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A man with a beard and mustache, wearing a light-colored shirt, a blue vest, and a red tie, is seated in an airplane cabin. He is wearing large headphones and playing a gold saxophone. He has a relaxed expression with his eyes closed. The cabin interior is visible, including a white overhead storage bin, a small table with a cup of coffee and some food, and a window with a warm light glow. The overall atmosphere is one of luxury and comfort.

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# FOREWORD



2014 has been a unique year for Brazil. For the second time in history, Brazil had the honour of hosting the World Cup and, even though the result might not have been good for the national team - unfortunately, the organisation of the event was a huge success. The year 2014 also saw Ms Dilma Rousseff being re-elected for a second term as the President of Brazil. The inauguration of her second term in office, scheduled for 1<sup>st</sup> January is bound to draw many heads of state and government from around the world.

2014 has also been a great year for the relations between Brazil and Singapore! Two new Brazilian companies arrived in the country. Tramontina, a hundred-year old tableware company, whose products are sold in over 120 countries, opened an office in the island early in the year. Shortly after, Sapiens Global, a consultancy company, arrived in Singapore.

In the other direction, Singaporean investments kept on arriving in Brazil. We were very pleased to learn that at least one new Singaporean company arrived in the country: ST Kinetics. Other companies, some established in the country for years, carried on with expansion plans. On this note, we have to recognise two particular players, GLP and Keppel, a combination that alone creates over 10,000 jobs in Brazil.

And the good news kept on coming. In October this year, we broke the commercial trade record, turning Singapore into the most important commercial partner for Brazil in the ASEAN region, the fourth in Asia and the fifteenth in the world. That is a great accomplishment, especially if one considers that the two main export products of Brazil, iron ore and soy, are not sold to this country in large amounts.

This year has been very busy for the cultural department of the Embassy as well. PianoBotanica gathered hundreds of people in the Botanic Gardens to listen to Brazilian jazz, there were several exhibitions from Brazilian artists at the Embassy and the country had a beautiful presence in the International Friendship Day at a few Singaporean venues. But maybe the most important event was Sebastião Salgado's exhibition at the National Museum of Singapore. For over four months, thousands of people enjoyed some of the work of the topmost Brazilian photographer.

We hope this year's edition of the magazine can give you a glimpse of how busy and rewarding 2014 has been for the Embassy and for the relationship between Brazil and Singapore. Enjoy the reading!

*Rodrigo Bovo Soares*

**Secretário**  
**Chefe do Setor de Promoção Comercial**  
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# Brazil and Singapore: Oceans Apart — But Their Hearts Beat As One for Mutual Growth

Ambassador HE Luís Fernando de Andrade Serra shares his views on the growing interactions between Singapore and Brazil in an interview with Nomita Dhar



**important growth centres in the world economy. In your opinion, what is the scope of cooperation between the regions, especially with respect to Singapore as a hub?**

Singapore, located in such a strategic position and blessed with world-class infrastructure, is a hub for international trade and is one of the most important markets for Brazil, irrespective of being one of our farthest-lying trading partners, requiring approximately 40 days of navigation. Singapore is the first market in ASEAN for Brazilian exports, with shipments to the tune of the amount of US\$3 billion until 31<sup>st</sup> October 2014. It is also the fourth largest market for Brazilian products in Asia and the 15<sup>th</sup> in the world. In the past few

years, we have been witnessing a steady increase in the cooperation between the two countries, especially in the trade of a wider range of goods and services. A case in point, our exports to Singapore this year, in comparison to the preceding one, have almost doubled.

care technologies; fast-moving lifestyle consumer goods; medical and health care products and systems; agribusiness and commodities; financial asset management; and much more. Above all, Brazil is aware that Singaporean businesses are ideally placed to develop the country's offshore marine sector. For example Singapore's Sembcorp Marine has recently finished the construction of its yard in Brazil and it is ready to begin building vessels and rigs for the vast oil and gas fields off Brazil's southeastern coast. Moreover, there are great opportunities in Brazil for Singaporean marine-engineering businesses in the coming years as we intend to increase our efforts in offshore marine projects. In other sectors beyond what I mentioned, there are new markets for Singaporean businesses that were previously untapped, for instance properties and real estate. One excellent example of this is Singapore's Global Logistic Properties, one of the most sought-after companies in Brazil's real estate market, a true leader in logistics solutions.

**T**he growing bonds between Brazil and Singapore, both in friendship and business, continue to strengthen, not only through economic ties but also in people-to-people contact. Oceans away from each other geographically they may be, but the hearts of these two fast-developing countries beat as one, as they look forward to a mutually beneficial relationship in the years to come. Presently, the number of Brazilians stationed in Singapore is rising steadily—and a mirrored trend is being witnessed in Brazil, where Singaporeans are treading new paths of collaboration and enterprise. Brazil's Ambassador in Singapore, HE Luís Fernando de Andrade Serra, speaks exclusively about the burgeoning importance of Singapore and the ASEAN region in the narrative of Brazil's own growth. We share the highlights of his observations on this dynamic relationship.

**Latin America and ASEAN are considered**

**Diverse interest groups from various businesses have been aggressively seeking to enter the Brazilian market. Could you share with us some of the new trends and profiles of businesses from Singapore that have capitalised on the available opportunities in your country?**

In the past few years, business interests here toward Brazil have broadened into other previously unexplored sectors that offer many opportunities: logistics infrastructure, freight and intelligent transportation; infocomm, digital access and process-automation solutions; urban-improvement solutions; environmental-

On the Brazilian front spearheading into Singapore, this year we saw two new companies come in and set up business in Singapore to push their expansion plans and tap the potential of the ASEAN market and beyond, especially regions such as China, India, and even Papua New Guinea as an example.

**Shipbuilding, infrastructure and export of foodstuff have been the mainstay of cooperation between the two countries. How was the balance of trade between Brazil and Singapore between 2013 and 2014?**

One of the best years of trade so far between Brazil and Singapore was 2012, when US\$2.92 billion worth of exports from Brazil to Singapore was recorded. And yet, I am delighted to share news that we have beaten a historical record with the exports until



October 2014, of US\$3.04 billion. This has been one of the most remarkable years in the history of trade between Brazil and Singapore and marks a turning point in our relationship. From now on, there is only progress and deeper cooperation between us.

**Cooperation in Singapore sports is a new dimension that has been added to Brazil-Singapore interactions. Could you share some of the highlights of this with us?**

This year has been very special with regard to interactions between Singapore and Brazil in the realm of sports. We have two excellent players from Singapore in Rio de Janeiro's league. The national squad actually played against Japan in October, here in Singapore. Furthermore, we are planning a seminar for coaches next year so as to help Singapore upgrade the level of coaching to the highest degree. We are hopeful of more such interactions in the coming seasons.

**Perception about Brazil is confined to samba, football and the Amazon. As the Ambassador representing this great nation, what would you like the people of Singapore to know beyond the stereotypes?**

Moving beyond clichés, I would like Singaporeans to understand that Brazil is the sixth largest economy in the world. We share our borders with 10 neighbours and there has been no conflict with them in the past 140 years of our existence. We live in peace and extend a hand of friendship to all our neighbours.

In fact, we share lot of things in common with Singapore, including our views and perceptions regarding gender roles, race, religion, multilateralism, rule of law, and even voice similar opinions in international platforms. We are distant geographically, but we are very close in our policies and opinions.

**Have there been interactions in the field of training and education between the two countries?**

We have a tutorship programme in Brazil whereby we send more than 70,000 Brazilians abroad for post-graduate studies. It is called 'Science without Borders' and, under this programme, we would like to increase the presence of Brazilian students in Singaporean universities. This year, we received high-level delegates from three Singaporean universities and Singapore's A\*STAR, the Agency for Science, Technology and Research. They met representatives from some of Brazil's biggest universities.



Ambassador HE Luís Fernando de Andrade Serra with Ms Nomita Dhar, Editor-in-chief, Sun Media

We are working hard to facilitate more interactions and bring both countries together for exchanges in education. In 2015, a delegation from the National Institute of Space Research is supposed to visit Singapore for interactions with DSTA.

**Special progress was made recently in the signing of the double-taxation agreement in air and shipping services between the two nations. In layman's terms, what does it mean and how does it facilitate business movement between Singapore and Brazil?**

It is a step in the right direction to encourage more trade and movement between Singapore and Brazil. Singapore is a very important trading partner for Brazil and the double taxation agreement will help businesses in lowering freight expenses. With regard to air services, the national carrier Singapore Airlines is now on equal footing with Emirates Airlines and Qatar Airways, so it can collect taxes from one end, and hence can have competitive pricing.

The double taxation agreement for shipping will encourage exports and imports at a lower rate, as tax will need to be paid in only one country. The freight expenses will be lower and will benefit the traders and improve their returns.

**Could you tell us about the high-level visits between the two countries in recent times and what the outcome was?**

This year, we had a spectacular visit from Brazilian President Dilma Rousseff to Singapore in November, when she toured the PSA port operations in the city. We are very keen to work with the company. She was accompanied by Brazil's Minister of Foreign Affairs, Luiz Alberto Figueiredo, and

Special Counsellor for International Affairs, Marco Aurélio Garcia.

As said, we also had a technical delegation from A\*STAR and Singapore's universities visiting Brazil. Officials from the Economic Development Board (EDB) also came calling on Brazil. We are looking forward to many such developments and exchanges between both nations.

**On a lighter vein, in Singapore we have a national dish. What is the national dish of Brazil or the popular dish of Brazil?**

There is a huge variety of dishes in Brazil as the country is a melting pot of cultures. The most popular food in Brazil is currently barbeque, but our national dish is called 'Feijoada', a stew made of black beans and salted pork. It is usually enjoyed with rice and assorted accompaniments. There are many other culinary delights for foodies interested in visiting Brazil.

**The number of Brazilians residing in Singapore has steadily increased. What do you attribute this to? How does the embassy assist in integrating the community?**

In the past few years, the Brazilian community in Singapore has been growing steadily. Many Brazilians are working in multinational companies as well as for Brazilian companies that have established branches in Singapore, given Singapore's role as a hub within ASEAN. We have permanent contact with our citizens once they are registered with us. They voted in our Presidential elections in October. We regularly organise and invite them for social and cultural events at the Embassy.

# President Dilma Rousseff Visits Singapore

■ Brazil's Head of State, President Dilma Rousseff, makes a three-hour stop-over in Singapore on her way to G-20 Meeting

*By Octavio Lopes*



**P**resident Dilma Rousseff made a three-hour visit to Singapore on 13<sup>th</sup> November, on her way to the G-20 Summit that took place in Australia. Brazil's Head of State was supposed to merely stage a refuelling stopover in Singapore, but decided to take the opportunity to know a little more about the Lion City by making a quick city tour and

visiting the port. During her visit, President Rousseff learned about PSA operations in the city-state and in several ports around the world, such as Buenos Aires, Panamá and Mariel (Cuba).

Accompanied by Brazil's Minister of Foreign Affairs, Luiz Alberto Figueiredo, and Special Counsellor for International Affairs, Marco Aurélio Garcia, the President visited PSA's corporate office tower, which offered her a bird's eye view of port terminals and new developments on reclaimed land. Escorted by PSA's Group CEO, Mr Tan Chong Meng, she toured the port facilities and visited control rooms. President Rousseff was also offered a general explanation of PSA's operations with the help of a scale model.

Back at Changi Airport's VIP complex, the President briefly met with Mr Yaacob Ibrahim, Singapore's Minister for Communications and Information, who invited her to a State visit to Singapore while walking her to the presidential aircraft.

## Did You Know?

Few Brazilians, and even fewer Singaporeans, know that Singapore has its presence guaranteed in history pages of the South American country. In 1961, Brazil was undergoing a turbulent political moment, with a very unstable and eccentric President, Jânio Quadros, unable to deal with pressures coming from conservatives and left-wingers. At the peak of the crisis, Quadros renounced the Presidency, in a desperate attempt to obtain more power and reinstatement through support from the Parliament. He expected that his gestures of resignation would not be accepted by the Congress, ultimately leading to increase in popular support. The act backfired and the resignation was accepted by the Parliament, in one of the most outlandish and awkward moments of Brazilian history.

Vice-President João Goulart was then supposed to take over. With several political groups fighting for power, a presence in Brazil's capital was of the utmost importance, if he was to assume the Presidency with full command. But instead, Goulart was in Singapore! After visiting China, where he met Chairman Mao, and a stopover in Hong Kong, the Vice-President was hosted at Raffles Hotel, where, on 25<sup>th</sup> August 1961, he received a telegram informing that the office of President was vacant. Goulart interrupted his three-day visit to the Lion City and immediately flew to Paris, before taking another flight to Brazil. After a brief political duel, he eventually became President of Brazil, only to be removed from office by a military coup in March 1964.





# Estaleiro Jurong Aracruz

Sembcorp Marine's Estaleiro Jurong Aracruz (EJA), located in the municipal of Aracruz in Espírito Santo, continues to make good progress and has commenced initial operations since the second half of 2014, with completion scheduled for early 2015.

When complete, the new 82.5 hectare shipyard will have the capabilities to construct drillships, semi-submersibles, jack-ups, platforms and supply vessels, as well as perform FPSO integration, topside module fabrication, and marine & offshore repair and upgrading.

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**FDPSO Dynamic Producer**  
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### Highlights

- The yard will feature facilities which include berthing quays, a floating dock, ancillary piping facilities as well as a state-of-the-art steel fabrication workshop.
- EJA's Brazilian-flagged floating crane has a capacity of 3,600 tons and is South America's largest.



Subsidiary:





# Senator Ricardo Ferraço's Visit Sets Stage for More Cooperation

■ Mission by Senator Ricardo Ferraço breathes new life into negotiations for Singaporean investments into Brazil

*By Carlos Brian Pheysey*

**S**enator Ricardo Ferraço, Chairman of the Brazilian Senate Committee on External Relations and National Defence, is no stranger to Singapore. He visited the city-state in 2012 to further investments in marine oil, gas engineering and shipbuilding in his native state of Espírito Santo, which he represents in Congress. He accompanied Governor Renato Casagrande to visit, among various public and private entities in Singapore, Jurong Shipyard, a Singaporean leader in shipbuilding that had begun constructing a facility in Espírito Santo. This facility is Jurong's largest abroad, and would produce the vessels that support oil/gas drilling in Espírito Santo's offshore fields.

Proud as Espírito Santo is of having Jurong to boost its capabilities, Senator Ferraço also represents the wider interests of Brazil, particularly in the realm of

drawing investments and clearing any bottlenecks for increased bilateral trade between the two countries. An issue that has dogged relations over the years is the tax classification accorded by Receita Federal – Brazil's Inland Revenue authority – of Singapore as a tax haven, a category that results in double taxation and thereby dampens further investment from Singapore into Brazil. Consequently, and by way of the S. R. Nathan Fellowship, Singapore invited the Senator on fresh visits, meetings and briefings, in a bid to rekindle efforts towards removing Singapore from that classification. This proved successful at the turn of 2014, when Receita Federal announced that it would be amending Singapore's status.

International Enterprise Singapore (IE Singapore), which launches Singapore company worldwide, organised an intensive week right after New Year's Day 2014

for the Brazilian Congressman. Senator Ferraço had meetings with the Economic Development Board, the statutory board charged with attracting investment into Singapore. He also visited PSA International, Singapore's main corporate port operator, in the interests of inviting PSA to Brazil.

The next day, Senator Ferraço was introduced to aspects of urban planning and housing. The Senator met with the CEO of Singapore's Urban Redevelopment Authority (URA), the statutory board responsible for Singapore's city planning. In his tour of URA's gallery, he was given an insight into the expertise that Singapore can offer to Brazilian cities in their various stages of development. Jurong Consultants (not to be confused with Jurong Shipyard) has, in fact, been helping urban centres in central Brazil for a few years. He also met a number of Singaporean companies at a luncheon that enabled a B2G dialogue, insights and



requests on the topic of Singapore's tax classification by Receita Federal. That day, the Senator was also hosted by the Minister of Trade and Industry, Mr Lim Hng Kiang, who was optimistic about opportunities for further engagement between Singapore and Brazil once existing obstacles were cleared.

Mr Ferraço also visited the Pinnacle@Duxton, a premium high-rise block of flats erected by Singapore's Housing Development Board (HDB), a body that manages the buildings housing nearly 90 per cent of the population. The low cost of this housing is a marvel of Singapore's development, and the HDB has the expertise to assist Brazil in its process of urbanisation and economic development. The day ended with a briefing at Vale, the Brazilian mining giant.

The next day, Deputy Prime Minister Tharman Shanmugaratnam graciously received the Senator, and they had fruitful deliberations over the wider spectrum of Brazil-Singapore relations. The day continued with insights into Singapore's progress in technology, engineering and education, starting with a presentation at the Agency for Science, Technology and Research (also known as A\*STAR). Given the broad room for R&D cooperation between the two countries in fields such as marine engineering, advanced computing, new media, biotechnology, biomedical health, new composite materials and more, the visit was especially relevant to the Senator. He was then led to visit Fusionopolis, a building that combines laboratories, start-ups and other innovator/creative firms with full amenities such as a mall, theatre, dining and more. Fusionopolis was built by Jurong Consultants, the outfit already tapping into Brazil, and Senator Ferraço invited Jurong to assist in the planning of Greater Vitória, the capital of his state.

Senator Ferraço took a tour of Jurong Shipyard and held discussions with the CEO of Sembcorp Marine, the yard's parent company. He also met his fellow stateside youngsters; dozens of students from Espírito Santo are attending Ngee Ann Polytechnic in order to be ready to join the yard upon returning home. Another discussion on education and capacity-building took place at the Central campus of the Institute for Technical Education (ITE).

On the last day of his visit, Senator Ferraço visited the Parliament, where the Congressman met Madam Halimah Yacob, Speaker of Parliament, for a fruitful dialogue

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on social and demographic trends in both societies. He also met his counterpart, Dr Lim Wee Kiat, Chairman of the Government Parliamentary Committee on Defence and Foreign Affairs. As a Member of Parliament, Dr Lim discussed with Senator Ferraço various issues arising from the dichotomy between the plan-based, rapid-growth, free-market model adopted by an older, less wealthy Singapore, and the rising expectations of a younger and wealthier generation. The afternoon continued with a meeting with Petrobras. The day ended with the Senator's meeting with Mr Choo Chiau Beng, non-resident Ambassador of Singapore to Brazil and former CEO of Keppel Corporation, which runs two shipyards in Brazil. They were joined

by Ministry officials (from the Ministries of Trade & Industry, Finance and Foreign Affairs) who watched with interest as Mr Choo made the case for Singapore and increased business in the marine oil/gas and other sectors, as soon as an agreement is reached on bilateral tax matters.

Senator Ricardo Ferraço returned to Brazil having been exposed to the myriad opportunities that exist which could benefit both countries as a result of increased economic cooperation, and promised that he would liaise with Receita Federal and other governmental bodies to find a mutually beneficial solution. It is said that Singapore's investment could grow fourfold in Brazil and that Brazilian companies could potentially keep more robust offices in Singapore. Both Brazil and Singapore are optimistic that this will happen, now that Brazil's tax authority has amended its position on Singapore.

In the month following the visit, authorities and experts from statutory boards and associations in Espírito Santo, that are to assist in Jurong Shipyard's marine-engineering projects, visited Singapore to understand Singapore's business and economic models and to reinforce ties between the two. Additionally, PSA requested and obtained, via the offices of the Senator, meetings with Brazilian authorities for the prospective development and operation of terminals in Brazil. The mutual desire for more business and growth underscores the relevance and usefulness of the G2G effort led by IE Singapore and Senator Ricardo Ferraço and such tours help towards binding the two countries more closely for joint prosperity.



# The First Latin American Lee Kuan Yew Exchange Fellow



■ Executive Secretary of the Ministry of Development, Industry and Foreign Trade, Mr Ricardo Schaeffer, is the first individual from Latin America to come to Singapore at the invitation of the Lee Kuan Yew Exchange Fellowship

*By Priya Ramakrishnan*

Launched in 1991, the Lee Kuan Yew Exchange Fellowship invites outstanding individuals with excellent track records or extraordinary potential, for high-level exchange visits. During his five-day visit to Singapore from 28<sup>th</sup> July to 1<sup>st</sup> August 2014, Mr Ricardo Schaeffer met Deputy Prime Minister and Minister for Finance Tharman Shanmugaratnam, Minister for Trade and Industry Lim Hng Kiang and Senior Minister of State, Ministry of Trade and Industry and Ministry of National Development Lee Yi Shyan.

Mr Schaeffer also had discussions with officials from the Economic Development Board, International Enterprise Singapore, JTC Corporation and Housing and Development Board (HDB). The website for the Ministry of National Development recounted that Mr Schaeffer was keen to learn about Singapore's public housing policies and township development. His visit to HDB was hosted by Acting Deputy Chief Executive Officer (Building), Mr Yap Tiem Yew.

Mr Schaeffer had previously served as the Deputy Vice-Minister of Brazil's Ministry of Development, Industry and Foreign Trade. From 2007 to 2010, he was first the Director of Planning and

Management, and then the Vice President of the Brazilian Trade and Investment Promotion Agency (Apex-Brasil).

He was also the Chief of Staff to the President at the Brazilian Agency for Industrial Development and Executive Secretary of the National Council for Industrial Development from 2005 to 2007. As a member of then-President Luiz Inácio Lula da Silva's transition team from 2003 to 2006, he played a vital part in setting up the Ministry of Tourism.

Lee Kuan Yew Exchange Fellows are chosen on the basis of their track records or extraordinary potential to contribute to the development of their nations as well as promote international understanding and goodwill. Mr Schaeffer is the 45th Fellow under the programme. Other recent Fellows include Pehin Dato Haji Abdul Rahman Haji Ibrahim, Brunei's Second Minister of Finance in the Prime Minister's Office; former Japanese deputy prime minister Katsuya Okada; Mr Neal Wolin, former Deputy Secretary of the U.S Department of the Treasury; and Mr Vo Van Thuong, a member of the Central Committee of the Communist Party of Vietnam and the secretary of Quang Ngai province party committee.







# Brazil Hosts Sixth BRICS Summit

■ Brazil had the honour of hosting the Sixth Summit of Heads of State and Government of BRICS, in the city of Fortaleza, in the northeast of the country from 14<sup>th</sup>-16<sup>th</sup> July, 2014. The acronym BRICS is made up of the first letter of each of the countries that are part of this group: Brazil, Russia, India, China and South Africa

*By Rodrigo Bovo Soares*

**T**his group is special for many reasons, but one of the most interesting was the way it was created. Normally, countries gather to form blocks when a common purpose demands international action. This happens with environmental issues, security, economy and many other fronts. However, in this case, actors of the financial sector of the global economy started observing that the BRICS countries shared many common features and could, soon, acquire a new role in the world. Their governments realised a great opportunity could arise from coordinated actions and started to approach one another. In the

early conversations, no set agenda was defined. In 2010, in the city of Brasília, the leaders of the BRICS gathered for the first time.

The potential of the group is enormous, and the data speaks for itself. The BRICS countries account for 37.5 per cent of the world's land surface area, 42 per cent of its population and 21 per cent of global GDP. Natural resources are abundant in these countries: from oil to coal, from iron to diamonds, the reserves are massive. Moreover, the agricultural potential is far from reaching its limits. Very few countries have the necessary characteristics to become world leaders and five of them



are now discussing and working together, coordinating actions.

With this spirit, the leaders of the five countries adopted the Fortaleza Declaration and Action Plan in July, along with the Agreement on the New Development Bank, the Treaty for the Establishment of a BRICS Contingent Reserve Arrangement and other documents. At its sixth summit, the BRICS emphasised social inclusion and sustainable development. The debate centred on the theme “Inclusive growth: sustainable solutions”, suggested by the Brazilian hosts.

The Fortaleza Summit showcased BRICS accomplishments and the discussions leading to the realisation of its vast potential. Since its first summit in 2009, BRICS has consolidated its position as a positive force for the democratisation of international relations and for the enhancement of existing institutions of international governance. It has also forged an impressive partnership carrying out cooperation initiatives in more than 30 areas among its members.

The most important innovation of this meeting was definitely the Agreement on the New Development Bank (NDB). The discussions about the bank commenced in the 2012 New Delhi Summit. The purpose was to allocate resources to infrastructure and sustainable development projects, either in the BRICS countries or in other developing economies. In the following year, at the Durban Summit, convinced of the project's feasibility, the leaders approved the creation of the NDB, which was institutionalised in Fortaleza.

With its headquarters in Shanghai and the first regional office in Johannesburg, the only members of the bank, so far, are Brazil, Russia, India, China and South Africa.

*The BRICS countries account for 37.5 per cent of the world's land surface area, 42 per cent of its population and 21 per cent of global GDP. Natural resources are abundant in the countries: from oil to coal, from iron to diamonds, the reserves are massive*

As founding members, they have the same voting quotas, and that proportionality should be maintained. In future, once the NDB is operational, other countries may be invited to participate. In that case, each country will have a voting quota in accordance to its shareholding, but the founding members will always hold, at least, a combined 55 per cent of the votes.

The NDB starts with the impressive value of 50 billion dollars in reserves. This capital shall be used to finance any company with projects in the territories of the member countries, be they in the agricultural, industrial or service sector. The main focus of the bank, however, is projects related to infrastructure and sustainable development. The proposal will be analysed by the Legislative Assemblies of each of the countries and, as soon as the five countries deposit the ratification instruments in Shanghai, NDB will begin its operations.

Following its vocation of being a supplementary structure to the well-established global finance governance, the NDB saw its leaders agree, in Fortaleza, on the creation of a Contingent Reserve

Arrangement (CRA). The Arrangement is integrated by the five members of BRICS, and aims at providing them with liquidity in case of external crisis. The CRA begins operating with a lending capacity of 100 billion dollars. In comparison, the IMF has a lending capacity of approximately 315 billion dollars, of which, in September 2014, 84 billion were loaned to various nations.

The two mechanisms, NDB and the CRA, are independent and have very distinct purposes. The former is directed at long-term infrastructure projects, which will impact on the development levels of the countries. The latter will be used if a liquidity crisis hits one of the countries. Both, however, fall under the category of creating new instruments that will allow Brazil, China, India, Russia and South Africa, and maybe even other countries in the future, to become more independent of the established financial mainstream. And yet, that is not the only advantage of the new institutions. Creating new and supplementary mechanisms will make the whole global financial system more secure and fail-proof for every country in the world.



# Santa Catarina:

## A Name for Innovation, Vocation, Action, Distinction, Tradition and Recreation

■ In presenting a distinct federal state in each edition of this magazine, our spotlight shifts now to Santa Catarina, a southern state that has been at the forefront of both innovation and tradition, and equally of steadfastness and change

*By Carlos Brian Pheysey*

**S**anta Catarina, or SC in short, has become a reference point for Brazil, because of its hi-tech industries, its poultry and pork meat-plants, which have addressed two-thirds of Singapore's needs (though you might have thought that chicken and pork in Singapore came from Malaysia and Australia!), its above-average port terminals, its strong middle-class character, its European immigrant traditions, and not the least— the beauty of its range of sunny beaches and, on occasion, snowy highlands!

Santa Catarina is not keen on merely waiting for the future to arrive. It is bent on implementing a dozen innovation centres that will link cutting-edge manufacturers, designers, creators, incubators,

technopreneurs, venture capitalists, universities, institutes, vocational centres and other creative forces — to aggressively propel its workforce, products, services and economy into the 21st century.

In keeping with this vision Congressman Paulo Bornhausen, a high official of the state's government led a public/private-sector mission to Singapore in early 2014 to find partners and models of efficiency and capability-fostering, that could be applied to Santa Catarina— rendering it a permanent partner of Singapore within the scope of wider Brazil agenda.

The delegation comprised also Mr Alcântaro Correa, Chief Executive of SEBRAE/SC, the Service of Support from Micro & Small Enterprises (SC Chapter),





along with Mr Carlos Guilherme Zigelli (Managing Director) and Mr Amir Ternes Hamad (Director of Development for SC). The delegation also included members of the press. The delegates actually broke a Brazilian tradition and came to Singapore during Brazil's Carnival, a time when the country stops for a week of revelling. Santa Catarina, as we said earlier, waits for nothing in its thrust toward a new future!

The week, filled with meetings, kicked off with a discussion with ST Electronics, a major Singaporean player in intelligent circuitry and systems. ST Electronics has been dealing with Brazil for some time now, as the country seeks automation solutions for its metro-rail networks, airports, ports, manufacturing industries and more. In this light, Santa Catarina's highly developed infrastructure, industry and services, set at a quality level above the country's average, could well be the draw factor for the Singaporean firm to opt for it as a base for projects throughout Brazil in the coming years. The CEO did not fail to mention that taxation in Brazil needs some streamlining too, particularly as Brazil and Singapore have occasionally diverging points of view in the matter of tax-haven classifications.

Likewise, the delegates met with CrimsonLogic, a company that started

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out as a state enterprise and then went on to design e-Government solutions for Singapore and for countries worldwide. Not just Brazil, the firm has also helped Chile, Colombia and Panama—to automate part of their infrastructure and their pro-citizen and pro-business services. In fact, given Santa Catarina's location on Brazil's southern borderlands, this progressive state can translate into a major hub for Singaporean companies to reach various other countries in South America.

To wrap up that day of on-line automation — the mission also held talks with the Infocomm Development Authority (IDA) to understand how Singapore attained the targets set by the "Intelligent Nation 2015 Masterplan" and how its consulting branch, the IDAi, can

assist Santa Catarina to venture farther into the digital realm.

The following day, the SC officials interacted with Jurong Consultants, a branch of the JTC state enterprise, which plans business parks, technology parks and other infrastructure worldwide. Its experts have been active in some of the states of central and southeastern Brazil—and are in a position to design innovation centres for Santa Catarina that are not just for manufacturing or office complexes, but also self-sustainable ecosystems for businesses. This would be done by integrating live-work-play amenities that would attract talented professionals, executives and technicians to want to reside, shop, find entertainment, schools and transportation options within them;





*A luncheon with authorities from the Ministry of Trade and Industry enabled in-depth strategic insights and suggestions on removal of hindrances. A discussion at the Embassy of Brazil also stressed the need for greater R&D cooperation with Singapore, in order for technology transfers to Santa Catarina to take place*

in this way it would further the growth of new economic dynamos that become autonomous and vibrant in their own right. Jurong Consultants has agreed to send its planners to Santa Catarina to examine prospects in the vicinity of the port of Itajaí.

The delegation also held talks with International Enterprise Singapore, the branch of Singapore's government which launches Singaporean companies worldwide. What could be more attractive than Santa Catarina as a new base for such important beginnings — be they shipyards, marine-engineering solutions, logistics providers, electronic industries, automation providers, and so on. Another important meeting was with the Singapore Business Federation, which has under its umbrella almost 20,000 companies — a figure that broadens the

scope of enterprises that could target southern Brazil and also set up a mission to Santa Catarina, in their efforts to tap into South America.

Discussions with the Singapore Cooperation Enterprise have opened up the opportunity for inking a cooperation agreement between Singapore and Santa Catarina, which is likely to include the aforesaid Jurong Consultants and other experts.

Congressman Bornhausen, an action man himself and an advocate of private-sector efficiency, free markets and fiscal responsibility — stressed that he did not want negotiations to drag on, but rather, that the agreement be in place as quickly as possible for the innovation centres in SC, for them to begin operating in 2015. A luncheon with authorities from the

Ministry of Trade and Industry enabled in-depth strategic insights and suggestions on removal of hindrances.

A discussion at the Embassy of Brazil also stressed the need for greater R&D cooperation with Singapore, in order for technology transfers to Santa Catarina to take place. On another competitiveness and productivity-enhancing front, the delegates visited SPRING — Singapore's agency for the fostering of new benchmarks among Singaporean companies — a debate that interested Mr Correa as representative of his state's small and medium enterprises.

One morning was devoted to a tour of Keppel Offshore & Marine, a company that already is well ahead in the states of Santa Catarina (at the coastal municipality of Navegantes) and also of Rio de Janeiro. Its Senior Advisor, Mr Choo Chiau Beng, is also Singapore's non-resident Ambassador to Brazil, and the visit served the aim of reinforcing ties, particularly as so many engineers and technicians from both Brazilian states were on-site in Singapore to welcome the delegates. At the Economic Development Board, the authorities outlined the pro-business framework of Singapore that could be of interest to Brazilian companies wanting to set up an office or



facility in Asia. WEG and BRF, two Brazilian firms from Santa Catarina already have offices in Singapore to market their electric motors and frozen chicken and pork, respectively. At the office of Urban Redevelopment Authority, the delegates learned about the meticulous planning of Singapore's urbscape and its integration with innovation hubs, techno-parks and business centres. In fact, its associateCentre for Liveable Cities invited SC experts to come for training and also to attend the World Cities Summit which is held in Singapore every two years.

The mission also toured a terminal of PSA International, the company that runs most of Singapore's port terminals and other such facilities worldwide. Its efficiency has made Singapore a global powerhouse of container-handling, trans-shipments and port-automation solutions. PSA executives have been visiting Brazil over the years, as well as the state of Santa Catarina, with a view to implementing a terminal of its own.

Last but not least, the delegates, in their drive toward achieving capacity-building for a new future, also met with the National Institute of Education, a body that has propelled Singapore to the forefront as a reference point for revolutionary training of teachers and teaching methodologies.

*The port city of Itajaí in Santa Catarina is the second most important port in Brazil. It makes sense to ensure that its hinterland, already a major hub for various leading industries, evolves into an even bigger and progressive manufacturing hub, with Singapore's inputs of capital, technology, planning and managerial expertise*

### **Itajaí— Brazil's Second Leading Port**

The port city of Itajaí in Santa Catarina is the second most important port in Brazil. It makes sense to ensure that its hinterland, already a major hub for various leading industries, evolves into an even bigger and progressive manufacturing hub, with Singapore's inputs of capital, technology, planning and managerial expertise. Not too far from it, the town of Navegantes already has a Keppel yard. Itajaí has its very own international airport and the largest university in Santa Catarina. The municipality is also Brazil's leading fishing hub, thanks to its fleet and expertise in this field. Shortly, it will also be home to an international marina for leisure vessels from across the oceans, and also a Sports Port for those who are into nautical sports.

The city's coastal strip is also host to some of the best beaches in Brazil, thus offering excellent potential for the development of beach tourism. Indeed, Brazilians, Argentines and other nationalities have been flocking to those sunny beaches over the holiday seasons for many years now.

### **Fun, Sun and Snow**

Santa Catarina has a host of fun attractions for all age groups. The crystal-clear waters along the coastline are a hot favourite with divers and snorkelers in the southern cone of South America. Cruise ships and yachts ply the coast, and one can enjoy the endless opportunities for whale-watching and explorations of the historic forts dotting the shoreline. Florianópolis, the capital





of the state, is on an island and is well connected to the mainland; it is an urban centre with excellent facilities including malls and plenty of nightlife. One can enjoy a beer or a glass of wine by the waterfront. As this is a southern state, its colder valleys are home to many vineyards, making the local wines a big hit with all palates. There are many thermal springs scattered around Santa Catarina which enjoy good custom.

Other towns in the state offer an excellent variety of shopping, cultural and dining experiences; Brazilian barbecue on skewers, a southern specialty for example, reminds one of a similar barbecued snack in Singapore. As one moves inland, the rivers with their verdant valleys, the coastal strip, its hinterland and the beautiful highlands architecture bears the stamp of its German, Italian, Ukrainian, Polish, Portuguese and even Japanese past. The inhabitants have Germanic, Italian and other European features. In fact, in many towns German and its dialects are still spoken on the streets; even the spoken Portuguese, Brazil's national language, comes with an accent. The Portuguese themselves, particularly those from the northern mid-Atlantic's Açores Islands, have left behind their legacy of festivals

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—Marejada, for example is still celebrated here every October. The Oktoberfest, a legacy of Santa Catarina's German past, is celebrated with great fervour still—inevitably with barrels of beer flowing!

Religious processions and pilgrimages are also an integral feature of the region's cultural heritage. Visitors can buy crystals, porcelain, footwear and more along this "European Valley". In Joinville, a strongly Germanic city on the coast, the dance scene is European—it's even the home of the Bolshoi Theatre School in Brazil and a corresponding Dance Festival.

In the highlands, one can go horse riding, traverse awesome canyons, soak in the vistas of the expanses of conifers or the native Araucaria forests— or one

can just relax, drink hot chocolate and sit by a fireplace at one of the hillside lodges. Given the sub-zero temperatures in the highlands, a few small towns actually receive some brief snow every few years, undoing the stereotype of Brazil as a tropical nation. Be sure to bring some warm clothes in July, or pick them up from the great variety on sale locally.

The west region is marked by ranches, farms and charming small communities. The Italians have left a strong legacy in this part of Santa Catarina. This domain, closer to the border with Argentina, also features vineyards, canyons, waterfalls and rapids which are a huge draw for the adventurous traveller.

In summary, Santa Catarina has something for everyone.



# Investment Opportunities Abound

■ With Asia and Latin America experiencing exponential growth in the recent years, a seminar on Brazil as an investment destination, provided a timely overview of possibilities for investors

*By Nomita Dhar*

**T**he Fullerton Hotel, Singapore on 24 October 2014 played host to a seminar on Brazil being one of the hottest investment destination in the world. Organised by Banco do Brasil in partnership with PwC, the seminar was supported by the Embassy of Brazil in Singapore and was presided over by HE Luís Fernando Serra, Brazilian Ambassador to Singapore.

As the opportunities in Asia and Latin America are witnessing exponential growth in recent years, the seminar was well-timed for Singapore companies and multinationals, to get an overall feel of the Brazilian market.

Mr Marcelo Gusmão Arnosti, Chief Economist of BB DTVM Asset Management (a subsidiary of Banco do Brasil), shed some light on the multi-faceted elements of Brazil's economy. Brazil, he pointed out, had enjoyed strong growth especially in the last couple of decades. The GDP per capita in 2013, reached an all-time high of USD 5823.04.

Talking about the social achievements in Brazil, Mr Arnosti, termed them as "exceptional". The growth itself has been much more inclusive compared to yesteryears. This has also resulted from policies set in place which have accrued benefits more widely and led to an emerging middle class, he added.

Outlining the positives to the potential investors he said, "The country has seen a considerable reduction in external vulnerability, its GDP growth is stronger, inflation is being contained and public debt is lower. There is a comparatively higher public and private saving. There is a great improvement in the country's foreign trade due to friendly trade and financial policies."

The tax structure of a country is generally an important consideration for investors. A short review on Brazil's tax structure presented by Michela Chin, Partner, PwC Brazil, was particularly useful for the participants.

Jefferson Oliveira, Director, PwC Brazil, shared his insights on investment in Brazil's Oil & Natural Gas infrastructure. Key findings in the energy industry, according to the 17<sup>th</sup> Annual Global CEO Survey, revealed that the three countries energy CEOs ranked as the most important to their business growth are China, Brazil and the US. Asia Pacific on the other hand is expected to overtake Europe as the largest oil importer with imports more than tripling by 2035. Asia Pacific, Africa and Latin America are expected to more than double their gas production by 2035. This growth is expected to be powered by solid regional demand and export projects.

Opportunities galore await investors in this sector. The Brazilian "Pré-sal" is one of the most attractive areas of investment over the world. Rio de Janeiro is one of the major site locations for companies to establish R&D structures when investing within the Oil & Gas industry. The total investment is expected to reach the figure of R\$ 1 Billion.

Hidehiko Inamura, Corporate Sales Senior Manager, Banco do Brasil – Tokyo, Japan, which has been in operation for 42 years shared that the bank has dealings with both financial institutions and clients in Asia and Oceania region. It provides a broad spectrum of trade services from traditional products to newly developed products. Its Asia Business Desk acts as a bridge between the two countries by offering not just information about Brazil but also general research on regulatory environment for business in Brazil (tax and legal information), arranges business matching between Brazilian firms and companies in Asia and also introductions to professionals including legal firms, accounting firms etc.

Conferences and seminars like Brazil 2014 will continue to shore up the growing interaction and understanding between Brazil and the Latin America region and Asia, for their mutual benefit.





# LATAMCHAM Launched to Strengthen Long-standing Ties

■ Inauguration of Latin American Chamber of Commerce in Singapore augurs deeper business relations

*By Ranee Sahaney*



**LATIN AMERICAN  
CHAMBER  
OF COMMERCE**

**T**he recent launch of the spanking new Latin American Chamber of Commerce (LATAMCHAM) in Singapore — South East Asia's most important commercial hub— comes at a propitious time for both regions. The growth of global market forces, particularly in Asia and Latin America in recent times, has propelled both regions to reach out and cement their trade and business agendas to fulfil their plans for a long and fruitful relationship for the mutual benefit of their people. These aims need to be addressed at the highest levels in an environment of collaborative efforts intent on facilitating trade, investment opportunities and mutual co-operation of the highest order.

In an effort to promote an atmosphere of close association, LATAMCHAM will be a lively, innovative platform for participating businesses. LATAMCHAM will take the full

measure of its role in building bridges in the business culture between the two regions in the years to come.

However, it is not just about bringing together the businesses of two great regions with enormous economic potential. An equally important imperative for LATAMCHAM is endorsing its environment as an ideal place for bringing together individuals who will create business opportunities between Latin America and Singapore and the further expanses of Southeast Asia as well.

## **An Innovative Business Matchmaking Platform**

According to Ms Angela Torres-Andresen, Co-Founder of LATAMCHAM, it will promote shared interest between two regions.

"In essence, the Latin American Chamber of Commerce is an innovative matchmaking platform that represents the common interest of Latin American



1. (Previous page) Mr Pablo Espinel and Mrs Angela Torres, Co-founders of the LATAMCHAM with Ambassador of Colombia, HE Mauricio Baquero. 2. Ambassador of Brazil, HE Luís Fernando Serra. 3. Mr Pablo Espinel and Mr Rodrigo Felipe Afonso, Member of the Strategic Board of the Chamber. 4. Mr Richard and Mrs Rose Tay with Mr Eduardo Ramos-Gómez, Member of the Strategic Board of the Chamber. (Photos courtesy: Grafika Photographer)

business in promoting bilateral trade, investments and collaboration between Latin American and Singapore and Southeast Asia. Our progressive approach allows us to create events to help our members discover new markets and business opportunities at low cost and minimum risks, and with the confidence of communicating in a known business cultural environment. At the same time to advocate for our members as one united voice," she says.

### Bridging the Communication Gap

LATAMCHAM facilitates the dynamic business information culture — helps unveil the common principles shared by business people of both regions. The business relations of both these regions are firmly rooted in solid interpersonal relations and family, community and social structures. From this, stems the reality and ability to work together as future partners in business as well.

Advocacy and collaboration are the twin engines which power LATAMCHAM's

agenda for successful partnerships. Networking remains a key factor in fostering business and trade between the two regions. Its trade events are the ideal platform for this interaction as it provides members practical and hands-on information, both before and after the events, for a productive follow-through for all concerned. It enhances its role by bringing together experts in their chosen fields, who can engage in research and discussions aimed at value-adding to the co-operation between the private sector and government.

### Leveraging on Close Associations

The hands-on and personalised approach of LATAMCHAM is backed by the experience of successful and innovative entrepreneurs in Singapore. The organisation is highly active in co-operating with and supplementing the activities of the existing institutions in Singapore and the region. It works assiduously in enhancing its network with organisations from both regions.

This includes financial institutions, government and non-government organisations, Chambers of Commercés and other business and trade associations— in order to leverage on its efforts to propagate bilateral trade, investment and co-operation.

The strength to achieve its carefully planned goals is driven by 'numbers'. LATAMCHAM bulks its networking prospects with key public and private institutions in Singapore and Latin America, so that a friendly avenue is created for both to learn from each other in a congenial atmosphere. Instead of duplicating efforts, LATAMCHAM concentrates its efforts on multiplying results.

Today, the Asia-Pacific region is Latin America's second largest trading partner with a trading volume of US\$442 billion, just trailing a tad behind the USA and leaps and bounds ahead of the European Union. The time is ripe now to capitalise on the huge potential for partners from both these regions.





# Singapore's Pivotal Role for ASEAN Expansion

By Ranees Sahaney

■ Whether it's small, medium-sized or big-ticket Brazilian businesses, they are looking at Singapore as the springboard for success in the Southeast Asian market

**P**ositioning itself as a strong trading partner and encouraging movements of goods and services with its global counterparts from Southeast Asia and Africa, Brazil has been a key player in increasing trade between Latin America and Asia. The new panorama of Brazilian development reveals a turning point for the country as it continues to capitalise on its growing integration with the world economy.

The credit goes to the Brazilian government and its visionary policies such as the adoption of a free-float exchange rate in 1999 and the new monetary policy. The Brazilian government played a significant role in creating a fresh stimulus to exports as the country continued on its spiral to construct an economy marked by stabilisation and growth under a democratic regime.

According to the Asian Development Bank and the Inter-American Development Bank, estimated trade between Asia and Latin America in 2011 grew by an average annual rate of 20.5 per cent, to an estimated US\$ 442 billion. Singapore, the world's most open economy for trade and investments and the mighty economic and commercial

gateway to three billion consumers in China, India and Southeast Asia, has been pivotal in accessing this huge market. The Singapore Department of Statistics revealed that, in 2012 alone, Singapore-Latin America trade was valued at US\$29.3billion.

## Reaching ASEAN via Singapore

Endless opportunities await in Southeast Asia for enterprises involved in projects ranging across infrastructure, urban solutions, offshore and marine, transport and logistics, info-communications technology, textiles and furniture and more — and not just for the Brazilian government and the large corporate houses alone. Even small, medium and big businesses, for whom once the very idea of entering this market seemed to be a pipe dream, are now opening up offices in Singapore to reach this huge market.

Four successful Brazilian-based companies, Sapiens Global, Tramontina, Qranio and SunCaged Analytics have opened offices in Singapore as a base for tapping the huge potential in the coming years. Here they talk about their agenda to translate their dreams into a reality.

Brazilian businessman Helio Galvão

Ciffoni is the founder of Sapiens Global Pte Ltd (Singapore), which aims to extend its business in Southeast Asia to complement the operations of its branch in Tokyo. As the Head of Business Development, Mr Ciffoni has the critical task of furthering the company's business interests in these parts and has, along with its Japanese co-workers of Sapiens Global LLP (Tokyo) and its team based in Brazil, built the firm's business on connecting their clients to a network of professional consultants who share their client-focused values.

Mr Ciffoni has his hands full as he has also, as a partner of Sapiens Global LLP, Tokyo, driven its goals for business development in Japan, Southeast Asia and Latin America. His portfolio includes strategic consulting and business plan and sales strategy development for Japanese firms focused on the Southeast Asian market, as well as Brazilian firms based in Japan, Singapore and the ASEAN countries. Mr Ciffoni is also advisor of Softex, a multi-company alliance in Information Technology (IT) and service industry, based in Brazil. That is where his over 30 years of experience in the software market and IT-related businesses has proved to be integral to his work.



Left: Mr Helio Ciffoni of Sapiens Global

Sapiens Global acts as a bridge and facilitator between businesses in the Americas, Asia and Africa, with its excellent range of solutions and services. Their market research and information gathering services are spot-on as a value-add to communication between potential Japanese, Singaporean and Brazilian companies who wish to set up operations overseas and foreign corporations to start business in Asia and Latin America.

Speaking about Brazil's IT industry, Mr Ciffoni says, "Because of the restriction in imports, Brazil was forced to evolve its own IT industry, which has 45 years of internal development. We had to develop our very own operation systems for computers and create our own hardware and software. Brazil's IT for banking is stronger than anywhere else in the world."

He further says, "When the global market opened up for Brazil in the 90s, we had no markets beyond Brazil's borders. We created a lot of entrepreneurs at the time."

The firm is looking to penetrate the ASEAN region for its offerings from Brazil. Its people have honed their skills as cutting-edge business development consultants in bringing companies together as potential business partners. Sapiens Global works with different models for bringing buyers and sellers, distributors and agents for products and services together.

It is not just IT alone the firm is looking at, Mr Ciffoni reveals. There are great possibilities in trading tea and coffee as well as in publishing.

### Tapping Singapore's Market

The Brazil-based Tramontina Group, which has recently set up a sales office in Singapore, is one of the world's leading

manufacturers of household goods ranging from cookware and cutlery to flatware and kitchen utensils.

The Tramontina Group also has many plans for its presence in Southeast Asia. With its headquarters in Rio Grande do Sul, Brazil's southernmost state, the group runs 11 modern factories and 12 distribution centres worldwide for its range of 18,000 products aimed at the mid and high-end market segments. In 1986 the company set out to exploit the potential of the huge US market with Tramontina USA, Inc. in Sugar Land, Texas—one of its largest corporate affiliates.

"Asia and Africa have been identified as our growth areas and Singapore is the ideal base for monitoring our activities in this region," says Mr Émerson Dresch, who heads the Singapore sales office. He reveals that the firm has been in operation in the Asian market for almost 20 years, but this is the first time they have set up a sales office in Singapore, which will also look after its interests in the entire region.

Being based in Singapore comes as a big relief for him as he finds it a secure, efficient and professional place to work. "Security in Singapore has impressed me most. This is very important as we are travelling around a lot and we don't have to worry about this. Also since the island is easy for commuters, productivity is definitely better."

Having worked for 15 years in the firm now, Mr Dresch is gearing up for extensive follow-up on projects here. "The turnover in US\$ 2 billion in 2013 and is mostly represented by Brazil and the US, but we aim at enhancing this with our operations in this region," he says.

"We plan to fill the gap between the European brands (high quality, but somewhat overpriced) and the Chinese products that dominate the Singaporean market," he says pointing out that, as soon as Tramontina's products enter Singapore, the high quality and matching price range will definitely be appreciated by the consumers living here.

Consumers are the ultimate goal for the firm's 18,000 products, and finding the right medium to reach them is part of the success process. Mr Dresch says, "Singapore has something we don't, its amazing department stores with their range and high quality of products. Even the US doesn't have something like this in such a small expanse. Through these showrooms our products can reach the markets we are looking at—the mid- and high-end segment."

According to him, the firm is not looking to go directly to the consumer via retail. Instead, as a first step it will reach them through the distributors, who have the infrastructure, network and the partnerships to infiltrate the market to



Tramontina





Mr William Pazos of Qranio

introduce Tramontina's products. The region Tramontina is targeting needs to get a proper perspective and understanding of Brazil's business interests. "The world, when it thinks of Brazil, thinks of the samba and football and not of manufacturers. We have to change that perception," believes Mr Dresch.

Tramontina's Singapore sales office will also support its other markets such as Indonesia, Sri Lanka and Papua New Guinea. Apart from high-end products, the company also has competitive products that do well in their supermarkets, Mr Dresch reveals. As he points out, "We need to create a commercial structure and build on the brand's own unique selling proposition here in the markets we plan to penetrate."

### Bringing Virtual World to Lion City

The spirit of entrepreneurship has been high in Brazil ever since its economy integrated with the world economy. One such maverick has been Lebanese-Brazilian Samir Iásbeck de Oliveira, CEO of Qranio— a master education startup available in the form of an online gaming platform. Inspired by his own personal experience of education and learning, the information-hungry boy invented new ways to learn.

The Brazil-based Qranio model for 'learning can be fun experience' is an online platform, via mobile apps, which operates like a quiz on a range of subjects, with rewards for the right answers in the form of virtual currency (iQ\$). Mr William Pazos, Asia Head of Qranio, explains that it is a platform in which users can answer trivia questions and then build up iQ\$ points and badges to redeem prizes that can range from gift cards and books to iPhones and Playstations. The platform is compatible with iOS, Android and BlackBerry10. Qranio earns its profit through advertising and when users buy

to upgrade their application (where they can redeem premium gifts). The firm has offices in São Paulo and Portugal.

Mr William Pazos reveals that, since students in Brazil have to sit for exams like O-levels, his firm signs deals with universities that provide Qranio with the questions. It is a radical new concept that has found a great response. Today Qranio has over a million registered users enjoying this fun learning experience. It also offers a Premium version, with redeemable prizes to match the success of the learning quotient of the player.

Qranio was nominated as Best Latin American Startup, at the Microsoft and Start-Up Farm sponsored Spark Awards 2013. Samir Iásbeck's agenda, as his market reach expands beyond the borders of Brazil, is to construct a solid and sustainable brand with a fast-moving product. Bringing in other brands on this roller coaster ride is part of Qranio's game plan.

Mr William Pazos says that already Qranio is big in Europe and Latin America, but the firm is now also looking at China and India because there's a large domestic market out there and also because both countries give a lot of importance to education, much like Singapore does. Qranio is looking at establishing a partnership in these countries with a huge telecoms company that will put Qranio in the platform and let them have access to over seven million telco users.

Singapore's role in all this is an important one, according to Mr Pazos, because it "offers a stable legal system and good workforce. They can find people who speak Mandarin and English (bilingual) and other languages. Using Singapore as a logistics hub to reach out to neighbouring countries makes a lot of sense." Yes, just like Brazil is the door to Latin America. Shared destinies!

### Singapore as a Business Hub

Aydin Ilhan, Founder and CEO of SunCaged Analytics, is a new entrant from Brazil to the city-state. He and his family decided to make Singapore their new base after exploring options in Hong Kong, Indonesia and Malaysia. He has been here since 2013 and has set up his company specialising in business analytics with Singapore as the base.

The Lion City suits Mr Ilhan and his family as it holds a record for being one of the safest places in the world. Apart from the safety aspect, its greenery and English-speaking population add to the positives. Moreover, according to him, Singapore has been one of the easiest places to set up shop with a pro-business environment. The icing on the cake was the presence of multi-nationals and global consulting companies, which made it a logical choice for SunCaged to be established here.

"The Singapore government provides subsidised space, technology, grants and incentives and supports an atmosphere that is encouraging to businesses. It is an excellent place to synergise and expand our portfolio and reach," explained Mr Ilhan when asked about choosing Singapore as his base. He further added, "Singapore will help us to put to use our expertise in Latin American and European markets. It has been over a year since we established here. Now we are looking for a local partner in Indonesia and aiming to provide long-term solutions in the field of market intelligence, training in analytics and innovation."



Mr Aydin Ilhan of SunCaged Analytics



# Asia to Become Brazil's Major Export Trade Partner

■ It is anticipated that India and Korea will become Brazil's top fourth and fifth export destinations by 2030. China will remain as Brazil's most important trader partner

**A**s we move towards 2015, the Brazilian economy, powered by export pick-ups, is looking brighter. The most significant growth opportunities for Brazilian exporters are in emerging Asia, which will be primarily driven by sales of food and bio-fuels. It is anticipated that by 2030 Brazil's top export destinations will continue to be China, USA and Argentina; India will replace its 2013 priority export market — Japan — and Korea will replace Germany. The time is ripe for Brazil to capitalise fully on its advantages in a market which is expected to grow exponentially in the coming years.

## Focus on Agriculture

Brazil is a key commodity exporter and a global superpower in agriculture, being one of the world's top exporter of beef,

chicken, soybeans, sugar and coffee. As developing countries improve their living standards, demand for food items such as meat tends to increase. Brazil has a huge opportunity to meet this potential. Brazil is also well placed to meet rising global demands for bio-fuels, as it is the world's largest sugar-cane producer. Keeping in view the global demand for meat, inputs for bio-fuels and other farming products, agriculture exports are expected to contribute around 11 per cent of total export growth in the next two decades.

With China now focusing on consumption, Brazil has an excellent window of opportunity to capitalise on its food and coffee exports. Brazil has developed plants that adapt better to its soil with the help of Embrapa, a state-owned agriculture research institute. But this is also a fiercely competitive market

and Brazil would do well not to rely solely on this for supremacy in the global share of agricultural exports. It needs to pump in more R&D investments to retain its competitive edge in order to hold on to its market position. This engagement in R&D should be backed by a multi-partisan agreement to double R&D expenditure to at least 2 per cent of agricultural GDP (around US\$2bn).

## Business Opportunities

Despite the slowdown in the first half of the year, Brazilian exporters should be able to benefit from a diversified export structure (both geographically and in terms of product type) against the setting of a broad-based pick-up in world trade. The Eurozone, traditionally a key trade partner for Brazil, is slow-growing (albeit improving) and has seen fewer opportunities for growth, while





the US economy kept its place as second-most important region for Brazil to trade with. For its future prospects, Brazil will be strengthening its position in the Asian market in order to offset the relative decline in trade with European countries.

### Expectations for the Global Economy

Currencies in Brazil and other emerging markets are expected to depreciate with the expected normalisation in advanced economies' monetary policy. This should improve the competitiveness of Brazilian exports in external markets — which should help boost sales in rapid-growing destinations such as the US, China and India.

### Corridors to Watch

By 2030, Brazil's top three export destinations are expected to remain the same. China, (Asia's largest economy with its on-going demand of iron ore and soybeans from Brazil), should in particular remain Brazil's most important trade partner. With the expansion of China's middle class, demand also for Brazilian meat is expected to increase in tandem. Over the next two decades trade with

the US, whose economy is recovering, is also expected to remain firm. Sales to neighbouring Argentina are expected to be largely driven by proximity and its Mercosur membership. Also, the links in the two countries' supply chains in sectors such as automobiles should guarantee strong bilateral trade flows.

The overall perspective, however, is that Asia is the region that presents the best opportunities for Brazilian exporters. Asia is seen as the most promising region for trade over the next six months. By 2030, India and Korea are forecasted to occupy the fourth and fifth positions in Brazil's top export destinations.

However, exchange rate fluctuations is identified as a crucial barrier to businesses looking to expand. Another common factor hampering growth of external trade is bad logistics which is now being addressed. Trade with fast-growing Asian economies also needs to be facilitated more aggressively by more bilateral trade agreements.

### Conclusion

Brazilian exporters will find increasing opportunities from an environment of

improving US economy coupled with an increase in living standards in developing countries. Businesses should also be able to capitalise on gains in competitiveness from a softer currency as well as slower growth in real wages, making Brazilian products cheaper in export markets.

According to Simon Cooper, Chief Executive of HSBC Commercial Banking, "Businesses can't afford to fixate on the risks posed by today's geopolitical problems and uneven rates of growth at the expense of their future planning. Conditions have undoubtedly been tough for trade recently, but we are now turning a corner. The medium and long term prospects look significantly better for businesses that have prepared themselves for recovery in both developed and developing markets."

*Source: Extracted from HSBC Global Connections Report: Brazil's Trade Forecast, September 2014*

*This article is supported by:*



# Logging on to Your Dreams of Business in Brazil

■ The Internet is a vast 'ocean' of useful resources that can be tapped. If you are a first-time investor or already in the market, featured here are some websites that can help



**F**rom supplier and product listings to forms for opening up a business in Brazil— investors, importers and exporters, both first-timers and old, can log on to a range of websites related to doing business with Brazil. Here are a few useful links which bring you up-close and personal with the 'what's-it-all-about'— to set you in the road to making your business dreams in Brazil a reality.

**BRASILGLOBALNET:** This is the official site for exporters, importers and investors to meet prospective partners or find guidelines, surveys and reports. Your company can register its desired product HS codes free of charge at [www.brasilglobalnet.gov.br](http://www.brasilglobalnet.gov.br) in order to locate suppliers of those products or manufacturers seeking foreign investors. You can also search for trade shows/fairs/exhibitions. You can also print downloads on company formation and doing business in Brazil.

**BRASILEXPORT:** For those tapping into Brazil, you can view the official trade and investment guide at [www.brasilexport.gov.br](http://www.brasilexport.gov.br).

**I B G E:** The Brazilian Institute of Geography and Statistics website has the latest statistics and geographical data (Portuguese and English language option). Log on to [www.ibge.gov.br](http://www.ibge.gov.br)

**BANCO CENTRAL:** The Brazilian Central Bank's website includes information on the foreign exchange market regulation and foreign investment regulations (English language option on the top right). Log on to [www.bcb.gov.br](http://www.bcb.gov.br)

**BNDES:** The National Bank for Economic and Social Development is the most important state-owned development bank in Brazil. Its website has information on many aspects of Brazilian economic life, including investment opportunities in Brazil (English language option on the top right). Log on to [www.bndes.gov.br](http://www.bndes.gov.br)

**MDIC:** The Ministry of Development, Industry and Trade has an investment section in [www.investimentos.mdic.gov.br](http://www.investimentos.mdic.gov.br). You will find a wealth of information regarding investing in Brazil, provided by RENAI — the National Investment Information Network.

**TESOURO NACIONAL:** The National Treasury at [www.tesouro.fazenda.gov.br](http://www.tesouro.fazenda.gov.br) has an English language option at the screen's top; in the next screen, select your financial topic of interest.

**C N I:** The Confederation of National Industries has economic reports in English. See [www.cni.org.br](http://www.cni.org.br). For its exporters by category of product, click on 'Brazilian Exporters Directory' or access [www.brazil4export.com](http://www.brazil4export.com) and click on the English language option.

**UBRAFE:** The Union Of Brazilian Fairs shows in its site all the trade fairs held in Brazil, by category. See [www.ubrafe.com.br](http://www.ubrafe.com.br)

**EMBRATUR:** The Brazilian federal tourism board has a website with information on tourism in Brazil (Portuguese and English language). See [www.visitbrasil.com](http://www.visitbrasil.com).

**INTERNATIONAL BUSINESS CENTRES:** A network of International Business Centers located in most of the Brazilian States. As a private sector initiative, they offer consulting services on foreign trade, investments, and other forms of business co-operation. You can access strategic information on Brazil, fruitful business opportunities and contacts with Brazilian companies connected to your specific interests. Log on to [www.cin.org.br](http://www.cin.org.br)

**IE SINGAPORE (SÃO PAULO OFFICE):** The Singapore governmental trade and investment office in Brazil. Contact [saopaulo@iesingapore.gov.sg](mailto:saopaulo@iesingapore.gov.sg), Tel: 55-11-3050-2121. In Singapore, contact the Brazil-desk at (65) 6433-4478.



# Brazil Overview

## Economy - Trade - Investments

■ Brazil is the seventh economy in the world with a GDP of US\$ 2.4 trillion, amounting to nearly 50 per cent of the Latin American economy

By Catarina Longman

**B**razil has a large and rapidly growing consumer market, comprising 200 million people. From 2003 to 2012, real GDP increased by 41 per cent, real total wages by 65 per cent and domestic retail sales by 119 per cent.

In 2013, the country received US\$ 64 billion in foreign direct investment (FDI) — the fifth largest FDI recipient in the world. Brazilian foreign trade registered US\$ 481.8 billion in 2013 — an increase of 3.4 per cent over the same period of 2012. Exports reached US\$ 242.2 billion, and imports were US\$ 239.6 billion. In volume, Brazilian exports grew by 3.1 per cent compared to January-December 2012. Regarding the destination markets, sales grew to Asia and Latin America and the Caribbean, mainly to Mercosur —South America's leading trading bloc or the Common Market of the South, which aims at bringing about the free movement of goods, capital, services and people among its member states. Trade with China increased by 11.6 per cent, which made it the major buyer of Brazilian products in 2013.

### BRAZIL & SINGAPORE - Trade Facts & Figures

Brazil is the largest producer and exporter of niobium in the world. Ferroniobium is an alloy used in the production of steel. About 77 per cent of all frozen chicken consumed in Singapore comes from Brazil.

Brazil exports more than **US\$ 1 billion** to Singapore **every year** (since 2007)

Singapore exported over **US\$ 1 billion** worth of goods to Brazil in 2013

In **2012**, Brazil exported a record of **US\$ 2.94 billion** to Singapore.

In the first 8 months of **2014**, Brazil already exported **US\$ 2.5 billion** to Singapore

Main products Brazil exports to Singapore:

**Fuel oil**

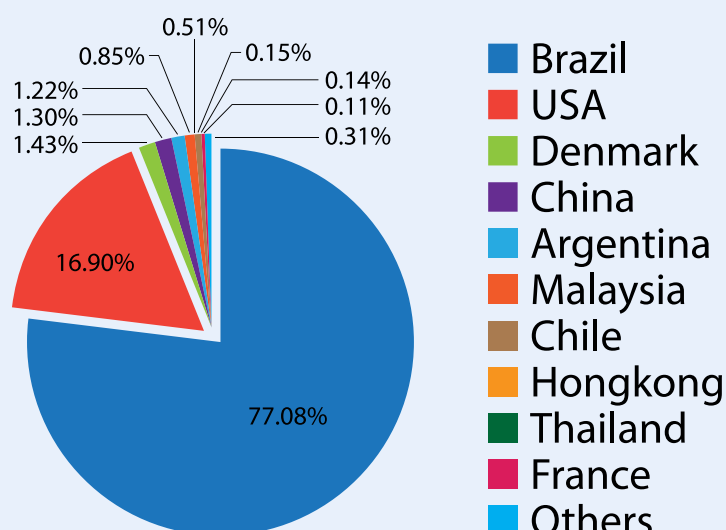
**Crude oil**

**Ferroniobium**

**Frozen chicken**

(Sources: Brazilian Ministry of Development, Industry and Foreign Trade— MDIC; IE Singapore.)

### 2013 SHARE OF IMPORTS OF FROZEN CHICKEN CUTS TO SINGAPORE



### TOP TEN EXPORTING COMPANIES IN BRAZIL IN 2013

Some of Brazil's largest corporations are present in Singapore. Vale, Petrobras, BRF and Embraer, for instance, are among Brazil's top exporting companies.

The top 10 exporting companies from Brazil in 2013 were:

1. Vale S.A.
2. Petróleo Brasileiro S A Petrobras
3. Bunge Alimentos S/A
4. BRF S.A.
5. Cargill Agrícola S A
6. ADM do Brasil Ltda
7. Embraer - Empresa Brasileira de Aeronáutica S.A.
8. Louis Dreyfus Commodities Brasil S.A.
9. JBS S/A
10. QUIP SA

Keppel Offshore & Marine and Sembcorp Marine, Singapore's largest shipbuilders, are present in Brazil.

# Acquisitions, Alliances and Awards A Bumper Celebration for Ritz Property's Second Anniversary

■ Ritz Property is all set to take the property market by storm with its slew of acquisitions and partnerships following its second anniversary celebrations at Gardens by the Bay



Following its two-day long party to celebrate two years of Ritz Property's presence in Singapore, the company follows up on its celebrations by announcing a slew of milestones, including its acquisition of a Brazilian top developer in Natal, Construtora G5, a partnership deal with European hotel operator the Accor Group, and the company's recent win at the local SME One Asia Awards.

## Celebrating Ritz Property's First Two Years

The glamorous second anniversary event, held over two days on 25th and 26th September 2014 at Gardens by the Bay, saw an overwhelming turnout of 1,700 investors and VIPs, including former Brazilian Minister of Planning and Budget, Mr Antônio Kandir, and representatives from the Embassy of

Brazil. The celebration marks not only the successful 24-month payout on investments into its Palm Springs project in Natal that the company introduced into Singapore and Asia in September 2012, but also the first early exit in the Palm Springs project.

## Ritz G5

Following the celebrations, Ritz Property recently announced its acquisition of 35-year-old Natal-based realty builders Construtora G5 in early November this year. The new partnership merges Ritz Property's realty investment marketing capabilities with Construtora G5's significant land bank and wide-reaching influence in the state of Rio Grande do Norte. The newly formed entity, Ritz G5, will encompass a larger market share in Natal and expand its market reach throughout Rio Grande do Norte and the rest of Brazil.

## The Ritz G5-Accor Alliance

Following the acquisition, Ritz G5 also announced a new partnership with the Accor Group to set up the renowned European hotel operator's first-ever hotel project in Natal, called the Mercure Natal, followed by another hotel project called the Grand Mercure Piramide. Accor, the group behind the Sofitel, Pullman, Grand Mercure, Mercure, Novotel and Ibis hotel brands, currently manages more than 3,600 hotels in 92 countries, including about 200 hotels in Brazil alone.

## SME One Asia Awards 2014

To top off the anniversary celebrations, Ritz Property was recently named one of the Top 3 Winners in the Emerging Awards category of the SME One Asia Awards 2014, in recognition of the company's business success, social responsibility and leadership achievements, as well as its ability to gain over US\$1 million in annual revenue during the company's first year of operation.

The award, and the recent milestones leading up to the company's second anniversary in Singapore, affirms the direction where Ritz Property is heading. With its successful project launches like Palm Springs Natal, Majestic Village by Shenton and Costa Azul, Ritz Property now has more than 5,000 investors, and has established a strong local presence for itself. The company aims to continue growing its local retail clientele, and to extend its reach to include institutional clients and regional markets.

Managing Director of Ritz Property, Arun Rama, affirms the company position accordingly: "Ritz wants to be most trusted brand in Asia when it comes to investing in Brazil. It is a journey and we have started on a good footing and we will not rest till we get there."





Majestic Village by Shenton is designed to appeal to Brazil's rising middle class which now stands at 104 million people, just over half of the country. It is a much sought after serviced land plot condominium development set across 75 hectares of land in Panamirim. Panamirim is the third largest growing city in the state of Rio Grande do Norte. It is a residential area with high potential in Natal which is flanked by popular beaches like Pirangi and Ponta Negra. Using an impressive build density of only 34%, Majestic Village combines beautifully landscaped gardens with impressive facilities, including swimming pools, tennis courts and club, volleyball courts, football pitches, a children's play area, a gym, a stunning feature river and a club house. Majestic Village will offer the investor a prime piece of below market real estate with income and an opportunity to capitalise and attract high capital appreciation of demonstrable projected proportions.

ONE OF THE FASTEST GROWING ECONOMIES IN THE WORLD WITH  
UNEMPLOYMENT AT A RECORD LOW OF 5%



## INVESTMENT HIGHLIGHTS

- ATTRACTIVE GAIN WITH SCHEDULED PAYOUTS
- INVESTMENT IN SINGAPORE DOLLARS
- LOW CAPITAL OUTLAY
- SECURED INVESTMENT WITH TITLE DEED
- UNPARALLELED TRACK RECORD
- AWARD WINNING DEVELOPER
- PRIME LOCATION
- CLEAR EXIT STRATEGY



Brigadier Euclides Gonçalves's visit to DSTA's office

# Brazil and Singapore: Flying High with Friends

■ Singapore Airshow and Brazil's inbound military delegation converge again

*By Carlos Brian Pheysey*

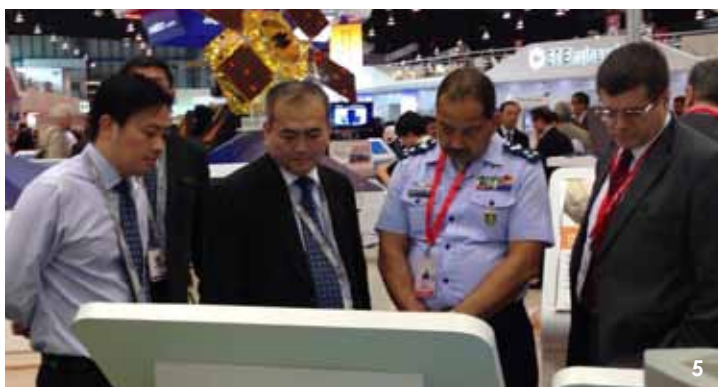
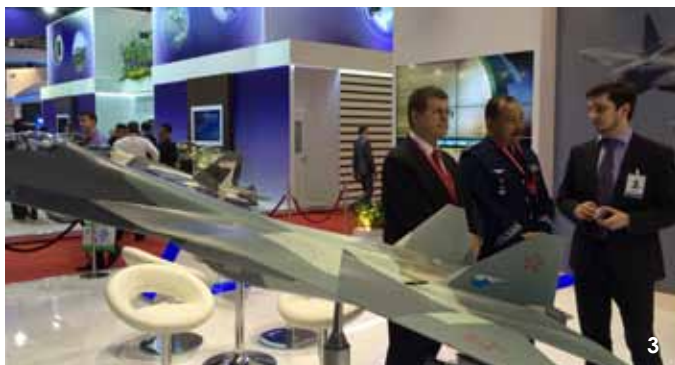
**T**he sky is the limit, space the final frontier, and it all came together at the Singapore Airshow 2014 where Brazil and Singapore engaged in aerospace interaction once again. A delegation from Brazil's MD (Ministry of Defence) plus one from FAB (Brazilian Air Force) attended this prime aviation event, which is the largest of its kind in Asia and third biggest on a global scope.

Brigadier Ailton dos Santos Pohlmann, Chief of Staff of the Air Force, attended this important trade show in February 2014 in place of FAB's Commander, Brigadier Juniti Saito, who was unable to make the trip. The MD's procurement was under the charge of Brigadier José Euclides da Silva Gonçalves, Director of its Department of Defence Products, who was already quite familiar with Singapore. He not only attended a previous Airshow but also, on a couple of separate trips, met the

DSTA (Defence, Science and Technology Agency), the statutory board that aims at enhancing R&D and creating ties with manufacturers so as to provide for the military needs of Singapore.

Immediately after the opening ceremony, the two Brigadiers got to work and proceeded to take stock of the new innovations on display and the latest developments in the global air security market. Given their distinct priorities, they split up to inspect exhibits and attend meetings at the pavilions of global manufacturers and at a few Singaporean external board offices and facilities, while contacting each other to coordinate on issues of common interest. The Airshow was much more than the display of aircraft, missiles, unmanned aerial vehicles, support systems and space technology. A string of conferences was an integral part of the event, and Brigadier Euclides





1. Brigadier Ailton Pohlmann, Commander of Brazil's Air Force (centre talking to SAAB's executive), flanked by Brigadier Euclides Gonçalves and Colonel H. Grossi (behind)
2. Brigadier and Colonel at Germany's Diehl Aerosystems booth
3. Brigadier and Colonel Hilton Grossi at the booth of Russia's United Aircraft Corporation
4. Brigadier and his aide at DSTA's booth
5. Appreciating Singapore's pavilion - Brigadier Euclides Gonçalves and Col. Hilton Grossi Silveira

attended several lectures, presentations and seminars on air power and aerospace technology.

The Brazilians also met former suppliers of FAB, plus new bidders in recent military tenders. In all, the Brigadiers had discussions with the Israelis, Swedes, Chinese, Americans, Singaporeans, and several other exhibitors displaying the finest advances in airborne technology. They included SAAB, Lockheed Martin, IAI (Israel Aerospace Industries), Skeye A. Systems, Israel's SIBAT agency, the E. Airbus Military, Elbit Systems, Rafael Advanced Defence Systems, Boeing and Raytheon.

Of particular significance was the duo's tour of the ever-present pavilion of Brazil's aircraft manufacturer Embraer. The firm has a branch office in Singapore to take advantage of its central location and connectivity to serve the whole of Asia. Utilising home-grown Brazilian technology

and design prowess, Embraer is the world's largest manufacturer of medium-range commercial jets. Although this is a fact little known outside aviation circles, the proof can be seen in the popularity of its mid-range air planes among the airlines of countries in Southeast Asia as well as in north and west Asia.

Since the Singapore Airshow serves both the commercial and military aviation sectors, Embraer made good use of the biennial event over the years to reinforce its unique brand and value proposition in this part of the world with impressive exhibits. Displayed this year were the Phenom 100 and 300, Legacy 650 and Lineage 1000 aircraft. Also on show was the KC390 airborne military transport for which the DSTA requested for a technical presentation -- a move that attests to Embraer's worldwide reputation.

Brigadier Euclides had to return to Brazil earlier, but not before reinforcing

ties with DSTA and arranging future bilateral visits, and also not without joining Brigadier Pohlmann in attending the cocktail hosted at the Official Residence of Ambassador Luís Fernando Serra. This exclusive occasion enabled former and potential suppliers to meet the brigadiers in more intimate ambience than the one offered at the sprawling site of the Singapore Airshow, a trade fair that has grown to a scale commensurate with its global reach.

Brigadier Pohlmann then returned to Brazil, having opened doors for more exchanges with Singapore and other global partners in the provision of aerospace systems and services. This interaction is bound to continue in the months and years ahead and the groundwork has already been laid for renewed fruitful discussions at the 2016 edition of the Singapore Airshow. There are sky-high expectations when Brazil and Singapore next converge.



# Tom Jobim International Airport Gears up for 2016 Olympics

By Raneen Sahaney

■ In preparation for the 2016 Games, the operations of the third-ranked Brazilian airport will be overseen by the new Brazil-Singapore consortium

In the third phase of airport management-process change, the statutory board of Infraero handed over the running of the Tom Jobim International Airport to Rio Galeão. A consortium comprising the Brazilian investor Odebrecht TransPort and the Changi Airport Group (from Singapore), Rio Galeão will expand, maintain and operate the Tom Jobim International Airport for 25 years.

Mr Luiz Rocha, President of Rio Galeão, notes that, with regard to the operation of the airport, his company has a structured improvement programme, which includes training and resources. During the 25-year concession, an investment of R\$5 billion will be made. Of this, R\$2 billion will be invested between now and the 2016 Olympics, so as to welcome visitors with superior experience and offer more comfort and convenience.

By June 2014, the Tom Jobim International Airport was already being used by Aeromexico for their new route from Mexico City to Rio de Janeiro. In December, Air Canada's Toronto-Rio flight also started take-offs from this airport.

As more new routes are opened up, new airlines wooed to the airport and aircraft parked overnight, space will have to be optimised. Later in 2014, the airport apron was reconfigured - thus creating faster boarding or disembarking flexibility and creating new aircraft parking positions.

By 2016, 26 new passenger boarding-bridges will be connected to Terminal 2 at the new concourse. There will also be 68 new check-in counters, the apron area will increase by 80 per cent and the aircraft parking stands will increase to 97.

Security is another priority area and Rio Galeão has invested R\$10 million on four Panther 6x6 firefighting trucks. Imported from the USA, these vehicles (the first of their kind in Rio de Janeiro) can reach 80 km/h in 35 seconds. At a top speed of 113km/h, they can arrive at emergency sites in three minutes. Falck, the European aerodrome-firefighting specialist with a presence in 44 countries, will operate the 159-men strong airport firefighting system.

Along with security, the new staff have also received excellent customer-service training. Each arrival hall will have two customer-service customers and bilingual staff man the new 24-hour hotline. Bilingual customer-service representatives will be introduced, along with a range of retail and F&B options. Car-parking facilities will be improved and free Wi-Fi provided. Special attention will be given to public restroom hygiene and four airport nursing-rooms will be revamped. The waste-management system will also be improved. Under a new contract, 10 special machines costing a total of R\$1 million will be employed in cleaning the terminals, food courts, carparks and apron.

Alternatively, visitors can log on to [www.riogaleao.com](http://www.riogaleao.com) for customer service, flight schedules, ground transportation routes, car park availability, restaurant locations and airline contact details.

Twitter, Facebook, Instagram and other social media platforms will also be pressed into service for relevant communications.

Rio Galeão operations also falls in line with the new public services and infrastructure being scheduled in readiness for the 2016 Olympics Games.



# New Innovation, New Concept

■ Passengers on Embraer's new E2 jets can look forward to more in-cabin comfort and silky smooth flights

*By Ranees Sahaney*



Over the past decade, Embraer's family of single-aisle commercial jets, the E-Jets, have been highly favoured by the travelling public. According to President and CEO, Embraer Commercial Aviation, Paulo Cesar Silva, the E-Jets have been popular because of their excellent comfort and individual space in a cabin where every seat is either a window or aisle. There are no uncomfortable middle seats. This same concept will apply in the recently launched second-generation E-Jets that enters into service from 2018 onwards.

"With the launch of Embraer's second generation of E-Jets— the E2s— travellers can expect an even more comfortable and functional environment that is tailored to passenger needs while maximising airlines' operational efficiency," he said. The new E2 jets will comprise three new airplanes – E175-E2, E190-E2 and E195-E2.

Brazil-based Embraer S.A. is the world's largest manufacturer of commercial jets with up to 130 seats, and one of the country's top exporters. The launch of the E-Jets E2 family was announced at the 2013 Paris Airshow. Since then, some early milestones have been achieved. The mock-up of the cabin interior made its debut appearance at the 2014 Farnborough Airshow and the new interiors of the passenger cabin of the E-Jets E2 were on display. The configuration of two seats on each side of the aisle that has been popular among passengers has been maintained and is a definite plus, as against other aircraft that offer seat banks with three seats. This configuration allows Embraer airplanes to give passengers optimum comfort as well as quicker boarding and disembarking. The seats themselves are wonderful, being 18.3-

inch wide—the widest offered in the industry, and with plenty of leg room to boot. The overhead bins are at least 40 per cent larger than those of current generation E-Jets, so passengers can easily stow away a typical airline carry-on bag on board with ease. The latest individual control panels for lights and air-conditioning (the Passenger Service Unit PSU) offer greater comfort in the passengers "personal space". The redesigned windows offer more natural light and create a bigger sense of space in the cabin. For First Class configurations, Embraer is assessing the concept of staggered individual seats for extra leg room, privacy and also a new standard of comfort on a single-aisle jet.

In October 2014, the first metal cut of the E-Jets E2, an important milestone, was performed by Embraer at its Évora plant in Portugal. The first flight of the E190-E2 is scheduled for 2016. Given its design as a smaller single-aisle aircraft, the E-Jets E2 creates opportunities for operators to enhance their connectivity – either by facilitating the expansion into new destinations with lower risk and also to right-size the capacity to existing destinations and increase frequency of flights when opportunities arise.

From a technical viewpoint, the salient features of the new E-Jets E2 will be the newly inducted, aerodynamically advanced, high-aspect ratio, distinctively shaped wings, improved systems and avionics, including fourth generation full fly-by-wire flight controls— and the Pratt & Whitney's PurePower™ Geared Turbofan high by-pass ratio engines. This will help bring down fuel consumption, emissions, noise and maintenance costs by double digits and

increase aircraft availability. The E-Jets E2 will be capable of achieving similar costs per seat of larger re-engined narrowbody aircraft, which significantly lower costs per trip, thus creating new opportunities for lower risk development of new markets and fleet right-sizing by airlines. Despite these changes, there is a high level of commonality between the current generation E-Jets and the E-Jets E2, which will allow pilots to transition easily from one to another.

As of September 2014, Embraer had recorded 590 firm orders, options and purchase rights for the E-Jets E2, a strong achievement given its launch just a year ago, and puts the product in a good position as it progresses towards the next major milestone – the first flight.

In 2015, the mock-up of the E-Jets E2 cabin interior will be on display in the region – Singapore in January 2015 and Sydney in March.

## New Products

Deliveries have begun for Embraer Executive Jets' Legacy 500 midsize executive jet. With a carry load of 12 passengers and a range of 3,125 nm, the Legacy 500 is the first in the midsize category, which comes with the advanced full fly-by-wire system that is geared for providing passengers a better smoother flight, apart from increasing flight safety and reducing pilot workload.

In the Defence & Security area, the KC-390 military transport aircraft, built to withstand harsh conditions—from the Amazon to Antarctica— will be the hallmark of the new standards in its category of aircraft. The lower costs of operation and engines will give the aircraft enormous agility to handle all kinds of missions, ranging from transporting of cargo and troops, air delivery of the same, search and rescue operations, aerial refueling, combating forest fires and much more. The Brazilian Air Force has ordered 28 KC-390 aircraft and associated initial logistic support and there are intentions to purchase an additional 32 aircraft from other countries.

# Brazilian Embraer E-Jets E2 Help India's Air Costa Soar

■ In October 2013, India's new Air Costa took to the skies with two Embraer E170 jets

By Ranees Sahaney



**T**wo of the world's top names came together to boost the efficiency of Air Costa, India's southern regional airline. At the recently held Singapore Air Show, Embraer and Air Costa announced that Pratt and Whitney Pure Power engines will fuel the 50 Embraer E-Jets E2 aircraft — deliveries of which are expected in 2018. Air Costa has also opted for an additional 50 purchase rights. A division of United Technologies Corp (NYSE:UTX), Pratt and Whitney already has over 5,000 orders and commitments along with options for its PurePower Geared Turbofan™ (GTF) engine family.

According to a news brief, the PurePower engine uses 16 per cent less fuel and is 75 per cent quieter than aircraft engines today. It will fly on Airbus, Bombardier, Embraer, Irkut and Mitsubishi medium-range jets. The firm evoked deep interest in buyers at the Singapore Air Show, wresting more engine orders than any other manufacturer and continues to gather momentum in expanding its footprint in the burgeoning aerospace market.

From light-weight fan-blades, cutting-edge materials and coatings to advanced airfoil cooling, the suite of technologies in Pratt & Whitney's GTF engine delivers high efficiency and lower temperatures to improve durability and a lower overall cost of ownership.

*PurePower engine  
uses 16 per cent  
less fuel and is 75  
per cent quieter than  
aircraft engines today.  
It will fly on Airbus,  
Bombardier, Embraer,  
Irkut and Mitsubishi  
medium-range jets*

The firms' offerings received an excellent response at the Singapore Air show. The biennial Air Show puts the spotlight on the ever-growing prospects for aerospace firms operating in the Middle East and Asia. The International Air Transport Association, the global airline industry group, revealed that, in 2013, air traffic rose 5.3 per cent in the Asia-Pacific region.

Air Costa's Chairman, Lingamaneni Ramesh, said, "Our goal is to improve connectivity within India, more specifically, the secondary and tertiary cities. We believe that Embraer's E2 aircraft powered by Pratt & Whitney's PurePower engines will help us reach that goal." Based in Vijayawada, Andhra Pradesh, Air Costa is one of India's newer regional airlines.

Launched in October 2013, the airline commenced scheduled operations with two Embraer E170 aircraft. Currently the airline operates services with E170 and E190 equipment on regional services throughout southern India.

Embraer S.A. (NYSE: ERJ; BM&FBOVESPA: EMBR3) headquartered in São José dos Campos, state of São Paulo, is the world's top manufacturer of commercial jets of up to 130 seats - and one of Brazil's leading exporters. The firm has offices, industrial operations and customer service facilities in Brazil, China, France, Portugal, Singapore, and the US. Talking about the new order, Paulo Cesar Silva, President and CEO, Embraer Commercial Aviation, said, "Pratt & Whitney is a key partner of the E-Jets E2 program, supporting Embraer to deliver to the market the best aircraft in its category. Our technological development plan focuses on investigating and developing solutions for upcoming industry challenges, and the GTF engine is helping us get to where we need to be with our E2 aircraft."

Founded in 1969, Embraer S.A designs, develops, manufactures and sells aircraft and systems for the commercial aviation, executive aviation, and defence and security segments. In addition, it also provides after-sales support and services to customers worldwide.

Dave Brantner, President, Pratt & Whitney Commercial Engines, said, "We are very proud that Air Costa has chosen to expand its fleet with PurePower engines on E-Jets E2 aircraft. Already more than 50 customers from around the globe are showing their confidence in our PurePower engine technology, which has completed more than 7,600 hours of ground and flight testing." A world leader in the design, manufacture and service of aircraft engines, auxiliary and ground power units, and small turbojet propulsion products, Pratt & Whitney's parent firm is the US-based United Technologies Corp., which is headquartered in Hartford, Connecticut and provides high-technology products and services to the building and aerospace industries.





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The world is changing. Today, balance and respect are just as essential as mining and its applications when it comes to achieving progress. Sustainable development is the only viable option. That's what we believe in, and that's why we invest in new technologies, environmental protection and the development of the communities where we operate. We know we have a long way ahead of us. But by exchanging ideas and seeking solutions that are good for everyone, we believe we can build a brighter future together.





# Towards a Brighter Future with Sustainable Development

■ Vale's position in the world as one of the three largest metals and mining companies, as well as one of the largest publicly traded companies, puts a heavy responsibility on the shoulders of Brazil's top mining company for eco-friendly practices in an increasingly fragile environment thanks to development and industrialisation. It stands tall amongst those corporates, worldwide, who have a deep commitment not only to profit and progress for their companies alone—but also their people and the planet. *Claudio Alves, Global Marketing Director*, shares Vale's vision and future prospects

**P**lease share with our readers details about the biggest project in Vale's history—the Carajás S11D iron project, being hailed as a one-of-a-kind project that is focused on sustainable development.

As you know, Vale is one of the world's three largest metals and mining companies as well as one of its largest publicly traded companies. But the most important thing is that we are one of the top 25 sustainable value creators in the globe. Our extraordinary performance over the last 10 years is attributed mainly to S11D, which is our best sustainable investments and the largest private investment in Brazil of this decade.

The S11D Project represents an expansion of iron ore extraction and processing at Carajás Mining Complex, in operation since 1985. Since then, apart from producing the best iron ore in the world, supplying the national and international markets, the operations of Vale in southeast Pará State have provided Brazil's North region with a strong cycle of economic and social development, while producing equally important benefits for environmental conservation.

Once an operating license has been obtained in 2016, S11D will supply 90 million metric tons of iron ore per year. This will enable Vale's total iron ore production

in Pará to reach 230 million metric tons per year. The S11D project promises a new cycle of development, generating 30,000 jobs in the states of Pará and Maranhão at the peak of the construction.

About the environment—when up and running, the S11D project's mine and plant will consume 93 per cent less water, use 77 per cent less fuel, save 18,000 MW of electricity per year and will produce 50 per cent less greenhouse gas emissions than a comparable operation using conventional methods.

**Vale has been steadily working for environment protection. Could you**



**highlight some of the activities done by Vale towards protection of our environment and natural resources?**

I agree with you — Our company is strongly involved in environment protection. We invest in the integrated management of the territories in which we operate, from the conception of projects to their closure, and are committed to the generation of a positive legacy.

We protect or help to protect 12,400 km<sup>2</sup> of natural areas that are almost 2.5 times larger than the sum of our operating units of 4,900 km<sup>2</sup>, where 60 per cent are areas of industrial planting. If we do not consider the industrial planting areas, this ratio is six times higher. Moreover, the Vale Fund contributes to protecting and/or developing more than 230,000 km<sup>2</sup> of natural areas in conservation units, settlements and indigenous territories through its partnerships, and thereby helps in promoting integrated management of protected areas in the Amazon.

Currently, about 97 per cent of the Carajás National Forest is protected and less than 3 per cent is occupied by our operations. The company also protects areas around its operations, which it either owns or protects through partnerships such as Private Natural Heritage Reserves and State Conservation Units located in the Iron Quadrangle in Minas Gerais, Brazil, as well as the Natural Reserve Forest Nord, in New Caledonia, in the South Pacific.

For 35 years, Vale has been maintaining 23 hectares of Vale Natural Reserve in Linhares, Espírito Santo, where 20 per cent of the birds registered in Brazil and more than 2,800 species of plants can be found. The company invests US\$3.3 million in the reserve.

**Please share the safety procedures that Vale encourages amongst its employees during various processes which can cause injury or fatalities.**

Caring for health and safety remains a priority for us. We promoted, internally, the concept of Genuine Active Care—encouraging our employees to take care of themselves, take care of others, and let others take care of them. We implemented the Golden Rule — an established tangible and non-negotiable set of rules to minimise the main risks that may cause accidents of high potential severity in our company; we also progressed in implementing the Health and Safety Global Management System. Despite our efforts in 2013, there were seven fatalities among employees and contractors. We acknowledge that we still have a long way to achieve the zero-harm targets.

**As market leaders, what is your vision for the future at Vale? Is there any market that you would like to penetrate further?**

Our vision is to be the number one global natural resources company in creating long-term value, through excellence and passion for people and the planet. For Vale, it is without a doubt that the mining sector, when well-managed, can be a key enabler and catalyst of sustainable development. This is particularly so in developing regions of the world, where its presence may

form an essential platform for attracting other economic activity, reinforcing investor confidence, leading to economic diversification, hence greater leverage, sustainability and sound growth.

**Vale has been at the forefront of mining industry for several years. Can you please share any research done by Vale in the recent past?**

We are usually “in it” for the long run. This means we need to think about how to set up our operations (which are very capital-intensive) for the future, in order to maintain our license to operate. We believe technology and innovation are essential to the progress of Vales’ activities and the development of society. The company has a branch of technology and innovation that maps and develops opportunities, optimising investments and actions related to innovation. We have a portfolio of about 2,800 patents focused on operational improvements, research and technological developments in areas such as environment, sustainability, health and safety. Technology and innovation initiatives are conducted at our research centres and institutes and at operational areas.

We also develop projects in partnership with suppliers, universities and research centres in Brazil and abroad. Vale also seeks incentives to innovation, aimed at ensuring the sustainability of its initiatives associated to technological development.

Vale also interacts with Vale Institute of Technology (ITV in Portuguese), a non-profit institution that aims to pinpoint trends, anticipating potential opportunities or problems in science and technology that may affect Vale’s business. The Institute operates through the integration of three functional areas — Research, Education and Entrepreneurship.







# A Goldmine in Singapore

■ Vale's President and CEO visits Singapore and taps into Brazil-Singapore relations

By Priya Ramakrishnan



**A**t the helm of one of the world's largest mining companies, Mr Murilo Ferreira is the President and Chief Executive Officer of mining giant Vale. Headquartered in Brazil, with operations in over 30 countries in five continents, Vale is a multinational company with extensive operations, exploration and joint ventures. Being both privately and government-owned, Vale is focused on profitability as well as sustainable development. Delicately balancing both interests with finesse, Mr Ferreira has earned accolades from industry experts and business titans.

Heading Vale since 2011, Mr Ferreira is looking at developing Vale more globally and entering previously untouched markets. On a visit to Singapore in September, Mr Ferreira spoke at a round-table discussion hosted by International Enterprise (IE) Singapore about fostering deeper ties between Brazil and Singapore. Vale has a branch here in Singapore which focuses mainly on sales and marketing in the Asia Pacific region.

"During this visit to Singapore, I held follow-up meetings with the international and Singaporean financial community, and also gave a speech on close business relations between both countries. It was a pleasure to interact with the Singaporean business community to discuss how Brazil and Singapore can learn more from each other and also foster deeper economic and people ties. My trip was nicely concluded

with a very important panel conversation during the Temasek Ecosperity Conference which focused on sustainability in the mining sector. For me, it was an interesting opportunity to highlight Vale's strategy in Asia," explained Mr Ferreira.

He further added, "The discussion was about sustainable development in mining, which is very important to all of us at Vale. We focus on world-class assets and superior returns for shareholders, but we also take care of our people, we manage our portfolio with discipline and efficiency."

With an objective to change the company style towards a more decentralised system in which team work is incentivised more, Mr Ferreira has led Vale successfully from the front. Having over 30 year of mining experience, he has been with the group since 1977 when he was a financial and economic analyst. He has subsequently worked as CEO of Vale Inco, currently part of Vale operations in Canada.

A graduate in business administration at Fundação Getúlio Vargas, São Paulo, he obtained a post-graduate degree in administration and finance at the Rio de Janeiro branch of the same institution, and executive specialisation (Senior Executive) at IMD Business School in Lausanne, Switzerland. Exerting enormous influence in the global mining sector, Mr Ferreira has been featured as one of the 25 most notable Brazilians on the Financial Times List and also in the 100 most influential Brazilians by local magazine *Época* in 2012.

Mr Ferreira has often vocalised his strategy on austerity and simplicity which are also the pillars of Vale's business operations. At the opening speech of 2013 Vale Day at New York, Mr Ferreira said, "The ultimate goal is to produce a structural transformation towards a low-cost, highly efficient company, able to create significant shareholder value on a sustainable basis."

Vale has also recently tied up with China Ocean Shipping Company (Cosco), the largest dry bulk carrier in China. Cosco will help the mining group capture a large share of the Chinese iron ore market. In a CNBC interview, Mr Ferreira said, "We have

millions of tons of high quality materials, so for sure China will see the merit of having Brazilian ore, mainly our ore from Carajás. It is an issue of quality, a matter of competitiveness."

As an internationally responsible mining company, Mr Ferreira has steered Vale towards projects that uphold sustainable development and environment protection. Vale was recently invited by the United Nations Conference on Trade and Development (UNCTAD) to share its vision of sustainable development in the fourth edition of its "Beyond Rio+20: Moving Forward to a Sustainable Future" magazine. In order to assist governments and its target audience to better navigate the subject of sustainable development, Vale will be sharing its experience to contribute to the eradication of poverty throughout the world through environmental conservation. Vale will share its valuable inputs on how mining has an important role to play in this area. It can contribute to sustainable development in the regions in which it operates by acting in a responsible manner.

## Towards a Green Future

- For four consecutive years, Vale was listed in the São Paulo Stock Exchange's Corporate Sustainability Index (ISE/Bovespa).
- Vale was awarded the highest score for transparency among Latin American companies in an assessment of the Carbon Disclosure Project (CDP) questionnaire, and the company was included in the Climate Disclosure Leadership Index (CDLI) for the fourth time.
- It is among the 20 companies with the best environmental practices in the country, according to the *Época* Green Company Awards. Vale received a Green Label ("Selo Verde") in the Chico Mendes Social and Environmental Awards, granted by the Chico Mendes International Institute for Social and Environmental Research and Responsibility.

# Sembcorp Marine Shipyards Across the Oceans

■ Brazilian mission led by Sembcorp Marine's Estaleiro Jurong Aracruz finds a welcome at its Singaporean HQ

*By Carlos Brian Pheysey*



**S**embcorp Marine, one of the world's top two oil-rig builders (the other one being Keppel Offshore & Marine, also from Singapore), broke new ground in 2014 with the commencement of initial operations in its yard in Aracruz, the state of Espírito Santo (ES) in Brazil. Since the groundbreaking in 2011, the company has completed the landscaping, building of breakwaters and erecting the installations. When completed in 2015, the yard will be well-positioned to build vessels and rigs for the vast oil and gas fields lying off the coast of Espírito Santo.

In February 2014, a mission was led by Brazilian executives from Sembcorp Marine subsidiary, Estaleiro Jurong Aracruz (EJA), to the company's headquarters in Singapore. The delegation includes public-sector officials from ANTAQ (National Agency for Waterway Transportation), the Mayor of Aracruz (ES) and authorities from its Town Hall, the Secretariat of Development of Espírito Santo, analysts from the regulatory board, the Institute for the Environment of the State of Espírito Santo, and port-vessel pilots from the

private-run Espírito Santo (Maritime) Pilot Association and the National Council of (Maritime) Pilots. The delegation followed in the footsteps of the second visit to Singapore (held just a month earlier, in January 2014) of Senator Ricardo Ferraço, featured also in this magazine. He not only represents Espírito Santo in the nation's Senate, but also heads Brazil's parliamentary committee for external relation and defence.

## Visit to Shipyards

The sizable delegation underscores the newly-found importance of Sembcorp Marine and its subsidiary Jurong Shipyard for the economy of Espírito Santo. The delegates aimed to grasp the wider story of Sembcorp Marine's and its subsidiary Jurong Shipyard's success, paid a call to not just Jurong Shipyard's head office while in Singapore but also toured the other yards and facilities of Sembcorp Marine. A tour of Sembcorp Marine subsidiary, Sembawang Shipyard located along Singapore's northern shore began with an indoor presentation of its floating docks by Mr P. K. Ong, Managing Director of the

yard. A yard tour showcased state-of-the-art facilities and awe-inspiring feats of engineering by the Group.

The following day entailed time at the home premises of Jurong Shipyard, on the island's centre-southwest side. The Managing Director, Mr Wang Zijian, headed the boardroom meeting, which featured a presentation on the floating crane floating crane owned by the yard. The Brazilians later had the opportunity to tour the facility and observe the massive floating crane for themselves, a testimony to Sembcorp Marine's global capability. The visitors then were driven to the Sembmarine Integrated Yard, at the Tuas area, a newly-reclaimed area at the westernmost corner of Singapore that extends out into the Strait of Malacca, point of entry to the Indian Ocean. There, they toured Phase 1 of the parent company's Sembmarine Integrated Yard at Tuas, which is set to carry out more repairs, rigbuilding, shipbuilding, offshore conversion and integration of modules.

## Dialogue with IE Singapore

Much of the mission's programme was organised by the International Enterprise (IE) Singapore, the official agency that launches Singaporean companies worldwide. The next day saw a meeting at the premises of IE Singapore, where Mr Anchit Sood and Ms Lin Sufei had a chance to deliberate with the Espírito Santo representatives. The former was then the outgoing director of the branch in São Paulo of IE, whereas the latter has now taken over that office, so that now Ms Lin can assist further. The point of the meeting was to ensure a smooth flow of partnering for other Singaporean and Brazilian companies (specifically from Espírito Santo) situated down the supply chain that the massive operations at EJA will involve. Various small and medium-sized enterprises, be they in engineering, consulting and other services, will need to be roped in to enable the success of the operation as EJA looks to partner other firms for various components, equipment and services.





### A day at PSA Singapore Terminals

The last day of the delegation took them to PSA, the main company in Singapore operating port terminals, many of them in other continents. PSA is a world reference in benchmarking for port efficiency, fast and automated container handling, a repository of quality and managerial practices that made Singapore the world's leading port for many years. The mission was greeted by Mr Ong Seow Leong, Vice-President for Group Business Development, was then shown a video presentation and the corporate tower's lookout providing a bird's eye view of the

terminals, and driven on a mini-bus tour of the Pasir Panjang terminal (one of PSA's five in Singapore), a model of quiet efficiency as computers have replaced dockworkers.

Given changes in Brazilian legislation in 2014 that enable henceforth that private terminals handle cargo from third parties, PSA has been keen to find a suitable spot on Brazil's vast coastline for a terminal of its own. An outcome of such feelers from both Singapore and Brazil was that, weeks after the visit from Espírito Santo, Mr Elton Fong, Vice-President for the Americas, visited Brazil one more time to scout for a location, pondering that state as a possible venue.

The tour for that entire week ended with a visit to the offices of Jurong Consultants (not linked to Jurong Shipyard), a state-linked consultancy that takes abroad Singapore's expertise in binding technology parks with sustainable satellite townships to house executives, engineers, amenities, modern retail, commuting networks, etc. Mr Raphael Chua, Principal Planner, has been to Brazil countless times, having assisted states such as Minas Gerais, Goiás and the Federal District in their efforts to create viable export corridors linked to an ecosystem of business/technology parks, an aerotropolis (airport coupled with surrounding enterprises feeding into its dynamism), plus various infrastructure projects.

Jurong Consultants may be able to assist Espírito Santo in planning better the environs of Vitória, the state capital, and also an economically vibrant and sustainable rear area for the EJA yard in Aracruz.

The mission from EJA, Aracruz, the wider State of Espírito Santo and national authorities thus reinforced the bonds with Singapore through practical deliberations that will lead to other models, frameworks and B2B linkages between both extremes of the globe.



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BrasFELS, in Angra dos Reis, Rio de Janeiro, has grown into the most established shipyard facility in the Latin American region

# Building for Brazil

■ Keppel's two yards are proven providers of safe, reliable and high-quality solutions

**T**he year 2015 marks 15 years since Keppel set up operations in Brazil. BrasFELS, Keppel's first shipyard in the country, has been growing from strength to strength. Having successfully completed a number of milestone projects for Brazil and the industry, BrasFELS is today the most established offshore and marine facility in the Latin American region.

As a result, the shipyard, which is located in Angra dos Reis, Rio de Janeiro, has been entrusted by Brazilian and international owners and operators with a broad range of rig and ship projects. In order to meet the demand for offshore support vessels (OSV), Keppel set about acquiring a second yard facility in the country in 2010. This move reflects Keppel's continued confidence in the potential of Brazil's offshore oil and gas market.

Almost five years on, Keppel Singmarine Brasil, in Navegantes, Santa Catarina, is gaining a reputation as a safe, reliable and high quality service provider with several successful projects under its belt.

## Long-time Partners

Keppel's ties with Brazil date back to the 1970s when the company's yards in Singapore carried out ship repairs of Brazilian vessels. During the period, Keppel also completed the conversion of several Floating Production Storage and Offloading (FPSO) vessels bound for Brazilian waters.

In the 1990s, Keppel and Petrobras took their partnership to a new level when they collaborated on the construction of the semi-submersible platform P-18. The most technologically advanced production platform at the time, P-18 was delivered on time and within budget in 1994. The next major project between Keppel and Petrobras was the conversion of the semisubmersible rig P-27. The unit was successfully completed in 1998.

Recognising the vast potential of the Brazilian offshore oil and gas markets, and leveraging the rapport it has built up with Brazil's government and companies over the years, Keppel made the strategic move to deepen its connections to Brazil by establishing its first shipyard in the country in 2000.

## Milestone Projects

With a strong delivery track record, BrasFELS has become the go-to shipyard for newbuilding, conversion, repair and upgrading services for established owners and operators. The yard was thrust into the international spotlight when it successfully delivered three mammoth Floating Production Units (FPU), P-52, P-51 and P-56 in 2007, 2008 and 2010 respectively. All three units met, or even exceeded, their local content requirements. Indeed, P-56 was 100 per cent built in Brazil, and comprised about 75 per cent local content.

In 2013, BrasFELS further showed its newbuilding competencies when it successfully completed hull fabrication as well as marine mating and integration operations for the sophisticated tension leg wellhead platform (TLWP) project P-61. The rig was the first TLWP to be deployed in Brazilian waters, and the first TLWP to be built in the country.

BrasFELS has also been growing its FPSO fabrication and integration capabilities. In the past five years, BrasFELS completed four FPSO projects safely and on time.



Keppel Singmarine Brasil in Navegantes, Santa Catarina, is growing its reputation as a reliable shipbuilder

Two of the projects were for MTOPS, a joint venture company between Toyo Engineering Corporation (Toyo) and MODEC, Inc. (MODEC), and the other two were for SBM Offshore.

With regard to repair and upgrading work, BrasFELS has completed over 35 such projects since 2009 for Brazilian and international customers including Queiroz Galvão Óleo e Gás (QGOG), Noble Drilling, Ensco, Petrobras, McDermott, Aban Offshore, Diamond Offshore and Transocean.

## Ongoing Operations

Presently, BrasFELS is executing a good mix of newbuilding, integration and repair projects. Its ongoing projects include six semisubmersible drillings rigs for Sete Brasil. Built to Keppel's proprietary DSS™ 38E design, these are the first semisubmersible drilling rigs to be built for Brazil. BrasFELS is also undertaking the fabrication and integration for three FPSO projects, two of these are for Petrobras while the third is for MTOPS. In addition, the yard recently completed repairs on the Ensco semisubmersible drilling rig ENSCO 6001 and the Aban Offshore drillship Aban Abraham.

Over in Santa Catarina, Keppel Singmarine Brasil is building up its competencies and a credible track record. At present, the yard has already delivered four tugboats, and is making steady progress on the construction of another two tugboats and two Platform Supply Vessels (PSV).

## Yard Development

The facilities of BrasFELS and Keppel Singmarine Brasil have been progressively

enhanced and expanded over the years. Over the last two years, BrasFELS has made improvement to its crange, added more mobile cranes, covered workshops, as well as expanded our pipe and electrical shops and training facilities.

In 2012, BrasFELS added a floating dock to extend the drydock facilities of the shipyard. Named FS-1, the floating dock has been used in a number of repair and upgrading projects. During 2012, BrasFELS also completed the extension of the pier and the gantry crane track along one of the slipways by 80m. The current length of the pier is 160m.

In April this year, BrasFELS' newly-installed 2,000-tonne gantry crane started operations. To date, it has been involved in operations for FPSO Cidade de Mangaratiba and the first DSS™ 38E rig for Sete Brasil.

Over at Santa Catarina, Keppel Singmarine Brasil has been equipped with

a new slipway, a 120-tonne gantry crane, a 86 m long quay, a blasting chamber as well as pipe and hull shops with modern production machines.

In the next phase of development that is ongoing, Keppel Singmarine Brasil will be extending the wharf to 300m length with additional modern hull shops which will further enhance our production capabilities.

## Nurturing People

Committed to deliver to the highest standards, Keppel's employees in Brazil continue to upgrade and enhance their knowledge and competencies.

Employees from BrasFELS and Keppel Singmarine Brasil have been put on local and global training and development programmes. A number of employees have participated in on-the-job training with sister yards in Singapore Keppel FELS, Keppel Shipyard and Keppel Singmarine. These three yards are long established offshore and marine facilities.

In 2009 BrasFELS launched a Trainee Engineer Scheme, where fresh university graduates go through a two-year programme to provide them with multi-faceted exposure to shipyard operations and close mentorship from seniors. More than 200 talented young students have participated in this scheme to date.

In addition, there is a technical school at BrasFELS. Taking in several hundred apprentices a year, the school provides training in a range of technical trades, including welding, carpentry and piping work. These apprentices mainly hail from Angra dos Reis and other nearby municipalities.



Brazil's President Dilma Rousseff (centre) together with Mr Chow Yew Yuen (left), CEO of Keppel Offshore & Marine, and Mr Kwok Kai Choong (second from right), CEO and President of Keppel FELS Brasil, at the naming of the FPSO P-56



# Business Analytics: A Stepping Stone to Success

■ "Information is the oil of the 21<sup>st</sup> century, and analytics is the combustion engine." Peter Sondergaard - Gartner Group



Aydin Ilhan  
Founder and CEO of SunCaged Analytics

**W**ith cut-throat competition giving the market a heady edge, it's becoming a race for the survival of the fittest. The secret is to have a highly informed partner who, with his guidance and strategy, leads you to the top of the heap, leaving the detritus of hurdles and pitfalls by the wayside.

SunCaged Analytics, a Singapore-based global business analytics firm, is the solution to steering your ship across the agitated waters of this business environment. With the goal of improving their competitive edge in the market, and thus profitability, SunCaged adds value to its clients and partners by empowering and enabling them to make better and faster decisions, leveraging on the best of breed of disruptive analytics and intelligence solutions.

Intrinsic to SunCaged's *modus operandi* is its ability to merge data and forward-thinking modelling techniques with the *a priori* knowledge existing on its client's systems, models and people, resulting in precise, predictive and prescriptive solutions that ensure a pragmatic framework, backed by trusted business

sense, all with minimum impact on the customer's IT infrastructure. "Our approach is to first map all sources of knowledge and our clients' peculiarities, to develop a solution that fits within their requirements and existing IT standards", says Aydin Ilhan, Founder and CEO of SunCaged.

The company's solutions are developed in partnership with Bayes Forecast, a firm with more than 20 years of experience, projects in 30 different countries - including China, India, Indonesia, Thailand and Singapore - and offices in Spain, Brazil and Mexico. "Bayes Forecast has become a global reference in bayesian Analytics, and we decided to set up an office in Singapore to bring their knowledge and expertise to Asia", says Aydin.

SunCaged offers business solutions in areas such as demand and price forecasting, marketing-mix modelling, client portfolio management, risk management, logistics optimisation and much more. New solutions such as marketing intelligence analysis and training courses are also readily available. According to Aydin, learning is a big deal in Asia: "We have identified a growing demand for training in the area of Analytics in Southeast Asia, and we have just signed partnerships to offer our courses throughout the region".

Aydin concludes that the application of analytics has been rapidly expanding for sectors beyond banking and telecom, as well as companies of different sizes. Smart organisations can't afford to not have a growth strategy. In today's world, it means that companies need to position themselves globally and also have a relevant Asian presence. Equally important is that decision makers should obsessively pursue efficiency and productivity, finding ways to make their businesses more competitive and profitable and the easiest way to do it is with analytics.



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# Sapiens Global – Creating Win-Win Agendas



Sapiens Global Team in Brazil. From left: Daniel Paciornik, CMO; Ms Marinês Gomes, COO; Erico Silva, CFO; Mauro Lara, Vice-President

■ Eminent market leader in Singapore, Sapiens Global leverages its customised services to give its partners and clients that extra edge in setting up operations overseas— especially in Asia and Latin America

**W**ith a vision to serve as a bridge and facilitator for businesses across continents including the Americas, Asia and Africa, market leader Sapiens Global has been at the forefront in getting numerous companies in Japan, Singapore and Brazil, to put their best foot forward when setting up their overseas operations and starting business in Asia and Latin America. Specialising in fields such as consultation services, business representation, business matching, market research and information gathering, translation and interpretation in Japanese, English, Spanish and Portuguese, Sapiens Global offers comprehensive and highly customised assistance to new companies looking to branch out in these highly lucrative markets.

The firm has positioned itself to become a focal point where “sapience— or wisdom— and different cultures from all over the globe” come together, creating a new value system of conducting business and summoning up a slew of exciting and innovative business opportunities.

Each office in Brazil, Japan and Singapore is

led by teams of experts and partners with experiences from various industries. The firm assists companies entering into the competitive Asian markets as well as Singaporean companies into the Brazilian and other South American markets. Most of their clients are from the Aviation and Defence, F&B, Energy, IT and Education sectors.

Based on its expertise, flexibility and creativity, it is imperative for Sapiens Global to create a win-win solution for all parties involved. The face of the firm is in its highly qualified partners who come with experience in various areas of business.

For more information on Sapiens Global, please visit [www.sapiensglobal.com](http://www.sapiensglobal.com)



**Sapiens Global**

Helio Galvão Ciffoni  
CEO, Sapiens Global





# Vale to Partner with A\*STAR for R&D

■ Pact paves way for A\*STAR's technologies to be incorporated into the operations of one of the largest mining companies in the world

Photo: A\*STAR



**W**ith an eye upholding its responsibility towards the environment and supporting sustainable development, Brazil's Vale signed a Memorandum of Understanding (MoU) to harness technologies developed by Singapore's Agency for Science, Technology and Research (A\*STAR) in order to improve its capabilities in exploration, mining, mineral processing, sustainability and logistics management.

As one of the world's largest mining companies, Vale is looking to tap into technologies to improve its operations in an environmentally responsible and sustainable manner. Under the MOU, both parties have identified areas of research collaboration to scale up Vale's management of natural resources and its logistics operations. These include geometrical modelling, data analytics as well as environmental and sustainability analysis.

A\*STAR's strength in data analytics is well known in the industry. Its data analytics team has won several international accolades. With its expertise

in this area, A\*STAR will help Vale identify patterns, trends and other intelligence in their logistics business to predict what will happen in the future. A\*STAR's deep R&D capabilities in environmental and sustainability analysis will also enable Vale to explore areas of eco-efficiency across their many business operations.

Mr Murilo Ferreira, President and Chief Executive Officer of Vale, said, "This agreement with A\*STAR is aligned with Vale's strategic objectives of partnering with top-tier research and development organisations who can work together to identify further opportunities and efficiencies for our business to meet the rising demand of natural resources in Asian markets."

Prof. Raj.Thampuran, Managing Director of A\*STAR, said, "We are pleased that Vale has chosen to anchor their R&D plans in Singapore with us. This is a strong endorsement of Singapore's robust science and technology ecosystem. Vale's presence, supported by A\*STAR's R&D capabilities, will contribute greatly to Singapore's competitiveness as a global logistics hub."

Said Mr Teo Eng Cheong, Chief Executive Officer, International Enterprise (IE) Singapore, "In recent years, we have seen an increasing number of Brazilian companies such as Vale, establish presence in Singapore. Their offices here leverage on Singapore's strategic location and business infrastructure to conduct their trading operations and corporate functions. At the same time, this benefits the ancillary services sectors and contributes to jobs in Singapore. Vale's collaboration with A\*STAR is a result of strong connections built within Singapore's robust trade ecosystem. It is also a testament to deepening business ties between Singapore and Brazil."

## About the Agency for Science, Technology and Research (A\*STAR)

The Agency for Science, Technology and Research (A\*STAR) is Singapore's lead public sector agency that fosters world-class scientific research and talent to drive economic growth and transform Singapore into a vibrant knowledge-based and innovation driven economy.

In line with its mission-oriented mandate, A\*STAR spearheads R&D in fields that are essential to growing Singapore's manufacturing sector and catalysing new growth industries. A\*STAR supports these economic clusters by providing intellectual, human and industrial capital to its partners in industry.

A\*STAR oversees 18 biomedical sciences and physical sciences and engineering research entities, located in Biopolis and Fusionopolis, as well as their vicinity. These two R&D hubs house a bustling and diverse community of local and international research scientists and engineers from A\*STAR's research entities as well as a growing number of corporate laboratories.



MOE: Mr Tavares and Ms Cheryl Lin

# Brazilian School Principals to Learn about Singapore's Success

■ A delegation of 60 principals will visit Singapore to learn about her education system

*By Oswaldo Tavares  
& Carlos Brian Pheysey*

**C**ome April 2015, a Brazilian delegation of 60 school principals will be travelling to Singapore, in an official visit organised by the São Paulo State School Association (SIEEESP), and the National Federation of Private Schools (FENEP), to learn about Singapore's education system and develop exchange opportunities with local educators.

Mr Oswaldo Tavares, SIEEESP Director of International Affairs, came to Singapore in November to organise the upcoming mission, and held significant meetings with local government and education authorities, along with support from the Brazilian Embassy.

Such visits are one of the association's priority projects, Brazilian educators are interested to find out how a semi-agricultural country in the 1960's became an Asian Tiger in such a short time and the role played by schools and post-secondary institutions in supporting this

remarkable success. Singapore is also considered as the second best-assessed country in the world by PISA, the OECD education quality ranking.

With limited natural resources, the government's vision of the future led to investments geared to stimulating improvement of individuals and youth, preparing them to become strategic international players in this post-industrial era, and the Lion City's model is recognised as an example to be followed. The mission participants want to learn about such a strategy and strengthen relations with local institutions and professionals.

Professor Benjamin Silva, President of SIEEESP, will be leading the delegation and he says, "The objective is not to copy, but to learn the spirit of transformations that occurred in Singapore, involving the government, the society and families, which stimulate children's behaviour toward appraising learning opportunities. Today, we can admire the results of recent



generations of serious students, who study hard, take advantage of quality teaching methods and facilities and are conscious of their responsibilities towards the future of their country.”

The Ministry of Education of Singapore will support this project by organising a seminar, presenting the teaching system and structure, the government projects and concerns to maintain the learning quality, and how schools will continue being an important partner to support the needs of markets and companies. Ms Cheryl Lin, International Relations Senior Officer, will also ensure that Brazilian educators visit public primary and secondary schools that represent Singapore's education system. Many suggestions were raised, and Raffles Schools, Hwa Chong Institution, “FutureSchools@Singapore” Programme and others were considered as possible schools to visit.

Meetings were held at National Institute of Education (NIE), with Ms Valerie Sim, Assistant Head, Academy of Principals, with Mr Ezra NG, Executive Director. Both institutions play a very important part in teacher and school management development, and they will outline the courses and opportunities that they offer.

In Brazil, due to the needs of the country's large industry and technical sectors, it has been considered that priority should be given to vocational schools, with special emphasis on innovation and technology. Therefore, Institute of Technical Education (ITE), is a must-visit to be included during the visit in 2015. Fabian Cheong, Manager of Customised Programmes, and his team, showed the leading degree programmes of the institute, recognised by awards and international agreements to be one of the most important in Asia.

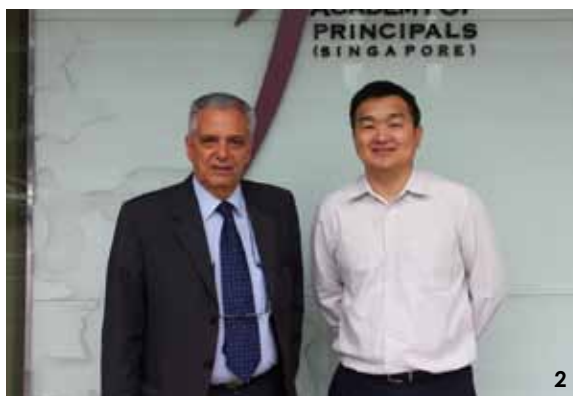
Childhood is also a matter of great interest as many of the delegation's participants are principals of pre-school centres in Brazil. Mr Tavares was surprised to learn that only recently the Ministry of Education is considering this age bracket of kids to be taken under MOE's responsibility. The Early Childhood Development Agency has agreed to let the delegation visit some of the kindergartens. It would be interesting to compare their philosophy to the one in Brazil, in order to have a complete picture of the system, before children proceed to mainstream education.

It is clear that majority of students in Singapore attend government-affiliated schools. In Brazil, private schools are deemed to offer a better learning-quality environment. In fact, 25 per cent of Brazilian students go to private institutions. Mr Christopher Fernandez, Manager of Association of Private Schools and Colleges Singapore (APSC), made a commitment to introduce selected associated schools to the mission and to explain in greater depth, the role of the private sector in the field of education.

At the Ministry of Trade and Industry's statutory board, International Enterprise (IE) Singapore, respectively, Ms Valerie Yuen, Senior Assistant Director in charge of Latin America, and Ms Sarah Ler, Director for Americas at IE Singapore, explained the priority given to improve international links and the view that Brazil is considered

an important potential player. Singapore exports many education products, to the Americas too, and SIEESP could be an important partner to increase market opportunities.

In April 2015, as it has not been common to have exchange experiences between schools of both countries, the mission will be an excellent chance to expand bilateral relations, to foster exchanges of teachers and students and to invite Singapore institutions to visit Brazil. The association's members are convinced that education has a very important place in developing economic and cultural affairs, and Brazilian educators are motivated to contribute toward such mutual bilateral expansion. It is therefore expected this upcoming April mission will be strategic for Brazil and Singapore in the realm of primary schooling.



1. NIE: Ms Valerie Sim 2. Academy of Principals: Mr Ezra Ng 3. APSC: Mr Christopher Fernandez 4. ITE: Mr Fabian Cheong, Ms Sim Nijun and Ms Grace Ke

# Graphene Guru: Professor Antônio Hélio de Castro Neto

■ Revolutionising the field of science and technology, Prof. Castro Neto is the man behind the research and development of the miracle carbon substance - Graphene

*By Priya Ramakrishnan*



Prof. Antônio Hélio de Castro Neto

Photo: Priya Ramakrishnan

**B**orn in Belo Horizonte, capital city of Minas Gerais in Brazil, Professor Antônio Hélio de Castro Neto is an eminent researcher who is at the forefront of Graphene Research in Singapore. His contribution as the Director of the Centre for Advanced 2D Materials and Graphene Research Centre, National University of Singapore (NUS), has catapulted the city-state as one of the leaders in graphene research across the world. In this exclusive interview, Graphene guru Prof. Castro Neto shares about his work, research and vision of the future where graphene will revolutionise the world of technology.

**You are one of the prominent researchers in the field of graphene today. As the Director of the Graphene Research Centre (GRC), can you share with our readers what role the centre is playing in the research and development of graphene technology and what made you choose Singapore to pursue your research?**

The Graphene Research Centre (GRC) was established in 2010 and the NUS Centre for Advanced 2D Materials was established in 2014 with the objective to be a world leader in innovative and emergent materials science. At GRC, we are developing intellectual properties for NUS that will allow the university to reap profits in terms of royalties. I foresee this happening in the next five to ten years. In this vision, Singapore is far ahead of other regions that have just woken up to graphene technology since its discovery in 2004.

I came to Singapore at the invitation of Professor Tan Chorh Chuan in 2009, who was then President of NUS. I am a professor at Boston University in the United States and, in 2009, I was heading the Condensed Matter Theory Programme. Prof Tan invited me to direct GRC. I then took leave of absence from Boston University and moved to Singapore as a visiting professor in 2009 to see how it works out. I was happy to see that the Singapore government, through its National Research Foundation (NRF), took

this very seriously and aided in setting up the centre. By August 2010, I took over the directorship of the research centre. Singapore was the first country to have established a dedicated Graphene Research Centre and credit goes to the vision of Professor Tan. Today, we are far ahead in the race for a new material in 2D technology. I am still continuing as a professor with the Boston University.

**Graphene research is gaining a lot of prominence across the world. Can you explain what graphene research is to our readers in layman's terms? How relevant is this in today's tech-driven world?**

Today, every industry that is technology-driven is on the lookout for new materials that can be cost-effective and can perform better than existing materials. Graphene is one such material that has the potential to revolutionise our world. For instance, the use of Graphene in smart phones can change the way they function and make them cheaper.

In layman's terms, we are researching to discover new materials that can transform technology used in various industries such as electronics, chemical, aeronautics, automotive, etc. Graphene is a one-atom-thick carbon in the form of very thin, transparent sheet. Our pursuit is to find new materials that can enhance performance, increase efficacy and be cheaper, environment-friendly and also energy-conserving.

**Recently, the governments of Singapore and Brazil agreed to work with each other with regards to research in graphene. Kindly share with our readers about GRC's tie-up with Brazil. What kind of knowledge-sharing will be done?**

Singapore and Brazil are natural allies, as Singapore focuses on the know-how and technology, while Brazil supplies the resources and manpower. Our agreement with Brazil's Mackenzie University involves training personnel and conducting joint projects



in this area. We signed a Memorandum of Understanding (MoU) whereby GRC will provide logistic support in developing the Graphene research centre in São Paulo. We have people from Mackenzie training with us in this knowledge-sharing effort.

**As a Brazilian scholar, where do you see this partnership progressing between Singapore and Brazil in graphene research?**

Graphene technology is today one of the most sought-after innovations and there is a race going on between various institutes. In this highly competitive atmosphere, Brazil is the new entrant whilst Singapore is an old gun. We are sharing our know-how in this field with Brazil so as to collaborate and complement Singapore's research in the field. By sharing, we also double our chances of finishing ahead in the race. This will also help Brazil develop more intellectual properties. Both allies will benefit with the agreement as it is a win-win situation for both. I look forward to more such mutually beneficial partnerships.

**Please describe to our readers any "Eureka" moment you had while researching on graphene technology?**

(Laughingly) When I look back, my "Eureka" moment was in 2005 when I and some collaborators predicted what is called the Anomalous Quantum Hall effect in graphene, which essentially tells how electrons in graphene respond to strong magnetic fields. It was clear then that graphene research would earn the Nobel Physics Prize. Indeed, five years later two of my collaborators, Professor Andre Geim and Professor Kostya Novoselov were awarded the Prize and I had the honour of joining them for the celebration in Stockholm in December 2010.

**How would you describe your contribution to this field and your journey so far helming the Research Centre?**

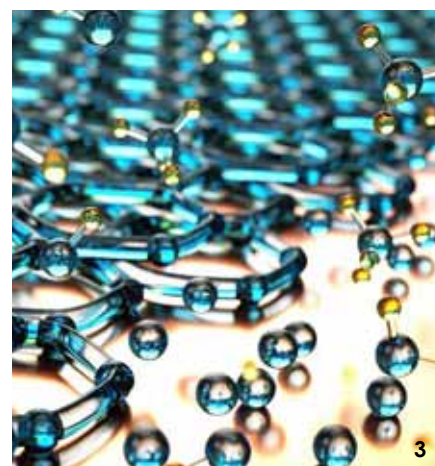
I am very proud that GRC has helped spin off several companies that have been in existence over the past two years. The founders of these companies were trained at the research centre and have gone on to greater things. They have attracted around US\$9 million in foreign investments. At the outset, there were very few people, maybe just a handful of researchers in the field. Today, the technology is being acknowledged as one with the most potential and is attracting huge investments. Recognising its latent possibility, the National Research Foundation (NRF) of Singapore has awarded us a S\$50 million grant this year, over the



1



2



3

1. Graphene is extremely flexible and can be stretched by 20 per cent without damage  
2. Graphene can lead to smart phones as thin and flexible as paper  
3. Graphene is a one-atom-thick carbon in the form of very thin, transparent sheet

*"Today, every industry that is technology driven is on the lookout for new materials that can be cost-effective and can perform better than existing materials. Graphene is one such material which has the potential to revolutionise our world"*

**Antônio Hélio de Castro Neto**

next 10 years, in order to support the operational costs of our labs and micro and nano-fabrication facility and the exploration, synthesis, and development of new devices based on two-dimensional (2D) materials, of which graphene is the most famous. In fact, because of these new resources, in August 2014 the centre of Advanced 2D Materials was created under my leadership.

**Kindly throw some light on some of the common usages of graphene technology. Can you name a few products that have been created with this technology?**

Graphene technology was discovered in 2004 and, in terms of lifespan, it is still

at a very nascent stage. Currently, very simple applications are using graphene technology. One such example is graphene-based conductive ink that is anti-corrosive and also cost-effective. Graphene is also being used as a composite where it is mixed with cement to make it softer but also stronger. There are so many different ways to manipulate graphene technology and the field has the potential to change the way our world functions.

**Source:**

[www.engineering.ucsb.edu](http://www.engineering.ucsb.edu)  
[www.nextinpack.com/archive/47816-hp-papier-electronique-rouleau-arizona.htm](http://www.nextinpack.com/archive/47816-hp-papier-electronique-rouleau-arizona.htm)  
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# Cultural Enrichment and New Markets to Study

■ In this newly introduced feature in our annual magazine, we bring you the thoughts and impressions of Brazilian students doing their post-graduate studies at the Singapore campus of INSEAD, about their daily lives and experiences of living on the city-state of Singapore. In this edition, you will meet Felipe do Espírito Santo Gonçalves, and Camila Martins Gerhardinger, both students at INSEAD

*By Rodrigo Bovo Soares*



**Felipe do Espírito Santo Gonçalves**

He is a 28 year-old carioca (native of Rio de Janeiro), graduated in Business in PUC-RJ.

## **Why did you choose to do your post-grad studies at INSEAD in Singapore?**

I have always wanted to get an MBA at a European institute, as I believe that the cultural exchange would be richer. Here in Singapore, at its Asian campus, no country's nationality exceeds 10 per cent of the students in class, and the programme is tailored so that one spends six months here and six months in Fontainebleu, France. Also, Singapore, more than just hosting one

of the best MBAs worldwide, is also one of the most interesting countries of Asia.

## **What is your experience in this city?**

During the week, I devote myself exclusively to studies, relegating just the weekends for entertainment. The cost of living is high, particularly accommodation rents, but the quality of services is far superior to that of the rest of the world. I often patronise the surroundings of Raffles Place, which houses many bars, restaurants and hotels, all of them of a high standards.

## **Will it make a difference to your career if you pursue post graduate studies in Asia instead of in the West?**

My studies are held half here and half in Europe— therefore they are already half-Western. Singapore has the advantage of harbouring the best features of Asia along with the best ones of the Western world. I believe that this mix is what really makes my experience rich and unique.



### What is your assessment of the Brazilian community at INSEAD and in Singapore?

The Brazilian community comprises intelligent and helpful people, each one with a distinct background, a set that adds value to the solution of case studies, which are the basis of the MBA learning experience.

### What are your plans once you finish your studies?

There's a chance of staying in Asia for a while, as I'm getting exposure to the Asian market, which is presently the most developing and targeted global market. Thus, one of my objectives here is to explore different markets and enrich my knowledge. However, there also remains a good possibility of returning to Brazil after the completion of the course, since I am extremely passionate about my family and my home country, and because it might be easier to find new job opportunities from Brazilian companies.

### Camila Martins Gerhardinger



She initially wanted to start her studies at the French campus and then follow on at Singapore. However, high praise from fellow colleagues and scholars on the Lion City, changed her mind. She is now pursuing her first six months of study at INSEAD's campus in Singapore

### Why did you choose to study at INSEAD in Singapore?

I was looking for diversity of cultures, leading to new problem-solving ways, and this range would be easier found in an environment such as INSEAD. The school provides a vast networking opportunity, a short programme, flexibility for a student with family (I came here with my husband and son), a chance to get to know Asia (after having lived in Spain) and the bonus of being on a safe island.

### What is your experience in this city?

I realised it's safe to go out at night to eat at a food court or hawker centre, if I don't get around to cooking at home for my son. I am not keen on leaving when the time comes. I was tired of Brazil's unpredictability. When I had my son, I wanted an organised ambience, one that was safe, regimented and predictable. More practically, every point of Singapore is wonderfully reachable by MRT trains.

### Will it make a difference to your career if you do post graduate studies in Asia instead of in the West?

I see Asia growing among world markets. I saw, years ago, the cultural differences on journeys and I wanted to see more Asians that the few I was seeing in Fontainebleau, France. On campus today, we were holding this discussion on how to deal with another culture. There is a strong recruitment drive by companies in Asia for us to stay here. A cultural feature of companies here is that they want to meet the candidate in person, physically present, not through Skype or other on-line media — whereas a company in the US might be comfortable with a

teleconference. My husband, while still outside Singapore, was told by prospective employers here that he had a strong CV but that they needed to schedule an appointment with him to be here in Singapore. I don't want to be away so far and for long from my family, therefore I plan to return to Europe or Latin America to be closer to my family. My husband wants to stay here much longer and I would too, but my fondness for family and the prohibitive distance will make me leave in the spring of 2015. I have grown to appreciate here the tropical heat, the widespread use of English, the safety of this society.

### What is your assessment of the Brazilian community at INSEAD and in Singapore?

Brazilians, and also the Chinese, are very gregarious — i.e. Brazilians will flock toward one another, whereas other nationalities may be more willing to mix with diverse people instantly and naturally. The small group of Brazilians I hang out with organises barbeques and they all visit each other's homes with parents bringing their kids along as well. Our family visit the Gardens by the Bay on weekends; we also like the Botanic Gardens. Moreover, we travel a lot in the region, like all other graduate students—be it to Phuket, Bali or Angkor Wat. In the evenings, I don't go out much, as I have to take care of my son, usually.

### What are your plans once you complete your studies?

As I said earlier, I love it here, but my parents miss seeing their grandson, so I can't stay and will probably find employment in the Western Hemisphere.





# International Friendship Day Brings Students Closer to Brazil

■ Seeds of knowing Brazil better were sown in young minds this year at the Singapore Discovery Centre during International Friendship Day

*By Catarina Longman*

Every year, Singapore commemorates International Friendship Day with a series of coordinated events in local schools and government institutions, with the participation of several embassies. The date is a Singaporean creation and was established to celebrate the friendship between Singapore and other nations, as well as to communicate how this country maintains and enhances its relationship with the rest of the world through cultural exchanges. The main target of International Friendship Day is children and many schools organise their own festivities.

In order to help plan the agenda for the event, each year the Government designates a theme — such as food, art expressions and sports, kids can relate to. In 2014, the theme set by the Ministry of Education was “Folktales, Fables & Fantastic Futures - Stories we Share!”—focusing on how important values and culture are passed down to younger generations through the medium of tales and the art of storytelling. The Embassy

of Brazil was honoured to be invited to participate in two activities — a special exhibition at the Singapore Discovery Centre and a presentation at West Grove Primary School, in Jurong West.

More than 400 students gathered at the main hall at West Grove Primary School, one of the most prestigious public schools in Singapore, to celebrate International Friendship Day on 8<sup>th</sup> April 2014. The Embassy showed a presentation about Brazil, its bountiful natural beauty, its colourful people and, of course, football. Embassy staff Catarina Longman and Nelson Portillo shared a little bit of the vitality of Brazilian society and its cultural expressions with the kids. A short video message recorded by Ambassador HE Luís Fernando de Andrade Serra especially for the occasion was played for the kids, who, holding little Brazilian flags, were happy to participate and ask questions about the country. By the end of that memorable morning, the students were a step closer to Neymar, feijoada, the Brazilian white sand beaches, the Portuguese language

and other elements that make up the Brazilian spirit.

The Singapore Discovery Centre (SDC), the educational branch of the Ministry of Defence, is responsible for perhaps the largest Friendship Day celebration in town. From April to July 2014, the SDC organised a special exhibition around the theme chosen by the Government, with participating embassies setting up their booths and showcasing the folklore of their respective countries. With the help of the Brazilian community, the Embassy of Brazil displayed books and stories such as “Curupira”, the Keeper of the Forest, and tales of “Turma da Mônica”, one of the most celebrated Brazilian cartoons. Overall, the exhibition helped to demonstrate that, despite differences in languages and practices, what at first appear to be very diverse countries and cultures, may actually end up sharing many similar values. It is calculated that between four and six thousand children visited the exhibit and had contact with heroes and characters deeply rooted in Brazilian traditional myths and stories.



# WHAT IF...

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Geovania prepares for the 2014 Initiative for Peace conference

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IfP also inspired her to apply for a UWCSEA scholarship to complete the IB Diploma programme. After university, she plans to return to Timor Leste to help rebuild her country with her fellow citizens, whatever their background or history.

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## Fairy-Tale History of Rio de Janeiro

■ The city of Rio de Janeiro was the refuge place of the Portuguese monarchy during Napoleon's invasion

*By Octavio Lopes*

Imagine that, because of a foreign invader, the British royal family had to escape to the Lion City, bringing together the court, servants, and treasures, including the British Library and the British Museum collections. And upon arrival, the King would declare Singapore the capital of the British Empire.

This sounds like a wild fantasy, but that is exactly what happened with the Kingdom of Portugal and the faraway city of Rio de Janeiro, in 1808. Given the imminent invasion by Napoleon's army in that year, King João VI embarked with his court and treasures to Rio. After arriving in the exotic tropical city, King João VI issued a decree that declared Rio the capital of the Portuguese Empire. At that time, Portugal had an extensive empire, with domains in Africa and Asia (such as Malacca, Macao and Goa), not to mention Brazil, of course.

Rio is the only non-European city in the world to ever become the capital of a European empire, and this has made a long-standing

mark in the cultural heritage and architecture of the city, such as the Imperial Palace and the Botanical Garden. The situation lasted until 1815, when Napoleon was defeated and the capital of the Portuguese Kingdom was restored to Lisbon. But the taste of being a centre of political power left indelible marks and Brazil would declare its independence from Portugal in 1822, with Rio as its capital.

Then, another exotic political situation occurred. Brazil became the only monarchy of European descent outside Europe. The Brazilian Emperor, Pedro I, had Bourbons lineage and married Maria Leopoldina, of the House of Habsburgs and daughter of the Emperor of Austria. The tropical monarchy would last until 1889, when Brazil became a republic.

It is worth mentioning that the second in the line of succession to the Brazilian throne, were the monarchy to be restored in the country, now lives in Singapore!

## Keppel Offshore & Marine Presents Latin American Film Festival 2014

■ Largest Participation in KLAFF's History

*By Octavio Lopes*

In 2014, the KLAFF - Keppel Latin American Film Festival - once more brought to Singapore the intensity of Latin American film productions. Ten award winning movies from ten countries were presented in 2014 edition, which took place in The Cathay Cineplex, from 27 to 30. In this edition Brazil, Chile, Colombia, Costa Rica, Mexico, Panama, Peru and Venezuela were joined by Argentina and Uruguay, totalling 10 participating countries, the largest number of countries ever to participate in the event. At the opening night, after a reception graced by several Ambassadors and pre-eminent members of the Latin American community in the Lion City, the guests gathered for the screening of the Venezuelan film, *Bucaramanga Diaries*, an emotional account of Simón Bolívar's last days. The guest of honour of that exciting night was Ms Chan Heng Chee, Director of the National Arts Council and former Ambassador of Singapore to the USA.

The Brazilian movie selected for the Festival was *Cinema, Aspirins and Vultures*, a road movie displaying the friendship between a German defector from World War II who escaped to Brazil and a simple Brazilian peasant, in the early 40's. The screening was a great success, attracting 112 people, mostly

Singaporeans. Overall, the KLAFF reached over 1000 people, who were exposed to the culture expressions and languages of Latin America. Visit KLAFF's facebook page and stay tuned for the 2015 edition!

The KLAFF is organised by the Latin American Embassies in Singapore, sponsored by Keppel Off Shore & Marine and supported by Cathay Cineplexes.





# The Brazilian Way of Life in Singapore



■ Brazilians are unique in many ways. Brazilian culture and lifestyle are what stand out for most of those who have had a glimpse of Brazil and its people. Its beaches, love for football, music, food. Get a glimpse of the “Brazilian way” through the eyes of the Brazilian community in Singapore

By Catarina Longman

“I love eating *pão de queijo* and I was delighted to find it here in Singapore at Four Leaves bakery. It is amazing and reminds me of the ones my grandma used to make.”

-Otavio Camargo



“I recently noticed that Mustafa Shopping Centre sells Brazilian beans. You can also purchase a pressure cooker in most department stores here. I recommend a brand called Silit. Previously, I used to buy raw pinto beans at supermarkets and they tasted just like our Brazilian beans. Beans, white rice, steak, french fries and salad. Yummm...”

-Paola de Luna-Ahern



“When I arrived in Singapore in 2002, I was happy to find out that there was a *churrascaria* (barbecue-style restaurant) here. Today, in addition to many Brazilian dining options, we also have a great chef, Fabio Kraiczky, who prepares the best barbecue in Singapore and the most authentic dishes.”

-Andrea Marzullo



## Brazilian Sports

Brazilians have a love for football like nothing else. Fortunately for aficionados of the sport, there are Brazilian coaches teaching the art of the ball in Singapore!

## Brazilian Food

Brazilians love beans, and usually eat them together with rice and meat. Black beans in particular are used to make the famous *feijoada*, the country's national dish, though there are many other varieties of beans in Brazil. Some can even be found in Singaporean supermarkets!

*Churrasco* (pronounced shu-HAS-co), or barbecue, is a must-try in any Brazilian epicure's list. The meat is cut distinctively and Brazilians have mastered a unique technique of grilling this meat

over charcoal. Try the famous Brazilian *churrasco* with *Picanha* (topside cut of beef) and other meats in Singapore:

*Pão de queijo* (pronounced pau-di-KE-zho) is another Brazilian savoury delicacy that has made its way to fame across the world. Comprising a cheese-flavoured bun baked with tapioca (manioc) flour, it has even been incorporated into Japanese cuisine. In Singapore, bakeries at the basements of Isetan and Takashimaya stores sell the Brazilian snack.

## The Brazilian Community in Singapore

### ■ Brasileiras em Cingapura

brasilieras.em.cingapura@gmail.com  
<https://www.facebook.com/groups/brasileirosemcingapura/>

### ■ Brasil - Vivendo e aprendendo em Cingapura (women only)

<https://www.facebook.com/groups/brasileirasvivendoemcingapura/>

### ■ Brazilian Jericho Soccer Academy

Fabio Fanticelle da Silva - Head Coach  
 E-mail: fabioff6gol@hotmail.com

### ■ Coach Leo

<http://www.coachleo.sg/>  
 E-mail: leo@coachleo.sg

### ■ Brazilian Barbecue Experience (BBE) by Chef Fabio

[www.tbd.sg](http://www.tbd.sg)

### ■ Brazil Churrasco

[www.brazilchurrasco.com](http://www.brazilchurrasco.com)

### ■ Carnivore Restaurant

[www.carnivore.com.sg](http://www.carnivore.com.sg)



# Expatriate Tales of Warmth and Welcome in Singapore

■ Driven by both professional and individual goals, the Brazilian expat community has learned to quickly adjust to the Singapore way of life, to carve out their trajectories for growth at home and work. We open a small window into what set them off to get on that 30-hr non-stop flight to this city-state to shape their fortunes

In the last few years the number of Brazilians making Singapore their home has been steadily increasing. According to rough estimates, over 1000 Brazilian expats call the Lion City their home. Many of them are professionals and have found Singapore a safe haven to do business, raise a family, experience the region and tap in on the growing opportunities.

## Alexandre Barros



For Alexandre Barros, it has been a long journey from Botucatu, his birth city in the southeastern region of Brazil, around 220 km from São Paulo.

The opportunity to work in Singapore came from his company, where he has been working for 16 years; he was offered a position as a Financial Risk Manager in DOW Chemical Pacific Singapore. His wife Patricia Nogueira,

who was working in Unilever back home, also got her promotion and moved as expatriate to work here at Unilever Singapore. "The move was based on the growth of our professional careers and also on being able to provide a more diverse and broader education for our children, Diego (8) and Pedro (4)," he says.

Singapore stands out as business-friendly, he points out. "We had heard that Singapore was famous for its tough laws, but what most surprised us was how Singapore is child-friendly and a tourism centre for the whole of Southeast Asia," he says.

He believes that Brazil has vast opportunities to offer to Singapore. He recalls that, before he left Brazil, a part of his job was to travel to several key cities across the country. What he discovered was the unbelievable number of opportunities outside the big centres. Smilingly, he says, "Singapore, as a hub, offers quick access to the neighbouring countries. For instance, you can even go by car and speedboat to Malaysia and Indonesia respectively. This experience has been great for my family."

## Gildo Aleshinsky



Gildo Aleshinsky, Principal Consultant, iKonnnect Global Solutions, hails from Porto Alegre, state capital of the most southerly region of Brazil.

This is where the country is most influenced by its German and Italian heritage. Mr Aleshinsky recalls that it's also famed for its gorgeous fashion models, the Gauchos — the amazing pampas horsemen— and the authentic Churrasco, the Brazilian barbecued steaks.

For Mr Aleshinsky, the move to Singapore in January 2013 was very much part of his plans, while working in Tokyo, the capital of Japan, for over five years. He says, "Working as a 'head hunter' with regional coverage since I first moved to Tokyo in 2007, a move to Singapore was always in my plans. Most regional roles in APAC are based in





Singapore, Hong Kong and Shanghai, so it was a natural progression for my career to come to Singapore.”

“I was extremely pleased to experience first-hand how Singapore makes it easy for foreigners to settle here,” says Mr Aleshinsky. The processing of all the paperwork was quick and efficient, he shared. “Socially, it is quite easy to meet people and have access to all sorts of events and activities.” The difficulty for him really lies in seeing new friends moving on and leaving Singapore, after a couple of years, for new assignments.

For Mr Aleshinsky, “The most impressive aspect of Singapore, especially compared to Brazil, is the safety in the country. Anyone can walk on the streets late at night wearing and carrying expensive things, without the fear of being robbed.” Mr Aleshinsky, found adjusting in Singapore a breeze. He says, “Singapore is the fourth country I lived in after Brazil, US and Japan. The adjustment here was the easiest so far. His advice to his fellow countrymen heading for Singapore is to get out of their comfort zone. “Meet people from different nationalities, travel around the region and experience Asia.”

### João Amaral



João Amaral, a graduate from the School of Economics of the Federal University of the state of Bahia in Brazil, is currently an audit manager in

PricewaterhouseCoopers (PwC) and moved to the offices of PwC Singapore in 2013 with his wife.

He was happy to discover several similarities between Brazil and Singapore. “For example, both countries have the culture of long lunch-breaks. Unlike Europe and the US, where you end up having a sandwich at your desk.” On the other hand, he says “I was also pleasantly surprised at how everything in Singapore is so process-oriented.”

Impressed by Singapore’s transport system, he feels it’s great that one doesn’t have to wait more than a couple of minutes for a train to go to work in the morning.

Talking about life in Singapore and its attractive aspects compared to things back home, Mr Amaral reflects that the great thing here is the affordability of exploring countries in the region. He reveals that he and his wife have visited 15 countries and have gathered a lot of fantastic experiences. That aside, yes, they do miss the sense of *joie de vivre* and music of Brazil here.

### Renato Paladino



Renato Paladino, who was born in the gorgeous city of Rio de Janeiro, has lived in countries such as China, Japan and the US, before coming to Singapore. Echoing

fellow countrymen, he too found that it’s been far easier for him to adapt to Singapore than most other places.

Mr Paladino, who has been in the mining sector for over three decades, was tasked to set up the business offices of the US-based Arch Coal Inc in Singapore. He found the Lion City quite conducive to set up business. “I came to Singapore

in May 2011 and, by September 2011, the business was up and running with all necessary infrastructure in place. I started from scratch and in six months I had the new branch ready to operate. This is very impressive,” he says.

He further adds, “I love living in Asia and it is truly beneficial as it is the century of Asia — and Singapore is the heart of Asia. If I live in India, I would just get to know Indian culture; the same would be with Japan or China. But in Singapore, I can get to know about the Malaysian, Indonesian, Indian and Chinese. This city is really the melting pot of Asia.”

### Sylvia Cardim de Melo



Sylvia Cardim de Melo, who is in Singapore as Strategy Consultant for The Partners, was born in São Paulo but moved to Miami in Florida

(USA) early in life.

She recalls that when she and her husband visited Singapore in 2011 to meet friends both fell in love with it. “It was just the perfect destination for us to spend a few years.” Ms de Melo is looking forward to learning more about Asian cultures, to have a better understanding to engage with the people. She says, “Working as a Brand Strategist for a global brand strategy and design agency is definitely contributing to my getting closer to reaching my goal.”

“What impresses me the most about Singapore? That’s an easy question to answer,” says Ms de Melo, when talking about the money the government puts towards SME and start-ups, to enhance its business competitiveness. “If you want to open a new business here, the government pretty much doesn’t tax you for the first three years.”

Ms de Melo’s advice to Brazilians heading to Singapore is, “Singapore is a fantastic country in welcoming people from many different countries, races, and religions. So go and explore it! Take cooking classes, join a gym and soon you will find yourself surrounded by new friends.” For her, the bottom line is that, if you feel the necessity to rely on the Brazilian community for everything then you will miss out on the opportunity to embrace all the beautiful things this country has to offer.

# Do You Speak Portuguese?

A common origin binds Malay and Portuguese in such a way that oft-used words sound the same in both tongues

*By Octavio Lopes*

**Y**es, you do! At least a few words. It is well known that English and French have lent several words to almost all other languages in the world, but it is less known that Portuguese also has a significant presence in several idioms, including Asian ones. Malay, for instance, has several words borrowed from Portuguese. Why? Ask Singapore jazz master Jeremy Monteiro (which is a typical Portuguese family name). He knows well that the Portuguese were the first European people to sail to Asia and reach the shores of Malaya, China, Japan and East Indies (Indonesia), in the 15th and 16th centuries. With the interaction between Malay and Portuguese peoples, a few Portuguese words made their way into the National language of Singapore.

Here is a list of Malay words with English translation and their Portuguese origin:

MALAY	ENGLISH	PORTUGUESE
almari	closet	armário
baldi	bucket	balde
bangku	bench	banco
bendera	flag	bandeira
biola	violin	viola
bomba	fire brigade	bombeiro
boneka	doll	boneca
dekan	dean	decano
gaju	cashew	cajú
garpu	fork	garfo
gereja	church	igreja
gratis	for free	gratis
jendela	window	janela
keju	cheese	queijo
kemeja	shirt	camisa
kereta	car	carreta
lancar	launch	lançar
limau	lemon	limão
meja	table	mesa
mentega	butter	manteiga
minggu	week	domingo (meaning Sunday, first day of the week)
Paderi	priest	padre
pau	bun	pão
pesta	party	festa
pita	tape	fita
roda	wheel	roda
ronda	to patrol	ronda
sabun	soap	sabão
sekolah	school	escola
sepatu	shoe	sapato
tempo	period	tempo
tuala	towel	toalha
tukar	exchange	trocar



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## The saga of the word “cajú”

In the list above, you will find the Malay word “gajú”, meaning cashew, both of them originated from the Portuguese word “caju”. This word has a saga as adventurous as that of the Portuguese navigators. With presence of the Portuguese in Brazil, a few words from the aboriginal populations, mostly designating local vegetables and animals, were introduced in the language of the colonisers, only to later gain the world. The best example is the word “Caju”, from the indigenous Tupi language that designates a juice yellow fruit with a nut on top of it. As mentioned, that word originated “cashew” (as in “cashew nut”), in English. But the saga of caju does not end there. The Portuguese, having established colonies in Goa (India) and in Malacca (Malaya) in the 1560s, brought from Brazil the exotic fruit, which adapted very well to Asian soils. Therefore, in Malay, the word for caju or cashew is “gajú”, whose origin couldn't be more transparent.

Nowadays, one can find cashew being planted and cropped for commercial purposes in several countries in Africa and Asia, with both India and Malaysia being major producers.



# Cultural Space Presents Brazilian Art Mix

■ A flurry of art activities were held at the newly created 'Art Space' at the Embassy. An innovative use of the Embassy space brought with it opportunities for the little community to showcase their talents.

*By Catarina Longman*



ZODOJOO

**T**he Brazil Cultural Space hosted a series of art exhibitions in 2014, consolidating its spot in Singapore's arts and culture scene. Located within the Embassy's premises, the Cultural Space is an excellent platform for showcasing the work of national and international artists, based in Singapore or elsewhere. A connection to Brazil is a common thread of all exhibits — and last year's cultural programme was able to attract significantly more people than in 2013, a demonstration of the growth of interest in Brazilian art.

## Expert Talk on Portuguese Language for Brazilian Kids Living Abroad

The Brazilian community in Singapore had the opportunity to meet Professor Gisele Gama Andrade at the Cultural Space in February. Dr Andrade is an expert on education, having worked with UNESCO and the Programme for International Student Assessment (PISA), both of

which are widely recognised as the most important tools to measure education achievement across borders and cultures. Also a children's book writer in her native Portuguese, Professor Andrade spoke about the importance for children living abroad, of continuing to maintain their ability to speak their mother tongue — which is a crucial element of cultural identity and personality formation. Parents had the chance to interact with the author and understand their role in teaching their native language to their children. Brought to Singapore by the Brasileiras em Singapura group, Prof Andrade also participated in a special reading session for Brazilian kids.

## ZODOJOO SINGAPOORE 2014 by João Elias de Brito

Brazilian graphic designer João Elias de Brito showcased his talent in colourful digital prints, at the Cultural Space of the Embassy of Brazil. Held in March 2014, some of the works created specially for the Singapore exhibition, included a version

of the iconic Merlion. The artist, who lives and works in São Paulo, Brazil, later, went on to exhibit his creations in Japan. He calls himself by the name of ZODOJOO — an allusion to his hometown. He defines São Paulo as his incredible and illogical zoo.

## Taking Flight by Patricia Cabaleiro

Patricia Cabaleiro is a Brazilian artist living and working in Singapore. Patricia, who has exhibited her work in different countries, has a degree in Fine Arts from Brazil and a Diploma in Graphic Design from Germany. Her solo exhibition at the Cultural Space between May to June, displayed her latest works under the theme "Taking Flight", which the artist considers a part of a never-ending extraordinary voyage. Patricia's artistic interest refers to the different aspects of an individual journey and her production combines religious and mystical elements, inviting the viewers to examine their beliefs and symbolic references. Not only has Patricia used her studio for her craft, she has also been teaching here since 2005. She calls herself an abstract painter, expressionist, although confessing to being sometimes "not that abstract".

## Global Carnival by Clarissa Cavalheiro

Clarissa Cavalheiro is a young Brazilian photographer who grew up in the USA and Singapore and currently lives in Sydney, Australia. Her solo exhibition at the Cultural Space took place in November. Her interest in photography sprouted into a passion at a young age, when her family left Brazil. She later she went on to study Journalism and Photography in Australia. Clarissa's photos are a reflection of her curious nature combined with her innate attraction to even the smallest of details.



# Sebastião Salgado Wows Singapore with Stunning Photographs

■ At the Genesis Exhibition, the Brazilian legend presented 248 awe-inspiring photographs

*By Octavio Lopes*

**T**he legendary Brazilian photographer Sebastião Salgado presented his latest exhibition, "Genesis", at the National Museum of Singapore, from 26<sup>th</sup> April to 31<sup>st</sup> August 2014. In this acclaimed series, Salgado showed 248 photos taken at 30 locations in all continents, over a period of eight years. The pictures show the Earth, its animals, nature wonders and civilisations in the most pristine state possible to find. Black and white pictures of icebergs, mountains, broad plains, towering trees, wild animals and exotic tribes make up the truly astounding collection.

During the period of the exhibit, Salgado gave talks at the National Museum and the Sundaram Tagore Gallery. An inspired Salgado talked about his childhood in a farm in Brazil, his years as student and researcher in Paris, where he got a Master's Degree, and London, where he gave up a scholarship toward a PhD in economics to follow his true calling, photography. He also addressed his years as a freelance photographer, as an economist and his first trips to Africa. He also mentioned the development of his socially-oriented photos, with emphasis on showing and denouncing poverty, precarious working conditions and oppression.





*“Go after your light, the light that once struck you as beautiful and for that reason became engraved in you mind. Try to find that same light again, wherever you go, whatever you shoot”*

*Sebastião Salgado*

During the Q&A session at Sundaram Tagore Gallery, he explained the reason for giving up on social themes and turning to nature. He said that after decades of displaying degrading conditions of human beings, he was diagnosed with depression and was told by his doctor that he would die if he continued in the same path. The great master then decided to shoot immaculate environments and isolated civilisations. Salgado offered the audience a powerful testimony of how his contact with untouched nature healed his spirit and brought joy to his soul.

When asked about his secret to obtain such wonderful texture, light and clarity in his works, the Brazilian legend just said: “Go after your light, the light that once struck you as beautiful and for that reason became engraved in you mind. Try to find that same light again, wherever you go, whatever you shoot.” No special tips on equipment and developing. The hypnotised audience heard his words and accepted the challenge in reverential silence. It was indeed a very special evening.

1. Since elephants (*Loxodonta africana*) are hunted by poachers in Zambia, they are scared of humans and vehicles, and usually run quickly into the bush. (Kafue National Park. Zambia. 2010)
2. The confluence of the Colorado and the Little Colorado from the Navajo territory. The Grand Canyon National Park begins after this junction. (Arizona. USA. 2010)
3. Chinstrap penguins (*Pygoscelis antarctica*) on icebergs located between Zavodovski and Visokoi islands. (South Sandwich Islands. 2009)
4. Teureum, sikeirei shaman, leader of the Mentawai clan. This shaman is preparing a filter for sago, with the leaves of this same tree. (Siberut Island. West Sumatra. Indonesia. 2008)

©Sebastião Salgado / Amazonas images

# Epicurean Expert Cooks up a Storm in Sunny Singapore



■ Having wowed a host of palates across the globe with his incredible talent, Head Chef of Bacchanalia, Ivan Brehm, is reinventing classics for gourmands in the Lion City

*By Priya Ramakrishnan*

**W**hile his credentials read like a Michelin guide, Head Chef of Bacchanalia, Ivan Brehm, is all about cooking with passion. Having worked for the top restaurants in the world including Per Se, Mugaritz, La Terraza del Casino, Hibiscus and, most famously, The Fat Duck, Chef Brehm is all about modern fine dining and playing with familiar flavours — and, of course, giving them that extra edge that is his very own personal hallmark on each dish that leaves his kitchen. We caught up with the busy chef at Bacchanalia on a lazy afternoon and got him to talk about his favourite subject — food and restaurants.

**You have worked across so many different countries. How would you describe your Singapore experience?**

I have been in Singapore for two and a half years now and it is a city unlike any I have ever lived in before. Once you get to know the people here, they love to introduce you to their favourite eating spots. I love Singaporean street food as its amazing variety is the real expression of the country's culinary riches. I often visit the hawkers near old airport. My favourite is the Bukit Timah Food Centre; I am very fond of *Rojak*, *Satay* and *Nasi Lemak*.

**Having been exposed to so many different cuisine in different countries, which do you prefer personally?**

I have worked in the US, UK, Italy and Spain, and have visited most of the Southeast Asian countries. With all these experiences I have found that every single cuisine has its appeal, and that to really begin to understand the food of a country, having an open mind and being curious is very important. My own background makes me more appreciative of other cuisines.

**Tell us about the cuisine of Bacchanalia.**

Bacchanalia is an interesting concept that is all about connecting people through good food. The restaurant is designed as a fun and hip place with a very relaxing atmosphere. Some of our dishes are based on classics, some on intriguing flavour combinations. Also not many know that we use fresh herbs which are grown in our own garden. We also act as food consultants for food chains and to Ingredient and Food Manufacturers.

**A must-try dish in Bacchanalia**

The cauliflower gratin, as it is a good representation of our philosophy. The dish is based on traditional flavour combinations revisited by the use of new techniques.

**A must-try dish in Brazil**

Pão de queijo, Vatapá and Bobó de camarão are Brazilian classics that deserve attention, but Italian, Japanese and Lebanese food are also amazing. I have fond memories of Habib Ali in SP.





# 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



**B**razil Foods S.A. or BRF 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\$30.5 billion recorded in 2013, 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 43 per cent of net revenues in 2013. 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 Defence (CADE) in Brazil. The long-term strategic plan of the company includes balanced growth by organic expansion 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 started operations in November 2014.

The solid governance model at BRF has been reflected in major advances during the year. The company reached new levels of efficiency, which helped 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 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 had a strong presence in Asia for many years, providing distinct 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. It follows 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 Islamic Groups in Brazil, and sometimes 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](http://www.brf-br.com/en)



# Delicate Artistry and Advanced Science for a Glamorous You

■ Dr Marco Faria Corrêa combines his exceptional skills with the latest technology to ensure excellent aesthetic results with the highest standards of safety

**A**rt and science goes hand-in-hand at the Dr Marco Faria Correa Plastic Surgery clinic in Mount Elizabeth Novena Hospital.

Hailing from Brazil – the country ranked second in the world after the United States for the number of aesthetic surgery procedures performed – Dr Marco is very familiar with the essence of beauty. He says, “The competition to look beautiful in Brazil is unbelievable. Women want to look their best in their bikinis while walking along the beach – everyone wants to be the next girl from Ipanema!”

He is very skilled in microsurgery and rose to fame when he successfully operated on two boys to reattach their severed arms. He then added to his expertise in microsurgery with a six-month stint at the University of Tokyo. What really struck him was the guiding principle

of perfection that defines the Japanese way, especially in plastic surgery.

Today, his renowned expertise in improving aesthetic appeal, symmetry and proportion of facial features and bodies is complemented with some of the most advanced technology ever invented. Having practiced for 25 years, Dr Marco's skills and passion have made him a worldwide pioneer in many areas of plastic and cosmetic surgery.

In 2000, he was invited to practice here as part of the ‘Hunting for Talents’ programme to boost the medical tourism sector. Its objective was to attract more international patients and make Singapore a leading hub for cosmetic surgery in the region. Dr Marco has lived up to this promise. Among his patients today are many famous celebrities and international personalities. Arriving from Europe, Australia, US, Russia, Indonesia



and Malaysia, they consult him regularly for his expert skills as a surgeon and caring disposition as a doctor.

His reputation has been further enhanced by the publication of numerous medical journals and reports. He continues to share his expertise with his peers around the world and has over the years won several international awards for his pioneering work.

While performing plastic, cosmetic or reconstructive surgery, Dr Marco fervently adheres to the tenets of the great Brazilian plastic surgeons. One living legend is Ivo Pitanguy, who is famous worldwide and was appointed Head Professor by several medical universities in Brazil.

Testimony to the great skills and endearing personality of Dr Marco is the fact that many of his patients continue to consult him through the years and many new patients are referrals from these happy and satisfied clients. Given the stature of some of Dr Marco's patients, you can be assured that your privacy will be strictly safeguarded and all personal information will remain highly confidential.

Dr Marco is adept in all aesthetic surgery procedures including female genital rejuvenation. Although a relatively new area, it is fast gaining popularity here. Among the treatments available is vaginoplasty or vaginal rejuvenation. This is a procedure to restore muscle tone after childbirth or ageing. Some patients combine it with other procedures such as breast augmentation and tummy tuck.

Dr Marco starts with sitting down with you to discuss what you want to achieve. He will then advise you on the procedures required for the best results. Any scars will be minimal and well hidden. Healing will also be relatively quick.

As Dr Marco frequently caters to overseas patients who fly in to seek his expertise, his assistants are also able to offer advice on travel and accommodation arrangements.

To enhance your looks, call (65) 6464 8075 and arrange an appointment with Dr Marco in his plush clinic in one of Singapore's newest medical centres. You will also discover how artistry and technological advances can bring forth a more glamorous you.

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- Hands Rejuvenation
- Female Genital Rejuvenation



**Dr. Marco Faria-Correa  
Plastic Surgery**



## Shaping up in Singapore

■ Akane Gushiken and Thábata da Costa Manso, personal trainers from Brazil, both found their passion in the Lion City

*By Raneé Sahaney*

Often hailed as the land of opportunities, the Lion City has welcomed people from across the world with wide arms and a warm heart. Those who step on this soil as guests fall in love with this tiny Island and become a part of its lively spirit. A home away from home, this little Red Dot has captured the minds and souls of expatriates who have found soothing succour in its foreign shores. We present to you Akane Gushiken and Thábata da Costa Manso, personal trainers from Brazil who have found their calling in Singapore.

### Akane Gushiken

A former pharmacist from Brazil, 47-year-old Akane Gushiken found her true calling in Singapore and shares her journey so far in a candid interview.

**Please share with us on how you transformed from a pharmacist to a personal trainer in Singapore?**

I see Singapore as being a land of opportunities, as this is what really happened to me. I was working as a hospital pharmacist in São Paulo, Brazil. My husband and I came to Singapore in June 2001 mainly because of my husband's work assignment. Before finding my calling I taught Portuguese at Berlitz Language Centre, had my own import and export company and worked as an HR manager for a forwarding company. After quitting, I was at home; just wondering what to do next. I knew that I could not work in an office-like environment but it never occurred to me to become a personal trainer, even though I was exercising

myself. Then one day, I was just changing channels on TV and watched the Biggest Loser show and saw the transformation of so many lives. Not that I agree with their way of losing. I knew then that this was what I really wanted to become. So my passion became my life work. It's now been six years since I pursued my passion and became a personal trainer.

**What is the most challenging aspect of being a personal trainer and how do you overcome it?**

The challenge is to always keep your clients motivated towards their goal. Every individual responds differently to the training and diet. I need to understand and respect that difference and customise the programme to suit each of them.

**Please share with us the training styles that you advise for your clients?**



If a client is a beginner, I initially start with calisthenics to help them get more nimble, strengthen their joints and bring more body awareness. I use machines for those who wish to bulk up. Kettle-bells and TRX machines are part of the workout as well. For a few, I like mixing cardio workout so it becomes a bit more intense, but for others not so much. In the end it depends on each client's fitness level and goals.

**In a fast-moving cosmopolitan city like Singapore, what do you think is the biggest challenge for keeping fit?**

To me, it's all about our lifestyle. If you decide to transform your body and life, it doesn't mean you cannot have fun or have some drinks or dinner with your friends and clients. The main point here is balance! Knowing when and how much you can go off from your good habits. This gives you power.

**Have you trained any celebrities? If so, who was your first celebrity client and how was your experience training them?**

Two years back, a lady named Audrey in her mid-30s came to me through a referral client. She is a mother of three and, like many mothers, did not find time for herself. Her goal was to be transformed into a Hot Momma. Within six to eight months she lost close to 15 kilos and in May this year she won the title of "Mrs Singapore Globe 2014". Audrey was set to represent Singapore on an international pageant show in December in China. Today she is sponsored by a few international beauty products.

**Thábata da Costa Manso**

Thábata da Costa Manso first arrived at Singapore in h and since then has been training fellow Brazilians and Singaporeans to lead a healthy and happy life.

**What brought you to Singapore and how have you adapted to life here?**

My husband's work brought me to Singapore four years ago. While I miss my family and home, it was an easy place to adapt as we found several things that are similar to what we have in Brazil.

*If you decide to transform your body and life, it doesn't mean you cannot have fun or have some drinks or dinner with your friends and clients*

**What inspired you to become a personal trainer?**

I initially attended business school but the lifestyle was so different from my very active adolescence, where I had opportunities to be a footballer. However, during my university days, I started leading a very lazy life and succumbed to drinks and cigarettes. I weighed almost 15 kilos over my average weight and stopped caring about the quality of life and fitness levels. After a while, I was unhappy and felt very disheartened about studying something that did not fit with my lifestyle. Fortunately, my class was invited to work with Physical Education classes where we were exposed to some games and gymnastics. It felt like I had

found my passion and realised that I was doing exactly what I loved. Following this, as soon as the school year ended, I sat the entrance exam to study Physical Education, and today I am very happy to have followed my heart.

**What sets you apart from other personal trainers?**

I think what separates me from other personal trainers is how I motivate my students to get better results for them. I believe that a good personal trainer is one who treats his/her students as if they were family members and tries to understand their limits. It is also important to always keep them focused on improving their physical activity and give them honest feedback.

**Can you share some of your favourite motivational strategies that you use to inspire your clients to exercise?**

I inspire my students by often sharing news on nutrition and exercise equipment. I also urge them to participate in minor marathons, to keep themselves active even while travelling or on vacation. I always leave them homework, so that they always remain motivated to exercise.

**What gives you the most satisfaction in your work? What is the biggest transformation you have witnessed in your students?**

I see not just a body transformation but the impact it has on their lives. Discussing and practising healthy habits and consuming nutritious food helps them stay healthy and look great. There is no greater satisfaction when you present your student their results and engage them in physical activity and imbue in them the habit of a lifetime.





# Brazil Sails Away with the 15<sup>th</sup> Ambassadors' Cup

■ The brilliant Brazil Team's skills help them joyfully wrest the day from defending champions, European Union's Shardana, to bring home the hard-fought 15<sup>th</sup> Ambassadors' Cup

By Priya Ramakrishnan

Changi Sailing Club, the venue of the annual Ambassadors' Cup, ignited with the victorious shouts of the Brazilian diaspora as its home team laughingly sailed off with the annual regatta's 15<sup>th</sup> Ambassadors' Cup this year—much to the chagrin of old favourites and defending champs—European Union's Shardana. Mingling together in the cheerful melee was the who's who of Singapore and Brazil, who were here to make the most of this much-awaited gala sporting event on the island nation's social calendar. The celebrations carried on long after everyone dispersed from the actual venue.

Presiding over the event, which was held on 15<sup>th</sup> November 2014, was the Brazilian Ambassador HE Luís Fernando de Andrade Serra. In attendance was also the Guest of Honour Dr Mohamad Maliki Bin Osman, Minister of State, Ministry of National Development & Ministry of Defence and also Mayor, South East District. Clearly happy to be there, HE Luís F. Serra said, "The annual Ambassador's Cup has been a seagoing thrill bringing the world together, as the boats compete on behalf of an attending country's diplomat. It has been a joy for me to officiate at this glorious day of billowing sails, fluttering flags, tacking rudders and gusting breezes, among the wonderful camaraderie of all participants."

Twenty-five boats waited anxiously at the starting line in front of the historic sailing club. In the line-up of those cheering their teams on were 20 Ambassadors to Singapore, whose teams were fighting it out there to steal the show. Brazilian Ambassador HE Luís F. Serra was all smiles as he boarded the *Born in Fire Too*, owned and skippered by Mr Pascal Radue. Last year's defending champions – The *Shardana*, skippered and owned by Mr Joe Lambardo – came in second. Airbus Helicopters Southeast Asia extended its support to this event again this year by generously sponsoring the race along with co-sponsors Shenton Wealth Holdings, DHL, Yart Marine, Cosmosteel, Leisure Charter/ Acclaim and CBMM, a Brazilian mining conglomerate.

Acknowledging the firm's interest in the event, Mr Derek Sharples, CEO of Airbus Helicopters said, "Singapore is poised to be the regional hub for Airbus Helicopters. We hope that sponsoring the 15th Ambassadors' Cup will increase our profile in Singapore and in the region." Shedding further light on the company's involvement in the regatta, he said, "With the rebranding of Airbus Helicopters this year, the Ambassadors' Cup is a good platform for us to communicate our new identity. As a global company with offices in more than 30 countries, Airbus Helicopters regularly sponsors educational programmes for under-privileged children in developing

countries. The Ambassadors' Cup is a reflection of our own corporate spirit. It's a great mixture of transnational cooperation and just having fun."

After the last boat crossed the finish line, it was time for serious partying that began with a Brazilian-themed barbeque and Awards dinner. Brazil's national drink, the caipirinha, flowed lavishly, while a percussion band and Brazilian dancers added the heady oomph and capriciousness that was an appropriate send-off to the eventful day of competitive fun and celebration.







# PianoBotanica Wows Singapore Music Buffs

By Catarina Longman

■ Second edition attracts even bigger crowd to the Singapore Botanic Gardens

Singapore's acclaimed jazz maestro Jeremy Monteiro and his band, Jazz Brasileiro, were the stars of the second edition of PianoBotanica, held yearly at the Botanic Gardens' Shaw Foundation Symphony Stage. The musical evening took place on Sunday, 1<sup>st</sup> June 2014, with a unique performance of Brazilian Jazz & Bossa Nova. The event attracted almost 3,000 people, while also celebrating the World Cup in Brazil. The concert was graced by the presence of the President of Singapore, Dr Tony Tan and his wife.

Flocks of people wearing Brazilian colours blue, yellow and green took over the spacious and lush lawns of the Shaw Foundation Symphony Stage. Families and friends arrived early in the afternoon and settled onto the verdant grounds, enjoying a picnic in the park while awaiting the concert. The evening programme started with a tantalizing Capoeira performance presented by the Association of Capoeira Argola de Ouro, which brought the Brazilian



martial art to the stage and kept the crowds entertained.

Jeremy Monteiro and Jazz Brasileiro presented the audience with a thrilling musical journey into the sounds of Brazil, featuring many Bossa Nova and Samba tunes – as well as some of Monteiro's own compositions. Classic songs like "Desafinado", "Aquarela do Brasil" and "Chega de Saudade" set people's hands clapping and feet tapping. As special guest vocalist from Brazil, Juliana da Silva brought even more flair to the concert, performing hits such as "Garota de Ipanema" and "Mas Que Nada".

Toward the end of the show, unexpected dark clouds brought heavy rains over those attending the open-air event. Luckily, it did not hinder the musical performance, which continued to entertain the crowd. The crowd did not shy away and ended up enthusiastically and literally "dancing and singing in rain".

Jeremy Monteiro said he was delighted to return to the Botanic Gardens for the first time in a decade and to perform outdoors with his jazz ensemble under a Brazilian theme. Apart from Monteiro on the keyboard, top class band line-up included at the performance were Singaporean Flautist Rit Xu, recent winner of a prestigious Jazz Flute Competition in the US, Mohammed Noor and Tamagoh on percussions, together with Rick Smith on the guitar, Bassist Christy Smith, as well as Saxophonist Shawn Letts.

PianoBotanica was made possible by the invaluable sponsorship of Keppel Offshore & Marine, a leading offshore and marine company in the world. The performance left the audience wanting for more and looking forward to the next year's instalment.



# What a Treat of a Game

■ Sports fans in Singapore experienced a rare treat as Brazil, five-time World Champion, enthralled them in a friendly match against Japan

*By Ranees Sahaney*

It was 14<sup>th</sup> October 2014, Tuesday, a working day. Singapore's sporting fans were thrilled that this was the day Brazil, five-time World Champion, would be playing Japan (Asian Cup winners) in a friendly match organised by World Sport Group. What a fabulous treat to kick-off a mundane working week! The stalls at the National Stadium at Singapore Sports Hub were spilling over; parking lots jammed to capacity. People were stuck like magnets to TV screens.

And there he was, new coach Dunga. Back for the second run (when Luiz Felipe Scolari resigned), this time to pull in his fourth run-on victory, after being tasked as the Seleção manager to rebuild Brazil's team following their home-ground 7-1 defeat by Germany and 3-0 loss to the Netherlands at the World Cup.

Dunga brought in Kaká and Robinho, who redeemed himself at Real Madrid, Manchester City, AC Milan and Santos.

Chelsea stars Willian, Oscar and Filipe Luís were part of his team as was Philippe Coutinho (Liverpool), brought in at half time to help Barcelona's forward Neymar (captain) with that second goal.

Japan's new manager Javier Aguirre had to contend with injured star player Shinji Kagawa spending more time decorating the bench. Japan could have done a better job at trouncing their weaker rivals in the World Cup. Though both teams didn't field all their stars because the National Stadium pitch was below par for an international match (even by the Singapore Football Association reckoning), clearly everyone was here to put up and enjoy a good match.

The teams rolled out on the field and 51,577 delirious fans roared their delight, scrabbling to identify their favourites — Neymar, Kaka, Keisuke Honda and Shinji Kagawa.

In the first three minutes of the game, Brazil pretty much pulled the action to their end of the field. Then, Tanaka and Jefferson were centre stage, Brazil still easily holding its own. All eyes zeroed in on Neymar as he snaked past the defense. Tanaka took the initiative of forcing the ball away. Danilo responded quickly, clearing the ball away fast. Just 11 minutes into the game and Japan's Sakai, over-confident, was pulled up for the first foul!

Now Neymar wove snakelike past two





Photos: World Sport Group

rivals, then burst past Shiotani inside the Japan 18-yard box — but Morishige was there to block his foray. The referee signaled 'No' to the cries of 'Penalty'. Play resumed.

Brazil shrugged off its laid-back pace and dug its heels in as Japan's aggression played out. Fed by Oscar, Neymar became their nemesis again. Japan's defence crumbled a tad as they conceded that free-kick 22 yards out. It was just 18 minutes into play when Tardelli and Neymar lured goal keeper Eiji Kawashima from his post. Stricken, he watched as the ball from Neymar's free-kick sailed past him into the empty. Brazil 1, Japan 0. Hysteria swept through the stands of the National Stadium as 22-year old Neymar exulted over the game's first goal.

Japan rallied with Kobayashi in play, this time pushing past Gil, inside the Brazil penalty area. But, the ball flew over the bar. Neymar was back with skillful manoeuvres, leaving in his wake defenders Shiotani and Kawasha, while heading to the post. Kobayashi shook himself, then was back in play, going for that free-kick from the edge of the Brazilian penalty area for Tanaka to receive the ball and survived the penalty call. It was Neymar and Tardelli again bewitching the rousing crowd with their footwork as they demolished the Japanese defence. Willian and Oscar now joined the display, to the delight of the crowd. Japan was getting nervous as the Brazilians strutted their stuff.

Okazaki decided to pull the game to Japan in the Brazilian penalty space. He juggled the ball from the Sakai cross but his header was wide off the far post. Luckily, Jefferson was there. That was close, almost a chance for an equaliser! Japan got another break again but fluffed.

Close to half time and the Brazilians

were still calling the shots. But Japan was no pushover, showing their teeth on the occasion to grab those equalisers. Half time brought in small changes in both teams — Oscar, Willian and Danilo were dropped in exchange for Coutinho, Ribeiro and Fernandes for Brazil — while Japan opted for Honda in exchange for Morioka.

When play resumed, Kawasha took on Neymar who seemed invincible with support from Coutinho's pick-up from the halfway line, past the porous backline Japanese defence with an effortless kick to Neymar—who sent the ball sailing home. GOAL in the 48<sup>th</sup> minute— Brazil 2, Japan 0.

Ribeiro, Coutinho and Neymar came together. The Brazilian captain executed an alluring play at the far post. The crowd shouted 'HAT TRICK'. Neymar again went for the play. Beautiful footwork as he fooled the defence marking him. Robinho entered. Both teams now revved up the action. Muto and Honda co-ordinated their moves inside the six-yard box down the left. But Miranda was ready to make light of the threat and cleared the ball of the Japan sub.

Just 76 minutes into play and the crowd roared as Kaká took Elias' place. Perfect coordination from Neymar, Coutinho and

Kaká, who headed the ball against the cross bar. It bounced back to Coutinho, who directed it to Neymar, who then flipped it in.

Brazil 3, Japan 0. Now Kaká and Neymar were in their element with flawless moves. Kaká sent a brilliantly executed cross to the far post where Neymar was waiting and headed the ball neatly into the net. Brazil 4.

Japan wasn't giving up. Shibasaki came in Suzuki's stead. Muto gave Okazaki a beautiful chance to put the ball away but he fluffed. Brazil monopolised the game again. Sublime teamwork from Ribeiro, Robinho Souza and Kaká. Incredible passing. Kakatani had the chance for a header goal but Jefferson blocked it with a tip over the crossbar. The match was definitely out of Japan's hands now as Muto's shot got blocked by Miranda at the closing of the match.



### Man of the Match: Neymar

The 22 year-old Brazil captain was a crowd-favourite, pulling off four flawlessly executed goals for his team. Neymar now has a tally of 40 international goals with 23 assists, off 58 matches. This puts him amongst the rank of highest scorers in Brazil's football history. He is fifth in rank after Zico (48), Romário (55), Ronaldo (62) and Pelé (77).

### The Teams and Player Ratings

**Brazil:** Jefferson 7, Danilo 8, Miranda 7, Gil 7, Filipe Luís 7, Luís Gustavo 7, Elias 7, Willian 8, Oscar 7, Neymar 9, Tardelli 8. Subs: Ribeiro 7, Coutinho 7, Robinho 8, Kaká 8.

**Japan:** Kawashima 5, Sakai 7, Shiotani 5, Morishige 5, Ota 7, Taguchi 7, Morioka 6, Shibasaki 7, Okazaki 7, Tanaka 6, Kobayashi 6. Subs: Honda 6, Muto 6, Hosogai 5, Suzuki 5.



# Brazil's Amazing Hospitality at FIFA World Cup

Over one million tourists visited the country during the 2014 FIFA World Cup, one of the world's most prestigious sporting events

*By Catarina Longman*

It was the talking-point everywhere — Yes, we are speaking of Brazil's astonishing skills at managing such a humongous, larger-than-life sporting event — the FIFA World Cup. After a few hiccups in getting those football stadiums ready on time, the keenly-awaited (by football crazy fans around the world) tournament kicked off, according to schedule, and went on to become one of the most successful and exciting World Cups in recent years. It soon became clear that Brazil was more than willing to pull out all stops to show the world that it was one of the greatest hosts in FIFA history.

Twelve host cities, 32 teams and 64 matches later, Germany was crowned winner of the 2014 FIFA World Cup in Brazil.

Argentina came in second, followed by the Netherlands and Brazil. Despite the sadness of fans that saw their teams lose, the overall feeling was of celebration. During the tournament, 171 goals were scored (with an average of 2.67 per game), making Brazil 2014 the joint-highest-scoring World Cup of all time and on par with France in 1998.

According to a survey conducted by Brazil's Ministry of Tourism, the country played host to over a million foreign tourists, from 203 different countries. For most of them (61 per cent), it was their first time in Brazil and they praised the infrastructure and the tourism services. Hospitality and cuisine were the items that scored the highest points, with 98 per cent and 93 per cent approval rates respectively. Results also showed that the World Cup brought about benefits beyond the 12 host cities. Foreign tourists, who stayed in the country on an average for 13 days, visited 378 Brazilian municipalities.

Taxis, public transport and tourist information received the seal of approval by nine out of every ten international tourists,

whereas this number was eight out of ten when it came to airports. Brazilian public security was positively assessed by 92 per cent of the foreign nationals. "Brazil showed to be ready to host an event of this magnitude. We now have the challenge of changing the interest shown by foreign visitors into benefits for the population, generating employment and income", stated the Minister of Tourism, Vinícius Lages.

The survey also showed that a total of 3,056,397 Brazilians travelled around the country during the tournament. Results demonstrated that Brazilian tourists were more critical for the country's tourism than foreign nationals. Hospitality and services were positively considered by 90.5 per cent of domestic tourists, while 83.8 per cent of them thought the same of security. Stadiums got the seal of approval by 92 per cent of Brazilian nationals, while this figure stood at 98.2 per cent of foreign visitors.

Compiled by the Getúlio Vargas Foundation (FGV) and the Foundation Institute of Economic Research (FIPE), the survey interviewed 6,627 foreign visitors and 6,038 Brazilians, from the start of the World Cup.



Apart from the tourists, the international press was also surveyed. Tourist attractions received the best assessed among all items, getting the seal of approval by 98.4 per cent of respondents, followed by nightlife and tourist information, with 96.2 per cent and 90 per cent respectively. About 96.5 per cent of media professionals would recommend a trip to Brazil to their friends and family members.

### Economic Boost

According to Brazil's Central Bank, between January and August 2014, foreign tourists spent 8.8 per cent more than in the same period of the previous year in Brazil — totaling USD 4.935 billion in 2014, compared to USD 4.537 billion in 2013. In August, foreign exchange revenue from the expenditures of foreign visitors in Brazil was USD 499 million. The excellent performance was a result of hosting of the World Cup. In June and July (the period of the World Cup), international visitors spent USD 1.586 billion in the country. In July, foreign exchange inflows totaled USD 789 million, and just under USD 797 million in June — a record for both months, and an increase of 60 per cent compared to the same period in 2013.

### The 2014 FIFA World Cup Brazil in numbers

(Source: FIFA.com)

- The 2014 FIFA World Cup Brazil was the 20<sup>th</sup> edition of the tournament
- 12 host cities, 12 stadiums
- 28 Venue Specific Training Sites (VSTSs) in the 12 host cities
- 32 Team Base Camps (TBCs) across Brazil
- 32 teams, 64 matches

The total attendance for the 64 matches was 3,429,873 people—the highest recorded at any World Cup since USA 1994. The average crowd of 53,592 was also the highest in two decades.

5,154,386 attended FIFA Fan Fests in Brazil during the World Cup, with Rio de Janeiro's spectacular Copacabana site attracting 937,330 — the highest number in any individual city.

3,240 Adidas balls, including both training and match balls, were used during the tournament.

3 goal-line incidents were resolved using GLT (Goal Line Technology), the first World Cup in which this innovation has been utilised.

280,000 kilometres were flown by the teams during the tournament - the equivalent of seven laps around the world.

420 tonnes of recyclable waste was collected from the stadiums and additional World Cup-related facilities.







# Rio de Janeiro's 2016 Olympics: Let the Games Begin!

■ Preparation for the 2016 Olympics will command much attention in Rio's dealings with the international community

*By Carlos Brian Pheysey*

**T**he city of Rio de Janeiro - or Rio for short (pronounced HEE-yew by its locals) - has long acted the picture-perfect postcard role for Brazil. Given its carnivalesque vibrancy, fabulous seashore and backdrop of breathtaking granite boulders, peaks and green hillsides, Rio has lived up to its reputation as an unforgettable travel destination.

Yet, Rio is so much more. A bustling urban centre in its own right, with all the services and amenities expected of a modern economy, it was selected by the International Olympic Committee (IOC) to host the Olympic Games in 2016. It does

help, of course, that Rio was one of the 12 Brazilian cities that recently hosted a mega-event in the world of football: the FIFA World Cup in mid-2014. Preparation for the World Cup prompted the construction of sports complexes, the development of logistical capabilities, enhancements in hospitality infrastructure for tourists, expansion and upgrading of services, extensive training of officers and staff, and countless other improvements. Above all, the meticulous tracking and attention surrounding the World Cup has enabled the city to prepare itself even better for its next major event, the Olympics scheduled for mid-2016.

## **Ease of access for all**

It is a comforting thought that Changi Airports International— manager of Singapore's renowned Changi International Airport— has partnered with Odebrecht, a Brazilian construction giant, to upgrade various aspects of Rio de Janeiro's Galeão International Airport. The airport has been in need of enhancements and Changi's managerial experience will go a long way in ensuring that new qualitative benchmarks are in place, so that Galeão can efficiently process the massive influx of tourists expected in Rio in mid-2016.

For Singaporeans in particular, the revocation of the visa requirement has



been a welcoming change. Enacted in early 2014 between Brazil and Singapore, this move gives Singaporean travellers access to Brazil without requiring visas. This will likely encourage more tourists from the city-state to visit Rio and the rest of Brazil in 2016 and beyond.

Despite encouraging progress in tourism, exchange between Brazil and Singapore has not stopped there. Trade between both countries has boomed, with Singapore becoming the 13<sup>th</sup> largest importer of Brazil's exports, thus ever more business executives fly over— in the case of Rio the draw being primarily the marine, oil and gas industry— and better ease of logistics is called for in cargo shipments, whether by sea links or freight aircraft.

One recent boost to the bilateral flow between the two countries was their inking of an air-services agreement. This agreement helps businesses avoid double taxation on profits from air and shipping transport between both countries, and came into effect at the turn of 2013. The bilateral document comes to the aid of increased traffic of products, technology and professionals between both countries, whether for the oil/gas sector, the Olympic Games or other domains.

Preparations for the Olympics will command much attention in Rio's dealings with nations abroad, service providers, sports lovers and global travellers, over the next year and a half. Sport aficionados should make preparations early, as tickets and accommodation will be in high demand from an early stage. Visitors are reminded to purchase tickets in advance through official channels, so as to avoid scams orchestrated by dubious operators located elsewhere. Details on the 2016 Olympics in Rio de Janeiro is available at <http://www.rio2016.com/en>.

### At the Games and Its Environs

Olympic buffs will be spoilt for choice as they tour the various arenas, stadiums and complexes: sailing, boxing, golfing, equestrianism, archery, diving, badminton, fencing, hockey, mountain bike, tennis - and the list goes on. In line with expectations of a new generation equipped with greater social and environmental awareness, the facilities, logistics, utilities and supplies will endeavour to be eco-sustainable. There will be a new emphasis on transparency in public tenders, procurement, outsourcing and hiring. The underground subway train

grid is being expanded to serve the venues, as are the hotels and other amenities. Interestingly, Olympic football matches will be played not just in Rio de Janeiro but also in other cities throughout Brazil that had hosted FIFA World Cup matches in mid-2014.

But what else is there besides sports complexes for one to visit? In between the sporting contests, a traveller may visit the peaks that mark the city: the Sugar

each year. Enjoy confectionery, pastries, coffee and tea at Confeitaria Colombo, a lavishly decorated salon downtown. Options are endless, as the metropolis is dotted with fine dining, malls, museums, art galleries and a plethora of picks for all pursuits one can imagine.

One could also visit the beaches: Copacabana, Ipanema and others. Being in the southern hemisphere, Rio will be much less tropical in June-July, which is when the Olympic Games are scheduled for. Beachgoers will be few, favouring instead other activities and attractions in the city, and travellers coming for the Games may need long sleeves and a jacket, mostly for use at night. The good news is that winter tends to be the dry season in Brazil, and one can expect scanty rainfall and beautiful blue skies. Not far outside Rio, there is also Angra dos Reis (pronounced UHN-gra dos HEYS, and which translates as Cove of Kings), a cove fit for royalty, as its regal name reaffirms, a haven of numerous islands, inlets and peninsulas for those who put aside time to sail its dazzling waters.

The hinterlands of the state are host to rural architectural heritage found in quaint farmhouses of the coffee-growing boom of the 19<sup>th</sup> century. The state's interior also bears mountain resorts where one can enjoy a wintry feel and a cozy ambience away from the bustle of the metropolis. On that note, visitors are assured that they will be spoilt for choice during the 2016 Olympics as well as while touring the city of Rio de Janeiro and its colourful, vibrant surroundings.



Loaf, reachable by aerial cable car, and the Corcovado, home to the statue of Christ the Redeemer, reachable by a narrow-gauge rack rail line. The Botanic Gardens are likewise a treat not to be missed. Check out the samba-parade ensembles – what we call “samba schools” – as they gear up in mid-year with floats, costumes and all the accoutrements for the Carnival week of February-March of





# Bewitching Brazil

■ The Land of a Thousand Colours — Brazil — is an enchanting tropical paradise, a treasure trove of a culturally rich and naturally dramatic landscape

*By Christine Amour-Levar*

**W**ith its powdery white-sand beaches and turquoise blue water, imposing waterfalls and pristine rain forests, dramatic landscape and idyllic tropical weather, dazzling natural wonders and paradise of exotic birds, Brazil the land of a thousand colours, has enchanted travellers across the world. This South American giant, spanning more than half of the continent, has around 19 UNESCO-acclaimed World Heritage Sites— all a thrilling must-visit for the intrepid traveller. But the Brazil experience is more than just big adventures, it offers something for everybody. With such an abundance of natural wonders and cultural riches, it comes as no surprise that Brazilians say 'Deus é Brasileiro'— meaning 'God is Brazilian'. Here, we take you on a quick but thrilling tour of some of Brazil's top World Heritage Sites.

## Rio de Janeiro: Carioca Landscapes between the Mountain and the Sea

In the city of Rio de Janeiro, visitors can delight to their hearts content over the fabulous extravaganza of Nature. The splendiferous vista— a breath-taking, deeply

memorable canvas, takes in the broad sweep of the panorama of the highest points of the Tijuca National Park's mountains— down to the sea. Then it spans the Botanical Gardens (set up in 1808) and the Corcovado Mountain with its celebrated statue of Christ; before zeroing in on the hills around Guanabara Bay, a treasure trove of an exceptionally beautiful urban setting. The intricately designed amenities along Copacabana Beach which have contributed to the outdoor living culture in Rio de Janeiro, are an unmissable experience. Amongst the world's loveliest cities, Rio de Janeiro is a cultural cornucopia, which has inspired many artists and musicians to capture its essence through art, literature, poetry, and music.

## Historic Centre of São Luís

Located in northeastern Brazil and bearing picturesque cobbled streets, frozen-in-time colonial mansions, charming neighbourhoods with the engaging atmospherics of a slumbering historical town, this World Heritage Site has one of the best concentrations of museums and galleries to delight any artist and colonial-era buffs.

The Historic Centre of São Luís is a stunning example of a Portuguese colonial





town, adapted to the climatic conditions of Equatorial America. Established by the French and occupied by the Dutch before coming under Portuguese rule, the town has preserved its original rectangular street plan in its entirety.

### Atlantic Forest Reserve in the South-East

This last remaining Atlantic Forest preserves the rich biological wealth and evolutionary history of the planet's richest and most endangered habitats. The Atlantic Forest South-East Reserves, in the states of Paraná and São Paulo, hold some of the best and most extensive examples of Atlantic forest in Brazil. The 25 protected areas that make up the site of about 470,000 hectares comprise a rich natural environment of great scenic beauty. From dewy mountains mantled by dense forests, down to lush wetlands and coastal islands with isolated mountains and dunes. From the flooded plains of the Ribeira de Iguape River to saline waters of the lagoon complex itself, the virgin forest landscape spreads up to a succession of opened ocean-sand dunes.

Over 450 tree species per hectare have been identified in some areas, indicating that the diversity of woody plants in the region is larger than that in the Amazon rainforest. The forest canopy along river valleys is taller, with isolated trees almost 30 m high. This forest is home to over 120 species of



mammals, probably the largest number in Brazil. Some noteworthy species are jaguar, ocelot, bush dog, La Plata otter, 20 species of bat and various species of endangered primates such as the mureki and brown howler monkey. The newly discovered black-faced lion tamarin, is endemic to the area. Apart from this, over 50 archaeological sites were unearthed in the area with finds including shells, pottery and stone tools.

### Historic Town of Ouro Preto

During the heyday of Brazil's gold rush, Ouro Preto (meaning black gold) was the focal point of colonial Brazil. With the depletion of the gold mines in the 19th century, the city's influence faded away but it left behind a rich legacy of numerous churches, bridges and fountains that are a rich testimony to its past prosperity and the exceptional talent of the Baroque sculptor Aleijadinho. The historic city of Ouro Preto was the symbolic centre of the Brazilian Independence movement, Inconfidência Mineira, in 1789; it was also home to talented artists who were responsible for many of the most significant works of the Brazilian Baroque period, including the Church of São Francisco of Assisi, considered to be a masterpiece of Brazilian architecture from the distinguished architect and sculptor, Aleijadinho. Amongst Ouro Preto's other beautiful churches and secular buildings, there are the churches of Our Lady of the

Pilar, the Rosário dos Homens Pretos, the Virgin of the Conceição, and the Virgin of Carmo, plus landmarks like the House of the Baroness, the chafarizes of the Alto da Cruz and Alto das Cabeças.

### Amazon Rainforest

Known globally as 'the world's lungs', the Amazon Rainforest has been on the UNESCO's World (Natural) Heritage list since the year 2000. It is one of the planet's richest regions in terms of biodiversity and includes an important sample of floodplain ecosystems, blackwater forests, lakes and channels which take the form of a constantly evolving aquatic mosaic that is home to the largest array of electric eels in the world. The Central Amazon Conservation Complex covers 23,166 square miles (6 million ha) and protects key threatened species, including giant arapaima fish, the Amazonian manatee, the black caiman and two species of river dolphin. It is home to relics of past human occupation of the Amazon region. A recent survey identified 17 archaeological sites at the mouth of the Negro River, with collected material yet undated, suggesting that the area may have been a passageway between the Solimões and Negro watersheds and representative of ethnic groups present in these two regions. Numerous stone carvings have been found on the river's edge, reinforcing the potential for archaeological research.





# A Fair Share of Fairs

■ Brazil at FHA and more trade shows in Singapore, plus trade exhibitions in Brazil in 2015

*By Carlos Brian Pheysey*

**S**ingaporeans have been eating Brazilian food ingredients on a daily basis. Brazil is the topmost supplier of meats to Singapore, holding the largest share of Singapore's stocks of chicken, pork or bovine origin, thus beating all other suppliers, be they from Australia, Malaysia, France, USA or others countries.

A presence at a related food exhibition always helps to reinforce the branding and recognition of Brazil's quality, a high attribute recognised by Singapore's Agri-food and Veterinary Authority (AVA), which trusts Brazil's vertically-integrated production and top-notch sanitation standards that meet the standards of AVA while so many other countries face challenges in living up to that benchmark. Thus, the various Brazilian meats further strengthened their name by staging booths and pavilions at FHA 2014 – Food & Hotel Asia, the largest biennial food exhibition of the southern half of Asia.

The lead presence at the show was that of ABIEC, the Association of Brazilian Beef Exporters, which set up a pavilion so as to meet up once again with the various Singaporean and other Asian importers familiar with the tasty meats coming out

of Brazil's farms and plants. That beef is found not just on the tables of the half-dozen restaurants in Singapore serving the Brazilian-style skewers but also at supermarkets, wet markets, hawker centres, food courts, eateries, fast-food chains, hotels, restaurants and other outlets and venues in Singapore.

*Brazil is the topmost supplier of meats to Singapore, holding the largest share of Singapore's stocks of chicken, pork or bovine origin, thus beating all other suppliers, be they from Australia, Malaysia, France, USA or others countries*





During that same week in April, ABIEC held its very own BBQ nearby Sentosa Island, for the Singaporean importers to enjoy once more, a treat in an idyllic ambience. The event, headed by the body's chief executive, resulted in a most pleasant evening of good food, colours, music and conversation, binding together more strongly than ever the Brazilian meat-plants and Singaporean meat wholesalers and importers.

And yet, Brazil's chicken and pork meats also dominate Singapore's market overwhelmingly, therefore the ABIEC pavilion included a representative from ABPA, the Brazilian Association of Animal Protein. The latter was created this year as an amalgamation of associations that had existed previously for chicken, eggs and pork, thus becoming a giant congregation of powerful companies that will lobby and strive for ever greater global quality

and worldwide markets, while always cooperating with Singapore's AVA to ensure a safe sanitation and ample supply to the city-state. In fact, negotiations were held between AVA and Brazil for an anti-Salmonella programme on eggs, so that a supply of Brazilian eggs to Singapore may begin in years to come.

Furthermore, the largest Brazilian company in the field displayed its own booth at FHA. Brasil Foods S.A., also known as BRF, which has been the 10th largest food company in the world and second within Brazil in revenue, has had a long-standing relationship with Singapore's palates, having secured AVA accreditation for dozens of its plants throughout western and southern Brazil.

Non-food items from Brazil were also on display at the fair. Tramontina, a tableware/kitchenware company featured in another page of this very magazine, set up an office in Singapore this year to boost further the earlier and ongoing rise of its sales in Asia. Its items are made of the finest durable steel, stemming from Brazil's strength in steel technology, innovation and massive output (ninth globally) to international markets. Thus, Tramontina's range of display at FHA encompassed knives (also for professionals), cookware, ladles, other hand-held metal utensils, bowls, pans, trays, sets, accessories and more. At its plant, the company also manufactures chillers, cookers, other metal kitchen appliances, basins, sinks, bins, counters (all items from metal), electrical fixtures/accessories, gardening tools/appliances, construction tools, and even a range of outdoor wooden furniture.

### Other Fairs Showcasing Brazil

Brazil is about much more than food production, thus other Brazilian exhibitors were present at various trade shows, technological or not, throughout 2014 in Singapore. At the NATAS Holidays Fair in early 2014, the Embassy had a booth prior to the World Cup, promoting this greatest of football events, and likewise the ITB Asia organisers were pleased to hear that the RIOTUR board would be present to feature Rio de Janeiro as a tourism destination for the 2016 Olympic Games. At IDEM Singapore,

the International Dental Exhibition and Meeting, dental manufacturer VIPI Ltda. showcased its moulding-blocks made of resin, for the carving and shaping of artificial teeth sets. Another biomedical-science equipment was displayed at the Medical Fair Asia, where the manufacturer Biomecanica featured at its booth its orthopaedic implants. During the FurniProAsia trade show, Berneck S.A. presented its wooden panels for the furniture, interior-design and other industries. Last but not least, at the ATF (Asia Television Forum), Globo

and Bandeirantes screened their TV series, soap operas, documentaries, sports and other Brazilian shows that have captured the imagination of Southeast Asian markets over the years.

All in all, from technology to colours, Brazil has much to feature at industry and business exhibitions! And yet, Singaporean business operators should not forget to visit the trade shows being staged by Brazil in 2015. Check out the list on the next page!

## Brazil 2015 Trade Shows Calendar

<b>COUROMODA – International Shoe, Leather Goods and Accessories Fair</b> 11-14 January <a href="http://www.couromoda.com/en/fair">www.couromoda.com/en/fair</a>	<b>MOVIMAT – Transport &amp; Logistics Brazil</b> 5-8 May <a href="http://www.expomovimat.com.br">www.expomovimat.com.br</a>	<b>BITS South America – I.T. Industry Products &amp; Services and Corporate Logistics</b> 11-13 August <a href="http://www.bitsouthamerica.com.br">www.bitsouthamerica.com.br</a>
<b>Vitória STONE Fair – International Marble &amp; Granite Fair</b> 3-6 February <a href="http://www.vitoriastonefair.com.br">www.vitoriastonefair.com.br</a>	<b>EXPOSEC – International Security Fair</b> 12-14 May <a href="http://www.feirainterseg.com.br">www.feirainterseg.com.br</a>	<b>NETCOM – Networks &amp; Telecommunications</b> 25-27 August <a href="http://www.arandanet.com.br">www.arandanet.com.br</a>
<b>FIEE Electronic Americas – International Fair of the Electrical-Electronic, Energy &amp; Automation Industries</b> 23-27 March <a href="http://www.fiee.com.br">www.fiee.com.br</a>	<b>TECNOMULTIMEDIA &amp; INFOCOMM – Multi-media and ICT Fair</b> 12-14 May <a href="http://www.tecnomultimedia.com">www.tecnomultimedia.com</a>	<b>FENASUCRO – International Fair of the Industry of Sugar-cane Products &amp; Ethanol Energy</b> 25-28 August <a href="http://www.fenasucro.com.br">www.fenasucro.com.br</a>
<b>AIRPORT INFRA EXPO – Latin American Commercial Aviation &amp; Airport Infrastructure Seminar &amp; Exhibition</b> 25-26 March <a href="http://www.airportinfraexpo.com.br">www.airportinfraexpo.com.br</a>	<b>FCE PHARMA – International Exhibition of Technology for the Pharmaceutical Industry</b> 12-14 May <a href="http://www.fcepharma.com.br">www.fcepharma.com.br</a>	<b>FISA – Food Ingredients South America</b> 25-27 August <a href="http://www.fi-events.com.br">www.fi-events.com.br</a>
<b>AUTOMEC HEAVY &amp; COMMERCIAL – Heavy and Commercial Vehicles Fair</b> 1-4 April <a href="http://www.automecpesados.com.br">www.automecpesados.com.br</a>	<b>HOSPITALAR – International Technology Fair for Hospitals, Laboratories, Pharmacies &amp; Clinics</b> 19-22 May <a href="http://www.hospitalar.com">www.hospitalar.com</a>	<b>BCEE – Brazil Consumer Electronics Expo</b> 28-30 August <a href="http://www.reedalcantara.com.br">www.reedalcantara.com.br</a>
<b>AUTOMEC – International Trade Fair for Autoparts, Equipment and Services</b> 7-11 April <a href="http://www.automecfeira.com.br">www.automecfeira.com.br</a>	<b>SIAL Brazil 2015 – the Latin American Food Marketplace</b> 9-11 June <a href="http://www.sialbrazil.com.br">www.sialbrazil.com.br</a>	<b>Expo LOGÍSTICA – International Supply-Chain Fair</b> 9-11 October <a href="http://www.expologistica.com.br">www.expologistica.com.br</a>
<b>INTERMODAL South America – International Exhibition for Logistics, Cargo &amp; International Trade</b> 7-9 April <a href="http://www.intermodal.com.br">www.intermodal.com.br</a>	<b>BRASIL OFFSHORE – International Conference and Fair for the Oil &amp; Gas Sector</b> 23-26 June <a href="http://www.brasiloffshore.com">www.brasiloffshore.com</a>	<b>TUBOTECH – International Fair on Tubes/Pipes, Valves, Pumps, Fittings &amp; Components</b> 6-8 October <a href="http://www.tubotech.com.br">www.tubotech.com.br</a>
<b>INFRAPORTOS South America – International Exhibition on Technology, Equipment &amp; Infrastructure for Ports &amp; Terminals</b> 7-9 April <a href="http://www.infraportos.com.br">www.infraportos.com.br</a>	<b>FRANCAL – International Shoes and Accessories Fashion Fair</b> 6-9 July <a href="http://www.feirafrancal.com.br/2013/">www.feirafrancal.com.br/2013/</a>	<b>FUTURECOM – Information &amp; Telecommunications Technology</b> 21-24 October <a href="http://www.futurecom.com.br">www.futurecom.com.br</a>
<b>LAAD – Defence &amp; Security</b> 14-17 April <a href="http://www.laadexpo.com.br">www.laadexpo.com.br</a>	<b>GREEN Energy &amp; BIOGAS Brasil – South American Expo for Renewable Energies</b> 15-17 July <a href="http://www.greenenergyexpo.com">www.greenenergyexpo.com</a>	<b>FENATRAN – International Transport Industry Show</b> 26-30 October <a href="http://www.fenatran.com.br">www.fenatran.com.br</a>
<b>AVESUI – Latin America Fair for the Poultry and Pork Industry</b> 28-30 April <a href="http://www.avesui.com">www.avesui.com</a>	<b>BIOTECH Fair – International Fair of Technology in Bioenergy &amp; Biofuels</b> 22-24 July <a href="http://www.eventobioenergia.com.br">www.eventobioenergia.com.br</a>	<b>TRANSPQUIP Latin America (Expo Airport / Latin Port / Expo Urban / Expo Stadium) – Transport Infrastructure Expo</b> 10-12 November <a href="http://www.transpoquip.com.br">www.transpoquip.com.br</a> <a href="http://www.latinportbusiness.com.br">www.latinportbusiness.com.br</a> <a href="http://www.expo-airport.com.br">www.expo-airport.com.br</a>
	<b>MARINTEC South America NAVALSHORE – Shipbuilding &amp; Offshore Industries' Expo &amp; Conference</b> 11-13 August <a href="http://www.ubmnavalshore.com.br">www.ubmnavalshore.com.br</a>	<b>FIMAI – International Fair of Industrial Environment and Sustainability</b> 16-18 November <a href="http://www.fimai.com.br">www.fimai.com.br</a>



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