-the-art capital, pursued further the conversations begun in 2011 with Jurong Consultants, the renowned planner of satellite towns conjugated in a vibrant and sustainable manner with high-tech business and industrial parks and their logistics and utilities. A Singaporean state enterprise, Jurong Consultants develops such facilities worldwide, having helped the airport near Belo Horizonte become an aerotropolis hub combined with the strengths of surrounding municipalities, their logistics and their production output.

The nation's capital city of Brasília was planned in the 1950s and inaugurated in 1960, yet nobody expected the city would become so vibrant in the 21st century, thus necessitating expansion. The surrounding countryside, translating into the roughly rectangular Federal District, amounts to 5800 square kilometres, a landscape that was being occupied only gradually and organically, with only sporadic short-term planning. Such outliers became impromptu townships whose

residents were commuting long distances into Brasília for jobs, business, retail and leisure.

The proposal from Jurong Consultants is to give a life of their own within these townships, with high-tech firms, economic activity, proper logistics, utilities, housing, elevated and underground trains, retail malls, urban life, malls, parks, schools, entertainment options and more, thus making the Federal District a vibrant and liveable techno-industrial, business and residential complex away from Brasília at its heart and yet interacting closely with it.

Thus, the GDF delegation in February came on the heels of the 2011 and 2012 missions and the MOU inked between Jurong and Terracap, the planner enterprise of Brasília, to get now into more detailed deliberations, totalling a full week of activities. The members visited firstly the Urban Redevelopment Authority (URA). An overview was provided of the training programmes, Singapore's planning, Structure Plan and Conceptual Master Plans. A tour of the interactive gallery and small-scale models of the city were also a highlight. A further lecture outline the New Towns planning concept, i.e. geared to neighbourhood satellite towns that take

(Left) Bruno Giogi's monumental sculpture that is a symbol of Brasilia titled 'Os Candangos' is the centerpiece of Brazil's governmental plaza in Brasilia that pays homage to the thousands of workers who built the city.

Source: www.Midcenturia.com

pressure off the downtown sector. The delegates were also taken on a tour of the superbly planned Central Business District and the world-renowned Marina Bay that has become an iconic destination for leisure in downtown Singapore.

The second day in the agenda was a day combining the Housing Development Board and the urbanisation-business-technological-logistics major hubs that make up the vibrant clusters outside town. The Brazilians toured the HDB Gallery to see how 90% of Singapore's population was successfully housed in sustainable, well-financed, fully-maintained and properly serviced housing blocks. They met also the Economic Development Board (EDB) and the International Enterprise Singapore (I.E. Singapore, the statutory board for overseas globalisation of Singaporean companies), to understand how business activity and urban living can and must co-exist and flourish successfully under the motto Live, Work and Play.

Third in the programme was a day with Jurong Town Corporation (JTC) and its star unit, the Jurong Consultants assisting GDF in Brazil. JTC manages the industrial and logistics estates located mostly in western Singapore. The visitors were briefed on Singapore's industrial development, its functions, policy and procedures, plus also the planning design of industrial parks, business park developments and their clicking with meticulous townships. The GDF members were then given a tour of the International Business Park, the Biopolis (the biotech/bioscience cluster of Singapore) and the Science Park, privately run by concession of JTC. The day was crowned with a cocktail offered by Ambassador Luís Fernando Serra at his residence.

A fourth day of meetings took them to JTC again for an understanding of infrastructure planning in Singapore, plus the history and development of the nation's transportation planning. Further along those lines, the delegates visited the Land Transport Authority (LTA), to become acquainted with its LTA Academy, the



The aeroplane-shaped plan of Brasília, capital of Brazil, one of the most enduring icons of modern city planning.

interactive LTA Gallery and Singapore's Land Transport Master Plan. The presentations addressed the policies on public and private transport, the management framework, the integrated transportation system and the challenges ahead.

The final day of that hectic week saw a workshop on "Brasília 2060", a glimpse into the future of Brazil's capital city, Brasília, as envisioned in half a century ahead. Preliminary findings of a strategic study conducted were discussed and lively workshop proceedings ensued, particularly as a division of labour between Jurong Consultants and GDF local authorities and the framework of land use in Brazil needed further discussion. The day ended with a meeting with the Lee Kuan Yew School of Public Policy, a think-tank for governmental action.

The Brazilians felt gratified that many queries were addressed clearly during that week, any duplication of efforts among agencies was averted, and legal and jurisdictional frameworks were spelled out, thus removing many technical obstacles in the coming years of implementation. It is with confidence that Brasília, the nation's capital, and its Federal District surroundings can thus make a fresh start that capitalises on its existing strengths and the know-how of Singapore's planners.

THE NATION'S CAPITAL CITY OF BRASÍLIA WAS PLANNED IN THE 1950S AND INAUGURATED IN 1960, YET NOBODY EXPECTED THE CITY WOULD BECOME SO VIBRANT IN THE 21ST CENTURY, THUS NECESSITATING EXPANSION. THE SURROUNDING COUNTRYSIDE, TRANSLATING INTO THE ROUGHLY RECTANGULAR FEDERAL DISTRICT, AMOUNTS TO 5800 SQUARE KILOMETRES, A LANDSCAPE THAT WAS BEING OCCUPIED ONLY GRADUALLY AND ORGANICALLY, WITH ONLY SPORADIC SHORT-TERM PLANNING



TEXT: Carlos Brian Pheysey

TWO MEMORANDA OF UNDERSTANDING BIND THE LARGEST CITIES IN GOIÁS STATE WITH JURONG CONSULTANTS PLANNERS

Goiânia, capital of Goiás State, and its immediate neighbour to the south and 2nd most populous city in that state, Aparecida de Goiânia, lie at the heart of Brazil, just 200 km southwest of the nation's capital, Brasília. The savannah-like vast expanses of central and western Brazil have loomed large as the new frontier of Brazil's development, moving from an agribusiness hub through to industrialisation and onward to newly urbanised tertiary-services economies in that portion of Brazil's territory.

The state capital is home to almost 1.4 million inhabitants, making Goiânia the 12th largest city countrywide despite its somewhat recent foundation (1935). It was planned and then built from scratch to become the capital of Goiás, and yet, over time, rapid growth exceeded all expectations and thus bottlenecks, imbalances and inequality ensued. Nevertheless it earned the rank of the state capital with the highest rate of greenery per inhabitant, within the Brazilian federation, ranking just behind Edmonton, Canada. Its GDP of US\$ 12 billion last year accounted for a third of the output of Goiás.

The city is a focal point for the surrounding agribusinesses producing soya, pepper, rice, cotton, fruit and livestock meats and dairy, and its industry processes foodstuff, also textiles and garments (making Goiânia a fashion hub), plus pharmaceuticals, smelting, printing, ceramics and, moreover, timber and furniture. Construction, real estate, retail and traffic have also grown dramatically (the number of vehicles saw a 60 per cent jump in a decade), rendering the city congested,

particularly as the city's economy is now 80 per cent into tertiary services, and various highways converge there, also ferrying passengers to its very own international airport.

The bus fleet serves 850 thousand passengers daily, some forming a Bus Rapid Transit, but fares are costly and vehicles overcrowded. A metro-rail has long been discussed. About 95 per cent of residences have tap water, sewage drains and waste collection, but the city needs to solve its urban mobility problem.

With half a million residents, virtually all of them urban dwellers, the abutting municipality of Aparecida de Goiânia accounted for a GDP of over US\$ 2 billion per annum last year. However, its fast growth in just a few decades left much of the population with inadequate utilities, infrastructure, transportation and housing, an issue that prompts urgent urban solutions. The original countryside, formerly cattle pastures, has been taken over by industry and residential growth, with processing of construction materials and the headquarters of road-freight companies taking the lead among the city's economic activities.

RAPID URBANISATION CHALLENGES

The rapid-urbanisation challenges for Aparecida de Goiânia led the city to send its Municipal Secretary for Industry, Commerce, Science and Technology, Mr Marcos Alberto Luiz de Campos, to visit Singapore to ink a Memorandum of Understanding with the unique team of Jurong Consultants. This unit is a division of Jurong International, a state enterprise of Singapore that plans

world-class excellence satellite towns combined, in a vibrant and sustainable manner, with high-tech business and industrial parks and their logistics and utilities.

Jurong Consultants has taken its expertise around the globe, including Brazil, by assisting the airport outside Belo Horizonte toward becoming an aerotropolis cluster operating in tandem with the output of surrounding municipalities and their logistics. Last year, Jurong signed an MoU with the Government of the Federal District (GDF), which harbours Brasília, not far away from Aparecida de Goiânia, as stated. The agreement between Brasília and the Singaporean team persuaded Aparecida de Goiânia to follow suit in September 2013 with its own MoU with the island's expert planners. The said mission also went on to visit China, in order to find investors possibly interested in Aparecida de Goiânia.

From the Brazilian side, Mr Campos, and from the Singaporean side, Mr Tang Tat Kwong, CEO of Jurong, jointly signed the historical document in Singapore at the residence of Ambassador Luís Fernando Serra. The text foresaw the closing of a contract deal in late 2013 toward the provision of consulting in 2014 and beyond so as to achieve a restructuring and redeveloping of the previously haphazard town-planning of Aparecida de Goiânia.

In addition to Mr Campos, the municipality sent its Secretary for Revenue, Mr Carlos Eduardo Rodrigues de Paula, and also the Chairman of the Municipal Town Council, Mr Gustavo Mendanha. To mark the occasion, Ambassador Serra held a cocktail for select guests, several of them from the seminar on oil and gas staged by the Embassy during that same week and also from the annual LatinAsia Business Forum in Singapore, a pow-wow that drew delegations from Brazil and much interest from the Singaporean participants, investors, experts, partners, consultants, officials, traders, pundits and other parties considering new frontiers in Brazil. It was an honour to see also dignitaries from Uruguay, Brazil's partner in the five-nation Mercosul customs union, gracing this landmark cocktail.

Given Singapore's track record of excellence in urban-planning solutions, it is indeed a bonanza for both of Goiás leader cities, Goiânia and Aparecida de



Goiânia, to count on the team of Jurong Consultants to help it toward sustainable solutions. Soon after learning about that inking, Goiânia, the troubled state capital outlined in the initial paragraphs, also staged its own mission to Singapore to meet and discuss with Jurong Consultants. As a result, in November the Secretary of Sustainable Urban Development, Mr Nelcivone Soares de Melo and a team of planners signed an equal MoU with the Singaporeans.

Central Brazil is seeing a new dawn, and the greater metropolitan complex combining Goiânia and Aparecida de Goiânia, in effect an unplanned and organically booming mix in recent decades, is bound to emerge revitalised as a vibrant community in a liveable urban ambience, with a transportation grid linking jobs, industries, housing, retail, entertainment, services and utilities into a single harmonious and seamless web of life under the slogan Live-Work-Play. Hope arises that this example will be a beacon for other medium-sized cities in Brazil in urgent need of urban solutions, a field of expertise that is right down Singapore's lane as a world reference among well-planned global cities.





JURONG CONSULTANTS: PLANNING FOR BETTER FUTURE & LIVING

Aerial view of Belo Horizonte

SINGAPORE MASTER PLANNER'S APPROACH TOWARDS SUCCESSFUL DEVELOPMENTS

Three years ago, the members of the State Secretariat of Economic Development (SEDE) of the State of Minas Gerais (through the Singapore Cooperation Enterprise) attended the 7th Latin Asia Business Forum in Singapore. They were looking for the most suitable development model for the Belo Horizonte Municipal Region of 5.5 million people and were impressed by the approach offered by JURONG Consultants Pte Ltd (JCP). This was JCP's first project in Latin America and the rest as they say, is history.

According to Ms Lim Swee Keng, Principal Planner at JCP, "It was both humbling and exhilarating for JCP to be involved in offering planning services to countries and states far larger than Singapore. We are keenly aware that a big country like Brazil faces challenges that are unique from ours. At the same time, we have to balance this humility with the confidence that Singapore's successful planning story is well recognised throughout the world and looked up to by many countries. JCP is honoured to have been called upon many times in the past 10 years to share and implement our best practices to many countries across different contexts."

The Minas Gerais Secretariat was impressed by the company's portfolio and started the project for the Strategic Plan and Structure Plan for the Metropolitan Region located in the south-eastern region of Brazil. The site consists of a 20km radius around the Tancredo Neves International Airport and a 10km-wide corridor spanning a 67km highway to the south of the airport. The corridor is

now being developed into a multimodal hub with the airport as the focus. Last year, the Municipality of Brasilia also signed an MOU with JCP for its own masterplan.

JCP APPROACH – TOTAL ENGAGEMENT

According to Mr Raphael Chua, Vice-President (Planning) at JCP, while the company's track record speaks for itself, a key approach of the company is to engage both the client and the local environment. He emphasised that there is no such thing as a 'one size fits all' approach and said, "We closely engage our client throughout the duration of the project. We are like fine tailors but we need to know the colours of the buttons, the shape of the collar and even the colour of the shirt preferred. Only through a combined effort can we tailor a shirt that will satisfy the wearer."

JCP also believes in capacity building on the part of the client. "JCP is committed to implementing developmental plans, but beyond that, the locals need to take on a central role in creating and shaping their environment to evolve with community life," said Mr Chua.

JCP-PLD (Planning Department) believes that implementation of the plans matters most 'on the ground.' "Our strength is our strong local working team who help to ensure plans are workable and not just beautiful drawings. When we take on a job in Brazil, we need to be completely immersed in the culture and the societal norms—this includes samba! There is a thirst to understand the cultural nuances and how things

JCP IS COMMITTED TO IMPLEMENTING DEVELOPMENTAL PLANS, BUT BEYOND THAT, THE LOCALS NEED TO TAKE ON A CENTRAL ROLE IN CREATING AND SHAPING THEIR ENVIRONMENT TO EVOLVE WITH COMMUNITY LIFE

Raphael Chua

Vice-President (Planning) of JCP

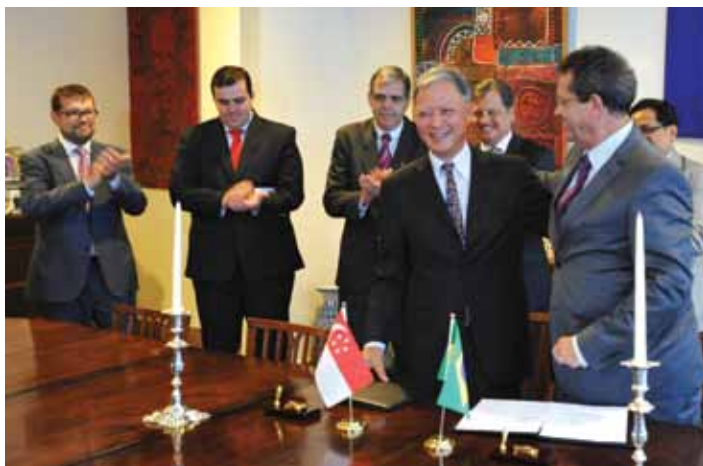
work. A plan without the injection of the local favour would not be a palatable plan for either side at all. There is no short cut to these matters.”

“We have always worked with the local consultants in Brazil to ensure that our plans respect the environmental and social sensitivity of the area we are planning for. The team has consistently researched into topics of current and future interests in order to stay ahead of the curve. Our belief and practices in research-based knowledge and collaborative consultancy are some of the reasons that make us a relevant partner worldwide.”

This is no idle boast. According to prestigious Brazilian economic magazine EXAME, the first project in Belo was a great success (see accompanying story). “We always position ourselves as not only a planning consultant but a consultant outfit well-versed in the entire spectrum of development and implementation of industrial estates and township in diverse, challenging environments,” said Mr Chua.

JCP has helped its clients mastermind township dreams, realise economic zones, bioscience facilities, marine and infrastructure developments, residential and recreational amenities etc.

It has a group of diverse professionals ranging from planners, architects and engineers to laboratory design experts, sustainable development advocates and underground storage specialists. In short, JCP can provide an entire value chain of integrated services.



MOU-signing by Secretary of Industry and Commerce of Aparecida de Goiânia Mr Marcos Campos and JURONG International Group President & CEO Mr Tang Tat Kwong

PLACING LOCAL PEOPLE & CULTURE AT THE HEART OF ALL DECISIONS

MS LIM SWEE KENG SHARED INSIGHTS ON WORKING WITH BRAZILIANS

“As with any large and rapidly developing country, Brazil’s overarching governance system is complex to navigate. However, her people are imbued with a warmth and curiosity that make it easy for visitors to settle in and establish warm working relations,” said Ms Lim, Principal Planner at JCP. This helped JCP in explaining its role as practitioners of a practical planning system, emphasising its function which is to distill the planning principles and then make the appropriate applications, never applying a cookie-cutter approach. She said, “This is particularly important for the Brazilian culture that thrives and prides itself on spontaneity and free expression. We have had to show the benefits of an organised and planned approach which uses principles rather than a prescriptive method.”

JCP was also encouraged by the Brazilians’ openness to advocate other best practices that facilitate effective planning. These included:

- taking a big picture approach
- appointing a key person as driver of a technical team comprising representatives from key agencies
- adopting a collaborative style across agencies versus a vertical silo-ed approach
- cascading strategic macro level plans and local level plans that affect the populace
- constant communication with stakeholders and population to achieve understanding, confidence and buy-in.

CULTURAL EXCHANGE

In the area of communications, Ms Lim remarked Jurong International’s principal planner remarked, “We often bemoan the missed opportunity to learn Portuguese while our minds were still young and limber! As we continue to strive to pick up native phrases, we are fortunate to have excellent translators in the course of our work. Additionally, this has made us more conscious of communicating succinctly for quick and clear translation. We are heartened that many Brazilians are not averse to using English in the business context to increase their links beyond Latin America.”

“It astounds and amazes us to see the natural resources that Brazil has been blessed with, and the potential that can be unleashed with sound urban planning to promote investments and development. As partners to our Brazilian clients, we are every bit as excited and invested in the country’s growth, and are honoured to play a part in helping our clients realise their vision.”



IMPORTANCE OF LONG TERM DSP

BY MR RAPHAEL CHUA, VICE-PRESIDENT (PLANNING), JURONG CONSULTANTS

EXCERPTS FROM THE 11TH LATIN ASIA BUSINESS FORUM'S PANEL ON 'URBAN CENTURY INFRASTRUCTURE FOR LIVEABLE CITIES'

“We have so far ‘exported’ our long term strategic plan to two areas in Brazil: Belo Horizonte & Brasilia. Belo Horizonte was recently covered in EXAME, an economic magazine in Brazil, in an article titled ‘Impossible But True’. It describes the success of the Structure Plan or Development Strategic Plan (DSP), is a very long term strategic development plan that has indirectly or directly brought in some substantial investments, particularly around the airport area of Belo.

As for JURONG Consultants, a long term plan provides the long term strategic development direction. It helps our client to chart the ‘true north’ for the development within the study area and safeguards upfront critical land uses such as those required for crucial infra-structure network and strategic industrial cluster related locations. The current climate of the global arena comprises extremities in terms of complexities, fluidity, competitiveness and other such inescapable trends.

However, the direction of development cannot be left to chance. The development process has to be carefully orchestrated yet flexible enough to cope with the rigorous and continuous fluctuating nature of the global environment in which we operate. This is where DSP come in.

Creating Opportunities (for Locals), Transparency & Certainty (for Investors): A long term plan is also about creating appropriate opportunities for residents to be productively employed, creative and valuable to society. In short, it is about creating a climate of freedom and opportunity for residents and the living space to reach full potential.

On the other hand, investors/key stakeholders need a long term DSP for assurance of a stable, pro-businesses environment. Specifically, DSP provides certainty and transparency to guide a company's actions into the future, yet allows formulation of short/medium-term plans to meet goals quickly, which is crucial for investors as ROI can take years.

The DSP is also a tool to aid us in responding to global competitiveness and changing market conditions through DSP's ability to create environments that are conducive and competitive enough, both regionally and globally, to attract the type of strategic industries and personnel required.

Land Safeguarding: The idea of “land safeguarding” is also an important concept in DSP's primary goal. This pertains to the safeguarding of strategic land uses at strategic corridors and locations. It also estimates the quantum of land required based on the projected population and industrial growth derived from the strategic positioning study for the short, medium and long term needs.

The network corridors and the location of the source plants have to be identified early for strategic reasons. This facilitates early interventions in the form of strategic stakeholders purchasing the land upfront and the authorities safeguarding the land early. The former will give stakeholders sufficient time to purchase the affected lands at competitive prices; the latter will give the relevant authorities sufficient time to safeguard the land to prevent potential encroachment, hence ensuring the development downstream is not being disrupted or jeopardised. This ultimately saves time and money for both authorities and key stakeholders.

Planning at Macro Level - An Inevitable Situation: Effective planning of an infrastructure network cannot be confined at the municipality level. Often it must straddle many municipalities, even go beyond to macro level at State level.

Certain critical elements of development may conflict with administrative boundaries of municipalities (e.g. roads and strategic infra-structure network corridors may run counter to power, water sewage and telecoms, etc.) or even that of some strategic industrial clusters.

Also certain strategic industries may not be optimally planned just by assessing the potential at the localised level of the municipalities. Planning at the State level can open up comparative advantages.

Ultimately, we believe in promoting the practice of long term planning coupled with land safeguarding and the integration of land uses. This is the capability that we bring to our projects and are keen to share especially in Latin American countries.

LAB 2013: DECADE OF ASIAN-LATIN AMERICAN PARTNERSHIP

TRADE AND BILATERAL TIES BETWEEN ASIA AND LATIN AMERICA ARE STRONGER THAN EVER AFTER TEN YEARS OF CO-OPERATION



Mr Tharman Shanmugam (centre), Mr Enrique Garcia and moderator, Ms Susan Segal

The Latin Asia Business Forum organised by International Enterprise (IE) Singapore, the Latin Asia Business Forum (LAB) last year on 2 October was the tenth year the forum had been in session. The LAB was instrumental in bridging Asia and Latin America to form an alliance that has seen a significant increase in economic engagement and thought leadership between the two continents.

The opening Keynote Panel discussed 'The Asia-Latin America Partnership in a Global Context' with panelists Mr Tharman Shanmugam, Singapore's Deputy Prime Minister and Minister of Finance and Mr Enrique Garcia, President and CEO of CAF (Development Bank of Latin America). The Forum had a wide ranging programme that included topics on 'The Asian Consumer Markets- The Next Step for Multinationals', 'Harness Opportunities in Latin America's Oil & Gas Sector', 'The

Urban Century- Infrastructure for Liveable Cities' as well as 'Doing Business in Latin America - A Conversation with Singapore Companies.' The Closing Remarks for LAB 2013 was given by Ms Mary Seet-Cheng, the Chairperson of LAB 2013's Advisory Board and Singapore's Ambassador to Panama and Cuba.

In his welcome address, Mr Teo Eng Cheong, CEO of International Enterprise Singapore (IE Singapore) highlighted how Asia has become Latin America's second largest trading partner, capturing the region's market share from its traditional trading partners, the United States and Europe. Bilateral trade between the two regions grew at a compound annual growth rate (CAGR) of 22.8 per cent between 2003 and 2012, reaching US\$326 billion last year. This is more than double the CAGR of the world merchandise trade, at 9.2 per cent over the same period.



Keynote address by Mr Teo Eng Cheong, CEO of IE Singapore

TRANS-PACIFIC PARTNERSHIP

To further illustrate the strengthened bond between the two continents, 22 Free Trade Agreements (FTA) between the regions were signed in the last 10. The Pacific Alliance economic grouping comprising Chile, Colombia, Mexico and Peru was established last year to boost trade and investments to and from the Asia-Pacific region. Also in the works is the Trans-Pacific Partnership, an FTA that aims to achieve free trade across the Pacific. As of press time, it is being negotiated among 12 member parties, of which eight are Asian and Latin American countries.

Trading aside, Asian countries have become important investors in Latin America, with projects across a wide range of sectors including oil & gas, urban solutions and logistics. Notable Asian MNCs such as Huawei, Mitsubishi and Tata are actively investing in Latin America.

Supported by the commodity market's super-cycle, sound macroeconomic policies and political stability, Latin America has produced many private sector leaders in the last ten years. These multi-latinas, as they are known, have become regional and even global players in their respective fields. A good number, including BRF, AJE Group, Embraer and Grupo Nutresa have likewise ventured into Asia.

SINGAPORE-LATIN AMERICAN TRADE

In a report by IE Singapore, Singapore's bilateral trade with Latin America enjoyed an upward trend in the last decade, with a Compound Annual Growth Rate (CAGR) of 21.2 per cent from 2003 to 2012, reaching US\$29.3 billion in 2012. In the first eight months of 2013, Singapore's trade with Latin America amounted to US\$21.5 billion, a 6.3 per cent growth over the same period in 2012. Singapore has also signed Free Trade Agreements (FTAs) with Chile, Costa Rica, Panama and Peru over the same period.

Singapore companies' interests in the region have also evolved in tandem with Latin America's



The first panel discussion was on 'Asian Consumer Markets - The Next'

developmental needs over the last ten years. From the electronics manufacturing plants set up in the early 2000s, Singapore companies have started to invest in Latin America's development in infrastructure, energy, transportation and logistics. Singapore's stock of investments into Latin America saw a CAGR of 7.5 per cent between 2002 and 2011, reaching US\$45.2 billion in 2011.

As of 2011, Singapore was the fourth largest Asian investor in Brazil and the third largest Asian investor in Mexico. At the same time, a number of multi-latinas are attracted by Singapore's strategic location and efficient business environment, and have chosen Singapore as a base to access the Asia Pacific markets.

BUILDING A STRONG FOUNDATION

While many Asian and Latin American economies remain as the world's fastest-growing, a volatile global economy means nothing should be taken for granted. IE Singapore's Chief Executive Officer, Teo Eng Cheong, highlighted three areas at the LAB forum that Asia and Latin America should focus on to continue the current success both enjoy.

I. NEED FOR INFRASTRUCTURE DEVELOPMENT

Based on a study by Inter-American Development Bank, Latin America must double its spending on infrastructure to about 6 per cent of its GDP in order to better compete with other emerging markets. The same can be said for Asia as the region experiences rapid urbanisation and is projected to invest US\$8 trillion by 2020 on infrastructure requirements. Both Asia and Latin America can exchange lessons learnt from managing these infrastructure needs, and contribute to each other's development.

II. GROWTH OF THE CONSUMER MARKET

By 2030, Asia is expected to be home to 64 per cent of the global middle class and will account for over 40 per cent of total middle class consumption. It will



† Step for Multilatinas'

be a large consumer market that cannot be ignored. Latin America on the other hand, has produced many established lifestyle brands to meet domestic demands. These multi-latinas can capitalise on Asia's growth to expand their business beyond Latin America.

Some of these brands are already in Asia, brands such as Havaianas and Melissa shoes from Brazil. Others, such as Colombia's Juan Valdez coffee and Mexico's Bimbo bakery are also available in Asia. Conversely, given Latin America's huge 580 million population, 80 per cent of whom live in cities, there is potential for Asian brands to get their foot into the door. Some well-known brands such as Tsingtao Brewery, Kikkoman Corporation and Able Cosmetic are already distributing their products in Latin America.

III. OIL AND GAS INDUSTRY

Latin America accounts for a fifth of the world's oil resources and 9.2 per cent of the world's oil production. Brazil is expected to pump in investments of US\$237 billion in the oil and gas sector between now and 2017. Mexico is undergoing energy reforms that may allow greater private sector investment. On the other hand, Asia is expected to become the largest energy consumer in two decades, taking up 56 per cent of global energy consumption by 2035. A large part of this need would be fulfilled by oil imports. With Latin America's vast energy resources and Asia's growing needs, there are promising prospects for collaboration between the two regions, for both upstream production as well as downstream trade flows.

As the manufacturer for 70 per cent of the world's oil rigs, and 20 per cent of the global fleet of offshore support vessels, Singapore is familiar with the needs of this sector and its companies are already active in Latin America. A recent example is Swiber Holdings which signed a contract with Total S.A. to provide offshore construction services in Argentina. COSCO Shipyard, Kawasaki Heavy Industries and Hyundai Heavy Industries, among other Asian players, are also active in oil and gas projects in Latin America.



Some members of the Goiás delegation with Jurong Consultants

GOIÁS DELEGATION SIGNS MOU & LOOKS FOR INVESTMENT OPPORTUNITIES

A delegation from Aparecida Goiás consisting of both the private and public sectors also came for LAB 2013 and included Mr Marcus Alberto Luiz De Campos, the Secretary of Industry and Commerce from the municipality as well as Mr Carlos Eduardo De Paula Rodrigues, the Secretary of Finance; a representative from FIEG (the Federation of Industries of the State of Goiás) and the President of Goiás Chamber of Commerce.

The delegation had just signed an MOU with Jurong Consultants the day before the start of the Forum that will involve long term urban planning for the city and they are discussing the possibility of a masterplan project there. A spokesperson for the delegation also explained that the delegation had also come to LAB to link up with potential Singapore businesses to invest in Goiás.

Mr Ronaldo Costa the representative from the office of the Secretary of Industry and Commerce for the State of Goiás said, "We had also come here last year to share with companies in Singapore the potential of our state. Since then we have kept in touch with them to attract them to our State." Some members of the delegation were also looking at business opportunities in this region. Mr Melchiades da Cunha Neto of SCITECH, a company that deals in products related to cardiology intervention such as stents and balloons (for angioplasty), said, "We do some exports to some countries to this region but not yet to Singapore itself. We are interested in looking for some partners that can involve some transfer of technology."

The last word came from Mr Costa who highlighted the natural advantages of doing business in the state of Goiás, "Our state is in the centre of Brazil and offers many advantages as far as logistics are concerned. And we are not just well positioned as a platform for exports to other Brazilian states but also to all Latin America. We also have many special tax incentives that make it very attractive to be set up here. At this moment, we are looking for companies involved in recycling and those that can supply to the automotive industry."

BRAZIL HAS THE WORLD'S SIXTH LARGEST MINING INDUSTRY AND THE POTENTIAL OF ITS RICH GEOLOGICAL PROFILE IS STILL LARGELY UNTAPPED

BRAZIL MINING – THE GROWTH FACTOR

Brazil's rise to economic fame and global recognition is based on certain core facts. With well-developed railway system (world's 10th largest), roadways (world's fourth largest) and waterways (world's second largest), the infrastructure is in place and improving.

Blessed with rich geology – mineral deposits of iron ore, gold, diamond and oil; an educated population; a developing economy (part of the rising eco-block of BRIC nations) with a stable government, Brazil is ready to take giant steps ahead. Only 30 per cent of its territory has been geologically mapped, hence, a wide untapped potential.

The mining industry accounts for almost 27 per cent of Brazil's GDP. By 2030, an estimated US\$350 billion is expected to be invested into Brazil's mining sector. The first instalment of US\$ 64.8 billion will be invested by 2015. The sector employs over 160,000 workers, directly, and the Brazilian company VALE is the largest iron-ore exporter in the world. The sector has single-handedly raised living standards in the country, supported by sustainable policies. Much of the recent mining investment has been in the less-developed and environmentally fragile northern region of the country.

VALE – THE MINING LEADER

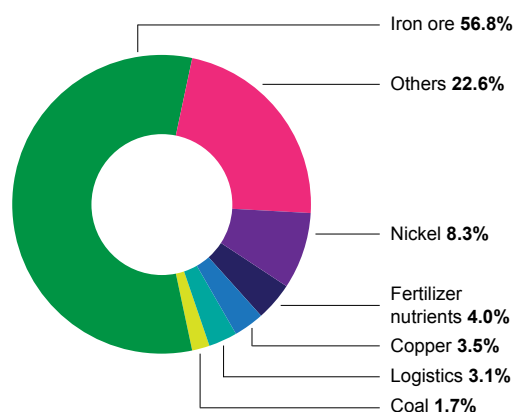
Brazil's GDP has exceeded US\$2 trillion (in terms of current prices) from US\$500 billion in 2002. VALE, the second largest metals and mining company in the world, is also the largest producer of iron ore and iron ore pellets and the second-largest producer of nickel in the world. VALE is also a leading producer of other metals such as manganese ore and ferroalloys, besides, copper, thermal and coking coal, phosphates, potash, cobalt, kaolin and platinum. Though mining companies such as Alcoa (bauxite) and Hydro (bauxite and alumina) have entered southeast Pará, VALE is

the dominant major investor in the region. After its privatisation in 1997, the company initiated a mining-intensive focus, moving away from peripheral activities. Between 2005 and 2010, the company invested to the tune of US\$79 billion in new development and acquisitions. Its budget for 2010 and 2011 was US\$19 billion and US\$24 billion, respectively.

VALE arrived at Pará from its traditional bases of Itabira district and the Quadrilátero Ferrífero (Iron Quadrangle) in the state of Minas Gerais in southeast Brazil. Its operations in Pará include the Ferro Carajás iron ore plant (the world's largest iron ore plant) and others. Estimated investments in this region are projected to be around US\$15.6 billion between 2011 and 2014.

The mining presence in general and the VALE presence in particular have transformed Pará's traditional agricultural economy to an industrial one. But most importantly this mining story boasts of local procurement of very high levels with respect to both local employment and supplies.

VALE'S OPERATING REVENUES (2010)



Source: Vale



INVESTMENTS DOMESTIC AND FDI

The mining sector presents great opportunities to both domestic and foreign investors. Capital goods supply and supply of engineering, geological, financial and consulting services (especially those offering corporate governance consulting), in addition to project management, exploration, drilling and extraction activities are areas that foreign investors can consider.

In the last few years foreign company acquisition has increased the flow of Foreign Direct Investment (FDI) into mining. In 2010, FDI into mining was US\$10.7 billion, or 24 per cent of total FDI, mostly from the acquisition of VALE's alumina operations in Paragominas in southeast Pará, by Hydro. The annual rate of FDI in recent years has been more than US\$10 billion. VALE's investment amounts to almost 5 per cent of the total investment by the government. VALE's will be spending an estimated US\$10.2 billion by 2014, to expand the Carajás mine and US\$2.5 billion in the Apolo iron ore mine in Minas Gerais.

By 2015 British company Anglo American will spend US\$4.3 billion on developing the nickel mine at Jacaré in São Félix do Xingu, Pará state. Anglo American along with Anglo Ferrous is expected to invest some US\$3.2 billion by 2015 in an iron ore mine in the Minas-Rio System. Also by the same year steelmaker CSN will be expanding the Congonhas iron ore mine in Minas Gerais with an estimated US\$2.8 billion investment. By 2014, the state of Amazonas, in north Brazil, will see US\$2.5 billion invested in potash deposits by the Potássio do Brasil. By 2014, Mineração Minas Bahia (MIBA) will invest US\$2.25 billion in an iron ore integrated project (mine, processing plant, slurry pipeline in Minas Gerais). Norwegian company Norsk Hydro has made an investment of US\$2.2 billion, in its alumina refinery located in Bacarena, Pará.



A SUSTAINABLE FUTURE

The promising thing about mining investments in Brazil is the serious attempt at sustainability. Vale's Sustainability Development Department, the Fundo Vale and the Vale Foundation, all engage in a plethora of projects that aim to take mining benefits to the society and make mining a sustainable sector. VALE, in 2010, had invested US\$1 billion on environmental and social projects, of which US\$104.8 million was in Pará. Most of this expense was by the Vale Foundation. The foundation also conducts studies to understand the socio-economic structure related to mining. These studies are on the gaps that exist in infrastructure and public services; how the constraints may change in the future because of mining activities (estimated increase in population); actions that can be taken to mitigate the constraints and develop opportunities.

Challenges associated with the rapid economic and social transition brought about by mining, exist; the most important being the demand for increasing infrastructural need in the form of homes, schools and health services for the burgeoning population. Also migration levels exceeding job availability, is a concern. The levels of these problems need stakeholders beyond local governments and it is here that the role of the state and federal government has become important. Brazil's mining future needs crucial partnerships between government agencies, civil society, other firms and international organizations; the good thing is that such integrated actions have started.

KEPPEL - BUILDING FOR BRAZIL

KEPPEL OFFSHORE & MARINE'S (KEPPEL O&M) YARDS IN SINGAPORE AND BRAZIL HAVE DELIVERED A BROAD RANGE OF OFFSHORE AND MARINE SOLUTIONS AND SERVICES FOR BRAZIL. KEPPEL'S TRACK RECORD FOR THE COUNTRY INCLUDES RIG AND SHIP CONSTRUCTION, CONVERSION, UPGRADING AND REPAIR

Today, Keppel O&M manages two yards in Brazil – BrasFELS in Angra dos Reis, Rio de Janeiro, and Keppel Singmarine Brasil in Navegantes, Santa Catarina.

Keppel O&M has been operating BrasFELS through Keppel FELS Brasil since 2000. Through continuous enhancements to capabilities and infrastructure, BrasFELS has grown into the most established offshore and marine facility in the Latin American region.

The yard's projects include Floating Production Units (FPU), Floating Production Storage and Offloading (FPSO) vessels, drillships, drilling semisubmersibles, platform supply vessels (PSV), and anchor handling tug/supply (AHTS) vessels.

Together with Keppel FELS in Singapore, BrasFELS completed for Petrobras the FPU's P-52 and P-51 in 2007 and 2008 respectively. These collaborations held to pave the way for BrasFELS successful completion of the FPU P-56 in 2011; P-56 is 100% made-in-Brazil and comprise 73% local content.



CURRENT PROJECTS

This year, Keppel O&M adds to its track record the delivery of the first Tension Leg Wellhead Platform for Brazil, P-61. The project was secured by FloaTEC, a joint venture between Keppel FELS and McDermott, for the Papa-Terra JV comprising Petrobras and Chevron.

In addition, Keppel O&M has been engaged by Sete Brasil to construct six DSSTM 38E units, these are the first drilling semisubmersibles to be constructed in Brazil. DSSTM 38E is developed by Keppel's Deepwater Technology Group and Marine Structure Consultants.

Apart from newbuilding expertise, BrasFELS has also strong and growing FPSO conversion and upgrading capabilities. In recent years, its FPSO projects include P-57, FPSO Cidade de Paraty and FPSO Cidade de São Paulo. BrasFELS is presently undertaking a total of four FPSO conversion projects for Petrobras and MODEC and Toyo Offshore Production Systems (MTOPS).

Over in Santa Catarina, Keppel Singmarine Brasil, which was acquired in 2010, is working on the construction of a series of six harbour tugboats. The first of six units has been delivered.

Keppel Singmarine Brasil's ongoing projects also include two PSVs based on Keppel's proprietary MTD-9045P-DE design for Guanabara Navegação, our Brazilian shipowning arm.



CHANGI AIRPORT & ODEBRECHT WIN RIO AIRPORT TENDER

TEXT: Carlos Brian Pheysey

FLIGHTS OF FANCY AND DOWN-TO-EARTH GATEWAYS: CHANGI AIRPORTS INTERNATIONAL AND ODEBRECHT WIN AIRPORT TENDER IN RIO

Airports in Brazil have long been a challenge to authorities, companies and the public. The number of passengers doubled in the decade between 2002 and 2012, leading to logjams in all major facilities in the country that are meant to act as gateways to the 12 cities hosting the World Cup in 2014. More than football fans, the installations have to support business travellers, airfreight cargo and more.

It came as a relief and a victory for Brazilian-Singaporean ties that the tender for concession in the international airport of Galeão (city of Rio de Janeiro) has been won by a consortium between Odebrecht, a leader in Brazil's construction sector and, Changi Airport Group (CAG), the company that manages the world-renowned airport deemed for a decade now as the best one in the world, Singapore's Changi airport.

Given its track record of excellence in managing Singapore's signature point of entry, CAG has been approached over the years by various countries on how to improve their own national complexes. CAG thus branched out into a consulting service, the Changi Airports International (CAI), to assist enhancing their airports so as to achieve the world-class smoothness enjoyed by Singaporean and foreigners experiencing Changi.

Naturally, CAI has been following closely developments in Brazil over the years. It kept track of public tenders and PPPs announced by Brazil and joined past bids with high hopes. In December 2012, President Dilma Rousseff decided to allow airport concessions. CAI's chance came when two of the leading airports in Brazil (handling together 14% of the country's passengers and 10% of the cargo) offered concessions to the private sector. Victory ensued for CAI this time at last. Clinching the deal in the case of Rio's Galeão was made possible by joining forces with Odebrecht, a top Brazilian company that has built infrastructure on various continents.

AIRPORTS OF THE FUTURE

The consortium, aptly named "Airports of the Future", shall have signed the contract and taken over operation in March 2014. The Minister heading the Secretariat of Civil Aviation (ANAC) declared the result of the auction to have been exceptional and bolstered even higher the confidence of investors toward Brazil. President Dilma Rousseff ventured to say that pessimists about Brazil were having a bitter day on that auspicious date.

The auction was held in November at Bovespa, the São Paulo stock exchange, transferring to public coffers the amount of US\$8.3 billion for the Galeão operation in Rio de Janeiro, a figure that went over three times the minimum bid stipulated and caused foreign exchange rates for Brazilian reais to spike. Infraero, the state enterprise for aviation infrastructure, retains 49% of control over the airport.

The period granted is 25 years, with possibility of an added five years. Public works and enhancements are expected at the terminals, amounting to investments of US\$2.5 billion in them. Those entail the building by 2016 of 26 boarding airbridges, the enlargement of the aircraft aprons and of car-parks, the revamping of facilities for cargo storage for the Olympic Games in 2016, a parallel runway system to handle a target of 262,900 movements per year and 60 million passengers annually by the 2030s, plus improvements in seating areas, washrooms, lifts, escalators, signage, wi-fi internet access and so on. Furthermore, the winning bidders are to meet 32 indicators of quality of service and contribute 5% of annual revenue toward aiding other Brazilian airports.

According to ANAC, the airport in Rio is currently the 4th largest in Brazil (2nd busiest by some accounts) and the 6th in Latin America, handling 17.5 million passengers in 2012, of which 4.3 million were international travellers. The aircraft passing through totalled 159,700; the number of international flights hit 32,900.

The deal spells a new dawn for Brazil's aviation hubs. On wings of eagles such as CAI and Odebrecht, the airport of Rio de Janeiro promises to be a streamlined and vibrant point for those passing through the city that stands gloriously as the chief postcard of Brazil.



E-Jets E2



BRACE YOURSELF FOR E-JETS E2

**MR RICARDO PESCE,
MANAGING DIRECTOR
OF EMBRAER ASIA
PACIFIC GIVES AN
EXCLUSIVE UPDATE TO
IT'S TIME FOR BRAZIL IN
SINGAPORE MAGAZINE
ON THE COMPANY'S
PERFORMANCE IN 2013
AND THE E2 - EMBRAER'S
NEXT GENERATION
OF COMMERCIAL JETS
SUCCESSFUL DEBUT AT
THE PARIS AIRSHOW**

Sometimes it is tougher to build on success, the challenge is to match and exceed past records and meet higher expectations from stakeholders to customers. But Embraer is doing it in style as it takes orders this year for a new generation of aircraft - the E-Jets E2 - to bring it greater glory. Anyone familiar with the Embraer story knows how in the last few years, the Brazilian company has scored many aircraft sales success in Asia. Since entering revenue service in 2004, Embraer has received more than 1,250 orders for its E-Jets. More than 1,000 have been delivered. E-Jets have been added to the fleets of 67 airlines from 47 countries and are flying in low cost, regional and mainline business applications.

In the Asia Pacific region, customers include Airnorth, Virgin Australia, J-Air (a subsidiary of Japan Airlines), Air Costa in India and Myanmar Airways.

According to Mr Pesce, "In the last year, we have opened new markets and 'planted our flag' in Bangladesh and Myanmar where Novo Air and Myanmar Airways respectively, are flying Embraer aircraft. In addition to that, we have increased our aircraft presence in Indonesia where in addition to the Embraer executive jets that are owned by Indonesian customers, we also have the Indonesian military operating our Super Tucanos."

The next major public and media splash by the company in Asia will be at the Singapore Airshow 2014 (11-16 February). Mr Pesce said, "Embraer has been present at the Airshow since the mid-1990's."

"As the world's largest manufacturer of commercial jets of up to 120 seats, our aim is to share the latest news pertaining to our various business units, and showcase our portfolio of aircraft. We use this event as an opportunity to showcase the portfolio of our commercial aviation, executive jets and defence & security business units and our presence throughout the region. We have a chalet at the Singapore Airshow as well as a dedicated display on our all-new E2 jets."

One of the most exciting developments to come out from the company's commercial aviation division was the launch of the second generation E-Jets E2 (see accompanying story). The roll out of the new aircraft will start from the first half of 2018.

Mr Mark Dunnachie, Vice-President, Asia Pacific, Commercial Aviation, of Embraer described, "The programme was launched with a very strong order book of 365 orders and commitments, and Skywest being the launch customer for the E175E2 with 100 firm orders and 100 options. We are also delighted to have secured ILFC as one of the world's leading Lessors for 25 firm and 25 option E190E2s and 25 firm and 25 option E195E2s. In addition we secured a further 65 commitments from five undisclosed customers. The market endorsement of this new aircraft reaffirms our reference position in our market segment."

The foundation of Embraer's success was well designed, engineered and manufactured products that are reliable and meets customers' needs.

Mr Ricardo Pesce, an aerospace engineer by training, led the Product Strategy team in the launch of Embraer's E-Jets family of commercial aircraft and then later directly leading successful sales campaigns in countries like India, Taiwan and Japan. He attributes the success to a mixture of several factors,



AS THE WORLD'S LARGEST MANUFACTURER OF COMMERCIAL JETS OF UP TO 120 SEATS, OUR AIM IS TO SHARE THE LATEST NEWS PERTAINING TO OUR VARIOUS BUSINESS UNITS, AND SHOWCASE OUR PORTFOLIO OF AIRCRAFT AT SINGAPORE AIRSHOW

Ricardo Pesce

Managing Director, Embraer Asia Pacific

"My engineering background gave the advantage in pitching the product to airlines from a technical standpoint, however, customer relationship proved to be very important, especially in Asia."

"In addition, Embraer's sales strategy to increase our customer support capability was a key decision that accelerated new sales of commercial aircraft in the region. Aside from the corporate headquarters and the Regional Distribution Centre in Singapore, Embraer also maintains field support representatives and in-market offices in Australia, India and Japan."

DEMAND IN ASIA

His prognosis for the demand of aircraft in the Southeast Asian private and commercial sectors in the next five years is a positive one. He reaffirmed, "We see an increasing trend of urbanisation in the region. As this increases, we see a growing demand for travel, with people flying in and out of cities. We see these trends as opportunities for Embraer as our commercial aircraft enable airlines to open new routes."

"In addition, with the ASEAN Open Skies Agreement coming into effect in 2015, we see access to secondary and tertiary cities increase, and our commercial aircraft will be an ideal fit for these routes. On the business aviation side, we see that as economies in the region grow, companies will grow and so will the number of high net worth individuals. This is likely to fuel demand for business jets in the region."

There are also other areas of engagement undertaken by Embraer outside sales and marketing when in October this year, a rare opportunity was given to two Singapore University of Technology & Design (SUTD) students to "put their design skills to the test" at Embraer's home base at São José dos

Campos, Brazil. Mr Pesce explained how it came about, "The President of ITA, one of the most prestigious engineering schools in Brazil was keen to see how universities in Singapore approached the teaching of modules in a different way. I noticed that the Singapore University of Technology & Design (SUTD) and ITA shared a unique commonality – the MIT factor. Just as MIT is instrumental in the development of SUTD, it was critical in starting ITA in Brazil more than 60 years ago. So I arranged for the President of ITA to visit SUTD. He was very impressed by the way the professors at SUTD teach design and product development in a different way."

"As a result of this visit, we facilitated this internship programme as we saw the opportunity for these two schools to collaborate and learn from each other, and for the students to immerse themselves in the Embraer environment and put the design skills they had learnt to the test. The feedback from the SUTD students' supervisor at Embraer has been very positive."

"On a broader level, we are keen for students from Singapore to visit Embraer. As much as it is an eye-

opening experience for them to see what goes into designing and assembling an aircraft, as well as providing support to our customers worldwide, it is an opportunity for Embraer to receive feedback from various perspectives."

SINGAPORE'S ROLE

Mr Pesce also commented on Singapore's role and relevance to Embraer as a hub for the company's activities in this region. He said, "Singapore has provided us with a good base to be part of this region's growing aviation industry and to reach out to other countries in the region and grow our business in the commercial and executive aviation space, as well as in the defense and security arena."

With more than 200 commercial aircraft alone (ie. not including our executive jets and military aircraft) in service with more than 20 operators throughout Asia Pacific, our presence is solid and growing."

The long term outlook for Asia Pacific according to Mr José Eduardo Costas, Embraer Executive Jets Vice-President for Sales & Marketing in Asia Pacific is that, "Over the next 10 years, Embraer



Executive Jets foresees a global delivery of 9250 jets (all brands) between 2014 and 2023 with an estimated revenue of US\$250 billion. Four to five percent of global deliveries of private jets are currently attributed to Asia Pacific (excluding China). With the growth of economies in the Asia Pacific, we see good opportunities for the sales of our renowned family of aircraft – from the entry level Phenom 100 to the ultra-large Lineage 1000E. This is especially the case in India and Indonesia where our aircraft have been well accepted and remain popular.”

DEFENCE & SECURITY

Another potential area for growth by Embraer in this region lay with its aerospace defence products. Mr João Tolesani Neto, Embraer Vice-President, Business Development



Cockpit of Super Tucano

for Asia Pacific, who looks forward to developing this market further as, “Embraer Defense and Security has a solid track record of developing state-of-the-art products and solutions that are in line with the requirements of governments. Our emphasis is always on reliability, maintainability and affordability. We have expanded our portfolio to provide solutions for Training, Light Attack, C4I Systems, Air Traffic Control, Special Missions Aircraft and Satellite systems.”

“Our latest development is the KC-390 – a tactical military transport that is designed to face the most challenging requirements. We currently serve over 50 armed forces in 48 countries across the globe and Asia Pacific is a strategic market for us. We look forward to providing more of our products and solutions to this region.”

EMBRAER GLOBAL OVERVIEW

Over the last 12 years, Embraer has been the company that developed the most new products for the global executive aviation market. No less than seven executive jets were launched (Phenom 100/300, Legacy 450/500, Legacy 600/650, and Lineage 1000), five of which are already in operation and now total a fleet of some 630 aircraft in more than 50 countries. Embraer rose from a market share of 3.3 per cent in 2008, to 15 per cent in 2012, for an industry record growth rate for the period. As of 30 September 2013, Embraer’s firm order backlog totalled US\$17.8 billion. Here are some of the international highpoints of its Business Units:

• Embraer Commercial Aviation:

In June 2013 the second generation of E-Jets, the E-Jets E2 were launched. By September 2013, Embraer marked the delivery of its 1000th E-Jet production aircraft. It is a significant milestone in the history of the programme given that it has been achieved in less than 10 years since the first revenue flight of an E-Jet in 2004. Since their entry, E-Jets have transformed commercial aviation and brought new efficiency, network connectivity and standards of on-board comfort for aircraft in their seat category.

Since entering revenue service in 2004, Embraer has received more than 1,250 orders for E-Jets which have been added to the fleets of 67 airlines from 47 countries and are flying in low cost, regional and mainline business applications. In the Asia Pacific region, customers include Airnorth, Virgin Australia, J-Air (a subsidiary of Japan Airlines), Air Costa in India and Myanma Airways.

• Embraer Executive Jets:

The Legacy 450 and Legacy 500 are the latest additions to the family of Embraer Executive Jets. They are designed to establish a new paradigm in their respective categories by offering the most generous cabins and raising the bar of interior design, while being the first to deliver full fly-by-wire technology.



New Legacy 500

Following its “flawless” first flight in November 2012, the Legacy 500 is scheduled to enter into service in the first half of 2014. The aircraft has already won several international design and innovation awards. Its full fly-by-wire technology offers complete envelope protection with more precise flight path control, enhanced comfort, improved fuel efficiency and reduced pilot workload. The development of the Legacy 450 is progressing as scheduled and is due to enter into service in 2015.

In October 2013, Embraer Executive Jets also introduced the Lineage 1000E executive jet, which builds on the design of the Lineage 1000. The Lineage 1000E introduces an array of enhancements that deliver an extended range, enhanced interior features and functionalities, including latest generation in-flight entertainment, enhanced cockpit options, and a distinctive exterior design.

• Embraer Defense & Security:

The latest aircraft in development now is the KC-390, a medium sized, twin engine, jet-powered military tactical transport aircraft that will set new standards in the medium lift market. Capable of transporting up to 23 tons of cargo, the KC-390 will feature an advanced self-protection system, increasing aircraft survivability in hostile environments.

The KC-390 presents extraordinary field performance and is capable of operating from short and semi-prepared airstrips. A full fly-by-wire flight control system with optimised functions assures best mission performance and safe flying with reduced crew workload.

E-JETS E2 LAUNCHED AT PARIS AIRSHOW

EMBRAER LAUNCHES ITS SECOND GENERATION OF E-JETS COMMERCIAL AIRCRAFT, CALLED THE E2 IN PARIS ON 17 JUNE 2013. THREE NEW MODELS WERE UNVEILED: E175-E2, E190-E2, AND E195-E2. THE E190-E2 IS EXPECTED TO ENTER SERVICE IN THE FIRST HALF OF 2018. THE E195-E2 IS SLATED TO ENTER SERVICE IN 2019 AND THE E175-E2 IN 2020

Embraer S.A. President and CEO, Mr Frederico Fleury Curado said, "After more than a decade of success, the E-Jets have become a fixture in commercial airline fleets around the world. The launch of the E2 builds on our vision to offer leading-edge commercial jets with a capacity right-sized for 70 to 130 seats, seamless mainline comfort, and performance for flexible and efficient utilization by regional, low-cost, and network carriers."

In a typical single-class layout, the E175-E2 was extended by one seat row, compared to the current generation E175, and will seat up to 88 passengers, while the E190-E2 keeps the same size as the E190, of up to 106 seats. The E195-E2, compared to the current E195, has grown three seat rows and will accommodate up to 132 seats.

The Brazilian aircraft maker's strategy was to offer all the benefits of a clean-sheet design, but with the reliability of a mature platform and commonality with current generation E-Jets." Mr Paulo César Silva, President & CEO, Embraer Commercial Aviation, elaborated, "We have been continually investing in the E-Jets programme, so that our customers can stay competitive with aircraft that have the lowest operating costs and the highest passenger appeal, today and in the future."

Embraer has achieved this with the application of advanced technologies for engines, wings, and avionics. New aerodynamically advanced, high-aspect ratio, distinctively shaped wings, improved systems and avionics, including fourth generation full fly-by-wire flight controls, and Pratt & Whitney's PurePower™ Geared Turbofan high by-pass ratio engines (PW1700G on the

E175-E2, PW1900G on the E190-E2 and E195-E2) will result in double-digit reductions in fuel consumption, emissions, noise and maintenance, costs, and increased aircraft availability.

The E-Jets E2 are expected to achieve similar costs per seat of larger re-engined narrow body aircraft, with significantly lower costs per trip, thus creating new opportunities for lower risk development of new markets and fleet right-sizing by airlines.

Cockpit commonality with current generation E-Jets was a key driver in the design definition for a smooth transition for pilots who will fly the E2. Honeywell's Primus Epic™ 2 advanced integrated avionics system with large landscape displays, advanced graphics capabilities, and Honeywell's Next Generation Flight Management System (NGFMS), already in development with current-generation E-Jets, will provide exceptional pilot situational awareness and flexibility for continuous innovation on the flight deck.

Known for its comfortable and roomy cabins, with no middle seats, the E-Jets passenger experience will be further enhanced in the E2 generation. UK design firm Priestmangoode was contracted to jointly develop the aircraft cabin with Embraer. The interiors will establish a new benchmark in cabin design, improve the passenger experience, and deliver a more comfortable and improved environment, tailored to passengers' needs, while maximizing airlines' operational efficiency.

Embraer estimates its total investments on the new E-Jets E2 models to be US\$ 1.7 billion over the next eight years and foresees a demand for 6,400 commercial jets with capacity of up to 130 seats, over the next 20 years. With more than 1,200 E-Jets orders, Embraer has achieved a 42% market share in its segment.





ST KINETICS ACQUIRES TECHNICA E

TEXT: Carlos Brian Pheysey

TAKE-OVER OF TECHNICA E PROJETOS E SERVIÇOS AUTOMOTIVOS LTDA
STRENGTHENS ITS LAND-DEFENCE AND VEHICLE SYSTEMS

Singapore Technologies Kinetics Limited (ST Kinetics), a subsidiary of Singapore Technologies Engineering Ltd., has been manufacturing land systems and specialty vehicles for commercial landscaping, defence and homeland security uses since 1967. Employing 7,000 staff members around the globe and delivering to 40 countries, it generated revenue of over SGD 1.5 billion in the fiscal year of 2012. Besides land-defence systems, the company provides high-tech solutions in earthmoving and highway construction.

ST Kinetics, through its subsidiary Mobility Systems Ltd., made waves in July when it announced the purchase in Brazil, of a 90 per cent equity controlling stake in Technica E Projetos e Serviços Automotivos Ltda., an upcoming

company set up in 2012 and specialised in vehicle servicing, repairs and overhaul, particularly for military usage, along with vehicle upgrading projects, total life-cycle solutions and also export and import of parts and accessories.

The Brazilian shareholder retains the remaining 10 per cent of the stock in this transaction that entailed two willing sides. The equity secured by ST amounts to 1,04 million reais (about SGD 600,000). ST Kinetics, again via Mobility Systems Ltd, has further subscribed to a capital call of 3.96 million reais (about SGD 2.3 million), thereby incrementing the investment in Technica E to 5 million reais (about SGD 2.9 million). The business operation was widely publicised and made headlines in various defence-oriented media worldwide.



(1)

(1) ST Kinetics is part of the massive ST Engineering group; shown here are some of the Group's products on show at the last Singapore Airshow.

(2) Up close example of the Singapore company's products.

(3) Representatives from ST Kinetics and Technicae: Mr Ng Joeh Peng, Vice President, Kinetics Marketing Group, ST Kinetics; Mr Tan Teck Guan, Vice President, Land Information Systems, ST Electronics-InfoSoft; Dr Tan Lian Choo, Charge d'Affaires, Embassy of Singapore in Brazil; Mr Roberto Pinã, Executive Director, Technicae; Mr Sew Chee Jhuen, President, ST Kinetics; Ms Caroline Negreiros, Administrative and Finance Manager, Technicae; Mr Ter Yeow Ming, General Manager - Brazil, VT Systems Participações Ltda and Mr Khaw Pe Soo, Assistant Vice President, Kinetics Marketing Group, ST Kinetics

(2)

(3)

a prospective Brazilian partner, even possibly pondering erecting an ST facility itself. Technicae and ST Kinetics found common ground, not just in their respective strengths but also in their desire to present themselves as an alternative to Brazil's usual military purchases from, and dependence on, traditional great-power suppliers of ordinance in Europe, the USA and other big-ticket names.

ST's marketing declared it hoped to provide solutions in battlefield management and lethal upgrades suitable for Latin America, so as to replace Brazil's very own homegrown armoured vehicles, the Urutu and Cascavel, plus foreign ones (the M113, for example) and local or foreign lorries. ST Kinetics aims initially at vehicle reset and upgrade works, including transmission design and C4I (command, control, communications, computers and intelligence), later coupled with ST's expertise in the weapons for HMX (high explosive) that go with military vehicles.

The parent company, ST Engineering, the subsidiaries of which branch out also into aerospace, marine, electronics and other automation lines, has been acquiring stakes in companies in other continents that specialise in components and services for land warfare. That is illustrated also by Mobility Systems having raised its shares in Timoney Holdings, an Irish outfit making military or commercial-use suspension and drive systems, with the Singaporean stake edging up from 25 per cent to 27.42 per cent.

The acquisition raised speculation that Embraer, the Brazilian giant in aircraft manufacturing now aiming at diversifying into land and naval systems, now faces a powerful competitor combining Asian prowess with homegrown Brazilian expertise. Likewise, U.S. defence industries are losing customers in South America in the face of the growing competition, media scrutiny and political fall-out.

Diversifying the systems, increasing the competition, capitalising on mutual strengths and attaining higher competitiveness and economies of scale can lead only to benefits for both sides, and for third parties as well. The business and technological field, as seen in the purchase of Technicae by ST Kinetics, becomes more colourful and sharper in its skills and revenue generation, and the defence outfits and preparedness of nations is led to new heights, thus securing the deterrence and peace ultimately sought by Brazil and all nations.

FOOTHOLD IN BRAZIL

Technicae has thus become a subsidiary of ST Kinetics, in line with the latter's plan to gain a foothold in Brazil first and then, subsequently, the South American market. The take-over also took into account the existing projects and portfolio of Technicae and its promising growth prospects. In recent years, ST had been exploring manufacturing options in the states of Goiás, Rio Grande do Sul and elsewhere within Brazil, having met with Brazilian delegations from those states visiting Singapore.

ST Kinetics was also present at the trade show LAAD – Latin America Aero and Defence/Security, where company executives stated they were on the lookout for



THE HUMANITARIAN APPROACH TO NUCLEAR DISARMAMENT

TEXT: Sérgio de Queiroz Duarte and Ronaldo Mota Sardenberg

RECENT EMPHASIS ON THE HUMANITARIAN IMPACT HAS STRENGTHENED
EFFORTS ON DISARMAMENT AND ARMS CONTROL ISSUES

An increasing awareness of the catastrophic consequences of the use of nuclear weapons has recently taken root among concerned governments and civil society organizations. At the 2010 Review Conference of the Treaty on the Non-proliferation of Nuclear Weapons (NPT), all States Party to that instrument – including the five possessors of atomic weapons recognized by the Treaty – expressed formally, for the first time ever, their unanimous “concern with the catastrophic humanitarian consequences of any use of nuclear weapons”.

In March 2013 an international conference held in Oslo concluded that, “It is unlikely that any state or international body could address the immediate humanitarian emergency caused by a nuclear weapon detonation in an adequate manner and provide sufficient assistance to those affected” and added that, “The effects of a nuclear weapon detonation, irrespective of cause, will not be constrained by national borders, and will affect states and people in significant ways, regionally as well as globally.”

In April, 78 States Party to the NPT, expressed “deep concern” about the catastrophic consequences of the use of nuclear weapons and stressed the need for their complete elimination as the only guarantee against the

use of such weapons. Last October, 125 Member States of the United Nations supported a declaration stating that, “It is in the interest of the very survival of mankind that nuclear weapons are never used again,” and stressed that, “All efforts must be exerted to eliminate the threat of these weapons of mass destruction.”

Although they did not join this declaration, a group of 17 non-nuclear countries members of defensive arrangements contemplating the use of nuclear weapons recognized the relevance of the humanitarian aspects of the question. On the initiative of Australia they stated jointly, at the same meeting, their “clear concern” with the “immediate and long-term devastating [humanitarian] impact of a nuclear detonation”.

STRONG INCENTIVE

A new international conference is scheduled for March 2014 in Mexico as a follow-up to the Oslo meeting held earlier this year. This will be an opportunity for governments and civil society organizations to evaluate the progress achieved and exchange ideas on how to pursue the matter in international forums. The signs of support mentioned above should provide strong incentive for developing common approaches to this issue.



An established real estate investment and development company since 2008, Ritz Property – British owned and specialising in Brazilian real estate – is quickly building a reputation for inspiring developments in Brazil and intelligent investment opportunities in Singapore.

With over 3 million square metres of prime beachfront development land in the state of Rio Grande do Norte, and with a series of developments under its belt, the Ritz Property and Brazil partnership is going from strength to strength.



Ritz & Brazil: the perfect match



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The rise of the Ritz Property brand in Northeastern Brazil goes hand-in-hand with one of the biggest transformations in the country's recent history.

In the last ten years Brazil has experienced unprecedented growth in infrastructure and foreign investment. Trade and tourism figures are setting new records, the economy and property market is performing strongly, and as host to both the 2014 FIFA World Cup and 2016 Olympic Games – and the multi-billion R\$ revenue this will generate – it is easy to see why Brazil and the Northeastern in particular is viewed by global investors, especially in the Far East, as an attractive investment destination.

Inspiring Developments in Brazil

The springboard to Ritz Property's growing reputation is the captivating choice of location in Northeastern Brazil, Rio Grande do Norte, and a series of unique city and luxury-life developments including Mercure Natal, Costa Azul, and Majestic Villiage. And it all started with the flagship development, Palm Springs Natal. This exclusive beachfront condominium development of 453 plots set within 100 acres of lush green environment is only 180 metres from Muriú beach, one of the most visited in Brazil for its vast coconut grove and palm trees. It boasts a commercial area (Aspire Centro) and two large leisure areas, including business centres, restaurants, large swimming pools, gymnasium, basketball and tennis courts, football pitches and barbecue areas. The build density is only 40% which has ensured that the beautiful natural surroundings has been retained, including vast ocean views, a natural spring and ecological trail running through the development, and sand dunes covered in the protected Mata Atlântica flora. The development is also near the main RN-160 Highway and a convenient 20-minute drive away from the new international airport, the São Gonçalo do Amarante, which is set to open in 2014 and become the biggest in South America.

Intelligent Investments in Singapore

This rich mix of luxury, leisure, natural

beauty and convenience is balanced with lucrative investment opportunities throughout all four developments. When Palm Springs was launched on 14th July 2012 it received overwhelming attention from Far East markets and as a result, Ritz Property established an office in Singapore to cater for this rapidly growing audience. Indeed, all the initial signs are pointing in the right direction. As part of its commitment to loyal clients, Ritz Property held a celebration on 9 March 2013 at the Leo Ballroom in the Marina Mandarin Hotel for investors who have received their first eight per cent interim payout on the 6th month of their investment. More than 700 registered guests attended and those who invested S\$100,000 or more received a pair of tickets to the 2014 World Cup in Brazil. The occasion was graced by special guest-of-honour, His Excellency, Mr. Luís Fernando de Andrade Serra, Ambassador of Brazil to Singapore.



Majestic Welcome for Latest Ritz Development

Following the success of Ritz Property's flagship development in Brazil comes the company's next big project, *Majestic Village by Shenton*.

In March this year, Singapore investors that had put faith in Ritz Property's flagship development, Palm Springs Natal, had their commitment rewarded with their first eight per cent interim payout on the sixth month of their investment. Ritz Property further solidified its reputation as a leading brand of sound real estate investment projects with the launch of Majestic Village

by Shenton on 23 November 2013 at Marina Mandarin's Leo Ballroom with Guest-of-Honour, Mr Herbert Drummond, Counsellor for Brazil Embassy in Singapore, and over 700 potential investors in attendance.

Pride of Parnamirim

The development is located in the city of Parnamirim in the state of Rio Grande do Norte, Northeastern Brazil. Situated directly off the highway, the position of the development offers exceptional commuter links from one of the most popular and up-and-coming residential areas in the state. Majestic Village, in its prime sought after location, is just 5 kilometres from the current international airport and 12 kilometres from the busy capital city of Natal (where Palm Springs Natal is located) and close to the popular beaches of Pirangi and Ponta Negra. Majestic Village will be set within 75 hectares consisting of 4 individual condominiums offering a host of top class facilities. Each of the three condominiums will include leisure areas with swimming pools, tennis, volley ball and a gymnasium, which are free for unlimited use by owners and residents.

Project Demand

Brazil's economy and prosperity is booming, and with the rise in middle class with a disposable income and appetite to step up the property ladder at a low entry cost, purchasing land plots is an ideal way to achieve this. The projected demand from the Brazilian middle class market means Majestic Village is set to become one of the most sought after land plot developments in the Northeastern region of Brazil.

Majestic Village will offer the investor a below market value, prime piece of real estate with income and an opportunity to capitalise and attract high capital appreciation of demonstrable, projected proportions. It will be built opposite of a proposed mixed used scheme of 1,000 hectares that is anticipated to create a high volume of employment and a possible surge in demand for local residences.

M MAJESTIC
VILLAGE
By Shenton



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SERFINAN CONSULTORIA: INVESTMENT ADVICE ON BRAZIL

TEXT: Carlos Brian Pheysey

BRIEFING BY FRANÇOIS LEGLEYE FROM SERFINAN CONSULTORIA FOR INVESTORS KEEN ON BRAZIL ESPECIALLY MARINE, OIL AND GAS AND INFRASTRUCTURE SECTORS

The year 2013 for the Embassy of Brazil began with a small and yet hard-hitting event. Not wanting to wait for Brazil's Carnival in February to end before resuming work, Mr François Legleye took a step ahead of the competition by coming to Singapore in mid-February, to address an audience of prospective investors and parties pondering setting up in Brazil.

Born in France but now a naturalised Brazilian, he heads Serfinan Consultoria, an outfit that helps overseas companies in decision-making by providing equity advisory, country research, investment insights, company formation, aid in negotiations, business valuations, financial analysis, tax consulting, due-diligence checks, and other informative insights and paperwork for those eyeing the rise of the BRICS nations and wanting to check out Brazil as the next address for establishing a profitable operation.

An MBA holder and based in São Paulo, the father of three has held positions at banks, holdings, commodity ventures, among others. In 2010 he joined Serfinan, a team of six experts generating boutique advisory for discerning clients. For the last 10 years, he has also headed the São Paulo Alumni Association, for several years in the city's chapter of Union des Français de l'Étranger as well as also being the Vice-Chairman of Alliance Française there.

When you take a closer look at the corporate heavyweights he has assisted while working at acquisitions, sales and privatisations as an executive at BNP Paribas in 2001-2008, prominent names such as

the steel giants Gerdau, CSN and Acesita, plus Renault, Parmalat, Carrefour, Mannesmann, and from other lines of business, among them giants of Brazil like Petrobras, Braskem, Embratel crop up.

Sensing the potential interests between Singapore and Brazil, he asked the Embassy of Brazil to help him toward arranging for presentation by him to a select audience, eventually agreed to take place at the diplomatic legation's own new auditorium. The primary target was a number of people into marine oil and gas and into broader infrastructure needs of Brazil, but in fact the audience came to encompass a colourful mixture of businesses from diverse lines of work, many with already existing or previously expressed interest in examining Brazil as target destination for their future on-site operations, be they in financing, manufacturing, bidding for tenders or otherwise.

Thus, the audience invited was selected as already at an advanced stage of keenness, since this event was not designed for beginners or for diffused queries. The Embassy's commercial unit undertook to issue invitations and secured 40 executives (several from the C-suite) from 23 companies among the likes of ST Engineering, Keppel Corporation, EMAS Marine, Olam, Viking Offshore, Jason Electronics, Singbridge International, Biomax Technologies, in other words a wide range of companies that went beyond the usual cluster of marine oil/gas technology providers.

Mr Legleye addressed in his presentation the then current outlook of Brazil's economy and its prospects for

**FRANÇOIS LEGLEYE ALSO SAT WITH
THE INTERNATIONAL ENTERPRISE
SINGAPORE, OR I.E. SINGAPORE,
THE STATUTORY BOARD THAT ASSISTS
SINGAPOREAN COMPANIES IN
GLOBALISING AND LAUNCHING
THEMSELVES INTO OTHER CONTINENTS**

growth. He touched on infrastructure projects in depth, such as ports, railways, highways and airports. Further still, he broached the topic of the legislation framework for mergers and acquisitions in Brazil, always a thorny theme from a taxation-regime perspective.

The event included a lively session of questions and answers to clarify any queries and finer points, plus a tasty catering that furthered the cause of networking widely and securing deeper insights for one's next step into establishing a brick-and-mortar foothold in Brazil.

The following day, the expert consultant went to a meeting secured by the Embassy with Singbridge International, a Singaporean firm created by the island-state's Temasek Holdings. Singbridge finances the formation of technology parks, large-scale real-estate developments, and other ventures. For instance, it was negotiating a technological satellite town with a campus in Curitiba, a city that Singaporean urban planners already know well as being a reference of town planning in Brazil.

François Legleye also sat with the International Enterprise Singapore, or I.E. Singapore, the statutory board that assists Singaporean companies in globalising and launching themselves into other continents. I.E. Singapore is already very active in Brazil through its branch office located in São Paulo, home of Serfinan Consultoria likewise.

Mr François Legleye then left Singapore, not without expressing his gratitude for the Embassy's support and a promise to return in the near future. True to his word and to the power of Brazil-Singapore ties, he came soon again in October for the marine oil and gas seminar staged by the HSBC bank, the Embassy of Brazil and I.E. Singapore at the fine venue of Equinox Restaurant.

That week also saw the LatinAsia Business Forum 2013, an annual event in its 10th edition and nowadays a powerful gathering of executives and experts from Southeast Asia and Latin America toward a convergence of views, insights, exchanges, interactions, deliberations, business exploration, commissioning of services, closing of deals and more. It is not surprising that Mr François Legleye saw the potential at hand earlier in the year and made a move toward bridging that gap between both ends of the globe, which can only grow narrower as parties continue to meet, engage and profit from the strength of bilateral bonds.



SOFTEX OPENS OFFICE IN SINGAPORE

**BRAZILIAN SOFTWARE ASSOCIATION
TO PROVIDE SUPPORT IN
FACILITATING CONTACTS AND
INFORMATION FOR COMPANIES**

Over the last 20 years, the Brazilian ICT industry has been growing at a sharp rate, above that of the GDP. The country is considered to be a global-scale technology provider and holds relevant positions in world rankings: it is the largest market in Latin America and among the 10 largest worldwide, with US\$150 billion in gross revenues.

In IT alone, more than 70,000 companies employ 604,000 people, generating gross revenues of over US\$40 billion. It is a greatly diversified industry, which provides mature and highly complex products, solutions and services that are tested and approved by the market, and aimed at diverse sectors and segments of the economy.

In this strong and promising scenario, the Association for Promotion of Brazilian Software Excellence (Softex) carries out initiatives in quality, investment, internationalization, intelligence, innovation and entrepreneurship to increase the competitiveness of Brazilian IT companies in Brazil and abroad.

The association provides support to companies throughout Brazil through a network comprising 20 Regional Agents spread across 12 states. This system ensures efficient operational, financing, and training support to all associated companies, by means of solid partnerships with the private sector, the government, and academia.

With a view to increasing the presence of Brazilian companies abroad, and in a partnership with Apex Brasil – Brazilian Trade and Investment Promotion Agency, Softex fosters trade by carrying out specific actions in Latin America, Europe, Africa and Asia. Looking to reach into the open and thriving Asian market, and foreseeing that the continent's emerging southeastern countries may present demands for which Brazilian companies could provide solutions, the association is set to open its first office in Singapore.

The office will be the ultimate destination for institutions from the region's countries to learn more about the Brazilian market and its companies and will allow for the exchange of reliable information, which should generate increasingly strong and lasting partnerships. It will also serve as a place to showcase Brazil and its many innovative solutions to the Asian market.



BRAZILIAN ENTREPRENEUR ON SETTING UP SHOP IN SINGAPORE

NOMITA DHAR INVITES
ANTONIO CARLOS
SMANIA TO TALK ABOUT
HOW HE WANTS TO
POSITION HIS COMPANY-
INCORPORATION BUSINESS
TO PARTICIPATE IN THE
MOVE TO INCREASE
CULTURAL AND BUSINESS
EXCHANGES BETWEEN
BRAZIL AND SINGAPORE IN
THE YEARS TO COME

What motivated you to open
a company-incorporation
business in Singapore?

In the last year's edition of this magazine, Ambassador H.E. Luís Fernando de Andrade Serra expressed his wish for more Brazilian seafood restaurants in Singapore and it left many readers salivating at the thought of it. Now let's put ourselves in the shoes of a Brazilian seafood restaurant chef wanting to come to Singapore. He would certainly like to see his food appreciated in Asia as well but if he starts the process for establishing himself in another country he would most likely spend his time doing everything else but cooking. One of the motivations for creating my company was to make sure that the Chef starts cooking here sooner and with less effort. The service we provide is equally applicable to small, medium and large businesses wanting to expand in Southeast Asia.

How can you help those businesses to hit the road faster in Southeast Asia?

Each country has its own rules for the creation of businesses. The countries also differ immensely on the requirements they impose and on the incentives they give. Our company has a representation in Brazil to help businesses there to understand the requirements and services needed to set up their business in Singapore. We also assist them to understand and take advantage of any of the incentives that Singapore provides. And, of course, I will personally get involved in every client service and I will closely make sure that we provide the best service in terms of prices and dedication in serving the clients in the best possible manner.

Could you mention some of the requirements needed for setting up business in Singapore?

The requirements depend on the type of entity you want to create. The most common one for foreigners to open here is a private limited company. The private limited can either be a local company or a subsidiary of a foreign company. The minimum setting-up requirements to open a private limited are: 1 shareholder and no more than 50 shareholders; 1 local resident company secretary; 1 local resident director; minimum paid-up capital of SGD \$1; an approved company name; a memorandum and articles of association; a Singapore-registered office address. For subsidiaries the

company has to bear an extra audit requirement. Those are the minimum nominal requirements. Then there are duties and obligations for the director and the company secretary to fulfil. And there is the running of the company and the following up and compliance of changing regulations. Finally, there is the application for employment pass in the case you also want to relocate to Singapore. Whether you are already in Singapore or considering moving here, my company can help with all of the above requirements, including the provision of a local nominee director to help with the employment pass/visa applications. It is worth noting that we do provide free consultation on all of the subjects that are specific to the client needs.

Ok, you talked about some of the requirements. How about giving examples of the incentives given by Singapore?

Yes, I have to start by saying that, for the last seven years, Singapore has retained its number-one spot in the recently published "Doing Business" report by the World Bank, outranking a total of 184 countries.

Singapore has learned to compete, taking full advantage of their strategic location in Southeast Asia and counterbalancing the lack of natural resources with a business-friendly environment. Its size also makes it easier for the country to adopt and implement strategic plans. Those complementary positions make

up one of the main reasons that make me believe that there will many more exchanges between the two countries in going forward.

Titled "Doing Business 2013: Smarter Regulations for Small and Medium-Size Enterprises," the joint World Bank and International Finance Corporation report evaluated economies on the basis of key indicators. They include: 1) the ease of starting a business; 2) dealing with construction permits; 3) getting electricity; 4) registering property; 5) securing credit; 6) protecting investors; 7) paying taxes; 8) cross-border trading; 9) business contracts; 10) resolving insolvency and 11) employing manpower.

The first example of incentive was one I received in my first year in Singapore. I had a three-day conference to attend in Berlin and the government of Singapore paid half of the air travel and half of the conference costs. When I first heard of it, I thought that there would be a lot of paperwork and that restriction on the flights that could be used and maximum costs would apply and so on...but not at all! Fly with whatever airline you want and first class if appropriate and they would still pay half of it. So, the hardest part of the process was to believe how easy it is and not to think that there is a small print that you forgot to read!

Another example: the government created the Productivity and Innovation Credit (PIC) that allows businesses to enjoy 400% tax deduction/allowances on up to S\$400,000 of their expenditure per year. One of the most claimed tax incentives is the IT and Automation Equipment which includes items such as laptops and printers. Besides the tax allowance, a company can alternatively apply for a cash-payout option (currently at 60% of the expenditure subject to a maximum cap). For a cash-payout you must have at least three locals in your payroll, otherwise only the 400% allowance is applicable.

The message I want to pass is that there are numerous incentives beyond the already lower taxes and it is part of the services of my company to help foreigners to find the incentives that apply to them and make them believe with facts that apply to their particulars. Although we have open arms to welcome clients from all nationalities, we are particularly well positioned to serve the Brazilian community as we have our representative office in Brazil

and there will be always someone to speak Portuguese and understand the potential issues for Brazilians towards the requirements in Singapore.

Apart from incentives, what other advantages do you see for businesses to set up here?

Free trade agreements and the Association of South East Asia Nations (ASEAN) countries consumption market is the first thing that comes to mind. The ASEAN free trade area (AFTA) is virtually already implemented and has lowered trade tariffs among the founding members to around 0-5%. By 2015, it will see the creation of the ASEAN Economic Community (AEC), which will transform ASEAN into a region with free movement of goods, services, investment, skilled labour, and freer flow of capital. The population is estimated at 600 million and trade volume at US\$ 2 trillion. Companies that establish themselves in Singapore could participate on the free trade agreement and just need to take note that some conditions apply. For instance, for an exporter from Brazil with a company set up in Singapore to benefit from reduced export tariffs, the challenge is to comply with "Rules of Origin" for the product they export. The rules set a "local" content requirement of 40% for a product to be considered as originating from ASEAN Members States. For instance, a Brazilian bicycle manufacturer could have the frame built entirely in Brazil and sent to Singapore for adding of gears, wheels and packaging locally and to an amount of 40% of the FOB price. The FOB Price (Free-On-Board) refers to the

total raw materials cost + direct labour cost + direct overhead cost + profits + other costs. All that is required then is to have a company subsidiary in Singapore and an analysis of the components of the FOB. It is part of the service of my company to assist in the creation of the subsidiary in Singapore.

How are you better than your competitors for providing these services?

We are equipped to serve Brazilians in their own language and knowing the culture and the issues that they will face in setting up business in Singapore. We will do the utmost in terms of efforts to find adequate solutions to satisfy our client needs. We are small and the size efficiencies makes feasible to be very competitive in price. We want to be very efficient in what we do and be obsessively client-oriented.

Before we wrap up the interview, would you like to add anything else?

Yes, I would like to thank you, Nomita, for the opportunity and also to the Brazilian Embassy in Singapore and, in particular, the commercial sector currently headed by Mr. Herbert Drummond. There are businessmen/women I spoke to who were extremely helpful in generating ideas and making suggestions and I have to give them a thank-you too. I also would like to say that my company is fully open to suggestions and conversation on the related topics in this magazine. I wish to all a prosperous year for both nations and that my company participates in all the positive aspects of this bridge between the people of the two diverse nations.

Antonio C. M. Smania is the founding CEO at GMT Bridge. He has a bachelor and a master degree in aerospace engineering from the Instituto Tecnológico de Aeronáutica in Brazil and the University of Michigan in the United States respectively. He lived in South and North America, Europe and Asia. His professional career started in aerospace engineering and the majority of his latest experience comes from working at investment banks such as JP Morgan, Standard Chartered and Deutsche bank. Apart from his CEO function, he has been able to contribute in technology and marketing.

GMT Bridge Pte Ltd is a company based in Singapore and with representation in Brazil. It wants to position itself as a professional service provider for clients (corporate and individuals) wanting to do business in Asia, in particular regarding Company Incorporation and also Work Visa, Business Licencing & Permits, Corporate Tax Service & Advisory, Secretarial Services, Accounting Services, Annual Audit Report and Import/Export advice. GMT Bridge aims to have the best client-driven services and results through a careful balance of partnership with local firms and specialist members working directly at GMT Bridge.



JOÃO PHILIPPE DE ORLÉANS E BRAGANÇA: EMBRACING A NEW CULTURE

THE FASCINATION AND INTEREST OF THIS 27-YEAR OLD INVESTMENT ANALYST FOR ASIAN CULTURE SAW HIM LEARN MANDARIN AND TRAVEL TO CHINA BEFORE HE CAME TO STUDY AT ONE OF SINGAPORE'S LEADING BUSINESS SCHOOL AND SET UP ROOTS HERE

Like most expatriates in Singapore, 27-year-old João Philippe de Orléans e Bragança ventured out of his home country to explore another culture and to enrich his life experience. He explains, "I have always wanted to come to East Asia, specifically Southeast Asia as I am fascinated by the cultures of the countries in these regions."

The opportunity to travel to Southeast Asia presented itself to João when he first came to Singapore with his father in 2011. His father owns a real estate business and was here on a business trip. João was immediately enamoured with the country and reveals, "The people are friendly and the weather is good. It fact it reminded me of Rio de Janeiro, the city I grew up in." Later that year, he brought to Singapore his newly wedded wife, Yasmine, also 27, to see if she loved the country. She too, shared the same sentiments. Very soon, João started to make plans to open a new chapter in his life – to step out of his comfort zone in Rio.

Before João made the big move to be based in Singapore, he had studied Mandarin in Brazil. Then in early 2012, he travelled to Shanghai, China, with Yasmine and stayed there for three months before coming back to Singapore. They returned to Singapore in August 2012 where he did a Masters in Business Administration (MBA) programme with INSEAD – a global graduate business school with a presence in Singapore, France and United Arab Emirates.



STUDIES

During his studies with INSEAD, João learned more about Singapore's history by reading books written by Singapore's first Prime Minister Lee Kuan Yew as well as watching documentaries about the nation. This new information gleaned cemented Singapore as the country for João to set up his second home. When João graduated in late 2013 with his MBA, he wasted no time in tying down a job as an investment analyst with a Singapore-based British-run company, Woodside Holdings, which specialises in fund management.

João shares that he was working in the financial sector in Brazil previously and was looking to do something similar here. He says, "Through socialising and networking in Singapore, I eventually got my current job. The finance industry in Singapore is developing well, especially financial companies dealing with hedge funds. Along the way, I've made friends with many knowledgeable Singaporeans and Western expatriates in the industry. My work involves helping investors analyse which are the companies that are best suited for their investments. I study mainly Asian- and European-based companies."

While Singapore and Brazil are both multi-cultural countries because of their respective immigrant population, João feels that each country has a lot to contribute to each other. He says, "Brazil could benefit a lot from Singapore in three key areas – governance, infrastructure and education. We are really impressed with the efficient way the Singapore government operates. Also Brazil's infrastructure would be much improved with Singapore's expertise in urbanisation. For education, Brazil's syllabus could do with how Singapore incorporates English as the language of choice in everyday conversation and business as well as equal emphasis in the areas of mathematics and science."

ASSIMILATION

Likewise, João is of the opinion that Brazil has a lot to offer to Singapore, "Just like Singapore, Brazil has many ethnicities and they all live in harmony. In Singapore, despite the harmonious co-existence, I think they do not assimilate as well as people do in Brazil. People in Brazil

have no issues with their identity or culture. Everyone regards himself as Brazilian. Perhaps we can offer more advice in how Singaporeans can assimilate better.

João also feels that, "We can also help Singapore in areas of sports development. I read that the Prime Minister is worried that children in Singapore are spending too much time studying and little time for leisure. Leaving room for leisure not only allows room for sporting activities but for creativity. Brazil is known for its football athletes and vibrant arts and entertainment culture and we can certainly contribute a lot in these areas, which happen to be also the Singapore government's key focus."

While João is gainfully employed, his missus Yasmine is looking forward to the Singapore government's approval of her sole proprietorship visa. This will allow her to work as a freelance graphic designer in Singapore. Yasmine has around six years of design experience back in Brazil. Her portfolio consists mainly of fashion clients from her homeland, Asia and Europe. She said her hope is to be able to get clients on a regular basis and contribute to the arts scene in Singapore.

The couple spend their weekends or free time catching up with movies, food and the latest in the arts scene. João shares, "Brazilians are just like Singaporeans. We love food. Whenever we could help it, we make it a point to find a new eating spot to try out the food there. Also, we would cycle to the eating place whenever possible." Some of the couple's favourite hangouts are Dempsey Hill, famed for its pubs and eateries, and Esplanade, the premier venue for arts exhibitions and cultural performances. The couple are also sporty. They swim regularly at their condominium pool. João would play football when time permits while Yasmine attend Yoga lessons.

The couple love Singapore so much even though they are only here for less than a year and even intend to have kids here. João says, "We think Singapore is a great place to have kids. We want to show the world that it need not be Western influenced and that Singapore too, can be an influence on the world stage when children born here are exposed to different cultures and languages. To me, this is the best gift for our future kids."



BRAZILIAN JOCKEY WOWS SINGAPORE'S HORSE RACING SCENE

TEXT: Catarina Longman

JOÃO 'MAGIC' MOREIRA ENTERS ISLAND'S HORSE RACING HISTORY



A Brazilian jockey has made his mark in Singapore's horse-racing scene. Working in the country since 2009, João Moreira's riding talent helped him achieve a remarkable feat: in a single day, he won eight out of eight races. It all happened on 6 September 2013, at Kranji Racecourse. With this perfect score, Moreira entered horse-racing history, surpassing Saimee Jumaat's Singapore record of seven winners. Moreira's name has been registered in the Singapore Book of Records under the category "Most Racing Wins by a Jockey in a Day".

The jockey raced with eight different horses (in order: Silent Power, Hanks, Zac Spirit, Mr Magnus, Alan, Cash Luck, Weowna Flyer and Faretti), proving that his skills combined with each horse's unique abilities created the perfect winning formula. Aptly nicknamed "João 'Magic' Moreira", the Brazilian has certainly had a magical day. Speaking about his accomplishment, Moreira shared: "What's better than a dream come true? I think this is it."

The achievement landed the Brazilian jockey on the cover of Singapore Turf Club's magazine, *Winning Post*, as well as in a half-page feature in *Straits Times*. But Moreira was already a winner before this – he is a three-time Singapore Champion, having won the title for the past three years. He has also led the scores in 2013. Singapore Turf Club Vice-President (Racing) Mike Wanklin commented on Moreira's feat: "I have been in racing for over 30 years and I have not - nor ever will again - witness what João achieved. Eight, and to do it from eight rides, it's just phenomenal. From an athletic and human viewpoint, and whether it is racing or any other sport, it is just incredible someone can have the focus and drive to perform such a faultless score."

Born in Rio de Janeiro, Moreira, 30 years old, started his career as an apprentice in the 2005/06 season in Brazil. His achievements in South America include over 1000 wins and two Brazilian Eclipse Awards, as well as a victory in the G1 Derby Argentino in 2006. In 2012, he won the prestigious LONGINES International Jockeys' Championship (IJC) in Hong Kong. After four years in Singapore, Moreira has moved on and is currently riding at the Hong Kong Jockey Club. With 14 wins to his name in a few months, he is already among the top five in the Jockeys' Ranking (as of November 2013). It seems Moreira will keep on spreading his 'magic' wherever he goes.



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CAPOEIRA ITS WAY TO

TEXT: Octavio Lopes

CAPOEIRA FESTIVALS OF THE
SHOWCASES ITS FLEXIBILITY,

Capoeira has a strong presence in Singapore with at least three capoeira outfits in town, where this martial art is taught by Brazilian experts to groups of excited Singaporeans and expats. As a sport variety, capoeira helps to develop flexibility, strength, and sense of rhythm, but this dance-fight is much more than that.

During a great part of its history, from 1500 to the mid-1800s, Brazil was the destination of at least four millions Africans, who were forced to work in plantations and perform other kinds of manual labour. This African contingent brought to Brazil their culture, music and cuisine.

On Brazilian territory, the African-Brazilians developed capoeira as a way to fight the oppression of slave owners. The fight was disguised as dance, and that is why capoeira was (and still is) always accompanied by music and singing.

In this innovative art form, blows and kicks are intertwined with dance patterns, which make capoeira moves smooth and graceful.

Slavery was abolished in the 1880s, and by

MAKES SINGAPORE

DANCE-FIGHT SPORT IN SINGAPORE STRENGTH AND SENSE OF RHYTHM

that time the wonderful African culture brought into the country was already deeply rooted in Brazil. If you have ever wondered why Brazil is such a powerhouse in football and has a large variety of amazing music styles (bossa nova, samba, chorinho, forró and literally dozens more), capoeira is part of the equation. All these manifestations have in common the use of the human body as a means of expression of feelings and creativity, a cultural legacy from Africa of which Brazil is very proud.

The Embassy of Brazil supported two capoeira events in 2013, Brazilian Night, organized by the Association of Capoeira Argola de Ouro (ACAO), and Ritmo do Brasil, by Bantus Capoeira Singapore.

For the Brazilian Night, ACAO brought singer Tonho Matéria from the state of Bahia, the most African-influenced region in Brazil, to celebrate the presence of capoeira in the Lion City and sing Brazilian pop songs. The event took place at Hard Rock Cafe, on 14 September, and had the presence of the Ambassador of Brazil, Mr. Luís Fernando Serra, always keen to support all Brazilian cultural expressions. After the samba and capoeira presentations, a crowd of excited Singaporeans, Brazilians and expats danced the night away.

The event Ritmo do Brasil, organized by Bantus Capoeira, took place at Tanjong Beach Club, on 20 October, and featured Brazilian DJs Márcio and Rastafly and Singaporean DJs Yenn and Rumshot. In the midst of a blend of Brazilian, Singaporean and international dance hits, the crowd could see presentations of samba dancers, capoeira fighters and batucada (Brazilian percussion style). To everyone's delight, September and October truly left a deep Afro-Brazilian imprint on Singaporean minds, keeping hopes high for capoeira's further unfolding on this Red Dot island.



IF YOU HAVE EVER WONDERED WHY BRAZIL IS SUCH A POWERHOUSE IN FOOTBALL AND HAS A LARGE VARIETY OF AMAZING MUSIC STYLES (BOSSA NOVA, SAMBA, CHORINHO, FORRÓ AND LITERALLY DOZENS MORE), CAPOEIRA IS PART OF THE EQUATION.

BILLOWING SAILS AND FLUTTERING FLAGS

TEXT: Carlos Brian Pheysey

AMBASSADOR SERRA HELMS THE NAUTICAL 14TH AMBASSADORS' CUP



The Ambassadors' Cup has been a rage in Singapore's sailing world since its first race in 2000, when the boat representing the then Ambassador of Brazil won the Cup. This year, once more, vessels cruising on the waters off Changi Point scored nautical thrills under the watchful gaze of its Brazilian host, current Ambassador and simultaneously current President of the Cup, H. E. Luís Fernando Serra.

Held at the Changi Sailing Club (CSC) and sponsored by helicopter manufacturer, Eurocopter, the event is a yearly contest pitting various nations and their attending Ambassadors, thus warranting its slogan "Bringing the world together" in the biggest informal social event for diplomats in Singapore.

This year's race, in its 14th edition, took place on Saturday the 3 November and saw the presence of almost three dozen Ambassadors and High Commissioners, mostly from South America, Europe and the Asia-Pacific Rim, among a nearly equal number of yachts. Eurocopter South East Asia, contributing this year, was set up in 1977 in Singapore to market and provide after-sales support for its European helicopters in 15 Asian jurisdictions.

Ambassador Serra headed this year's race, as President of the Ambassadors' Cup since last year. In that capacity, he was to see, on that day, live performances of samba dances and music from Brazil. Among the various co-sponsors, there were two Brazilian companies operating in Singapore also financing the race: CBMM, the leading world producer of niobium and its alloys, and also the Sadia brand of frozen chicken, found in every Singaporean supermarket and distributed by BRF – Brasil Foods, the world's leading producer.

The majority of the keelboats were from CSC, but boats from other clubs also joined. A smaller number of trimarans and beach catamarans also tackled the water on that adrenalin-pumping Saturday afternoon. A lucky draw on the spot ensued in skipper Derek Sharples standing for Brazil, at the helm of the keelboat named "SDF", a vessel of Sun Fizz 40 design and bearing a PY rating of 103.95, i.e. a Portsmouth-Yardstick handicap count, varying in accordance to vessel type/design as set against prevailing wind speed.

The boats crossed the waters near the island known as Pulau Ubin, a haven for those seeking sun and nature. For the sailors, the regatta began with strong tides and light breeze, but then a storm built up from the northeast that put everyone to the test. The evening fun continued with the awards as the sailing ended among blistering sun and shifting winds, from which an Asian team emerged victorious for the first time in the Cup, in a resounding victory for Cambodia this year. The regatta was open to a select group of guests at the club, but the shores around the area provided notwithstanding a feast for the eyes of a larger share of onlookers thrilled by the sight of sails billowing and rudders tacking while vying for positions. Forgotten were the aircraft passing overhead and taking off from, or landing in, nearby Changi Airport!

All in all, among the music, drinks, breeze and marine salt, the afternoon was a delight to the senses and the camaraderie that grew among sailors, diplomats, families and those true to the nautical spirit of freedom among waves and gusts of wind. Let's cast those lines anew in November 2014!



Photos: Changi Sailing Club

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Progress of EJA's finger pier and south quay construction as at early November 2013.



Estaleiro Jurong Aracruz (EJA), located in the municipal of Aracruz in Espirito Santo, is all set to spearhead Sembcorp Marine's strategic operations in Brazil. Operational from 1Q 2014 with full yard completion scheduled for 4Q 2014, the new 82.5-hectare integrated shipyard will have the capabilities to construct drillships, semi-submersibles, jack-ups, platforms and supply vessels, as well as perform FPSO integration, topside modules fabrication, and marine & offshore repair and upgrading.

Central to the Group's expansion plans is the nurturing of a core group of Brazilian marine and offshore engineering professionals to support its operations. Through polytechnic exchange programmes coupled with on-the-job training at the Group's Jurong Shipyard, a skilled and capable team is all geared up to drive EJA's future growth.



On-the-job training in Jurong Shipyard.



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CANON LION CITY CUP: VICTORY FOR BRAZILIAN YOUTH TEAM

TEXT: Carlos Brian Pheysey

SC CORINTHIANS PAULISTA WINS SINGAPORE FOOTBALL CHAMPIONSHIP

Football fans in Singapore were once again delighted by the balletic action on the football pitch during the 25th Canon Lion City Cup (CLCC) for under-18s, held in June and organised by the Football Association of Singapore since 1977. Camera maker Canon has been the main sponsor since 2011, hence the new name. CLCC has created legends for a quarter of a century now.

Corinthians, one of the leading Brazilian teams, hailing from São Paulo, achieved victory once again, demonstrating to Singaporeans its usual flair. It was the second Brazilian victory at CLCC within three years. Oddly, and compounding the never-ending

cycle of football fever, the Singaporean tournament occurred almost simultaneously with the worldwide Confederations Cup staged in Brazil, almost a warm-up for the 2014 FIFA World Cup, being staged in 12 Brazilian cities next year.

The Brazilians began with a game against PSV Eindhoven, beating the Netherlands team 2-0, which shuttled Corinthians to the semi-finals. The midfielder Matheus Pereira da Silva (see inset), marvelled spectators as he darted and took shots around the field in a powerful match against Arsenal in the semi-finals and then against PSV Eindhoven again in the final match. Against the Britons, he and Leonardo Lima had

**BEYOND THE CUP, CORINTHIANS
ENGAGED IN OTHER ACTIVITIES
AROUND THE ISLAND. THE
PLAYERS, UNDER COACH MÁRCIO
ZANARDI, GAVE A 90-MINUTE
TRAINING SESSION TO 60 PRE-
TEENS FROM AGES 10 THRU 14.**

to try a number of times until they could score 2-0 at the Jalan Besar stadium. Astonishingly, even at that late stage in the tournament, Corinthians had not endured a single goal from opponents, but it had amassed 11 shots of its own into the net by then.

The final match pitted the Brazilians against the Dutch of PSV Eindhoven again. The game proved to be tough, as neither side gave ground or managed to break defences, despite Matheus's fast thrusts, thwarted by alert saves from Dutch goalie Mike van de Meulenhof. The Brazilians lost one player after a controversial send-off of Gustavo Franca arisen from a dispute with the Netherlands goalkeeper. The latter was also penalised for being allegedly over the line in a later shoot-out.

The goal from Léo Jabá, as Leonardo Lima is known, happened after the intermission and was the 12th with none conceded in the Cup, but then Dutchman Karim Bannani evened the game by slamming home with just two minutes remaining, thus managing a final 1-1 tie for the two opponents. The draw led to a decision through penalty kicks. At last, the Brazilians beat their opponents by 5-3, not least through the quick reflexes of Victor Marganelli, goalkeeper for Corinthians, and the foul-up by the Dutch goalkeeper gone over the line, which prompted a re-take of the kick and led Léo Jabá to strike home, for a victory to Brazil.

Roaring applause erupted from the grandstand. Matheus himself was named Most Valuable Player of the Cup. Joyous at victory, the left-footer told reporters that he wished to thank his teammates, without whom he could not have done his part, and that he hoped to play in Europe someday, even with the defeated PSV Eindhoven since the Dutch coach liked his performance!

Beyond the Cup, Corinthians engaged in other activities around the island. The players, under coach Márcio Zanardi, gave a 90-minute training session to 60 pre-teens from ages 10 thru 14. Many of the youngsters were from poorer families who were graced with this chance under the inaugural Nutella Football Clinic. The others were lucky winners of an on-line

MATHEUS PEREIRA DA SILVA – THE CUP'S MOST VALUED PLAYER



Born in the State of São Paulo on the 25th of February 1998, Matheus joined the under-15s of Sport Club Corinthians Paulista (or just Corinthians for fans) and became midfielder, bearing jersey number 10. He played in various towns in upstate São Paulo under various state-wide tournaments within

its borders. The homepage of the Federação Paulista de Futebol (federation of São Paulo) lists five goals under his name in 2012. During Singapore's 25th Canon City Lion Cup, the left-footed scorer hit four goals for the Brazilian team, earning him the title of Most Valued Player. As for future plans and dreams, Matheus hopes to play in Europe as he moves into adulthood. Such is the stuff of heroes and legends!

contest. Nutella, the food company, stresses the need to start the day with a hearty breakfast and, true to its word, provided its very own hazelnut spread to all just before the morning session on the field at Jalan Besar stadium. The chance to kick along with the Brazilian stars was like a dream come true for the boys.

The magazine Forbes has listed Corinthians main squad as the most valuable football team in revenue terms outside Europe. In Brazil itself, Corinthians has won five championships, three cups and one Brazilian Supercup. Many of its teenage youth players went on to play as adults within Brazil, in Europe and beyond. It was an honour for Singapore to host one of the world-renowned masters of football, the Sports Club Corinthians!



SINGAPORE GRAND PRIX F1

BRAZILIAN HIGHLIGHTS

TEXT: Carlos Brian Pheysey

BRAZILIAN COMPANIES, RACE LEGENDS AND TOP DRIVERS WERE HERE TO WITNESS THE THRILL AND EXCITEMENT OF THE SIXTH EDITION OF THE NIGHT RACE

Once more, the Singapore Grand Prix Formula One Championship dazzled the motorsports universe by staging the world's one and only night race. This annual nocturnal thrill, held since 2008, is sponsored by SingTel. Sebastian Vettel once more emerge victorious in his third victory at the Marina Bay Street Circuit. Racing for Red Bull, the German set this race's fastest lap at 1 min and 48.574 sec, averaging 168 kmh.

The September event also saw its highest attendance since inauguration, totalling 262,527 for the three-day event. Hotels were booked solid and the world held its breath as contenders roared through the lit-up streets of downtown Singapore. Drivers acknowledge the race course is tough to master with urban fixtures and bumps making the track's grip uneven and dicey at every twist and turn.

Brazil made its presence felt in a few ways at the event. Firstly, Felipe Massa, vice-champion of F1 in 2008 and currently ranking eighth worldwide, raced for Ferrari once more and arrived in sixth position behind Vettel, Alonso, Raikkonen, Rosberg and Hamilton, though averaging lukewarm results elsewhere this year, which means he won't be with Ferrari next year after what had amounted to a middling successful decade of better performances.

His take on Singapore's race sounded was, "Everything counts here. If you make the slightest mistake at a corner,

you pay a high price. You have to take care at every corner and it's a long track – one lap here is like two at Monaco, so precision and consistency are important, especially in qualifying, when you have to put everything together perfectly. In fact, I'd say it's harder to win at Singapore than Monaco. The track is longer and more complicated, a lap being around 1 minute and 48 seconds while Monaco is much shorter."

APEX HOSPITALITY

The second manner in which Brazil made an impact was the viewing suite-lounge set up by APEX Brasil, the country's trade and investment promotion agency. With the aim of feting the local branches of Brazilian companies and their Singaporean clients, business partners, prospective investors, major manufacturers and importers, the agency's branch in Dubai sent its executive board to set up a lounge at Fullerton Hotel for a select number of executives, bearing a privileged view of the cars as they zoomed past the balcony just several metres away, treating the business operators to an evening of F&B, fun and entertainment that is bound to reinforce the business bonds between Brazil and Singapore beyond the confines of Formula One.

The lounge even featured Gil de Ferran himself, a Brazilian who is former champion (twice) of CART Championships Car and winner of the Indianapolis 500-Mile Race. APEX also

undertook to bring the Brazilians and Singaporeans on tours to Singapore's attractions during that weekend.

A third impact of Brazil was seen on the occasion of the off-track highlights. Singapore makes sure that cars are not the only attraction during that weekend. Ticket sales occur in tandem with pop-music performances by world-renowned bands and singers. The South American giant nation was well represented by Samba Brasil, an ensemble featuring a bevy of beauties donning full flamboyant Carnival regalia and, to the beat of vibrant Brazilian music, staging a version of the parade dances that shake Brazilian streets once a year.

Another Brazilian-related performance was that of Bloco Singapura, a Singaporean percussion group that emulates the loud samba drumming that is a hallmark of Brazil. The rest of that wild September weekend also saw giants of world pop like Justin Bieber, Tom Jones, Bob Geldorf, Rihanna, The Killers and still more high-calibre performers from the Pacific Rim and further beyond.

Everyone is now waiting with great anticipation for the September 2014 edition, the seventh of this terrific night-time contest. New rules are to be introduced in a major overhaul of the race, making each lap a rush of tension and emotion. The world will be present watching, and likewise Brazil, among the nations adding their strengths to this event, shall leave its mark once more, whether on or off-track!

SAVOURING BRAZIL

TEXT: Carlos Brian Pheysey

BRAZIL'S DELI BOOTH DRAWS A HUNGRY CROWD AT SAVOUR GOURMET FESTIVAL

The SAVOUR Gourmet Festival has become an annual staple of the gastronomy scene in Singapore. Held around April every year, it is placed at a favoured open area in Singapore, that of the Formula 1 racing pit-stop complex, just under the shadow of the Singapore Flyer, the tallest ferris wheel in the world! Numerous countries are invited to set up a booth bearing food cooked on the spot, and Brazil could not be absent, being such a busy and major supplier of foodstuff to Singapore and possessing such rich regional cuisines and delicacies within its vast territory.

The event comprised recipe presentations on stage, competitions among chefs, tasting of various items, racks of packaged products for sale, and other enticing treats competing for the crowds who turned up for a taste of it all. SAVOUR was indeed quite an educational and informative venue for those Singaporeans who were shy in previous years to try food and dishes from far-off countries, in this way discovering the delectable gems hidden in other national cuisines. The festival was sponsored by hotels, restaurants, food manufactures, importers and other stakeholders in the F&B world.

The Brazilian booth set up by the Embassy managed to impress the ravenous hordes for the four-day duration of this extravaganza by offering food and drinks deemed exotic, colourful and delectable. The counter staged an ongoing choice of wine-tasting of the Miolo brand from Brazil, offered by Garnet & Peridot Pte Ltd, a Singaporean importer and distributor of Brazilian wines and other beverages from Brazil (coffee, juices, cachaça-brandy, carbonated guaraná, also beer and more) to Singapore's hotels, restaurants and discerning consumer households already ordering its products.

BRAZILIAN WINES

You've heard it right: Brazilian wine, in case many of you thought Brazil was too warm to grow vineyards! There are sections of the country that sport much cooler climates and that harbour deep valleys and appropriate soils, some of these valleys being quite cold in winter, thus being terrain conducive to a century-old tradition of wine-growing, brought by the Italian immigrants who settled in southern Brazil in the nineteenth and twentieth centuries and kept alive on Brazilian soil the traditions, fares, diets and festivals of Italy.

And yet, wine on an empty stomach won't do. Behind

the counter stood a master chef based in Singapore, Fabio Kraiczky, a leading barbecue figure on the island. This time, instead of the Brazilian meat-skewers that everyone already knows from the various Brazilian-style churrascarias in Singapore, he prepared on the spot a chicken-based dish, with chicken meats provided by the Singaporean branch office of BRF – Brasil Foods, the largest poultry producer and exporter worldwide.

Contrary to the Singaporean belief that most of the chicken meat served on tables is from Malaysia, the truth is that more than 80 per cent of the chicken meat in Singapore hails from Brazil. There was an old local prejudice against frozen meat being shipped across oceans on a month-long journey, but the booth at SAVOUR proved to everyone how delicious a defrosted chicken can be when cooked the right way.

Above all, the Agri-food & Veterinary Authority of Singapore (AVA) has deemed Brazil as one of the few sanitised and safe suppliers, given the various disease outbreaks around Asia and Brazil's high-tech verticalised production, whereby farms and meat-plants are integrated, inspected, easily tracked, thoroughly hygienic and heavily automated so as to avoid any contact during production between humans on the one hand, and animals, meats and residues on the other hand. It comes as no surprise that AVA has accredited a select number of poultry-plants from Brazil and that now Brazilian chicken dominates thus the markets and fills the stomach of people in Singapore and worldwide.

Brazil's booth was appropriately emblazoned in green and yellow, running a video of tourism attractions and providing a fun atmosphere in which people wolved down Brazil's food happily, drank to a heart's content and chatted away with our cheerful booth personnel and with one another. The standardised polo shirts worn by the crew sported colours and logos from Brazil, making for a strikingly cool appearance. The whole ambience had a festive vibe to it, which is set to repeat itself next year. We hope you don't miss the next cooking of Brazilian items at SAVOUR, so let's make it your tasting and dining event of next year. For those of you in the foodstuff business, ensure that you check out the pavilions that Brazil's poultry, pork and beef associations are considering staging at the foodstuff trade show, also to be held in April, the Food & Hotel Asia - FHA 2014. See you there!





BRF – A WORLD LEADING FOOD COMPANY

BRF SUPPLIES TO OVER 120 COUNTRIES AND OCCUPIES A MAJOR PLACE ON SINGAPORE'S SUPERMARKET SHELVES AS A MAIN SUPPLIER OF POULTRY, BEEF AND PORK HERE

Brasil Foods S.A. or BRF or was created from the merger between Perdigão and Sadia. The company was born as one of the largest global players in the food sector, strengthening the country's leading position in agribusiness. BRF operates in the meat segment (poultry, pork and beef), processed foods, milk, margarine, pasta, pizzas and frozen vegetables, with brands such as Sadia, Perdigão, Perdix, Batavo, Elegê and Qualy, among others, in the domestic and external markets.

With net revenues of R\$ 28.5 billion recorded in 2012, BRF is one of the world's largest exporters of poultry and stands out among the largest global food companies by market value. BRF is one of the largest private employers in Brazil, with about 110,000 employees. BRF operates 50 factories in all regions of Brazil and has a solid distribution network through 33 distribution centers, delivering its products to consumers in 98 per cent of the national territory. Foreign sales accounted for 40.8% of net revenues in 2012. In foreign markets, BRF operates nine plants in Argentina and two in Europe (England and Holland), and 19 sales offices to serve more than 120 countries in five continents.

STRATEGIC PLANNING

The merger between Perdigão and Sadia, which became BRF, was announced on 19 May 2009 and completed in 2012, with the fulfillment of the Commitment Term of Performance (TCD) agreed with the Administrative Council for Economic Defense (CADE) in Brazil. The long-term strategic plan of the company includes balanced growth by organic growth and selective acquisitions of operations in strategic regions such as Middle East, Latin America and other emerging markets.

In 2012, BRF began the construction of a factory in Abu Dhabi, United Arab Emirates, which will start operations in 2014, and started a joint venture with Dah Chong Hong Limited (DCH), who will be responsible for the distribution and retail food services in the Chinese market.

The solid governance model at BRF has been reflected in major advances during the year. The company has reached new levels of efficiency, which are helping to make BRF increasingly competitive and sustainable.

Sustainable development is one of the values of BRF. The pillars of sustainability were established by the company to ensure the continuity of their business and its competitiveness in the global market. As part of its commitment to sustainability, BRF continually invests in environmental management, with a view to the constant pursuit of eco-efficiency through strategies to minimise waste, improve production and reduce risks.

CONTINUOUS EXPANSION

A publicly traded company since 2006 in the Novo Mercado of the BM&F Bovespa, BRF has consolidated its position of excellence in management. The company incorporates high standards of corporate governance, with equal rights, shareholder protection mechanisms and strict compliance with the best practices of information disclosure and transparency in the dissemination of results and business outlook.

'Deliver quality and innovation to the consumer' is another value at the BRF. For the company, to innovate implies continuous development of new products, implementations of new technologies and strict control of production processes to ensure food security and high quality.

STRONG PRESENCE IN ASIA

BRF has a strong presence in Asia for many years, providing different product solutions to different channels: Industry, Processors, Wholesalers, Food Services & Retail. With Regional offices in China, Japan, Singapore and Korea, BRF is proud to be part of consumers all over the continent guaranteeing to its clients safety, quality and taste. Through its main international leader Brand: Sadia, BRF offers products in the segments of chicken, beef, industrialised meats, margarines, pastas, pizzas and frozen vegetables.

SOUTHEAST ASIA – HALAL PRODUCTS

BRF is deeply committed to customers in Southeast Asia providing solutions that reflect the characteristics, customs and dietary rules of every country. Particularly relevant in this context is the Halal slaughter system. BRF products are present in countries with large Muslim populations that require the Halal Certification which follows from a combination of religious demands determining how animal slaughter must be carried out in order to meet the religious prescriptions of Islam. In order to reinforce this procedure, the slaughter is overseen by the Islamic Groups in Brazil, and even then usually supervised by religious envoys from Muslim countries. Presently, BRF is also a leading food exporter in Middle East Islamic Countries, confirming its vocation as world provider of food solutions.



For more information about BRF, visit their website:
www.brf-br.com/en

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EXCITING ART EXHIBITIONS AT BRAZIL CULTURAL SPACE

TEXT: Octavio Lopes



In 2013, Brazil Cultural Space at the Embassy of Brazil, hosted exhibitions by three artists, of which two are Brazilians and one Colombian. The events were graced by Singaporean artists, cultural promoters, distinguished members of the Brazilian community, Ambassadors and art lovers in general, who appreciated the vivid art expression of contemporary Latin American painters.

DEUSA BLUEMKE – SPLITTING COLOURS

From 19 April to 3 May, Deusa Bluemke presented the innovative exhibition Splitting Colours, with pieces consisting of large acrylic panels on which she applied colourful acrylic paints to “express, capture and preserve emotions and energy as a reflection of life’s moment”. Deusa holds a BA (Hons.) in Fine Arts by Lasalle College and previously studied graphic design in Germany. Being a Brazilian who lived in Germany and Indonesia before coming to Singapore, Deusa’s works are an interesting convergence of influences, experiences and feelings coming from a great variety of sources.

CESAR BERTEL – AMAZONIAN LIGHT

Brazil Cultural Space was honoured too to receive the works from internationally respected watercolorist

Cesar Bertel, from Colombia, between 30 September and 11 October, for the exhibition Amazonian Light. The main idea behind having an exhibit by a non-Brazilian at the Embassy of Brazil was to show support to Latin American cultural production, as a way to raise awareness of the whole region in Singapore. Bertel, through his highly sophisticated technique, depicts the jungle and its exuberant foliage, greenery and light. He uses his paintings to warn about the dangers that the Amazonian jungle suffers today. The Honorary Consul of Colombia was present at the opening night of the exhibition.

DEISE CAVALHEIRO - DREAMING IN COLOUR

From 11 October to 1 November, it was time for the Brazilian painter Deise Cavalheiro to present her talent at Brazil Cultural Space, in the exhibition Dreaming in Colour. Deise specializes in traditional Chinese painting, with its recurring themes of bamboo and lanterns. However, she differentiates herself from other painters who adopt this style by using a wide variety of colours, supports and textures, while maintaining the same delicate stroke and harmonic composition. The result is elegant and highly evocative, with works that stimulate the imagination and invite the viewers to a world of lively dreams.

BOOK LAUNCH AT THE RESIDENCE

FERNANDA PITTELLA’S FIRST BOOK, *ADÁGIO COM BRIO – UMA AVENTURA TOSCANA*

The Ambassador of Brazil, Luís Fernando Serra, together with Ambassador Rosana Serra, hosted the launch of Fernanda Pittella’s first book, *Adágio com Brio – Uma Aventura Toscana*, at the residence, on 5 December 2013. Distinguished guests of the Brazilian community in Singapore were present at this cultural evening. The author autographed books and talked about its stories with the guests. Wines and canapés were served to complement the social affair.

ABOUT THE BOOK

A family. A trip. Gastronomy. Architecture. Poetry. Beautiful landscapes. *Adágio com Brio – Uma Aventura Toscana* has a bit of all these and more. Written in a colloquial style, fun, light and creative, the book takes the reader on a journey with fantastic passages, in the company of a loud and amusing family, which is determined to celebrate life in some of the most beautiful places in Europe.

ABOUT THE AUTHOR

Fernanda Pittella was born in Santos Dumont, Minas Gerais, in the countryside of Brazil. She graduated and post-graduated in dentistry. Curious, Pittella also studied architecture and urbanism. She lived in Japan and Belgium, and currently resides in Singapore. She never lost her local Brazilian roots.



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BOOK LAUNCH AT THE EMBASSY: THE LIFE EXPERIENCES OF A HOUSEHUSBAND

On 6 December 2013, the Embassy of Brazil received over 20 members of the Brazilian community for yet another book launch. In the book "Macho of the 21st", Cláudio Humberto dos Santos recounts with humour and emotion the dilemmas of a man who quit his job to follow his wife abroad after she received a good offer from a multinational company to work in Singapore.

From that moment on, his role in the marriage changed from provider to become that of a househusband. He had to learn not only to take care of their home and daughter, but also to adapt to a new role in the couple's social environment. Despite difficulties and prejudices, he was able to complete the transition with no regrets. Today the family lives happily in the USA, where Cláudio still takes care of their home with commitment and enjoys every moment of watching the couple's daughter growing up.

The book is a big hit in Brazil and the author has participated in talk shows on GloboNews TV channel and CMB radio station, and received also coverage in the press.



KEPPEL LATIN AMERICAN FILM FESTIVAL 2013

TEXT: Octavio Lopes

MOVIE BUFFS TREATED TO A DIVERSE SELECTION FROM NINE COUNTRIES

The Keppel Latin American Film Festival 2013 (KLAFF 2013) took place from 27 November to 1 December, at Cathay Theatres, and was organised by the Embassies of Brazil, Chile, Costa Rica, Ecuador, Mexico, Panama, Peru and Venezuela, and the Honorary Consulate of Colombia, with sponsorship from Keppel Offshore & Marine.

Nine movies from each organizing country, were presented during the festival which is the largest edition to this date. Thanks to the support of Keppel, tickets for all screenings were complimentary, and the response from Singapore movie buffs was outstanding. KLAFF 2013 was a great success, attracting crowds of Singaporeans to appreciate the rich and diverse facets of Latin American culture.

Brazil presented the movie Brainstorm (Bicho de Sete Cabeças). The film is based on the real life experience of Austregésilo Carrano, who as a teenager was sent to a mental institution by his own parents after they found a marijuana joint in his clothing. There he learned to adapt to a very hostile environment, while trying to find a way out. After this terrible experience, Carrano made it his mission in life to expose and fight abuses that can take place in mental institutions, and the movie is the result of his mission. Rodrigo Santoro, the Brazilian star that played King Xerxes in the block-buster "300", and Fidel Castro's brother Raul in Soderberg's "Che", gives a very strong performance in this acclaimed movie.





TEXT: Catarina Longman

PIANO BOTANICA

THOUSANDS GATHER AT THE SINGAPORE BOTANIC GARDENS TO WATCH CAIO PAGANO'S PIANO RECITAL

Celebrating Brazil's Independence Day (7 of September), a piano recital by Brazilian Maestro Caio Pagano attracted over 2,000 people to the Botanic Gardens' Shaw Foundation Symphony Stage on Sunday, 8th September 2013.

Families and friends arrived early in the afternoon and settled onto the beautifully kept grounds, enjoying a picnic in the park while awaiting the concert, which started at 6pm. Well-known by classical music aficionados worldwide as a master of Classical Piano, the much-travelled Brazilian pianist was happy to revisit Singapore.

Pagano's solo performance at the Botanic Gardens featured 15 pieces, with works from classic composers such as Bach, Beethoven, Weber, Chopin, Schumann, Debussy and Liszt. In homage to his country, Pagano also played famous Brazilian composers, namely Villa-Lobos, Camargo Guarnieri and Nazareth.

A special appearance by Singaporean violinist Kailin Yong made the crowd even more thrilled. The harmonious repertoire ended with a triumphal rendition of Gottschalk's take on the Brazilian national anthem, "Grande Fantaisie Triomphale sur L'Hymne National Brésilien". The audience seemed truly delighted, and

many queued up after the concert for a chance to meet the artist.

As a Professor of Piano at Arizona State University, in the United States, Pagano has treated appreciators of music from across four continents in 900 performances as a recital soloist, chamber musician or orchestra soloist. In Asia, he has performed in Tokyo, Beijing and Kyoto, as well as at The Esplanade and SOTA Theatres in Singapore. The pianist is also a Professor at the University of Brazil in São Paulo and was the creative mind behind the successful International Biennial of Music, in Brazil. Of the 36 works Pagano has premiered worldwide, 25 were written especially for him.

Sponsored by Keppel Corporation and supported by The Embassy of Brazil, the recital was aptly named Pianobotanica. Commenting on the event, Ms Wang Look Fung, Director of Group Corporate Affairs at Keppel Corporation, said: "We are very pleased to celebrate with the Singapore audience through the music of renowned Brazilian pianist Caio Pagano. With a significant presence in Brazil, Keppel is keen to play its part to forge closer ties between our two countries through such cultural exchanges." Planning is already on the way to repeat the success in 2014.

PANORAMA OF BRAZILIAN MUSIC

FLUTIST JOÃO BASTOS AND COLLABORATOR, PIANIST
YARA BORGES PRESENTS CLASSICAL AND POPULAR SELECTION



Brazilian flutist João Bastos and his partner and longtime collaborator, pianist Yara Borges made their debut performance in Singapore on 30 August 2013 at SOTA (School of the Arts) Concert Hall and wowed the Singapore audience with their Panorama of Brazilian Music.

The selection features the duo's renditions of classical and popular Brazilian music by composers such as Guerra Peixe, Zequinha de Abreu, Chiquinha Gonzaga and Vinicius de Moraes. The recital was part of the series of events to commemorate Brazil's National Day in Singapore.

BRAZIL TRADE SHOWS 2014 CALENDAR

COUROMODA

13-16 January 2014

International Shoe, Leather Goods and Accessories Fair.

www.couromoda.com

VITÓRIA STONE FAIR

18-21 February 2014

International Marble & Granite Fair

www.vitoriastonefair.com.br

INTERMODAL SOUTH AMERICA

1-3 April 2014

International Exhibition for Logistics, Cargo & International Trade

www.intermodal.com.br

AUTOMECH HEAVY & COMMERCIAL

1-5 April 2014

Heavy and Commercial Vehicles Fair

www.automecpesados.com.br

LAAD SECURITY

8-9 April 2014

Public & Corporate Security Fair

www.laadsecurity.com.br

SANTOS OFFSHORE

8-11 April 2014

Oil & Gas Expo

www.santosoffshore.com.br

AVESUI

13-15 May 2014

Latin America Fair for the Poultry and Pork Industry

www.avesui.com

TECNOMULTIMEDIA & INFOCOMM

13-15 May 2014

Multi-media and Infocomm Fair

www.tecnomultimedcia.com

BITS SOUTH AMERICA

13-15 May 2014

I.T. Industry Products & Services and Corporate Logistics

www.bitsouthamerica.com.br

FCE PHARMA

12-14 May 2014

International Exhibition of Technology for the Pharmaceutical Industry

www.fcepharma.com.br

BRASIL OFFSHORE

10-12 June 2014

International Fair for Oil & Gas

www.brasiloffshore.com

HOSPITALAR

20-23 May 2014

International Technology Fair for Hospitals, Laboratories, Pharmacies & Clinics

www.hospitalar.com

AIRPORT INFRA EXPO

2-4 June 2014

Latin American Commercial Aviation & Airport Infrastructure Seminar & Exhibition

www.airportinfraexpo.com.br

SIMTEC

25-27 June 2014

International Symposium and Technology Exhibition on the Sugar & Ethanol Industry

www.simtec.com.br

SIAL BRAZIL 2014

24-27 June 2014

The Latin American Food Marketplace

www.sialbrazil.com

FRANCAL

15-18 July 2014

International Shoes and Accessories Fashion Fair

www.feirafrancal.com.br/2013/

FISA

5-7 August 2014

Food Ingredients South America

www.fi-events.com.br

NAVALSHORE

12-14 August 2014

Marintec South America – Shipbuilding & Offshore Industries' Expo & Conference

www.ubmnavalshore.com.br

PHOTOIMAGE – B.C.E.E.

26-28 August 2014

Brazil Consumer Electronics Expo

www.photoimagebrasil.com.br

RIO OIL & GAS EXPO

15-18 September 2014

www.riooilgas.com.br

EXPO LOGÍSTICA

7-9 October 2014

International Supply-Chain Fair

www.expologistica.com.br

MOVIMAT

16-18 September 2014

Transport & Logistics Brazil

www.expomovimat.com.br

FUTURECOM

13-16 October 2014

Information & Telecommunications Technology

www.futurecom.com.br

FENATRAN

27-29 October 2014

International Transport Industry Show

www.fenetrans.com.br

FIMAI

4-6 November 2014

International Fair of Industrial Environment and Sustainability

www.fimai.com.br

TRANSPQUIP LATIN AMERICA

(Expo Airport / Latin Port / Expo Urban / Expo Stadium)

Transport Infrastructure Expo

3-5 December 2014

www.transpoquip.com.br



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