

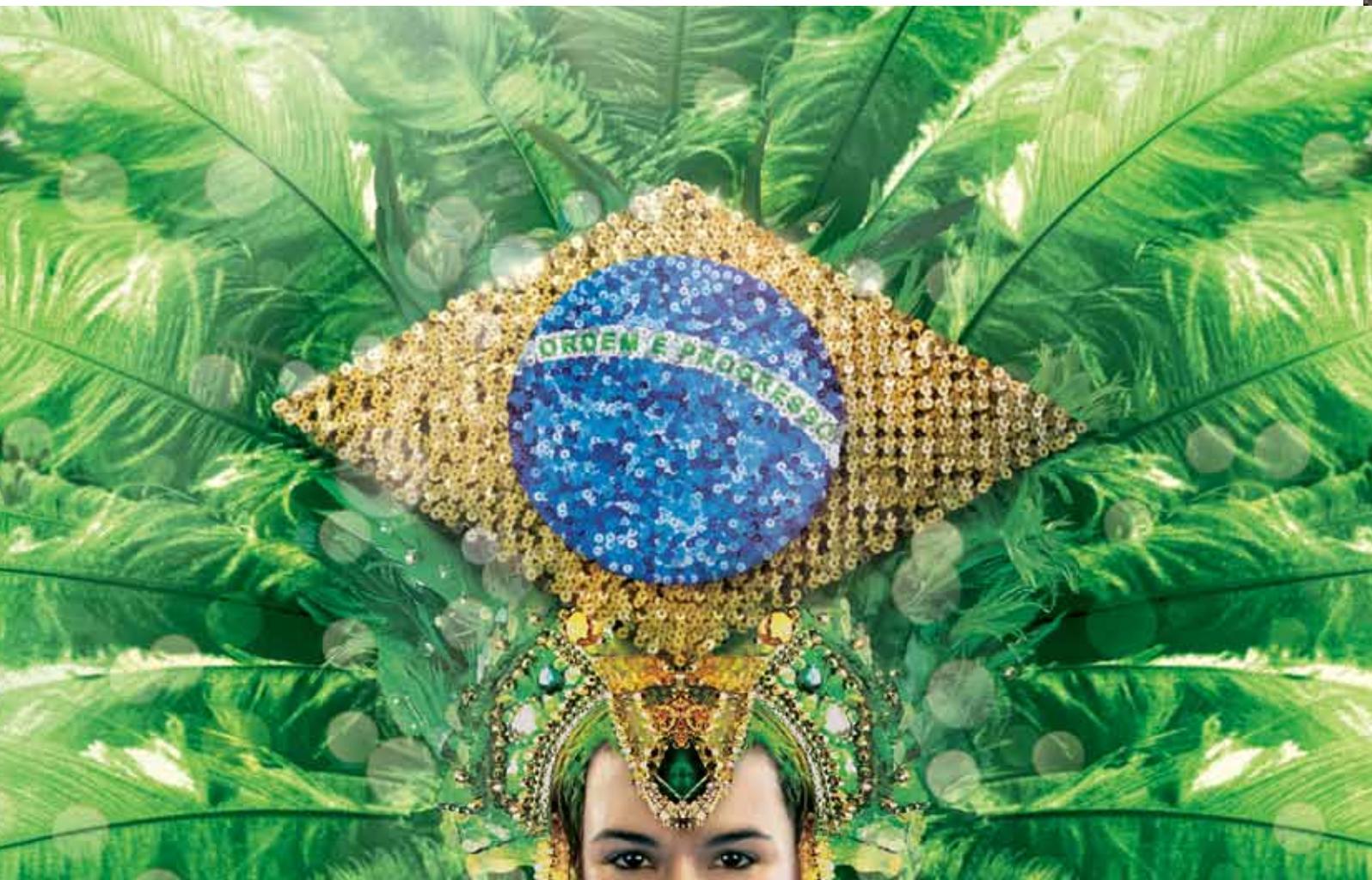
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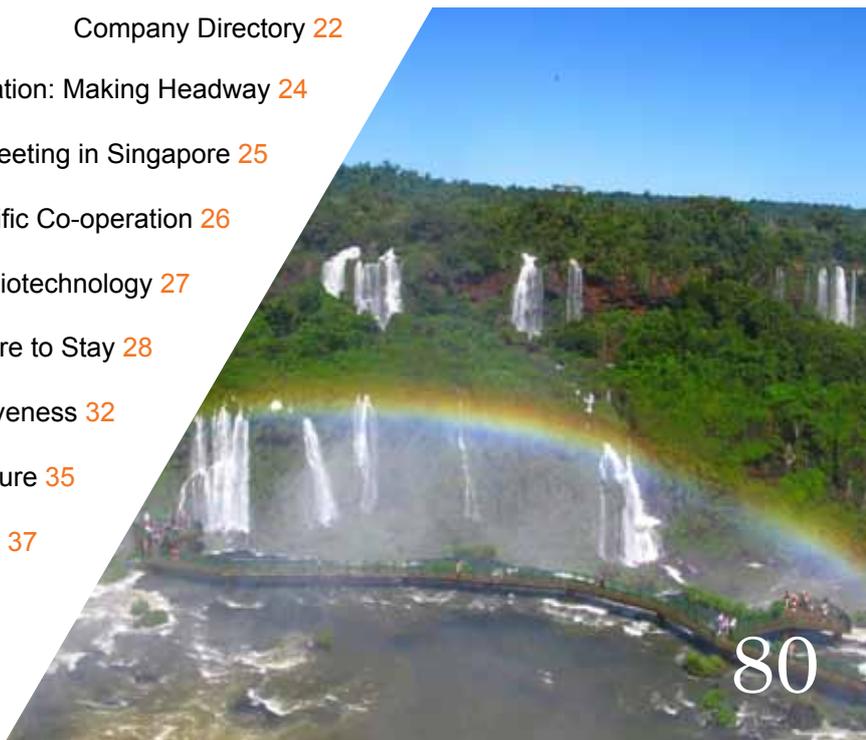
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# Foreword

**W**hen I arrived to Singapore, in the final of June 2009, I thought I knew much about this country, specifically, and Asia, in general. I had been here before, in February 2008, organizing the visit of Chancellor Celso Amorim, and I loved the country, which helped me decide to come back, this time to stay for a bit longer. The invitation of Ambassador Paulo Soares, whom I met in Brasilia when he was appointed Ambassador of Brazil to Singapore, was just a push in the right direction.

Now, after living here for a little more than one year I am sure I have much to learn about this country and this amazing continent that surprises me all the time. Singapore is a small country that can teach much bigger ones how to develop fast and how to well organize a State in a sustainable way, providing comfort and high living standards to its population. Asia is the continent that has been fastest developing in the world since the beginning of this century, and will probably be the economic hub of the planet before 2050, with China and India leading the way.

Another happy surprise was the team of the Embassy. I have never met such well prepared team with high knowledge of their job and large disposition to work, even in weekends and holidays, when necessary. I have never seen anyone complaining about the long hours or the hard work. This is also true for colleagues who came from Brazil to help us for a little while during hard times and who deliver their jobs here very well. We have been very lucky so far.

This year was no different from 2009. We have been busy all the time. We received several commercial and political delegations and had to prepare their agendas, accompany them to the meetings and report to Brazil. Also we organized the largest event ever sponsored by this Embassy: the exposition "Football: the Brazilian Passion", which was remarkably



**Herbert Drummond**  
Head of Trade

and competently conducted by Tânia, who works with me in the Trade Sector. When she is involved in something, I just expect the best.

All this will be portrayed in this issue. We will also have articles by high level Brazilian representatives such as Minister Celso Amorim, Ambassador Paulo Soares and Ambassador Marcos Galvao. Other articles will cover tourism experiences, economy, bilateral cooperation, trade, investment, the first ever delegation that came from Brazil to Singapore to discuss innovation and, last but not least, an architect's view about the 50 years of Brasilia.

Finally I would like to thank all those who made the "It's Time for Brazil in Singapore 2010-2011" edition possible. The team from the Brazilian Embassy and especially the team of SunMedia, well represented by Nomita, whose kindness and happiness always brings some light when she comes to meet us at the Embassy. To all of you, I wish only the best.

**Enjoy the reading!**

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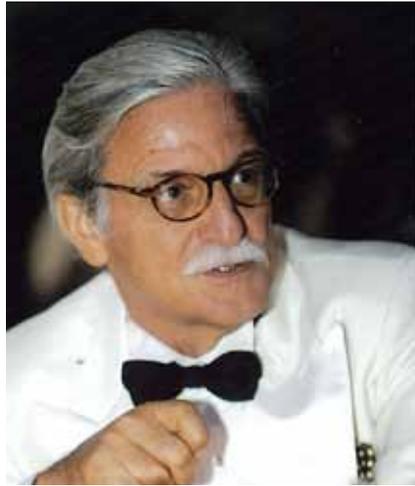
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# BRAZIL AND SINGAPORE: BECOMING INCREASINGLY AWARE OF EACH OTHER

The last ten months of 2010 have been witnessing a remarkable and vibrant increase of “awareness” of each others potentialities! It looks like Singaporeans and Brazilians are becoming more familiar with each other and have finally woken up to our vast possibilities for cooperation and exchange. Be it by enhancing and diversifying trade relations, identifying new areas for business and technological partnership or by improving the quality of knowledge of each other's society and culture.

And, by now, it does seem that be it at public or private levels, Singapore and Brazil are definitely becoming much more aware of each other's economic performance and exposure to the fast changing realities of the global economic architecture.

We have come a long way since the world financial crisis of late 2008. Brazilian Government and trade promotion Agencies and missions, as well as private sector enterprises have been intensively coming to the shores of Singapore, looking for partnership and coopera-



Ambassador Paulo Alberto Soares

tion, in areas as diversified transportation, ports, airports, popular housing, urban planning and infrastructure, bio-technology, petrol, off-shore and food industries, electronics and ICTs.

At the same pace, Singaporean government missions and groups of private and public enterprises have been visiting quite a number of Brazilian states, like Rio de Janeiro, Brasília, Minas Gerais, Espírito Santo, Bahia, São Paulo, Paraná, Santa Catarina and Rio Grande do Sul.!

Regarding economic and commercial bilateral flows, Singapore remains one of Brazil's top trade partners in Asia and the first

investor among South East Asian countries in direct investments, as well as in the equity, mergers and acquisitions market where Brazil holds the Latin America leading position nowadays. Lately, Singapore investment holdings such as Temasek and GIC are becoming increasingly engaged in the Brazilian capital markets!

At the Embassy, over the last four years, since I was assigned as Ambassador of Brazil, my team of collaborators have been working hard to deliver our main target of continuously improving the quality of our relation with Singapore. I guess we are on the right track, so far!!

For our Singaporean friends all I have to say is that the vibrancy for the Brazilian Singaporean inter-connectivity will not cease to expand for the coming years.

Do keep in mind that Brazil will be hosting the Soccer World Cup in 2014 and the World Olympic Games in 2016! Opportunities for partnership projects, investments and cooperation are multiple for a Global player like Singapore!

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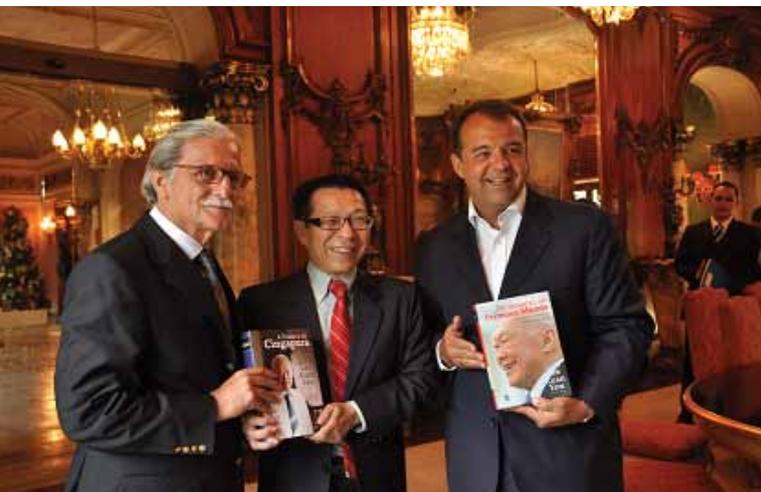
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Floating production units *P-52* (seen here) and *P-51* were built by Keppel FELS Brasil's BrasFELS yard in Angra dos Reis.

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## BUILDING NEW BRIDGES BETWEEN LATIN AMERICA AND SOUTHEAST ASIA

*“SINGAPORE NATIONAL DEVELOPMENT MINISTER VISITS BRAZIL AND REAFFIRMS WARM TIES BETWEEN SINGAPORE AND BRAZIL”*



**FROM LEFT TO RIGHT** From left to right: Brazilian Ambassador to Singapore Paulo Alberto Soares, Minister Mah Bow Tan and Governor Sergio Cabral – with copy of Singapore Minister Mentor Lee Kuan Yew’s Memoirs

***“This has been a very special year for bilateral relations. We have been experiencing mutually reinforcing actions on different fronts— diplomatic, economic, commercial, cultural, and academic — as never before.”***

**Ambassador Paulo Alberto Soares**

The Minister for National Development (Singapore), Mr Mah Bow Tan, led a delegation comprising representatives from the Ministry of National Development (MND) and the National Parks Board (NParks) to Brazil from 2-13 January 2010. During his time in Brazil, Minister Mah met with a number of Governors and Mayors in Brasilia, Curitiba, Rio de Janeiro and Manaus, where Singapore and Brazil reaffirmed their warm ties with each other and explored possible areas for collaboration. Minister Mah was also the Guest-of-Honour at the second Curitiba Meeting on Cities and Biodiversity, where he delivered the opening address.

Rio de Janeiro was Minister Mah’s first stop in Brazil. There, he met with the Governor of Rio de Janeiro, Mr Sergio Cabral, at the Palacio das Laranjeiras. Though both leaders were meeting for the first time, the atmosphere of the meeting was not unlike the meeting of two old friends, marked by warmth and sincerity. The Governor told Minister Mah that he was impressed by Singapore’s developments during his July 2009 visit to Singapore. He was keen to learn from Singapore’s successes to better prepare his city for the 2014 Football World Cup Finals and the 2016 Olympic Games. Minister Mah said that Singapore would gladly share our experiences with Brazil and welcomed the Governor’s decision to send some of his secretaries to Singapore to learn, in particular, more about Singapore’s experience with hosting the Youth Olympic Games and its transport and housing programmes.

While in Rio de Janeiro, Minister Mah also toured the Jardim Botânico (Rio de Janeiro Botanical Gardens), the Christ Redeemer and the Maracana Stadium. In addition, Minister visited the Tijuca Forest where he commented, “The Tijuca Forest and Singapore’s Central Nature Reserves are the only two forests in the world that are located within a city’s limit. Both forests stand to benefit tremendously from sharing experiences and collaborating in forest management research.”

Minister Mah was the Guest-of-Honour at the second Curitiba Meeting on Cities and Biodiversity, where he delivered the opening address. In his speech, Minister Mah commended Curitiba for its efforts in incorporating biodiversity considerations in urban planning and highlighted the city as a model for sustainable development. He said that he was struck by “how similar we are in our aspirations to create an economically vibrant city with a high-quality living environment.” Minister Mah shared that many cities face the same urban problems, and encouraged cities to come together to share best practices and find solutions to these common problems.



Minister Mah with Mr Eduardo Pereira Guimaraes (Secretary for International Relations, Curitiba City Government, 4th from left), Dr Ahmed Djoghlaif (Executive Secretary of the Convention on Biological Diversity, 4th from right) and the Singapore delegation

Minister Mah also shared about the Singapore Index on Cities' Biodiversity (or the Singapore Index in short). He first proposed the Singapore Index in May 2008 at the Ninth Conference of Parties to the Convention on Biological Diversity (COP-9) in Bonn, Germany. The Singapore Index is the world's first self-assessment tool that will enable countries to evaluate, monitor and benchmark the health of the biodiversity in their cities. Singapore's NParks is developing the Index in collaboration with the Secretariat of the Convention on Biological Diversity (CBD). The Index is currently being test-bedded in several cities. With feedback from these cities, the final version of the Singapore Index will be tabled for adoption at COP-10 in October 2010 at Nagoya, Japan.

While in Curitiba, the Minister paid courtesy calls to the Governor of Parana, Mr Roberto Requiao, and the Mayor of Curitiba, Mr Beto Richa. He also visited the Oscar Niemeyer Museum, Open University for the Environment and the Wire Opera House. In addition, Minister Mah visited the Institute of Research and Urban Planning (IPPUC) and the Curitiba Urbanization Company (URBS), where he learnt more about Curitiba's urban planning and famous transport system.

Minister Mah's third stop was at Brasilia, where he took in the sights of the UNESCO World Heritage city and marvelled at the numerous buildings designed by world famous architect, Oscar Niemeyer.

While in Brasilia, Minister Mah met Ambassador Roberto Jaguaribe, the Under-Secretary General for Political Affairs II at the Ministry of Foreign Relations. Both had a candid discussion on how to further improve the relations between

Brazil and Singapore, and explored possible areas for collaboration.

Manaus was the fourth and last city that Minister Mah visited in Brazil. While in Manaus, Minister Mah visited the Amazon Biotechnology Centre (CBA). The CBA promotes the development of technology to convert raw materials obtained from the Amazon into high-value products. It does so in a sustainable and responsible manner. Minister Mah said, "The Amazon is a treasure trove of biodiversity riches. Singapore would be pleased to enter research collaborations with the Amazon Biotechnology Centre in ways that would benefit both countries." Singapore has, in recent years, been investing heavily in developing its biomedical hub and Minister Mah invited staff from CBA to visit Singapore.

One should not leave Manaus without visiting the Amazon Forest. Minister Mah and the delegation enjoyed a boat ride down the Amazon River, where they caught a glimpse of the world's largest rainforest - home to the world's largest collection of living plants and animal species. The group also witnessed the "Meeting of the Waters" along the Amazon River, where the "white" Solimoes River met the "black" Rio Negro. →

Minister Mah had this to say at the end of his visit, "Brazil is a remarkable country, like no other I have seen. It is very rich in natural resources and the diversity of its culture, its people warm and lively. I am very grateful for the warm hospitality extended to me and my delegation by our Brazilian hosts. Singapore looks forward to further collaborations with Brazil and to further strengthen our bilateral relations."

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The Leaders of BRIC countries, the President of Russia, Mr. Dmitry A. Medvedev, the President of Brazil, Mr. Lula da Silva, the President of China, Mr. Hu Jintao and the Prime Minister of India, Dr. Manmohan Singh in a meeting, in Brasilia, Brazil on April 15, 2010.

# A NEW WORLD MAP AND BRAZIL'S FOREIGN POLICY

TEXT Minister Celso Amorim

Seven years ago, when talk emerged about the need to make changes in the world economic geography and it was said that Brazil and other countries were ready to play a more significant role in the World Trade Organisation (WTO) or to become permanent members of the U.N. Security Council, many reacted with scepticism. Both the world and Brazil have changed quite rapidly. What was considered to be “truths” in the past have yielded to factual evidence. Greater economic growth rates in relation to those of the developed world have made the developing countries central actors in the world economy.

Greater South-South coordination — at the WTO, the International Monetary Fund (IMF), the U.N., and new coalitions, such as BRICs (Brazil, Russia, India and China) — has raised the voices of countries that were once relegated to a secondary position. The more the developing countries discuss and cooperate among themselves, the greater their voices will be heard by the rich countries. The recent financial crisis has made it even more clear that the world can no longer be governed by a club made up of just a few.

Brazil has decisively sought to play its role in this new framework. Seven-and-a-half years into President Lula's administration, the perception of Brazil abroad is quite different. It is undeniable that, today, Brazil — as well as a new group of countries — has increasingly earned influence in the discussions about some of the main topics in the international agenda, from climate change to trade, from finance to peace and security.

These great countries bring about new perspectives to world problems and have contributed towards a new international balance.

In the case of Brazil, this change in perception was due primarily to transformations that took place in our economic, social and political realities. Progress achieved on many fronts — from macroeconomic stability to redeeming our social debt — has made Brazil more stable and less unfair. President Lula's personal traits, as well as his direct involvement in international issues have helped take Brazil's contributions to major debates in the international agenda.

It was in this context that Brazil developed its comprehensive and proactive foreign policy. We sought to build coalitions that have gone beyond traditional alliances and relations — which we strove to maintain and enhance, such as in the establishment of a Strategic Partnership with the European Union and a Global Partnership Dialogue with the United States.

Significant growth in our exports to other developing countries and the creation of mechanisms for dialogue and coordination, such as the Union of South American Nations (UNASUL), the G-20 within the WTO, the IBSA Dialogue Forum (India, Brazil and South Africa), and BRICs (Brazil, Russia, India and China) reflect this trend towards a global foreign policy that excludes narrow notions of what the international role of countries with the characteristics of Brazil could and should be.

The basis for this new foreign policy was the increased integration of South America. One of the great assets Brazil has on the international arena is its harmonious relations with its neighbours, starting with our intense relationship with Argentina. From day one, President Lula's administration has undertaken efforts towards integrating the South-American continent, through trade, infrastructure and political dialogue.



The President of Russia, Mr. Dmitry A. Medvedev, the President of Brazil, Mr. Lula da Silva, the President of China, Mr. Hu Jintao and the Prime Minister of India, Dr. Manmohan Singh at the signing ceremony of the 2nd BRIC Summit, in Brasilia, Brazil on April 15, 2010.

*One of the great assets Brazil has on the international arena is its harmonious relations with its neighbours, starting with our intense relationship with Argentina. From day one, President Lula's administration has undertaken efforts towards integrating the South-American continent, through trade, infrastructure and political dialogue.*

In practice, the Mercosul-Andean Community agreement created a free trade zone encompassing the entire South America. The physical integration of the continent has seen remarkable progress, linking the Atlantic and the Pacific. Our efforts to create a South-American community resulted in the establishment of a new entity, the UNASUL.

Building on a more integrated South America, Brazil engaged in creating mechanisms for dialogue and cooperation with countries in other regions, based on the perception that international realities could no longer afford the alienation of the developing world. The creation of the G-20 within the WTO, at the Cancun Ministerial Meeting in 2003, marked the coming of age of countries from the South, transforming, once and for all, the decision-making process in trade negotiations.

### **IBSA**

The IBSA, in its turn, met the aspirations for coordination among three major multiethnic and multicultural democracies, which have much to say to the world about upholding tolerance and reconciling development with democracy. In addition to political coordination and cooperation among the three countries, the IBSA has become a model for projects benefiting poorer nations, thus demonstrating in practice that solidarity is not an attribute of the rich.

We have also held summits between South-American and African countries (ASA), as well as with Arab countries (ASPA). Taking into account their specific complementary natures, we have designed policies and built bridges connecting regions that were far apart. This political move resulted in remarkable progress in economic relations. Brazilian trade with Arab countries grew four-fold in seven years. Trade with Africa

increased five-fold, to more than \$26 billion, surpassing trade with traditional partners such as Germany and Japan.

These new coalitions are helping to change the world. In the economic arena, the replacement of the G-7 with the G-20 as the main international body setting the course of production and international finance constitutes evidence that decisions regarding the world economy lack legitimacy and effectiveness in the absence of emerging countries.

Moreover, in the field of international peace and security, Brazil and Turkey were able to persuade Iran to take on the commitments provided for in the Teheran Declaration. This makes clear that new perspectives and approaches are necessary to tackle issues previously dealt with by the permanent members of the U.N. Security Council exclusively. Despite initial resistance to an initiative nurtured outside the closed circle of nuclear powers, we are certain that the course of the dialogue indicated therein will serve as the basis for future negotiations and a final solution for that issue.

Good foreign policy requires prudence. But it also requires boldness. It should not be shy or based on an inferiority complex. It is usual to hear that countries should act in accordance with their means, which is almost too obvious, but the greatest mistake one could make is to underestimate them.

For almost eight years now, Brazil has acted with boldness and, like other developing countries, has changed its place in the world. Today, such countries are regarded, even by occasional critics, as actors bearing increasing responsibilities, entitled to play a role that is ever more central to the decisions that affect the destiny of the planet.

# ASEAN AND LATIN AMERICA: TIME FOR A VIBRANT CONNECTIVITY

**TEXT** Paulo Alberto da Silveira Soares  
Ambassador Embassy of Brazil In Singapore

**F**or the last three years, while living in Singapore, I have been learning a lot about Asia and more specifically, the Southeast Asian region and its economic scenario. The perceptions gathered in these short notes are no more than a brief set of reflections on the potentialities, which are scarcely explored, for the enhancement of a much greater connectivity between the Association of Southeast Asian Nations (ASEAN) and Latin America.

Nevertheless, I have been developing quite a strong personal intuition, as I gradually feel it taking shape in my mind, that sooner rather than later, we might witness a rapid expansion of trade, broader economic and financial exchanges and a great deal more of co-operation between the two regions. Obviously, a much greater effort of engagement than what we've seen so far in these regions will be required from governments, from policy makers, from the public and the private sectors, from business and from scientific, technological and academic quarters to make these potentialities take shape, become a work-in-progress and eventually be fully accomplished. A challenging task, though not an impossible one.

A few quick remarks on the economic post-financial world crisis seem appropriate to highlight my argument. By now, I guess it is becoming quite evident that "the irresistible shift of power from West to East" is a current world reality, and that, ironically, this new change in the world's economic centre of gravity has been given an impulse by the effects generated by the crisis itself. Here are some evident signs of Asia's remarkable leap forward: emerging Asia is rebounding from recession much faster than the developed world. Its banking systems have reacted in a much quicker and healthier way. In Latin America, likewise, Brazil's banking and credit system has not been mired in a greedy housing mortgage wave.

Actually, since 1995, Asia's real gross domestic product (GDP) grew more than twice as fast as that of the USA or Western Europe, and will most certainly continue to grow in 2010 (7%) and the following years. The region grabbed a larger slice of exports, with a 31% share of world exports. According to recent IMF sources, when measured at purchasing-power parity, Asia's share of the world economy increased from 18% in 1980 to 27% in 1995 and 34% in 2009. It will come as no big surprise if Asia's economy exceeds the combined sum of the American and European economies within the next four years.

Figures from the Economist Intelligence Unit suggest that Asia accounts for around one-third of world retail sales. It has been consuming around 35% of the world's energy and accounted for two-thirds of the increase in world energy demand since 2000. In 2009, as much as 40% of global investments occurred in Asia. While rich countries' growth rates will most likely show a timid performance over the next years due to all the side effects of the financial crisis, namely the increasing public debt, higher taxes, huge household debts, tightening consumption and shortage of employment; in the ASEAN and

Latin American economies, the trends are indicating quite the opposite. GDPs of Indonesia, Malaysia, the Philippines, Singapore, Thailand and Viet Nam, as well as those of Brazil, Argentina, Chile, Peru, Mexico and Colombia, are all bound to grow in 2010 and 2011.

My perception is that ASEAN and Latin America have to be much further exposed to each other. For that matter, Latin American observers should have a better assessment of the potentialities of the outcome and resolutions of the 13th ASEAN Summit held in Singapore in 2007. It felt as if a mood of reinvention was in the air. It appeared that ASEAN was starting to breathe a new atmosphere of relevance, a new era, a new horizon, after a long 40 years of ups and downs. As a matter of fact, the ASEAN Charter and the Blueprint for an ASEAN Economic Community, which had been adopted at the 13th Summit, became the cornerstone and the point of inflection for a rejuvenated ASEAN.

Viewed from a cool, stoic and short-term perspective, for many in Latin America and even in Southeast Asia, my assumptions might sound over-optimistic or somewhat far-fetched. Could this be due to a lack of public awareness of what ASEAN has been doing and of what Latin American economies have been achieving so far? Most probably, yes. The fact is that without awareness, hardly any interest can be aroused. Without awareness, hardly any understanding will be generated. So what must obviously be done is to raise awareness within the public and private sectors and across the different segments of the Southeast Asian and Latin American civil societies.

It would not be too far from reality to say that in Latin America, there is still a relatively limited realisation that ASEAN's most relevant endeavour is the building of the ASEAN Economic Community (AEC) by year 2015. This is an endeavour which aims to achieve economic integration targets and implement free flow of goods, services and investments, generate skilled labour and promote a freer flow of capital, and endeavour to integrate the 10 economies of ASEAN Member States into a single market, a regional production base, which will benefit a population of nearly 600 million people, with a GDP above US\$1.5 trillion.



PHOTO CREDIT Aseanta

On one hand, one may feel that the Latin American economies have not yet fully realised the economic and trade critical mass that the AEC will soon be generating. Actually, the AEC is already doing so through existing Free Trade Agreements or through ongoing negotiations with key global traders, such as China, Japan, India, Australia and New Zealand. Likewise, a free trade agreement (FTA) between the European Union, Singapore and Vietnam is already being finalised. Alongside these actions, an increasing number of Western and Eastern countries have been, for some time now, or are becoming ASEAN Dialogue Partners.

Following this trend, it must be said that some action has also been achieved between the two regions. In November 2008, ASEAN Foreign Ministers and MERCOSUR Representatives (the trade/economic integration group of South American economies comprising Brazil, Argentina, Paraguay and Uruguay), somewhat inspired by the Singaporean and the Brazilian Foreign Ministers, had their first round of preliminary talks aiming at the creation of the basis for a "Dialogue Partnership".

On the other hand, I presume that, most ASEAN public and private sector actors may not yet be fully aware that MERCOSUR countries also have trade agreements in place with quite a number of countries in Latin America, Africa and the Middle East, and presently are in the process of achieving a free trade framework arrangement with the European Union.

Latin Americans would also do well to realise the indirect benefits for a better interconnectivity with ASEAN that can be generated through ASEAN's regional and inter-regional Dialogues and co-operation. These have been achieved with inter-regional forums as APEC (Asia-Pacific Economic Cooperation), ASEM (ASEAN Europe Meeting), with FEALAC (Forum for East Asia and Latin American Cooperation), the Asian-African Summit, the GCC (Gulf Cooperation Council), SADC (South African Development Community), SAARC (South Asian Association for Regional Cooperation), the Transpacific Partnership (which alongside Australia, Brunei Darussalam and New Zealand, also includes Singapore, Vietnam, Chile and Peru) and last but not least, with the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP).

It must be said, though, that the first ASEAN-MERCOSUR get-together held in Brasilia in 2008 has the potentiality I mentioned before to necessarily evolve into a pragmatic and pro-action Partnership Dialogue, similar to those so far implemented between ASEAN and the United States, the European Union and a number of Asian economies. It would be

sufficient to note the continuously increasing flows of foreign trade between ASEAN and MERCOSUR and the other Latin American economies to realise that there is much capacity for trade, investment and services to expand and quite diversified scope for co-operation yet to be explored and consequently, to be implemented. Without a doubt, this leap forward can only be accomplished through a more dynamic impulse that is yet to be fostered by governments and businesses from both sides. Again, it will demand a joint effort followed by the drawing up of a market strategy. And that strategy will have to be conceived with the engagement of and commitment from the public and private sectors.

It has become evident to anyone looking for competitive markets around the world that there is an increasingly diversified chain of products and services that could increase the trade and investment flows between ASEAN and Latin American countries and make them mutual and regular market suppliers in a much more complementary and advantageous basis. A varied number of sectors yet to be explored range from infrastructure urban solutions to consulting and services, airports, ports and roads transport logistics from agro-business chain and foodstuff, paper and cellulose, metals and minerals, petrol, gas and biofuels to garments, furniture, steel, electric and electronics infotech, from heavy equipment, oil off-shore platforms and manufactures to aircraft industry, biomedicines and biotechnology.

For that matter, in Latin America the emerging economy of Brazil, one of the BRICs, is a reference and can lead the way to kick-start a deeper approach for collaboration and business opportunities with ASEAN economies. Take, for one, the production and supply chain of biofuels, developed through a long experience for the past 30 years in Brazil. Considered today one of the most sensitive of the green sustainable energy production chains, it has a huge potential to become a cluster for ASEAN-Brazil co-operation.

I guess it is high time for decision makers and the private sector to start giving some thought to the idea of designing jointly a totally new framework for a clean and green co-operation aiming ambitiously to supply the world market. It would not be so far-fetched. Actually, it would suffice to emulate an ethanol strategy currently being implemented between the Brazilian oil company Petrobras and Japanese partners, an ethanol-blending project resulting from a joint venture between Petrobras and Japan Alcohol Trading. The aim of the project is to launch an ethanol distribution centre for Japan and the rest of Asia, and the project also aims at using ethanol to generate electricity in Japan and to power thermoelectric plants. The project is ambitious, but feasible.

PHOTO CREDIT: Aseanta

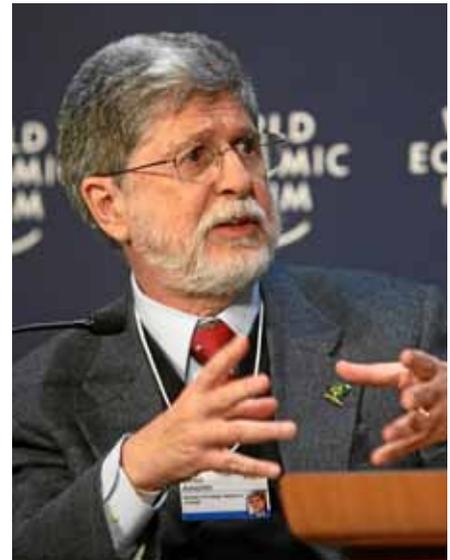


Incidentally, the remarks of Ambassador Celso Amorim, Brazil's Minister of External Relations, raised during his visit to Singapore in 2008, summarise, in a nutshell, the potentiality for this co-operation with the ASEAN economies:

"... One of the features of today's international scenario is the rise of regional blocs and countries located outside the traditional axes of power. Valuing direct relations and exchanges between these new actors becomes particularly relevant. I think a new chapter is beginning in the history of relations between Brazil and Southeast Asia ... (as their) economies are opening up to new opportunities in terms of foreign trade and investments..."

"... Brazil believes that Southeast Asian countries have the conditions required to sustainably produce and use biofuels without damaging the environment or threatening food production. The Brazilian experience demonstrates that biofuels can be a tool to bolster agro production technologies, generate jobs and income in rural areas, provide access to energy to poor populations, and contribute to reducing greenhouse gases emissions... Many other countries may become sustainable producers. By doing so we are paving the way for the creation of an international market for biofuels."

Accordingly, other Brazilian ethanol partnership projects, like the one being developed in Japan, are already being introduced in Colombia and Africa (a project will soon start producing sugar and ethanol in Angola this year), while, in Brazil, Petrobras has been heavily investing in the cellulosic ethanol or second generation ethanol for a wider range of green end-users. Projects of this magnitude are obviously capital-intensive and demand change and adaptation in energy strategic models and policies. They are however feasible



Ambassador Celso Amorim,  
Brazil's Minister of External Relations

and, if implemented, would certainly generate a tremendous and innovative impact for a new and sound co-operation scheme between Brazil and ASEAN Member States. They would also set a challenging example for other regions in this overwhelming ever-competitive global economy in which we all are bound to live for many decades to come.

Every day, ever-growing challenges are confronting us, Latin Americans and ASEAN. Let's once and for all start facing them as they descend upon us. Let's bear in mind the words of Ambassador Kishore Mahbubani as he prophetically penned in his book *Can Asians Think?*:

"... the world urgently needs new thinking in global governance and not new tinkering. There is an urgent and pressing need to discard old thinking ... and prepare new perspectives."

I conclude these thought-provoking notes by imagining that as the main and most active emerging countries have all become part of the G20 world economies, including Southeast Asia and the ASEAN group itself, and as G20 is bound to gain momentum in the years to come, it will gradually pave the way to new perspectives for trade and investment, for a much wider range of exchange potentialities, and for an expanding connectivity between ASEAN and the Latin American economies, among others.



## Reference Main Indicators

# BRAZIL AT A GLANCE \*

## GEOGRAPHY AND POPULATION

Territory: 8,514,876 sq. km  
 Forests: 57.2%  
 Arable land: 41% (incl. pastures)  
 Extent of coast-line: 7,367 km  
 Language: Portuguese  
 Population: 193 million  
 Urban: 84.2%  
 aged 14 or less: 26%  
 aged 15-24: 18.5%  
 aged over 60: 10.2%  
 Population growth: 1.3% p.y.  
 Largest city: São Paulo (11 million)  
 Number of municipalities with over 0.5m inhabitants: 40  
 Number of Brazilian abroad: > 3 million  
 Number of tourists received: 6.5 million

## SOCIAL INDICATORS

Human Development Index (UNDP, 2009): 0.81  
 Gini index: 49.3  
 Life expectancy: 73 years  
 Fertility rate: 2.25  
 Infant mortality (per 1000 born): 22  
 Years of schooling on avg. (>10 yrs. old): 6.5  
 Adult literacy rate (pop. >15 yrs. old): 89.5%  
 Youth literacy rate (aged 15-24, UNDP): 96.8%  
 Population with access to tap water: 89.2%  
 Population with access to sewage collection (excl. septic tanks): 47.9%

## ENERGY AND ENVIRONMENT

Electricity consumption: 410,144 GWh p.y.  
 Renewable sources in energy matrix: >40%  
 Electricity from renewable sources: 85%  
 CO<sup>2</sup> emissions (tonnes per capita in 2006): 2.0  
 (OECD=11.5)

## ECONOMIC ACTIVITY

GDP per capita (current prices): US\$ 8,237  
 GDP: US\$ 1,910 billion  
 GDP PPP: US\$ 2,013 billion  
 Real GDP growth: 0%  
 GDP composition:  
 Agriculture: 6%  
 Industry: 28%  
 Services: 66%  
 National savings: 17% of GDP  
 Gross capital formation: 19% of GDP  
 National currency: Real (R\$)  
 Inflation: 4.3% p.y.  
 Interest rate (SELIC): 10.75% p.y. (August 2010)  
 Unemployment rate: 6.9% (July 2010)  
 Number of companies: 4.4 million (2007)  
 Number of companies with < 20 staff: 96.9%

## TECHNOLOGY AND SCIENCE INDICATORS

Internet Users: 35% of population  
 Households with PC: 25%  
 Households with Internet: 20%  
 PhD degrees conferred (p.y.): 8856  
 R&D expenditure: 0.97% of GDP (0.57 public)

## EXTERNAL SECTOR

Exports: US\$ 152.3 billion  
 Imports: US\$ 126.4 billion  
 Current account 2003-2008 avg.: -1.5% of GDP  
 External debt / GDP: 18%  
 Net external debt / GDP: -3.9%  
 International reserves end-2009: US\$ 239 billion  
 Foreign Direct Investment: US\$26 billion  
 Worker remittances received (2006): US\$ 4.2 billion  
 Exchange rate (avg. 2009): US\$1 = R\$2.00

## SINGAPORE - BRAZIL TRADE (FROM THE PERSPECTIVE OF SINGAPORE'S TRADE STATISTICAL DATA)

YEAR	Exports (USD)	Imports (USD)	Balance (USD)	Total Trade (USD)
2002	415.250.753,94	276.496.146,54	138.754.607,40	691.746.900,48
2003	320.672.712,66	234.260.704,86	86.412.007,80	554.933.417,52
2004	600.336.626,63	366.293.557,36	234.043.069,27	966.630.183,99
2005	713.634.506,79	849.126.516,88	-135.492.010,09	1.562.761.023,67
2006	716.068.978,64	1.275.505.066,40	-559.436.087,76	1.991.574.045,04
2007	865.131.046,38	1.256.847.588,08	-391.716.541,70	2.121.978.634,46
2008	1.295.681.368,39	1.635.605.032,51	-339.923.664,12	2.931.286.400,90
2009	1.222.231.007,22	1.188.347.198,35	33.883.808,87	2.410.578.205,57

\* Source: Brazilian Institute of Geography and Statistics (IBGE) figures for 2009 as of August 2010, unless otherwise indicated. A general applicable observation is that the averages hide large disparities among Brazilian regions and population groups. Disaggregated data is available at IBGE's database ([www.ibge.gov.br](http://www.ibge.gov.br)). Other useful websites are [www.bcb.gov.br](http://www.bcb.gov.br) and [www.undp.org](http://www.undp.org)

# Engineered Thermal Protection Solutions & Technologies



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Thermal Limitec is recognized globally for its experience and expertise in Engineered Thermal Protection Solutions & Technologies.

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Website **www.thermal-limitec.com**

AMERICAS

AFRICA

MIDDLE EAST

EUROPE

ASIA PACIFIC

# G-20: CHANGE AND CHALLENGE

*In a feature in the magazine “Valor Econômico”, diplomat Marcos Galvão, Ambassador and Secretary for International Affairs of the Ministry of Revenue, elaborated on the role of the G-20 grouping, along the lines that follow herein.*

TEXT Ambassador Marcos Galvão

In a little over two years, there have been five summits of leaders. The choice of G-20 as the main forum for deliberation on economic-financial issues has been one of the major changes occurred in the world. The elevation of G-20 to the status of principal forum for such matters has been one of the leading transformations seen in world governance since the end of the Second World War. Although the global recession was the main catalyser of this moment of “acceleration of historical time”, the transformation occurred only because economic growth and greater participation of the emerging nations in global trade and investment, among other factors, had long demanded that an increase of their presence at major international deliberations become a reality.

The rise of G-20 required, however, two steps demanded by Brazil since early 2008, year when

it held the rotating presidency of the Group. Firstly, a transformation of G-20 into a forum of leaders. Secondly, the increase in frequency and quality of interaction among its members. Created in 1999, following the Asian crisis, the Group was a forum of ministers of inland revenue and presidents of central banks that met only once a year. There was scant room to influence decisively in the main international economic debates. The very G-20, therefore, the creation of which had been a step in the right direction, need to be improved so as to fulfil its mission better.

And thus it was done; the Group has become a forum of heads of state and its meetings came to be called in line with the demands of reality. In a little over two years, counted from October 2008 to November 2010, there will have been no fewer than five summits of leaders from the G-20 and ten ministerial meetings. These

data mirror clearly the central place that G-20 occupies in contemporary international affairs.

In addition to representing a fundamental change, the G-20 came to promote important transformations. From the start, at the height of the crisis, the governments of the Group took on the commitment of adopting all the actions necessary to stabilise the financial system. Although the responses were of a national character and variable according to specific circumstances, the unprecedented coordination of efforts of the largest economies of the world was essential for the reversing of a panicky environment experienced since late 2008. Since then, the G-20 has conducted pioneer processes in information exchange, mutual assessment and articulation of macroeconomic policies.

Directives and guidelines issued by the G-20 have also been essential in the context of reform



of the financial system, in realms such as the regulation of capital and liquidity of banks, transactions in derivatives and securities, remuneration of financial agents and the curbing of tax havens. Under a proposal from G-20, Brazil and other emerging powers now take part in the Financial Stability Board and the Basel Committee, principal forums for regulating the system, the composition of which was previously limited to advanced economies.

Given the need to reinforce the legitimacy of international financial institutions, the G-20 has served as a forum for negotiations on reforming the governance of the International Monetary Fund and the World Bank. Out of these, one can expect the result of greater participation of emerging and developing countries in the respective decision-making processes, to be compatible with their growing weight in the global economy. It was also by a decision adopted at G-20 that the IMF had its resources

trebled and that the international development banks, with capital enlarged, increased their loans by US\$100 billion.

The track record of services of the new G-20 is impressive. And it does not seem reasonable to criticise the group for the flaw of its virtues, for the difficulty that, at times, one faces there to achieve consensus. After all, the great advance that the G-20 entails, when compared to the G-8, is precisely its wider diversity, the presence of countries from all the regions of the world, experiencing distinct circumstances and development stages. It is natural that its negotiations are more complex and that the decisions of the group reflect this variety of standpoints, experiences and interests.

Brazil has participated at G-20 in active and constructive ways. It is not, of course, a perfect and well-rounded arrangement. The international

order is always undergoing construction. In future, which we hope to be soon, the very G-20 shall adjust its role to the post-crisis world. This prospect of renewing the agenda generates for the members of the Group, particularly for the emerging countries, the challenge of being able to act in a manner increasingly proposal-oriented. So far, the G-20 had devoted itself to overcoming the crisis. Soon, however, it ought to turn more toward outlining the future. We have to be ready to participate fully in this transition, so as to ensure that the views and interests of Brazil are always taken into account and that the G-20 assist us in attaining a global economy that is more strongly safe, balanced and fair, and further that the environment enables growth, the overcoming of poverty and the integral accomplishment of the development potential around the world.

# TRADE PROMOTION AND “BRAZIL TRADENET”

*If you are looking for up-to-date information on trade fairs and events in Brazil, or to make contact with Brazilian companies that wish to export or establish business ventures, then BrazilTradeNet has the answers.*

**B**razilTradeNet is a comprehensive trade information network, created with the aim of stimulating Brazilian exports and attracting foreign direct investment to Brazil

The BrazilTradeNet, accessible at [www.braziltradenet.gov.br](http://www.braziltradenet.gov.br), allows one to browse, free of charge, information on Brazilian companies, Brazilian export offers and fairs in Brazil and abroad. One can also check a variety of publications, seminars and economic indicators, among other products and services. Brazilian export offers and demand for the import of Brazilian products are previously validated in order to guarantee their reliability and quality of information.

The 57 Trade Promotion Sections (also known as ‘Secoms’ in the Portuguese language), located in strategic places abroad, act as the Trade Promotion Department’s ‘antennae’. These Sectors are in charge of gathering and disseminating data on trade and investment opportunities. They also assist Brazilian exporting firms looking for new markets competitors and help organise fairs, corporate missions and other events. In addition, the Secoms develop market and product surveys, and analyses of competitiveness and competitors.

In countries where there are no Secoms, the Brazilian Embassy or Consulate – through reference to BrazilTradeNet - supports Brazilian entrepreneurs and, also, foreign business executives interested in importing from Brazil or investing in the country. BrazilTradeNet is part of the Brazilian System of Trade Promotion, which, oversees the Trade Promotion Sections (Secoms), and is headed by the headquarters of the Trade Promotion Department (DPR).

The Ministry of External Relations’ Trade Promotion Department (DPR) carries out Brazilian foreign trade policy abroad. The Department also coordinates, and implements policies designed to promote Brazilian exports and attract relevant foreign investment to Brazil. Moreover, DPR organises events for the promotion of the country and its productive and technological capacity, and undertakes activities that enhance tourism influxes to Brazil.

Through BrazilTradeNet, DPR helps Brazilian producers in their efforts to export, securing the circulation of both trade and investment opportunities, and acts as a facilitator of technology transfers to Brazil.

The BrazilTradeNet system aims at:

- facilitating and strengthening Brazilian exports, through the use of technology and of the Trade Promotion Sections network (Secoms);
- offering strategic information to help business between Brazilian and foreign companies;
- increasing foreign companies’ investments in Brazil;
- promoting Brazil’s image and the quality of its products.

As a user-friendly tool, the BrazilTradeNet is an important e-instrument of trade promotion offering:

- micro, small, and medium enterprises specialised information on how to sell, market or advertise a product or service to the world;
- non-Brazilian importers a diversified display window of Brazilian products and services;
- non-Brazilian investors a wide catalogue of business opportunities in the country;
- trading companies many contacts of Brazilian exporters and potential partners overseas;
- Brazilian companies a range of financial sources from overseas capital investors;
- all parties interested in foreign trade the best electronic trade information system of Latin America.

Check out BrazilTradeNet data for:

- information and statistics on Brazil and the Mercosul customs-union encompassing 4 South American nations;
- 14820 companies and trade consortiums - information on Brazilian companies that are or have the potential to be exporters;
- events in Brazil and overseas;
- 3553 Brazilian export offers - information about Brazilian companies and their export-oriented products. This item includes data on the product and its commercialisation conditions.

In summary, the on-line database is there to help you and all Singaporean companies to source for Brazilian export products, services, data, events, manuals, and more. We hope you will find a wealth of useful information at this free-of-charge resource and make good use of it to further your interest in Brazil and all that it has to offer.

For more information, please visit:  
**[www.braziltradenet.gov.br](http://www.braziltradenet.gov.br)**

# OIL DISCOVERY TO DRIVE BRAZIL'S GROWTH

TEXT Herbert Drummond



*Brazil stands on the foundation of one of the world's biggest oil discoveries this decade that will propel the world's eighth-biggest economy to the status of a developed nation and a major energy exporter.*

When President Lula announced the discovery of the massive pre-salt oil fields off the Brazilian coast, President Hugo Chávez from Venezuela, jokingly commented that Brazil would soon join his country in the OPEC, among the world's large oil exporting countries. President Lula, at that time, preferred not to foresee the future and crossed his fingers hoping that further studies could confirm the size of the reserves.

Today, some years after that anecdote, with the confirmation already reached, the pre-salt area is a reality. Counting with the pre-salt production, Petrobras, the Brazilian oil giant, set up a target oil production of 3.9 million barrels of oil equivalent (BOE) per day in 2014. For 2020, the estimate is even higher, aiming at 5.4 million BOE per day.

In order to cope with the necessity of equipment required in the whole oil industry chain, from exploration and production to refinement, transport and commercialization, Petrobras recently announced its investment plans for the next few years. Out of a total US\$224 billion scheduled to be disbursed between 2011 and 2014, US\$108.2 billion is allocated specifically to exploration and production (E&P).

These investments have the objective of increasing the oil and gas production, both in pre and post-salt areas, fundamental for the sustainability of the company. It comprises the construction of oil rigs, supporting ships and the necessary infrastructure to transport the production. The idea is to eliminate all possible bottlenecks as fast as possible, enabling the Brazilian oil industry to leap ahead and increase the number of jobs that can be created in this area, which might reach 400,000 new posts if well managed.

Specialists in the area of oil expect Petrobras to contract the construction of at least 28 oil rigs in the next years. The fleet has to be supported by supplying vessels as well as transportation ships and other equipment necessary to the whole oil production and commercialization chain. The news has been causing a revival of the shipbuilding industry in Brazil with the evident help of Brazil's preferred partner in this area: Singapore.

Keppel Corporation and SembCorp Marine, the world's first and second largest oil rig builders, are already present in Brazil and are now expanding their businesses in order to be able to supply Petrobras' needs. Just to give an idea of Singapore's supremacy in the area, Keppel Corp and SembCorp Marine together won the tenders for between 45 to 70 per cent of all oil rig orders in the world in recent years.

In order to establish a position in Brazil and comply with President Lula's desire that pre-salt equipment be built in Brazil generating local jobs, SembCorp Marine acquired an area of 825m<sup>2</sup> in the state of Espírito Santo, where it intends to build a shipyard with 1.6 km of coastline. The investment is estimated around US\$100-200 million and, when completed, will enable the company to build oil rigs, adapt FPSO vessels, build modules and provide maintenance and modifications to rigs and ships.

Keppel also decided to strengthen its position in Brazilian territory. The shipyard, which already counts a unit in Angra dos Reis, in the state of Rio de Janeiro, acquired an area in the city of Navegantes, in the state of Santa Catarina. The investment is estimated at US\$50 million and, when fully operational, will be able to produce eight vessels a year and supply offshore modules to the unit in Angra dos Reis.

Brazilian companies are also starting to mobilize. In the beginning of 2010, Eike Batista, Head of EBX, announced that his venture in the shipbuilding area, OSX, intended to increase its operations in Brazil and build a new shipyard. In an Initial Public Offer (IPO) in March 2010, the company raised US\$1.569 billion to invest in its expansion.

A significant part of all the investment operations described above has its roots in the Brazilian law that obliges that 70% of the components used in the production of vessels to be employed in the local oil industry ought to be produced in Brazil. This law has generated an increasing amount of investments in the area and has also fostered important inputs of technology transfer, fundamental to the growing Brazilian shipbuilding industry.



## PREFERRED PARTNERS

*The affiliation between a Brazil oil and gas firm and a Singapore rig builder and ship repair company is reaping dividends and expanding the possibilities in the South American country's oil and gas sector.*

The partnership between Brazil's Queiroz Galvão Óleo e Gás (QGOG) and Keppel Fels is reaping dividends with an increase in the level of cooperation and thrust between the two companies, which came about during the construction of two drilling platforms.

QGOG is a Brazilian oil and gas exploitation and production company committed to the development of Brazil's oil activities and seeking to expand internationally. QGOG is one of Brazil's largest private groups in the oil and gas sector, and is supported by a 30,000-strong workforce.

Keppel FELS is a wholly owned subsidiary of Singapore's Keppel Corporation Limited through Keppel Offshore & Marine (Keppel O&M), which is a leader in offshore rigs, ship repairs and conversion as well as specialised shipbuilding.

An early mover into the country, Keppel has contributed strongly to the

country's track record for offshore and marine construction and conversion. It continues to achieve many 'firsts' through the BrasFELS shipyard, which is the most comprehensive offshore and marine facility in Latin America.

QGOG set up an office inside Keppel Fels in 2006 for monitoring the engineering, construction and commissioning of the two drilling platforms, named Gold Star and Alpha Star. Gold Star was successfully completed and delivered in November 2009 and today is one of the most modern platforms operating for Petróleo Brasileiro S/A (Petrobras) in the pre-salt area off Brazilian coast.

Alpha Star construction contract commits the yard to deliver the platform fully commissioned by the end of July 2011. However, the shipyard is ahead of schedule and an early delivery is quite possible.

"Currently we have contracts for the construction of Alpha Star in

Singapore and the upgrade of Alaskan Star in Angra dos Reis. The BrasFELS yard in Angra do Reis has delivered several large production platforms to Petrobras, such as P51 and P52 and it is now bidding for the construction of new drilling platforms similar to Gold Star and Alpha Star," according to Mr Marcelo de Mendonça Abreu, Site Manager for Alpha Star Project for Queiroz Galvão Óleo e Gás S.A.

Gold Star was built at a cost of around US\$550 million and Alpha Star for around US\$800 million. Gold Star and Alpha Star hulls and equipment were sized for drilling offshore in the deepest oil fields in Brazil. They can drill up to 7000m below the seabed in locations with water depth up to 2700m. Both are prepared for drilling in the entire area known as pre-salt.

"As operators of Gold Star we are able to provide Keppel FELS with the lessons learned during the phases of transportation to Brazil, inspection by the Brazilian authorities (Helideck, Navy, IBAMA and regulations by ministry of



labours such as NR13, NR10, NR26) and the tests performed by Petrobras prior to the acceptance of the unit,” said Mr Marcello.

“Additionally we provide feedback on the performance of the platform, which is reported daily by our crew. A wealth of technical information is shared with the Keppel engineering team which responds with improvements on Alpha Star and the new design for construction in Brazil.”

Gold Star and Alpha Star are equipped with 10 large diesel generators (each 5200HP) able to simultaneously power all the drilling equipment and eight azimuthal thrusters (each 4000HP).

The diesel generators and the thrusters are segregated and sized in such way that the platform can sustain its position over the well under the worst expected annual storm, even after losing an entire engine room or two of the eight thrusters. The hulls are subdivided in such way that the unit can keep afloat

without any assistance from the crew even after the flooding of two compartments.

“We joined together with Keppel FELS in a bid to build in Brazil new ultra deepwater rigs for operations on the pre-salt. Keppel FELS have developed the design of a drilling platform fully compliant with the specifications of Petrobras, which could be built in Angra. Petrobras is presently evaluating the commercial and technical proposals,” Mr Marcelo added.

Despite being some 16,000 km apart, continental barriers proved to be no obstacle to Keppel O&M which has literally journeyed to the other side of the globe to be near its market and customers in Brazil.

The company’s dealings with Brazil date back to the 1980s when it undertook various vessel repair jobs from Petrobras. Since then, Keppel has established important and lasting ties with Brazil and its people, which it continues to enjoy.

There is a ‘clear buzz’ surrounding the Brazilian offshore industry, mainly

due to the aggressive exploration and production programme which Petrobras has announced in recent years.

This programme called for a total of 40 new drilling rigs to be built. Indeed, BrasFELS is well prepared to provide greater local content for the growing amount of offshore work in Brazil.

“The achievement of high standards of safety and quality on Gold Star is the result of the mutual trust and teamwork between QGOG and Keppel. We look forward to build on the good rapport we have established, and also to the success of our second project, Alpha Star,” said Mr Antonio Augusto de Queiroz Galvão, QGOG’s General Director.

Gold Star and Alpha Star are not the first platforms build by a team of Brazilian and Singaporean engineers, and most likely will not be the last. The construction of more drilling platforms, this time in Brazil, may be the next move in this partnership between Brazil and Singapore.

# COMPANY DIRECTORY

*Brazilian companies with offices in Singapore*

## AGRENCO GROUP

*Agribusiness*

16 Raffles Quay  
#14-03 Hong Leong Building  
Singapore 048581  
Tel: +(65) 6223-1020 Fax: +(65) 6220-2004  
Website: [www.agrencogroup.com](http://www.agrencogroup.com)

## BRASA

*Medical and dental equipment*

125 Bishan Street 12  
# 06-103  
Singapore 570125  
Tel: +(65) 6725-6479 or 9109.9233

## CBMM

*Mining, milling and marketing of niobium-based products*

80 Raffles Place  
# 30-24 UOB Plaza 2  
Singapore 048624  
Tel: +(65) 6303-0290 Fax: +(65) 6303-0299  
Website: [www.cbmm.sg](http://www.cbmm.sg)

## EMBRAER ASIA PACIFIC PTE LTD

*Aircraft manufacturer*

391B Orchard Road # 24-02  
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Singapore 238874  
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Website: [www.embraer.com](http://www.embraer.com)

## FORSHIP ASIA PTE LTD

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Website: [www.forship.com.br](http://www.forship.com.br)

## PERDIGÃO

*Food industry: meat and dairy products*

350 Orchard Road  
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Singapore 238868  
Tel: +(65) 6733-7343 Fax: +(65) 6733-2765  
Website: [www.perdigao.com.br](http://www.perdigao.com.br)  
Email: [dhp@perdigao.com.br](mailto:dhp@perdigao.com.br)

## PETROBRAS SINGAPORE PTE LTD

*Oil & gas*

200 Newton Road  
7th floor  
Singapore 307983  
Tel: +(65) 6550-5080 Fax: +(65) 6734-9087  
Website: [www.petrobras.com.br](http://www.petrobras.com.br)

## QUEIROZ GALVÃO

*Oil & gas*

50 Gul Road  
Singapore 629351  
Tel: +(65) 6863-7161 Fax: +(65) 6863-4816  
Website: [www.qgp.com.br](http://www.qgp.com.br)

## QUIP (OIL PLATFORMS)

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Tel: +(65) 6861-0344 Fax: +(65) 6861-7617  
Website: [www.quip.com.br](http://www.quip.com.br)

## SMAR SINGAPORE PTE LTD

*Industrial automation*

59 Ubi Avenue 1  
# 07-15 Bizlink Centre  
Singapore 408938  
Tel: +(65) 6324-0182 Fax: +(65) 6324-0183  
Website: [www.smar.com](http://www.smar.com)

## WEG SINGAPORE PTE LTD

*Electrical motors*

159 Kampong Ampat  
#06-02 KA Place  
Singapore 368328  
Tel: +(65) 6858-9081 Fax: +(65) 6858-1081  
Website: [www.weg.com.sg](http://www.weg.com.sg)

## VALE ("CVRD INTERNATIONAL – SINGAPORE")

*Mining*

One Temasek Avenue  
#29-01 Millennia Tower  
Singapore 039192  
Tel: +(65) 6500-1800 Fax: +(65) 6500-1801  
Website: [www.vale.com](http://www.vale.com)

## VOTORANTIM INTERNATIONAL

*Agribusiness*

350 Orchard Road  
# 19-06 Shaw House  
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## BIOTECHNOLOGY COOPERATION: MAKING HEADWAY

TEXT Carlos Pheysey

The science links between Brazil and Singapore have become substantially stronger, boosted by the mission in August from Brazilian scientists and R&D authorities to Singapore, organised under a delegation led by the Secretariat of Innovation of the Ministry of Development, Industry and Foreign Trade (MDIC). The delegates visited Biopolis, Singapore's biotechnology, biomedical and pharmaceutical hub, following an itinerary set by Singapore's agency for science, technology and research, the A\*STAR. The mission follows on the tracks of a memorandum of scientific cooperation inked between Singapore and Brazil two years ago.

The Brazilian delegates comprised: Jorge Almeida Guimarães, President of CAPES, Brazil's directorate for the further upgrading of tertiary-educated personnel; Maria Fátima Grossi de Sá, President of the SBBIOTEC, a biotech-companies association; Eduardo Giacomazzi, CEO of BrBIOTEC, a network of research entities and companies; Sérgio Ferreira de Figueiredo, ad hoc Coordinator of the Biotechnology Forum; Hélio Mauro Umbelino Lobo Filho, Project Manager for APEX Brasil, the Brazilian export and investment promotion agency; Zea Duque Vieira Luna Mauerhoff, Researcher on Intellectual Industrial Property at INPI, Brazil's IP body; Elói de Souza Garcia, from INMETRO, Brazil's metrology institute; Wilker Ribeiro Filho, from ABDI, the agency for industrial development; Odir Antônio Dellagostin, from ABIMO, the Association of Brazilian Industries in Medical, Dental and Laboratory Devices, Equipment and Systems; and Win Degrave, from the Fiocruz foundation and research laboratory.

The leading outcome of the mission was attained when the parties from both countries reached an agreement toward implementing a Joint Committee for the establishment of cooperation in the realm of biotechnology. On the Brazilian side, the Committee shall consist of representatives from the National Commission on Biotechnology under the aforementioned Ministry (CNB-MDIC), from BNDES (Brazil's national-development bank), from CAPES, from CNPq (Brazil's research-fomenting agency) and from Fiocruz. The Singaporean side shall forward the list of representatives so as to mirror the partners selected by Brazil. In addition, A\*STAR shall coordinate a mission to Brazil to join a workshop next year, on a date close to the International Biotechnology Fair to be staged by MDIC.

The parties will examine further the prospects of graduate student exchanges, as well as the implementation of a partnership between the National University of Singapore (NUS) and select universities in Brazil. It is also to be highlighted that the parties will study the best way of integrating SMEs from both countries and the setting up of Brazilian SMEs at NUS company-incubators. Last but not least, a high-level dialogue was established between the President of CAPES and the Chairman of A\*STAR, with a view to signing a partnership for student exchanges.

The mission was of paramount relevance, as the Secretariat of Innovation of MDIC selected the highest-calibre delegates and A\*STAR drafted a most comprehensive itinerary throughout Biopolis, initiatives that only attest further to the highest interest and priority from both countries in partnering

bilaterally. The furthering of the dialogue will certainly benefit both sides, contributing to the enhancing and advancement of the biotechnology sector in both Brazil and Singapore.

The delegates paid visits to and/or held meetings with teams from: A\*STAR's executive board; its Biomedical Research Council (BMRC); the BMRC's Industry Development Group; Exploit Technologies, the marketing and commercialisation arm of A\*STAR; the Technology Transfer Network of research entities and companies; the Biomedical Sciences Group of A\*STAR; the Biomedical Sciences Group of the Economic Development Board of Singapore; the Department of Biological Sciences of NUS; the Bioinformatics Institute under A\*STAR; the Bioprocessing Technology Institute from A\*STAR; the Institute of Molecular and Cell Biology (A\*STAR); the Genome Institute of Singapore (A\*STAR); the Institute of Bioengineering and Nanotechnology (A\*STAR); the Institute of Medical Biology (A\*STAR); the Experimental Therapeutics Centre (A\*STAR); the National Medical Research Council and its Translational and Clinical Research flagship-programmes; the Singapore Immunology Network (A\*STAR); and, the Industry Liaison Office from NUS.

Above all, both countries hope that past and future efforts will lead to a thriving private-sector biotech industry jump-started by an initial strong hand from the public research bodies. It is thus that the two countries can look forward to fruitful exchanges in biotechnology that will lead to technological breakthroughs, human well-being and economic prosperity for both Brazil and Singapore.



# BRAZIL AMBASSADORS' MEETING IN SINGAPORE

TEXT Ragniel Bertolini

On 30 June and 1st July, several Brazilian Ambassadors and other high-ranking diplomats hailing from Brazilian Embassies and Consulates all over East and South-East Asia attended a meeting in Singapore to assess and discuss Brazilian foreign policy for the region.

Given that the last such gathering happened several years ago, this event is a telltale sign of the importance given by the Ministry of External Relations of Brazil not only to Asian countries in general, but also to the particular role played by Singapore in the region. It also shows the Ministry's recognition of the dedication and the hard work of Ambassador Paulo Alberto, who has been posted in Singapore for almost four years.

The convention was presided over by the Secretary-General of the Ministry of External Relations of Brazil, Ambassador Antonio Patriota. That this meeting took place not too long after Ambassador Patriota became Secretary-General shows his personal interest in assuring everyone of a more consistent Brazilian presence in Asia and a personal commitment to advance Brazilian relations with East and South-East countries. It has long been said that Asia is to be one of the top priorities of Brazilian foreign policy, and one of the definite steps in this direction was given by this summoning to Singapore.

The themes discussed at the meeting were, firstly, of strategic nature, as exemplified by the new international scenario brought about by the re-emergence of Asian countries and the regional configuration of this region; secondly, of political and economic nature, illustrated, for instance, by the short and the long-term situation in both East and South East Asian countries; and thirdly, of bilateral nature, such as the relationship between Brazil and Asia and many proposals on how to foster Brazilian interests in the region.

The Secretary-General's journey to Singapore also turned out to be a great opportunity to move forward Brazil-Singapore relations. Therefore, bilateral meetings were arranged for Ambassador Patriota with the Minister of Foreign Affairs, Mr. George Yeo; with the Minister of Trade and Industry, Mr. Lim Ng Kiang; and with the Dean of the Lee Kuan Yew School of Public Policy, Ambassador Kishore Mahbubani.

The Brazilian diplomats at the gathering also benefited from a meeting with the Minister of Foreign Affairs of Singapore, who, pleased with the choice of his country for the conference, spared some time to meet the participants and discuss regional politics.

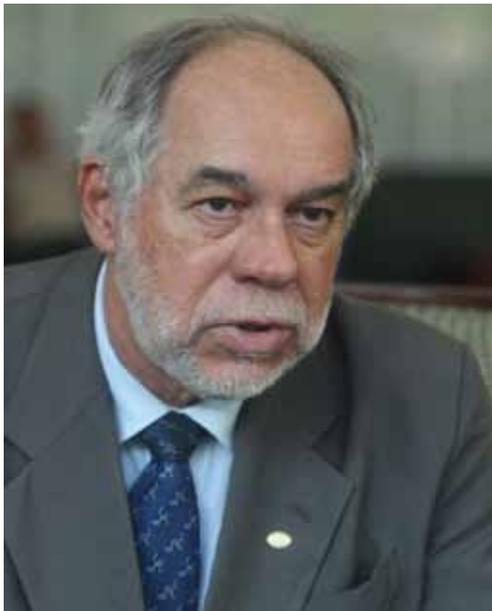
An important indication of the relevance of this meeting is that another one is being organised, this time with diplomats from missions in South and Central Asia and Oceania. This will help tie up Brazilian foreign policy toward

the whole of Asia and provide for a better relationship with its countries and peoples.

No meeting can be considered entirely fruitful unless, instead of spanning even more meetings, it is accompanied by follow up measure to put in practice the themes discussed and accorded in it. In this connection, the Embassy of Brazil in Singapore is already taking concrete actions to further Brazilian diplomacy in the region.

The impact of this thrust is illustrated by the fact that there are plans for a visit of members of the Getúlio Vargas Foundation, a highly regarded Brazilian academic institution. This goes hand in hand with Ambassador Paulo Alberto's suggestion, made during the Heads of Offices meeting, that Brazil and Singapore should engage in deeper academic cooperation.





Dr. Jorge Almeida Guimarães, President of CAPES

# SCIENTIFIC CO-OPERATION

*Brazil and Singapore highlighted science and technology cooperation during a recent visit by a team from the agency responsible for collaboration in tertiary training and advances in the health sciences, technology and research.*

The Brazilian Federal Agency for Support and Evaluation of Graduate Education Foundation (CAPES, from the abbreviation in Portuguese) visited Singapore to explore cooperation in post-graduate training and professional development in the field of health sciences, technology and research.

Dr. Jorge Almeida Guimarães, President of CAPES, met with representatives of Singapore A\*Star and toured the Fusionopolis and Biopolis complex in Singapore.

The Brazilian delegation and their Singapore counterparts discussed a range of ongoing bilateral cooperation and joint research endeavors relating to climate change, agriculture, biofuels, emerging green energy technologies, and public health.

Dr. Jorge Almeida Guimarães provided an overview of Brazil's expanding science and technology initiatives as well as directions for future Singapore-Brazilian collaboration.

Members of the Singapore delegation gave an insight into the island-republic's strategy for innovation and presented an invigorated outlook for scientific and technological cooperation.

Dr. Jorge Almeida Guimarães said the cooperation would be mutually beneficial to increase university-to-university student and faculty exchanges and to promote science and technology innovation as engines of economic development.

"We have a proposal to establish contact in science and technology, ensure the mobility of student and research, share knowledge in science including the training of young scientist and the exchange of graduate students," said Dr Jorge.

CAPES is a governmental foundation, attached to the Ministry of Education. It is responsible for Brazilian strictu sensu post

graduation system (Master and doctorate levels). CAPES also works as an agency of assessment and evaluation of the post graduation system. The Coordination sets rules that guide academic programs with the aim of reaching standards of excellence. In this sense, CAPES has five main tasks:

- Evaluation of the post graduation system
- Access and communication of the scientific production
- Investment on high level human resources in Brazil and worldwide
- Promotion of international scientific cooperation
- Formation of teachers for basic education

CAPES played a key role in the democratisation of access of scientific information in Brazil with the Portal de Periódicos, the Brazilian virtual library of scientific and technological information resources.

Portal de Periódicos was created on November 2000 as an instrument for on line access to updated scientific content with the aim of reducing regional differences in the Brazilian research and post graduation system.

Portal de Periódicos is considered Brazil's biggest library consortia, assembling more than 21,000 full text journals, 130 abstract databases and nine patent databases. It is also the world's most reached library consortia, as it is accessed by 308 institutions placed on the whole Brazilian territory.

CAPES activities are based on the participation of the national community of scholars. The actions of the Agency depend on decisions taken by collegiate committees and evaluation commissions formed by researchers appointed by academic programs and scientific societies.

# LEADING THE WAY IN BIOTECHNOLOGY

*With President Luiz Inácio Lula da Silva signing a decree in 2007 outlining a development policy for the biotechnology industry, the aim is for Brazil to become the global leader in the sector in 10 to 15 years.*



Mr Eduardo Giacomazzi, CEO of BRBiotec Brazil

**T**he national program manages and provides support to activities in this sector, as well as to facilitate corporate access to research results. The plan called for investments of R\$10 billion (approximately US\$5.8 billion) over the next decade, which would lead to a doubling of the number of start-up companies in five years. The goal is to encourage biotechnological applications in health, food security, animal health, industrial products and environmental quality.

On a recent visit to Singapore, Mr Eduardo Giacomazzi, the CEO of BRBiotec Brasil met with representatives from Singapore's A\*STAR research agency to develop on previous discussions on collaboration in infectious disease research, drug development, biopharmaceuticals and vaccine development.

BRBiotec Brasil is the agency entrusted with strengthening the biotechnology network within the country and establishing an environment of cooperation between the government and industry.

"Our strategy is to create partnerships with international clusters. Singapore is quite strategic for our network reach as the country has links to countries in the regions such as China, India, Indonesia and Malaysia. This is part of our drive towards the internationalisation of Brazil's biotech firms," said Mr Eduardo.

As part of earlier discussions, both sides are intent on joint workshops with focused themes to serve as a starting point for scientists from both nations to engage in discussions and interactions.

According to Mr Eduardo, BRBiotec aims to create partnerships between foreign biotech and related entities and Brazilian firms. To facilitate this process, it was essential to examine different business models and establish links with venture capitalists to work toward the internationalisation of Brazil's biotech industry.

"We will consider to have an office in Singapore and work towards a cluster system similar to Europe and the USA. It is impressive how the Fusionopolis and Biopolis complex in Singapore are structured. We will certainly work towards strong growth in the scientific and biotechnology sectors," he added.

Biotec has a two-tiered strategy to realize its aim. "Firstly, we help Brazilian companies to develop channels in this region, and secondly, we work towards bring scientists, who are the 'stars' of the field, to collaborate with agencies in this region," Mr Eduardo elaborated.

Mr Eduardo feels that Singapore could benefit from a similar system in relation to the transfer of technology and the protection of intellectual property of biotechnology products. The National Institute of Industrial Property (Instituto Nacional da Propriedade Industrial or INPI) actively participated in creating the Productive Development Policy for the biotechnology sector, and it has worked to strengthen the intellectual property system in Brazil, considering all of the relevant issues within this sector. At the same time, INPI is working to improve the efficiency of the patent process, reducing the necessary processing time.

BrBiotec's goal is to create a business and cooperation network to be operated in a digital and practical way, via a web portal and offices strategically located throughout the country, in order to integrate Brazilian biotechnology companies, service and supplies providers, investors, educational institutions and science and technology research institutes, entrepreneurs, development agencies and the federal government, in other words, all the potentially involved actors in Biotec's universe.

# TEMASEK IN BRAZIL: HERE TO STAY

*Drawn by the long-term potential of Brazil, Temasek Holding opened its office in Sao Paulo in 2008. Two years on, Temasek has grown its team, made several investments and strengthened its conviction on Brazil's long-term prospects.*



Mr Alan Thompson, MD Latin America

The swift onset of the financial crisis and its ripples were felt worldwide in 2008 as global liquidity dried up and most foreign investors chose to ship their earnings out of emerging markets. In Brazil, foreign portfolio investment outflow amounted to US\$5.4 billion in December 2008 alone, as its current account fell into deficit in 2008 for the first time in six years

However, the largest economy in Latin America still held promise due to its strong fundamentals. To better seek and tap the opportunities in Brazil and the region, Temasek Holdings set up its

office in Sao Paulo and Mexico in the middle of 2008. These were also its first offices outside Asia.

Alan Thompson, the US\$132 billion investment firm's Managing Director of Latin America, noted that it was imperative to have a presence inside the country and to build a local team. "We could have monitored Brazil remotely, relying on third-party analyst reports, making the 30-hour journey every other month or so to do our due diligence.

"But we believe it is important to be on the ground, feeling the pulse for ourselves. Building relationships with the local investment community, exchanging ideas, knowing the environment here has worked out well for us," said the South African national who moved to Sao Paulo from Singapore.

Temasek has since expanded its team in Brazil to seven investment professionals. All, except two, are Brazilian nationals. The team is led by Matheus Villares, Managing Director for Brazil, who has been with the firm since it set up shop in Sao Paulo.

The firm has been evaluating local opportunities, expanding its network of potential partners and relationships, drawing on the strength of the Temasek international network as needed.

One of its initial investments included an anchor stake in GP Capital Partners IV, a fund run by GP Investments, the leading private equity player in Brazil. Temasek also participated in GP Capital Partners V, and added an investment in San Antonio International, a leading onshore oilfield service company in Latin America. It also invested in Patria III, a fund run by private equity player Patria Investimentos, and subsequently P2, a specialised infrastructure fund jointly managed by Patria and Promon.

These fund investments provided Temasek with a better understanding of the environment in Brazil, improved its knowledge of local risks, and paved the way for direct investments. As an example, Temasek has invested in BR Properties, a leading commercial real estate player in Brazil. Temasek has developed its relationship with the company since it first invested in it

2007, making a further investment in 2008 to support its growth and participating in its successful IPO in early 2010. Temasek still retains a significant shareholding in BR Properties.

Earlier this year, Temasek also invested in the US parent of Amyris Brasil, a Brazilian company with an innovative approach to producing biofuels and other chemicals from sugarcane.

The confidence in Brazil and Latin America is evidenced in Temasek's recent investment in Chile's LAN Airlines. LAN is well-positioned to tap the growing Brazilian market following the recently announced merger with Brazil's TAM.

In Mexico, Temasek recently entered into a JV with real estate company IMDI to pursue land banking opportunities there.



## WHY BRAZIL?

Incorporated in 1974, Temasek Holdings is an Asia investment company headquartered in Singapore. Supported by 12 affiliates and offices in Asia and Latin America, Temasek's diversified S\$186 billion (US\$132 billion) portfolio as at 31 March 2010 is concentrated principally in Singapore, Asia and the emerging economies.

Temasek seeks investment opportunities that are relevant to its investment themes: Transforming Economies, Growing Middle Income Populations, Deepening Comparative Advantages and Emerging Champions.

For Temasek, Brazil stood out because of the sheer size of its economy, the rapidly growing middle income population, and its strong comparative advantages.

With a population of over 190 million, Brazil is the fifth largest country in the world. Its current GDP/capita (PPP) of around US\$10,000 points to a significant and growing middle income group that is able to sustain long-term GDP growth from domestic consumption alone. As its population grows, real estate, consumer and lifestyle, and the infrastructure sectors in Brazil, amongst others, stand to benefit.

Infrastructure spending, boosted by efforts to prepare Brazil for the 2014 World Cup and 2016 Olympic Games is set to rise. Infrastructure spending in 2010 is estimated to reach US\$280 billion and is expected to boost GDP by about 5%.

Apart from strong domestic demand from a rising middle income population, Brazil also enjoys a comparative advantage in sectors which are driven by global demand. It sits on abundant natural resources, oil reserves, and precious metals that fuel global economic growth. Its skilled population and strong industrial base form the backbone of its leadership in aircraft and automobile manufacturing. An abundance of fertile arable land and water supply has enabled Brazil to shine in agribusiness – in less than 30 years it has changed from being a net importer of food to one of the world's leading exporter of many agricultural products, including soya, sugar, beef, poultry and orange juice.

Coupled with a stable political environment and mature institutions that govern fiscal and monetary policy, it is no surprise that Brazil was one of the 'last in, first out' countries that has weathered the last financial crisis well.

It is indeed this positive environment and abundant opportunities across multiple sectors that drew Temasek, whose portfolio covers a broad spectrum of industries: financial services; telecommunications, media & technology; transportation & industrials; life sciences, consumer & real estate; energy & resources.

Said Matheus Villares, "Brazil, like the rest of Latin America, holds long-term potential and offers attractive investment opportunities across a broad range of sectors."



Mr Matheus Villares, MD Brazil

### HERE TO STAY IN BRAZIL

The journey Temasek has taken appears well-planned and timed. Since 2002, the investment firm has shifted its focus from Singapore, first to Asia and then beyond as it gained experience and track record.

Temasek recently re-assessed the target long-term composition of its portfolio to balance the exposure between growth and risks. It had the view that Asia would continue to de-risk as it developed, and so Temasek

had the appetite to add exposure to new geographies as well. Said CEO Ho Ching last year, “This rebalancing is not a rigid target, but a re-assessment of the growth trends and the changing risks over the next decade or two, particularly for Asia. It also framed our decision to open new offices in Mexico and Brazil in 2008”.

Terming its strategy a ‘40:30:20:10 portfolio mix’, Temasek’s longer term exposure to the rest of Asia is expected to be maintained at 40%, keeping Singapore at about 30%, and reducing OECD exposure to 20%. It also added a 10% target for other geographies such as Latin America, Russia and Africa.

Modestly noting that Temasek’s investments in companies and funds in Brazil and the region total “several hundred million dollars now”, Alan Thompson said Temasek is “here to stay” in Brazil and add value as an investor.

### SPREADING ITS WINGS

In Asia, Temasek has investments in China, India, Korea and ASEAN. Within Asia, Temasek and its portfolio companies have an extensive presence and are well positioned as an investor in key sectors that cater to the fast transforming Asian economies with their burgeoning middle income populations;

in companies with deep comparative advantages or emerging champions that would grow to become tomorrow’s multi-national corporations.

These include investments in two of China’s top banks, the Bank of China and China Construction Bank; India’s ICICI Bank, Indonesia’s Danamon; Korea’s Hana.

Temasek’s transportation portfolio includes award-winning Singapore Airlines, and the world’s largest port operator, PSA International. Its industrials portfolio includes Keppel Corporation and Sembcorp Industries, which together are the world’s largest builders of offshore drilling rigs. In telecommunications, Temasek has investments in Singapore Telecommunications and Bharti Airtel Limited. Other noteworthy investments include commodities giant Olam, and supply chain leader Li & Fung Limited.

“Temasek can also add value to Brazilian and Latin American companies through its connections to an extensive network of relationships with various private and state owned enterprises, governments and regulatory authorities in Asian countries,” said Matheus Villares.

## About Temasek:

- An Asia investment company that invests on commercial principles as an asset owner
- Founded in 1974, its investments are financed through dividends received from portfolio companies, divestment proceeds, commercial borrowings, bond issues and occasional capital injections from its shareholder
- Owned by the Singapore government, Temasek’s Board comprises a majority of independent directors
- Investment, divestment and other operational decisions are made by the Board and management
- It does not manage Singapore’s official foreign reserves and other Government reserves
- It aims to create and deliver sustainable long-term value for its stakeholders as an active investor and an active shareholder of successful companies
- Temasek does not direct the day-to-day commercial or operational decisions of its portfolio companies
- Staff total about 380 people spread across Singapore, China, India, Vietnam, Brazil and Mexico
- It is rated AAA/Aaa by Standard & Poor’s and Moody’s respectively



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# INDUSTRY'S CHALLENGES: INNOVATION AND COMPETITIVENESS

TEXT Liliana Lavoratti

*Since the late 1970s Brazilian industry has not had such a favorable situation for investment as today. The moment, however, comes with warning lights. The big question: Will the current course at last bring about structural changes that will give Brazil sustainable growth and a bigger and better position in world trade?*

The share of industry in gross domestic product (GDP) peaked at the end of the “economic miracle” in the 1980s, when the policy of import substitution raised the sector’s share to 37% of GDP. By 2009 it had fallen to 25%, according to the Brazilian Institute of Geography and Statistics (IBGE). With industry now maturing, it is time for more difficult choices. Both corporations and government need to focus on technological and institutional development to bring about the desired quality leap.

There are several complications apart from changes in world trade, especially with China affecting both demand and supply, some domestic factors could slow progress. There is a duality: although the profile of GDP in Brazil is closer to that of the developed countries — services already account for 68% of GDP — the profile for exported goods is more like that of developing economies, with emphasis on primary products and with manufacturing declining.

## UNPARALLELED FALL

The share of manufactured goods in total Brazilian exports has declined since 2007, a phenomenon that was accelerated last year with the plunge in global demand. “Even after taking into account the effects of the crisis, our exports with higher added value are likely to continue decreasing because we are losing competitiveness in this area,” says Miguel Jorge, Minister of Development, Industry and Foreign Trade. “Another significant factor is the intensification of global competition,” he adds.

“Many players have adopted more aggressive actions to promote their exports in the last 10 years.”

And the recovery of the US and European economies is still sluggish.

The chances are remote that much can be done about the appreciated exchange rate, one of the main factors that make Brazilian goods less competitive globally. The cost of money also remains high, though that does not prevent the extension of credit for consumption, says Renato Baumann, director of the Brazil office of the United Nations Economic Commission for Latin America and the Caribbean.

He says, “The combination of these elements generates both positive and negative effects. On the one hand, it helps to sustain domestic demand, but on the other it is a model based on consumption rather than investment, especially in the public sector.” A radical change in policy is ruled out by the major candidates to succeed President Luiz Inacio Lula da Silva in the October elections.

For industry the biggest challenge is external competitiveness; the domestic market is doing very well. The problem of falling exports is heightened by the need to improve the quality of manufacturing to ensure productivity in market niches. This requires clear regulations and technological innovation, among other advances. “Animal spirits abound in businesspeople, but typical problems persist, like the ‘Brazil cost’ reflected in the excessive tax burden and inadequate infrastructure,” said Jose Augusto Coelho Fernandes, executive director of the National Confederation of Industry (CNI)

## SEARCH FOR IDENTITY

With what identity will the country expand its presence in world trade? “India has established itself in the international market as a software producer and exporter of talent.

But what differentiates Brazil?” asks Lia Valls Pereira, coordinator of the Center for the External Sector of the Brazilian Institute of Economics (IBRE). Although Brazil is at the forefront of clean energy production, use of ethanol as fuel, and predominance of hydropower, the country is not yet recognized worldwide as a major producer of clean technologies.

What is clear is that Brazil does not want to be Mexico. For a number of years, Mexico has attracted large amounts of foreign funds for production processes known as “maquillas” — assembly lines of manufacturing predominantly for export, with all the components imported.

“Mexico’s participation in world exports of manufactures grew, but the share of industry in GDP has not, because industry’s value-added declined,” Valls Pereira says. To avoid this in Brazil, past governments established minimum levels of national inputs for various industries.

What about Brazil’s role as a world breadbasket? There is no doubt that selling commodities is important because it brings foreign exchange, but data from the World Trade Organization already show a decline in the share of agriculture in the world market, says Valls. Meanwhile, the share of processed foods has increased worldwide. Lately Brazil has been doing better in processed foods.

Like other diversified economies, Brazil has some advanced technology sectors but others are far behind. "In 60 years of industrialization, the country has succeeded in creating a production system with many virtues, but we depend too much on commodities, although producers have evolved in recent years," says Glauco Arbix, coordinator of the Innovation Observatory of the Institute of Advanced Studies, University of São Paulo. "In the past," he says, "cattle went overseas standing up on ships. Currently, Brazil as the largest exporter of beef and pork has sophisticated systems for slaughtering and distribution. But commodities are still limiting our economy."

## DIFFERENCES

Ricardo Sennes, partner at Foresight Consulting International, has questions about the decline of manufacturing exports. "When we look at sectors individually, significant differences can be detected. There is a direct correlation between a corporation's external competitiveness and a high standard of innovation in processes and products. This trend is growing and those who stay out of it suffer badly," he explains. The 10 Brazilian companies that registered more patents in Brazil and abroad in recent years have an international presence. "Some niches are doing well," Sennes says.

The decline in Brazil's manufacturing exports is different depending on the export market. Brazil's exports to South America are predominantly those with medium and high technological density, such as automobiles and textiles, while exports to the US and European countries have less technology content. Brazilian manufacturing exports to Europe are about 30% of total exports.

Technological content and value-added plunge in what Brazil sends to Asia. The share of manufacturing in exports to China is close to zero — 68% are iron ore and soybeans, and the rest is orange juice and meats.

This phenomenon affects not only Brazilian products; China crowds out other countries in various markets, says Minister Jorge. In absolute numbers, Brazil's sales to the US grew steadily

in the last 10 years, except 2009. But, he explains, "In 2010 we started to regain ground: in the first half, exports to the US rose 24% over the same period last year. But the relative share declined because exporters and government made a huge and successful effort to diversify the countries of destination of our foreign sales."

## INTERNATIONAL INTEGRATION

The share of manufactures in Brazilian exports increased from 45% in 1980 to 59% in 2000, then began to decline steadily.

In 2009 it was 44% and from January to June 2010 it was 40%. The share of Brazil's manufacturing in world exports has long been stagnant: it was 0.7% in 1980 and 0.8% in 2008, according to the Foundation Center for Study of Foreign Trade.

For Baumann the question is not whether the increasing share of commodities in exports is good or bad for Brazil, but rather how to have more efficient international integration. "There's nothing wrong with being rich in natural resources. Nordic countries generated wealth by selling natural resources and Latin America can find a good way to take advantage of its natural resources, too," he said.

That's why industry calls attention to the low level of savings, the excessive expansion of current government spending, high interest rates, and lack of investment in infrastructure."

David Kupfer, professor of economics at the Federal University of Rio de Janeiro, expands on Baumann's comments: "One of the major transformations of Brazil in the next decade will be integration into the global economy. Progress can occur not only with integrating global production chains, but also South American integration of regional production chains." The internationalization of Brazilian companies should continue since so far it has occurred almost exclusively in just a few sectors: "It's one thing for the Vale Corporation to have a presence around the world. It's another for all export industries to achieve global presence."

According to the CNI, the increasing share of commodities in exports must be examined carefully. If Brazil finds markets for products at exceptional prices, it is natural that the export profile changes.

"This is a spontaneous movement, and healthy," says Robson Braga, CNI president. "The concern is when we are faced with a decline in manufacturing

## CHINA'S FACTOR

The problem is not just that the share of Brazil's manufactures in world exports has not increased. A real issue is the loss in manufacturing sales to a single competitor, China. China produces more than half of world production of crude steel and is moving into rolled and other sophisticated steel products. "China is a fact that cannot be ignored," says Valls Pereira.

Brazil's share in total imports to the US has had a slight recovery, but the Chinese share has advanced much more, says Braga. "Only in two sectors of manufactured goods with greater technological content are Brazilian exports higher than Chinese: aircraft and other aerial devices, and weapons and ammunition. But in the case of aircraft Brazilian participation has been declining, while China's has increased slightly," he says.

## IDENTITY CRISIS

Just what is Brazil lacking? "We are the largest exporter of orange juice, but American consumers do not know that when they buy our juice. There is a need to create a Brazil brand. For soybeans it may be dispensable, but for machines and shoes it is essential," stresses Valls Pereira. Another step is to facilitate the access of small industries to foreign markets, and that will require official incentives.

There are countless federal and state programs to encourage exports, but the results are questionable. She comments that, "Unfortunately, there are many ideas or programs, but these initiatives have not been assessed seriously." Excessive bureaucracy still prevents companies from enjoying the benefits of such programs.

## INITIATIVES

A long-term industrial policy could help. Some programs have been reactive rather than strategic. The acting president of the CNI, Robson Braga, praises the Productive Development Policy, announced in 2008, for being focused on annual actions to simplify and reduce the term of administrative procedures. Braga says, "The central problem is that the most important issues for the sector require an extraordinary effort of coordination between government agencies and government branches."

He said it is “a deep extension” of the 2004 Industrial, Technological and Foreign Trade Act, but there are still basic steps, qualification of a skilled workforce and tax reform, that “should be the focus of the next federal government, state governments, and Congress.” In his opinion, “The world standard is no export tax of any kind, direct or indirect.”

Braga says that CNI seeks to demonstrate that “having industry at the center of economic strategy is a way to grow more and better because it is the main source of technical progress, innovation, and productivity.

But this does not require protection and encouragement of inefficiency. What we want is a level playing field: adequate infrastructure, good quality education, and mobilization of policy tools used by our competitors.”

#### WHAT'S NEXT?

Can Brazil become the fifth largest global economic power in 2016

with industry's share of GDP at around 25% and exporting low value-added commodities? “Why not?” asks Wagner Iglecias, professor of the University of São Paulo. “Do we necessarily have to tread the same path as developed countries 50 years ago? Is it not possible for a country to consolidate an economy that is at the same time rural and post-industrial, based on services and other assets?”

Brazil is competitive in a number of agricultural products that are responsible for the trade balance surplus, and its presence in world markets is also affected by subsidies and import barriers imposed by rich nations, Iglecias notes. In his view, the main issue is whether in the medium and long term there will be demand and prices for these products. “The situation in Brazil, compared to some neighbors, is privileged.

Mexico exports agricultural goods, manufactured goods, and services, but it has only one customer, the United States. Venezuela has several business partners around the world but offers only one product, oil,” he says. But Brazil has

a diversified range of both export products and trading partners.

To Minister Jorge, the share of manufactures in exports is falling at a pace that should not affect the growth of the domestic economy. Moreover, Brazil is fully capable of making its industry more competitive and thus raising foreign sales of products with higher added value.

Sennes points out that deindustrialization has occurred elsewhere in the world and usually goes together with increased exports of services. “The higher a country's GDP per capita, the greater the share of the service sector in its economy,” he adds. Brazil has established itself as an exporter of services — legal, engineering, infrastructure, design information technology, and medical, among others — and should bet on service exports to offset the decline of manufacturing exports. “Of course industry still has an essential role in the strategic development of Brazil, but we need to think more broadly. Besides promoting the manufacturing industry, we should promote the Brazilian service industry,” he recommends.

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# INNOVATION FOR THE FUTURE

INTERVIEW Sergio Rezende, Minister of Science and Technology



*“If Brazil wants to consolidate its role in the international economic and political scenario it must give priority to science, technology, and innovation,” says Minister of Science and Technology Sergio Rezende. He believes that the federal government has a fundamental role in the constant search for innovation and the expansion of the capacity of Brazilian companies and products to compete in world markets. For Rezende, Brazil is well able to produce knowledge and must now figure out how to use it to transform the way it does business.”*

**B**razilian industry should grow with the country's economy. However, it needs to be prepared to face the challenges of globalization, and the principal challenge is to add value to products to make them more competitive. This means that companies must make a great effort to incorporate technological innovation into their production processes. The Plan of Action on Science, Technology and Innovation (PACTI) and Productive Development Policy (PDP) sets out measures to stimulate innovation in businesses that have never been adopted in Brazil. But it is up to businesses to change their pattern of production.

## HOW IMPORTANT IS INNOVATION FOR THE INDUSTRIAL SECTOR, WHICH IS AIMING TO ACHIEVE SUSTAINABLE DEVELOPMENT?

Brazil's industrial sector has grown by importing technologies from elsewhere. What is necessary now is to build our capacity to produce knowledge and use our expertise to transform it into new businesses. This means generating wealth by incorporating knowledge into our other resources — natural resources, infrastructure, human capital, etc. It is necessary to turn the knowledge generated in universities and research centers into innovation. Knowledge makes it possible for Brazil to compete in international markets where product

differentiation through technological innovation is the standard.

## HOW CAN INVESTING IN RESEARCH AND INNOVATION HELP CREATE JOBS AND TRANSFORM THE ECONOMY?

If Brazil wants to consolidate its role in the international economic and political scene it must give priority to science, technology, and innovation. They are the pillars of development whose fruits should be distributed in a fair and equitable way. Brazil has a dynamic core of industries and businesspeople that are able to generate new knowledge. The government is very committed to creating a bridge between universities and corporations.

## HOW MUCH HAS BEEN INVESTED IN PUBLIC POLICY INNOVATION?

Since 2006 subsidies have provided about US\$1.7 billion to Brazilian companies, supporting such areas of knowledge and technology as information and communication technologies, biotechnology, nanotechnology, and health. In 2009, to reach the goal of the PACTI and the PDP to make small enterprises more competitive, 77% of the funds (about R\$360 million, US\$200 million) were allocated to projects submitted by small enterprises. With regard to tax incentives

offered by the 2005 Goods Law, the number of companies benefiting rose from 130 in 2006 to 460 in 2008 — a 240% increase. Investment in research and development companies that have benefited from the Goods Law rose from R\$2.2 billion (US\$1.2 billion) in 2006 to R\$8.8 billion (US\$5 billion) in 2008 (0.3% of gross domestic product). Today, according to the Brazilian System of Technology, we have 56 national networks, 20 technology services, 22 extensions arranged in the states, and 14 networks of innovation centers.

## HOW DOES BRAZIL COMPARE TO THE REST OF THE WORLD IN TERMS OF INVESTMENT IN RESEARCH AND DEVELOPMENT?

Scientific knowledge in Brazil is relatively recent. Twenty-five years ago, the Brazilian scientific community had about 10,000 people with doctorates, of whom 8,000 were professors in graduate schools. Today, it has more than 80,000 people with doctorates; its scientific population is the largest and most qualified in Latin America.

It is well known that although Brazil graduates many engineers, there is still a shortage of professionals to respond to the demand that economic growth is creating. To meet this deficiency, we are increasing engineering scholarships to meet the PDP and other national strategic

goals. We foresee an increase of 15% a year in the number of scholarships for these areas from the National Council of Scientific and Technological Development. The number of scholarships for graduate studies in engineering increased from 3,063 in 2007 to 3,297 in 2008 and to 3,702 in 2009. So between 2008 and 2009 there was growth of 12%, gradually approaching the 15% growth expected in PACTI.

**WHAT ADVANCES HAVE BEEN ACHIEVED IN SCIENCE AND TECH-NOLOGY IN RECENT YEARS?**

The government has given priority to science, technology, and innovation. The budget of the Ministry of Science and Technology (MST) will reach R\$7.9 billion (US\$4.4 billion) this year. Ministries and federal agencies

together are effectively using the US\$41 billion (US\$ 23 bil-lion) that was committed under PACTI for 2007-10. A significant advance was the implementa-tion of the Sectoral Funds for Science and Technology. Con-gress has passed several other laws proposed by the MST

that define the sources of new funds. The National Fund for Scientific and Technological Development has risen from R\$350 million (US\$196 million) in 2002 to R\$3.1 billion (US\$1.7 billion) this year. Another advance was to make innovation the core of the National Policy of Science, Technology and Innovation and the country's development. Efforts have also been made to have the states pass their own laws for innovation. By April 2010 14 states had already done so.

**DOES BRAZIL INDEED HAVE AN INDUSTRIAL POLICY OR DO GOVERNMENTS LAUNCH MEASURES IN REACTION TO PROBLEMS, WITH NO LONG-TERM PLANNING?**

The current policy expands the scope of actions already initiated and strengthens their relationship with other structural policies and their monitoring and evaluation. The challenges are to raise the innovation capacity of the productive sector and strengthen small enterprises.

These are directly articulated in the PACTI commitment to promote technological innovation in enterprises.



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# TAX MATTERS

TEXT Herbert Drummond

*For any business entity planning to venture into Brazil, familiarity with the country's complex taxation system is the key first step to forecasting a favourable return on investments.*

**T**he Brazilian tax system is generally considered very complex and somewhat confusing. However, as soon as one knows the way to follow, it becomes a little bit easier to understand. After all, the tax system is something every business person interested in investing anywhere should commit to memory. As it is an important factor to estimate the Internal Return Rate and consequently, the pay back of the investment, here are some basic points about the Brazilian laws.

The first thing a Singaporean business person who wants to invest in Brazil has to understand is that, unlike Singapore, Brazil adopts an internal division in which the three levels of government are independent from each other. Therefore, the Mayors of the cities are not supposed to respond to the State Governors or even to the President of the Republic. Neither can the President give orders to the Governors or Mayors. The relations between the different levels of power are regulated by political understandings and, of course, by the Brazilian laws, without any sort of subordination.

In order to guarantee the independence of each unit (cities, states or country), they all have their own sources of revenue, and charge their own taxes. The Constitution of the Federative Republic of Brazil, promulgated on 5 October 1988, regulates which taxes can be charged by each unit in its Title VI, Chapter I, Sections I through VI.

## TAX STRUCTURE

According to the text of the Constitution, the main taxes charged by the Federal

Government are Import Duties (II), Export Duties (IE), Tax on Industrialized Goods (IPI), and Income and Capital Gains Tax (IR). The main sources of income to the states are the Tax on Circulation of Goods, Interstate and Inter-Municipal Transport, and Communications (ICMS), similar to the Singaporean GST; and the Road Tax (IPVA). Cities are responsible for collecting, mainly, the Urban Property Tax (IPTU) and the Services Tax (ISS). There are other taxes, but those are the main ones which every business person has to know.

The Income and Capital Gains Tax is the most important of all Brazilian taxes, since it reaches both individuals and legal persons. It can be divided in two segments: the Personal Income Tax and the Corporate Income Tax. Concerning companies, the Corporate Income Tax affects capital gains of legal entities at a rate of 15%. It also reaches the profit of companies at a rate between 15% and 25%, depending on the profit value.

## TRANSPORT AND COMMUNICATION

Another universal Brazilian tax is the Tax on Circulation of Goods, Interstate and Inter-Municipal Transport, and Communications (ICMS). It is the main State tax, and is due on operations involving circulation of goods (including manufacturing, marketing, and imports) and on interstate and inter-municipal transport and communications services.

ICMS is non-cumulative, and thus tax due may be offset by credits arising from the purchase of raw materials, intermediary products, and packaging

materials. Intrastate rates normally vary from 7% to 25%. Rates applied to interstate commerce are 7% or 12%, depending on the destination. Export goods are exempted from ICMS.

Still concerning corporate entities, there is the Services Tax, levied by the municipalities over certain services at an average rate of 5%. This rate varies from city to city; according to their interest in attracting investors to services in their areas.

## CONCESSIONS

Taxes exemptions and incentives can be discussed with the proper legal department responsible and will depend on a series of factors, such as the volume of money invested, the number of jobs generated, other industries that might be attracted to the area in order to supply the ones making a major investment, etc.

Despite the several different taxes existing in Brazil, a company that intends to invest in the country might not be subject to all of them. Therefore, it is important to study the area of action and have a good consultant to help setting up a legal plan and verify possible incentives offered by different states or municipalities.

For those who want to become a little bit more familiar with the Brazilian Tax System, the Ministry of Foreign Relations of Brazil produces the "Legal Guide for Foreign Investors in Brazil".

The digital copy of this manual can be easily found, for free, in the Embassy of Brazil to Singapore's webpage. We strongly suggest reading this publication.

# LEGAL EAGLES

*When it comes to effective business entry into Brazil, it makes sense to seek proper and up-to-date legal advice on a broad range of nuanced issues that arise during the structuring phase of corporatisation.*

**F**elsberg & Associates is a full-service law firm with significant experience in complex business transactions including agribusiness, shipping, environmental law, privatizations, project financing, corporate restructurings, mergers and acquisitions, and international trade matters. Most of the firm's lawyers are multilingual and its corporate philosophy stresses sensitivity to cultural matters in all of its dealings. The company takes pride in the level of service that it affords clients.

The firm was established in 1970 and has grown to become one of the leading corporate law firms in Brazil. It is based in Sao Paulo, Brazil's commercial hub and South America's largest city. Felsberg & Associates has more than 200 professionals today, with offices in Sao Paulo, Rio de Janeiro, Brasilia, Campinas, Shanghai, Washington D.C., New York and Dusseldorf, as well as support personnel in Geneva.

Mr Rodrigo do Val Ferreira, Lawyer and Chief Representative of Felsberg & Associates, Shanghai Office holds the distinction of being the associate with the most extensive experience in China, paving the way for Felsberg & Associates' key role as an efficient business platform, providing tailored legal advice and business information to Asian-based clients.

Singapore companies looking at investments opportunities in Brazil would certainly do well to consult an experienced legal team that can render full-time assistance in addressing all their needs to achieve their objectives and succeed in doing business in Brazil. We speak to Mr Rodrigo do Val Ferreira to get an insight into the process:

## **WHY SHOULD SINGAPORE COMPANIES LOOK FOR BUSINESS / INVESTMENT OPPORTUNITIES IN BRAZIL?**

Brazil has become one of the best performing economies in recent years, especially in a period when diversifying investments has become a crucial strategy. Many sectors are directly linked to Asian growth and, therefore, to Singapore's growth. For Asia to grow, it will certainly consume a lot more natural resources that are being produced in Brazil. There is a big expectation that Brazil will maintain its growth trend for the next couple of years, boosted by a number of infrastructure projects linked to the hosting of the next World Cup and the 2016 Olympic Games. The oil & gas, shipping, trading of commodities and natural resources, services (such as engineering and design) in general, are just some of the potential areas for Singapore companies to invest.

## **WHAT ARE THE PROVISIONS FOR DOING BUSINESS IN BRAZIL?**

It is necessary for foreign companies to open a branch or incorporate a subsidiary in Brazil. Foreign capital (such as financial proceeds) invested in Brazil receives the same legal treatment granted to domestic capital, unless otherwise expressly provided in Law, on a few exceptions.

## **WHAT ARE THE LEGAL PROCEDURES INVOLVED IN SETTING UP A REPRESENTATIVE OFFICE OR SUBSIDIARY?**

Foreign enterprise usually decide to incorporate the business as a corporation or a private limited liability company and operate as a subsidiary of the foreign parent, or to operate as a branch. A Singapore company is required to obtain authorization from the federal government and file its corporate documents with the competent Commercial Registry (Junta Comercial). Registration with the Brazilian Central



Mr Rodrigo do Val Ferreira,  
Lawyer and Chief Representative of  
Felsberg & Associates, Shanghai Office

Bank, federal tax authorities, the state tax authorities, the municipal tax authority and the social security system are also required.

## **PLEASE GIVE US EXAMPLES OF SUCCESSFUL INCORPORATION OF ASIAN FIRMS IN BRAZIL?**

We have many examples, such as airlines (Korean Air, Turkish Airlines, El Al, Emirates, etc.); car manufacturers (BYD); and mining and metallurgy companies (Baosteel). We are now initiating the expansion of our services to Singapore and starting to get in touch with the companies interested in investing there. As a full service provider, Felsberg & Associates plays an essential role in drafting tailored strategies to enter the Brazilian market, access credit in Brazil and negotiate with relevant authorities, whenever necessary.

## **HOW DOES FELSBERG & ASSOCIATES HELP CLIENTS TO BENEFIT FROM CONCESSIONS OR INCENTIVES PROVIDED BY THE GOVERNMENT?**

Our Partners maintain close contact with all levels within the Brazilian Government and its agencies and departments. Among our Partners, we specifically count on the support of Ambassador Sérgio Silva do Amaral, in what regards to the dialogue with the Public Sector. Ambassador Sérgio Amaral has occupied many notable positions along the decades, as Ministry of Development, Industry and Foreign Trade, for example, and has recently been elected President of the China – Brazil Business Council, the most renewable non-governmental institution between both countries.



# JET SET

*Embraer Asia Pacific marks a decade in the region blazing a trail with the E-Jet aircraft, which has made it one of the world's largest aircraft manufacturers and a leader in the category of aircraft with up to 120 seats.*

If you've ever flown within Australia for an off-the-beaten-path kind of holiday, made an internal flight connection within Japan for a quick ski-trip in Sapporo or even hopped across South India in style and comfort, you would have probably flown on an Embraer E-Jet.

A what-jet? An E-Jet by Embraer, one of Brazil's leading exporters and in fact the third largest manufacturer of commercial jets with up to 120 seats. Established in 1969, the company designs, develops, manufactures and sells aircraft for commercial aviation as well as the executive aviation and defense segments. Over the last 41 years, Embraer has built a legacy of reliability and forward thinking, underscored by sound technological and engineering heritage.

Indeed, the very first commercial aircraft made by Embraer, the EMB110 (Bandeirante) started flying in Australasia as far back as 1978, and is still in service today.

Embraer's love affair with Asia Pacific has since blossomed. Today, almost 150 commercial Embraer aircraft – from the EMB110 to the EMB120 Brasilia, ERJ 135 and 145 family, and the latest E-Jets – are in service with more than 20 operators in Asia Pacific. In fact, one commercial aircraft takes off every two minutes in the region.

## REGIONAL NETWORK

In 2010, Embraer commemorates the 10th anniversary of its Asia Pacific headquarters in Singapore.

Established in 2000, Embraer Asia Pacific was located in Singapore so that the company could be closer to its customers in the region, and better equipped to position

the Embraer brand and products. Singapore was chosen as the company's strategic base for the region due to its proximity to the markets and its hub status for business as well as transport, logistics and other corporate services which make it a conducive business environment.

In the last 10 years, a slice of Brazil has been transferred from the company's head office in Sao Jose dos Campos, in the state of Sao Paulo, to Embraer's offices here and throughout the region. Coupled with the variety of other cultural identities and nationalities of its local employees in Asia, the company is a veritable melting pot of peoples and cultures. Almost 70 employees of more than 13 nationalities all work together and make Embraer a truly global company albeit with proud Brazilian roots.

Today, Embraer Asia Pacific handles all corporate activities, and manages and administers all materials and customer support from its offices in Singapore, as well as the sales and marketing activities for which the office was first created.

The Company's Regional Distribution Center (RDC) – set up in 2007 to be the hub from which all spare parts and materials for Embraer's commercial customers are managed and administered – has been expanded in 2010 to carry stock of parts for Embraer's growing portfolio of Executive Jet customers in the region. This expansion mirrors the rapid growth of Embraer's Executive Jet business, which now counts three dedicated Authorized Service Centers throughout Asia Pacific – one each in India, Indonesia and Australia.

*Embraer's love affair with Asia Pacific has since blossomed. Today, almost 150 commercial Embraer aircraft – from the EMB110 to the EMB120 Brasilia, ERJ 135 and 145 family, and the latest E-Jets – are in service with more than 20 operators in Asia Pacific. In fact, one commercial aircraft takes off every two minutes in the region.*

## GLOBAL REACH

Globally, Embraer's Executive jet business has grown to have a market share of 9%, up from 3% when the business unit was first created. Considering the executive jet division at Embraer only came into being 10 years ago and is now a US\$1 billion business, this is a tremendous achievement.

With a view to becoming a major global player by 2015, Embraer expects that Asia Pacific will account for almost 12% of the world's fleet of executive jets in the next 10 years. Today, it has 3.6% of the active fleet in service.

The Company's global commercial aircraft business is also looking up. After a somber few years due to the global financial crisis, the Company recently announced strong orders for the Company's E-Jets by significant players in the airline industry to the tune of over US\$1.5 billion.

These orders attest to the continuing utility and application of the E-Jets – which reinvented regional aviation when they entered service in 2004 – as aircraft that provide excellent performance while being economical to acquire and cost-effective to maintain.

Underscored by a superior product package with comprehensive aircraft and after sales support for parts, services & technical assistance, these jets are what have made Embraer one of the world's largest aircraft manufacturers to date, and a leader in the category of aircraft with up to 120 seats.

This leadership position however, is being contested by the likes of Embraer's existing competitors, as well as new entrants in the market. Which is why the pride of the Brazilian aeronautical industry is not resting on its laurels, but continually assessing market demand and projected air traffic growth, as well as listening to the needs and wants of customers and passengers as part of their business development strategy.

In April this year, the company made a bold and strategic change to its senior leadership by announcing an altogether new division, i.e. that of new programs for the airline market. The creation of a new division dedicated to the study and development of new programs sent a signal to the industry that Embraer is not giving up its hard won seat at the table of industry leaders, but continually investing in new programs and initiatives to maintain its pioneering status as one of the industry's most forward thinking organizations. Indeed, CEO Frederico Curado maintains that the company is investing heavily in technology, and has 16 new technology projects ongoing.

## LOOKING TO THE FUTURE

With Embraer expecting air traffic growth in Asia Pacific (with China) representing more than one-third of the current world air traffic by 2029 and requirements of 575 new jets (with 30 to 120 seats) in Asia Pacific in the next 20 years as well, this bold step can only augur well for the company's business in Asia Pacific as well as globally.

Embraer's Defense portfolio also looks set to give the company's competitors a run for their money. Embraer's current program under development – the KC390 military transport aircraft – is well underway, with the Brazilian Air Force (Forca Aerea Brasilia, or FAB) recently announcing their intention to purchase 28 aircraft.

Once it goes into production, the KC-390 might just do for military transport what the E-Jets have done and keep doing for regional commercial aviation – i.e. reinvent it. After all, with more than 40 years of technological know how and industry experience, what more could you expect from a pioneer in the aviation business?

With so much going on with the company's business divisions, it's no wonder that the people of Embraer are excited about the future of the company.

# JURONG CONSULTANTS SHARE MASTER PLANNING EXPERTISE WITH BRAZIL AIRPORT PROJECT

*The development of a logistic hub in the Metropolitan Region of Greater Belo Horizonte (RMBH) is a promising venture that links the Tancredo Neves International Airport (AITN) and Granbel Inland Port as part of a larger plan to develop Belo Horizonte Metropolitan Airport City into a Multimodal Corridor hub. Jurong Consultants play a key role in the master planning for the expansion project.*

**J**urong Consultants Pte Ltd had the honour of meeting Mr Luiz Antonio Athayde, Under Secretary and Head of Public Private Partnership from the State Secretariat of Economic Development (SEDE), Minas Gerais, in early 2008 during the Latin Asia Business Forum held in Singapore and organised by the International Enterprise (IE) Singapore. Through this opportunity, a team from Jurong Consultants comprising senior officials visited Belo Horizonte, State of Minas Gerais, in November 2008. The meetings were fruitful as both SEDE and Jurong Consultants shared positive outlook about the future of Belo Horizonte and discussed a possible partnership in planning for the future Belo Horizonte Metropolitan Region (RMBH).

In December 2008, Jurong Consultants together with her partners from Changi Airports International, Frost & Sullivan and CPG Corporation were tasked by the Minas Gerais State Government of Brazil to plan for a RMBH Multimodal Corridor hub. This involves developing a 670 sq km area site (a 67-km corridor highway with a width of 5 km on each side) that links to the Tancredo Neves International Airport (AITN) and Granbel Inland Port as part of SEDE's larger plan towards developing a Belo Horizonte Metropolitan Airport City and transforming it into a dynamic multi-modal hub.

The scope of the project, which officially commenced in January 2009 and lasted 13 months, entailed producing a strategic and broad structure plan, backed by market study and projections for the next 20 years. Jurong Consultants' tasks were to perform site analysis, produce development concept, land use clusters, infrastructural and roads proposal, phasing and recommendations of the most optimal land use mix while taking into account the

market study and AITN Airport master plan and operations plan to develop a holistic framework to guide RMBH's development for the next 20 years. Based on the market study, Jurong Consultants made recommendation on the target industrial clusters and proposed the development of towns to provide ready catchment of workers to the industries. Improving the accessibility aids in making the place viable for businesses to take place.

The development also takes into consideration possible environmental impacts on the surrounding green and sensitive APA CARSTE region to the north of the study area. Praxis Projetos was engaged to carry out an environmental impact assessment of the Structure Plan and development of the AITN. Suggested mitigation measures were taken seriously by the consultants to minimise degradation and promote an economically, environmentally and socially sustainable RMBH.

Jurong Consultants believe that the project has brought mutual benefits for both Brazil and Singapore. Apart from the strong friendships forged and a better understanding of each other's culture and way of life, the completion of the project is a testament to SEDE's drive to guide developments in RMBH and to promote a pro-business environment to their investors, as well as JURONG International's commitment to the sharing of our master planning experience and best practices from around the world.

Our interaction with other State agencies such as SEDRU, SEMAD, SEPLAG, SETOP and SETUR had similarly opened up more doors for interaction with other private companies and strengthened the ties between Brazil and Singapore.

# BRAZIL'S CHOICE PARTNER

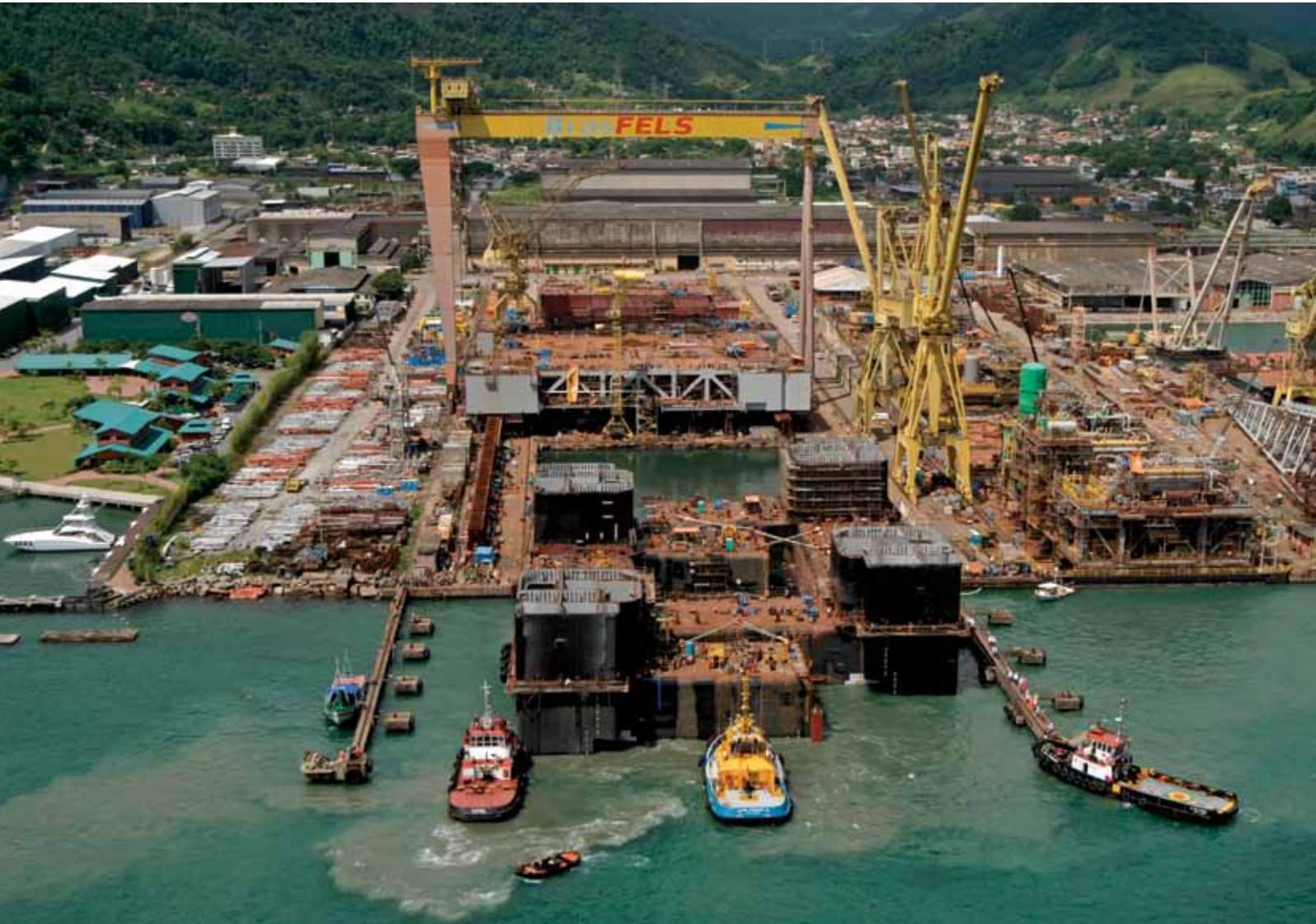
## CELEBRATING ALMOST THREE DECADES OF DEEPENING CONNECTIONS BETWEEN KEPPEL AND BRAZIL



*“Keppel O&M has successfully delivered several important projects for Brazil, deepening relationships with our valued customers. Through our Near Market, Near Customer strategy and growing local presence, we are solidly positioned to help advance the goals of Petrobras and its operators, as well as contribute to the progress of the local offshore and marine industry. We remain committed to being the partner of choice and provider of solutions to Brazil.”*

**Mr Chow Yew Yuen**  
President (The Americas) of Keppel O&M

BrasFELS is today the most comprehensive offshore and marine facility in Latin America, playing a key role in helping to meet the nation's aspirations for greater local content.





After a successful preconversion at Keppel Shipyard in Singapore, FPSO P-57 will have her newly fabricated topsides installed and integrated at Keppel's BrasFELS yard.



Keppel FELS has been building two of its proprietary DSS™ 38 semisubmersible rigs for trend-setting Brazilian drilling contractor group, Queiroz Galvão Óleo e Gás (QGOG). Seen here is Gold Star, chartered to drill offshore Brazil for Petrobras.

Continental barriers are no obstacle to Singapore's Keppel Offshore & Marine (Keppel O&M), which has literally journeyed to the other side of the globe to be near its market and customers in Brazil.

The Company's dealings with Brazil date back to the 1980s when it undertook various vessel repair jobs from Petrobras. Three decades later, Keppel has achieved tremendous milestones and established important and lasting ties with Brazil and its people.

The establishment of Keppel FELS Brasil in Rio de Janeiro and its BrasFELS yard in Angra dos Reis in 2000 played a critical role in the revival of the local offshore and marine industry. An early mover into the country, Keppel has since contributed strongly to the country's track record for offshore and marine construction and conversion.

Through a sustained transfer of expertise, technology and systems from Keppel's Singaporean yards to Brazil, BrasFELS has become the most comprehensive offshore and marine facility in Latin America, and plays a key role in helping to meet the nation's aspirations for greater local content.

In 2010, Keppel marked another milestone in this longstanding partnership with the acquisition of a 7.6-ha shipbuilding yard in Navegantes, Santa Catarina. The new yard will focus on the construction of Offshore Support Vessels, including

Anchor Handling Tug Supply vessels, Platform Supply Vessels, Oil Recovery Support Vessels and harbour tugs, thus enlarging Keppel's comprehensive offerings for Brazil's offshore oil and gas sector.

#### TRUSTED OFFSHORE SOLUTIONS PROVIDER

Keppel has been participating in the growth of Petrobras since it first built the P-18 FPU in partnership with Odebrecht 1994. That paved the way for more milestone projects, including the conversion of a second semisubmersible rig, P-27, in 1998.

In the years that followed, Keppel went on to achieve many firsts for the Brazilian offshore industry, including the construction of some of the world's largest Floating Production Units (FPUs) P-52 and P-51 for Petrobras. P-52 was the first project on which Petrobras had imposed a minimum 60% local content requirement. P-51, an identical sister unit, was later built almost entirely in Brazil by Keppel.

Demonstrating its effectiveness in providing greater local content, BrasFELS is presently constructing the third FPU, P-56, on which it has achieved eight million man-hours worked without reportable incidents, setting a new safety record in the local industry.

Gaining on the momentum of its repeated successes, in December 2009, Keppel FELS Brasil secured close to US\$800 million worth of contracts to upgrade and repair three of Noble Corporation's Brazil-based drillships. When completed, the drillships will be deployed offshore Brazil to meet the requirements of Petrobras's extensive drilling plans.

Shortly after, Keppel's equal joint venture with J. Ray McDermott, Inc., FloaTEC Singapore, won the contract from Petrobras and Chevron to build and operate the US\$1 billion P-61 Tension Leg Wellhead Platform (TLWP) for the Papa-Terra field in Brazil's Campos Basin.

The win-win relationship between Keppel and Petrobras has also been extended to the latter's appointed offshore operators. Over in Singapore, Keppel FELS has been building two of its proprietary DSS™ 38 semisubmersible rigs for trend-setting Brazilian drilling contractor group, Queiroz Galvão Óleo e Gás (QGOG). Both units are chartered to drill offshore Brazil for Petrobras.

#### PREFERRED MARINE PARTNER

On the marine front, Keppel has long established a strong track record for fast-track conversions of FPSOs, and has continued to be entrusted with several repeat conversions projects from its customers for Brazil.

Back in 2001, BrasFELS undertook the conversion of FPSO P-48 for Halliburton Produtos. The successful delivery of this first FPSO to be converted in Brazil was crucial in anchoring Petrobras's confidence in the capabilities of Keppel's local yard.

The Group's yards around the world have since undertaken more than a dozen major and repeat conversion projects that support Brazil and Petrobras's oil and gas activities. These include 11 FPSOs, 2 Floating Storage Re-gasification Units (FSRUs), as well as the conversion of tankers to shuttle tankers and a cement carrier.

Leveraging the synergies of its global network, Keppel's yards deliver seamlessly integrated services and solutions across continents to the doorsteps of its customers and markets.

In Singapore, world-leading shiprepairer and converter, Keppel Shipyard was selected by Single Buoy Moorings Inc (SBM) to perform the pre-conversion of P-57, an FPSO vessel bound for the Campos Basin. The vessel set sail in 2010 from Singapore and is at

the BrasFELS yard undergoing the rest of the conversion which includes completion works on the topsides.

Mr Renato de Souza Duque, Services Director of Petrobras, said, "We know Keppel very well. They have completed many projects for us successfully and have demonstrated excellent project management and reliability. We look forward to another high quality project from them."

In addition to FPSO P-57, Keppel's ongoing projects for Petrobras and Brazil include the major conversions of FPSO P-58, FPSO Maersk Peregrino, FPSO Cidade De Paraty and FPSO OSX-1.

### **SPECIALISED SHIPBUILDER OF CHOICE**

Fortifying its Near Market, Near Customer strategy, Keppel acquired a shipbuilding yard in Santa Catarina in April 2010.

Known as Keppel Singmarine Brasil, the new facility is expected to be operational by the second half of 2010 and will bring

the Group's specialised shipbuilding expertise and proprietary technology to the doorsteps of Brazil's offshore field development market to help satisfy the demand for robust support vessels.

At full capacity, the yard is estimated to be able to complete an average of eight vessels a year. It will also be equipped to undertake the fabrication of offshore modules, which will be an added advantage for Keppel to support the execution of major projects at the BrasFELS yard.

"Our latest acquisition reinforces Keppel O&M's Near Market, Near Customer strategy, and complements our BrasFELS yard in Angra dos Reis in offering a slew of comprehensive solutions for Brazil's offshore oil and gas sector.

"Coupled with our experience and in-depth understanding of the Brazilian market, I am confident that Keppel O&M has a compelling proposition for drillers and fleet owners in the country," said Mr Chow.



Leveraging its global network, Keppel's yards deliver seamlessly integrated services and solutions across continents to its customers.



# SINGAPORE: WHERE BUSINESSES ARE WELL POSITIONED TO RIDE ASIA'S GROWTH

**S**ingapore is a small country located in the heart of a growth region – Asia. With a landmass of only 710 square kilometres and a population of about 5 million, Singapore is the fifth wealthiest country in the world in terms of GDP per capita, a commendable accomplishment for the city-state that has gone from third world to first in just 45 years.

The Republic's growth has been closely linked to its development as one of the world's most important shipping and trading hubs. Today, the Singapore Port is the world's busiest in terms of total shipping tonnage and is responsible for one fifth of the world's container transshipment.

What Singapore lacks in space and natural resources, it has made up for with innovation and a strong focus on capability development. It has built up a diverse high-tech manufacturing sector that contributes to a quarter of its GDP, with the services sector as the other twin engine of growth. Singapore's core advantages are: its trusted and corrupt-free government; a highly skilled and educated workforce; and its geographic location which provides easy access to three billion people in Asia within a seven hour flight radius.

Singapore remains the highest ranking Asian city in Mercer's "2010 Quality of Living Index", and it strives to be the choice destination for top talent to work, live and play, so that companies can choose from the best talent when they come to Singapore. One in four people working and living in Singapore is a non-resident. Singapore

welcomes talent because it is a key growth driver for companies and industries and in turn, generates more jobs.

Cities in Asia including Singapore are becoming "hot" spots for expatriates. Singapore offers a unique blend of the East and West. It is a highly liveable city offering a good quality of life, easy regional access, safety, infrastructure, and a cosmopolitan and global lifestyle.

Rated the most business friendly country in the World Bank's "Doing Business 2010" report, Singapore has attracted 36,000 international companies to its shores. There are more than 7,000 multinationals based here, of which 60 per cent perform various types of headquarter services for the region and even globally. These include close to 20 Brazilian companies including Petrobras, Vale, Embraer, WEG, Votorantim, and Brazil Foods.

In the coming years, Asia will stage the strongest growth story, and Singapore's strategy is to position itself as the home in Asia for US, European and Latin American companies, as well as a springboard for Asian enterprises that are internationalising. Businesses will find Singapore a good partner to develop innovative, future ready solutions to meet the challenges and opportunities arising from the rapid urbanisation of emerging cities around the world.

Recognising the growing interest amongst Latin American businesses to globalise and expand their footprint to Asia, the Singapore Economic



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*There are some leading Latin American companies that are going international with impressive speed and sophistication. Singapore is well poised to partner the multinationals and local companies with international aspirations as they seek out growth opportunities in Asia and globally.”*

**- Dr. Beh Swan Gin**  
 Managing Director  
 Singapore EDB

Development Board (EDB) opened its 21st overseas centre in São Paulo, Brazil in October 2009.

“There are some leading Latin American companies that are going international with impressive speed and sophistication,” noted Dr. Beh Swan Gin, Managing Director of the Singapore EDB. “Singapore is well poised to partner the multinationals and local companies with international aspirations as they seek out growth opportunities in Asia and globally.”

Brazil is the key economy leading the region’s growth. Its rapid recovery from the global economic downturn paves the way for continued internationalisation of Brazilian companies. As a global business city in the heart of Asia, Singapore provides a vantage point for these companies to access and seize opportunities in Asia.

Mega growth trends like rapid urbanisation, changing demographics and the rise of the Asian middle class are shifting demand growth drivers to this region. This creates a window of opportunity for Brazilian companies in key sectors such as energy and chemicals, oil and gas, aerospace, precision engineering, and consumer businesses.

#### **ENERGY AND CHEMICALS**

As a fundamental pillar of the manufacturing sector, Singapore’s chemical industry has been remarkably successful in the last 15 years. The Republic has taken a long term view in the development of this industry, having painstakingly built up the necessary infrastructure to make Singapore a leading global chemical hub. Jurong Island, the centrepiece of Singapore’s chemical industry, is a manifestation of this commitment. Chemical companies are expanding their presence in Asia because of the market and growth potential. In this respect, Singapore offers the right infrastructure,

connections and talent base, making it the choice location for headquarters operations. LANXESS, Huntsman and Mitsui have recently located their global headquarters for various business units to Singapore, and Petrobras has a regional trade and commercial office here as well.

#### **OIL AND GAS**

Singapore is home to a thriving oil and gas industry. Conveniently located at the confluence of major shipping lanes, its marine sector has long been a leading centre for ship repair. This has contributed to Singapore becoming a top player in the global market for oil and gas drilling units and offshore support vessels. Local conglomerates Keppel and SembCorp are renowned names in the global industry, with significant investments in Brazil. Singapore is the largest manufacturer of jack-up rigs, and commands 70 per cent of the world market. It also has 70 per cent of the global market for the conversion of floating production storage offloading units.

#### **NATURAL RESOURCES**

A new global trend is the shift of consumption and production patterns from the West to Asia Pacific. Situated in resource-rich Asia, Singapore is a choice location for world-class natural resource companies in the agriculture, metals and minerals industries. Many of the agri-commodity players here have moved beyond trading functions to establish significant activities along the business value chain, such as marketing, trade finance, transshipment, and other shared services operations. Underpinning the growth of this sector is the focus on research and development, as seen with the set up of the Temasek Life Sciences Laboratory, and the Minerals, Metals and Materials Technology Centre at the National University of Singapore. Brazilian resource companies that have a presence in Singapore include Vale, Agrencia, Votorantim and CBMM.



PHOTO COURTESY: Singapore Economic Development Board

## PRECISION ENGINEERING

The precision engineering (PE) industry is a crucial enabler for numerous other industry sectors. Singapore is home to a wide range of PE companies ranging from contract manufacturers to full solutions providers. Its unique strength in PE underpins the global leadership positions that Singapore holds in areas such as aerospace and oil and gas equipment. With some 2,700 PE companies, Singapore offers a full range of products and services. The expertise, quality and connectivity of Singapore's PE industry have attracted highly sophisticated manufacturing PE companies to locate their regional operations here, including WEG and SMAR.

## CONSUMER BUSINESSES

Globally, the consumer care, food, nutrition, lifestyle and hospitality sectors are expanding at unprecedented rates due to population growth, increased urbanisation and greater consumer affluence. This is especially true in Asia, which is home to three billion people. With a growing awareness and excitement about Brazilian brands, arts, music and culture, Asia will be an important market for Brazilian consumer companies in the medium to longer term. As a microcosm of Asia, Singapore is able to offer pan-Asian consumer insights given the

cosmopolitan community and proximity to different Asian nationalities and cultures. Consumer business companies draw upon Singapore's base of research capabilities in consumer science, sensory and market research to spot trends and gather market intelligence for Asia.

## SINGAPORE AS A HOME FOR TALENT

To exploit and overcome the diverse opportunities and challenges in Asia, companies need to build up a cadre of Asia-proficient managers, and a leadership team that is attuned to the operational pulse of Asia. Singapore's strong base of global business schools and institutions such as INSEAD, ESSEC, Nanyang Business School and the Human Capital Leadership Institute could work in collaboration with Latin American companies to develop Asia-ready leadership talent. These institutions will also be excellent partners for Latin American universities seeking to internationalise.

## LEVERAGING SINGAPORE AS A GLOBAL ASIA HUB

As Latin American businesses evaluate the next steps in their international expansion, they would do well to explore the opportunities in Asia and the value that Singapore provides to companies that manage, integrate, control and expand their business activities from here for Asia and the world.

## SINGAPORE ECONOMIC DEVELOPMENT BOARD (EDB)

EDB is the lead government agency for planning and executing strategies to enhance Singapore's position as a global business centre and grow the Singapore economy. We dream, design and deliver solutions that create value for investors and companies in Singapore. In so doing, we generate economic opportunities and jobs for the people of Singapore; and help shape Singapore's economic future.

'Host to Home' articulates how EDB is sharpening its economic development strategies to position Singapore for the future. It is about extending Singapore's value proposition to businesses not just in helping them improve their bottom line, but also in helping them grow their top line. EDB plans to build on existing strengths and add new layers of capabilities to enable Singapore to become a 'Home for Business', a 'Home for Innovation' and a 'Home for Talent'.

For more information, please go to [www.sedb.com](http://www.sedb.com)



Qatar Airways' maiden flight arrives in Sao Paulo



Official ribbon-cutting ceremony



CEO Akbar Al Baker addresses the gathering.

# QATAR AIRWAYS

## DAILY SAO PAULO FLIGHT TAKES OFF

*Singaporean can look forward to better connectivity as Qatar Airways Flagship Boeing 777-200 long-range aircraft brings in convenient connection to Brazil from Singapore.*

**Q**atar Airways now has daily flights to Brazil's largest city Sao Paulo taking the Doha-based carrier's global network up to 92 points served worldwide. The new South American flights offer excellent connections to and from Singapore and Sao Paulo via the airline's Doha hub.

With the land of samba now in the airline's network, it signals the latest step in Qatar Airways' expansion drive with South America as the latest piece in the airline's global network that now covers six continents.

Qatar Airways Chief Executive Officer Akbar Al Baker led a high profile delegation of dignitaries and international media from Asia on the inaugural flight QR921 from Doha to Sao Paulo. They included Brazil's Ambassador to the State of Qatar, His Excellency Anuar Nahes.

A ceremony at the airport featuring a cake-cutting ceremony and speeches were held on arrival, attended by government, airport and business officials, together with local and international media.

Al Baker described the occasion as historic, one that would boost economic ties between Qatar and Brazil.

"Today, I am proud to say that we have achieved a remarkable feat, stretching our award-winning Five Star service to South America. This is indeed a momentous occasion for Qatar Airways and all our staff," Al Baker said at the arrival reception. "With our new route, we will reinforce and strengthen the relationship we already share, boosting trade, commerce and tourism."

Qatar Airways is the only Five Star ranked airline operating between the Middle East and South America, and was recently elevated to the top three airlines in the world in the prestigious Skytrax global rankings.

Qatar Airways operates the Boeing 777-200 Long Range aircraft in a two-class configuration of 259 seats – 42 in Economy and 216 in Business Class offering arguably, the most spacious aircraft of any airline flying between the Middle East and South America.

In Business Class, passengers are able to enjoy unprecedented comfort and space with a seat pitch of up to 78 inches, and each seat converting into 180-degree fully flat beds. With a 2–2–2 seat configuration, Business Class passengers are assured of either a window or aisle seat.

In Economy Class, seat space is above the industry average with a pitch of up to 34 inches offering significant legroom.

The 3–3–3 seat configuration is the most spacious of any airline flying to South America from the Middle East.



Ipiranga Museum - São Paulo

## Sao Paulo - the city that never sleeps

Known as a city that never sleeps, Sao Paulo carries the reputation of being the powerhouse of the Brazilian economy. While Brazil is a country that has international recognition for its samba and football, it is not uncommon to hear that 'Paulistas' (citizens of Sao Paulo) work, while the rest of Brazil relaxes.

The undeniable fact is that Sao Paulo city is the biggest economy in Brazil by far. It alone contributes 15 percent of the country's GNP, and 45 percent if the entire Sao Paulo state is taken into account. It is the biggest city in Brazil, with over 11 million inhabitants.

The city is home to a large number of multinational companies, local and international banks, law firms and consumer services. Its main economic activities have gradually changed from manufacturing to the service industry over the latter part of the 20th century.

What makes Sao Paulo unique though is not its size, power or money but its welcoming nature. The city has embraced many different cultures throughout the years from both inside and outside of Brazil accepting them as part of its own.

Where else in Brazil can you find restaurants that never close, the liveliest nightlife, Broadway musicals and boutique hotels? That is why there are many reasons to choose Sao Paulo as the destination for an incentive program.

## Exploring Sao Paulo

Most of the tourist sights are concentrated around the historical centre, where 17th-century churches and traditional ethnic neighbourhoods stand in the shadows of skyscrapers. The Centro Historico (Historical Centre) is worth visiting as most old buildings will be found here.

Stop by Mercado Municipal, a huge market that sells fresh fruits, vegetables, cured meats, cheeses, spices and condiments. Another favourite stop is Monumento Pedro Alvares Cabral that is known for having the best shops in town like Clube Chocolate and Daslu fashion houses. Vila Madalena, Pinheiros, Pacaembu, Higienopolia, Lapa or Pompéia are areas full of charm.

### FLIGHT SCHEDULE

Singapore - Doha - Sao Paulo  
Flight Schedules

*Depart Singapore Changi International Airport*  
QR639 Daily at 0225 hrs  
arrive Doha at 0515 hrs

*Depart Doha International Airport*  
QR921 Daily at 0740 hrs  
arrive Sao Paulo at 1555 hrs

*Depart Sao Paulo Guarulhos International Airport*  
QR922 Daily at 0310 hrs  
arrive Doha at 2310 hrs

*Depart Doha International Airport*  
QR638 Daily at 0155 hrs  
arrive Singapore at 1505 hrs + 1

# AVIATION DISCUSSIONS TAKE FLIGHT AT **SINGAPORE AIRSHOW**

TEXT Carlos Pheysey

*The visit to Singapore Airshow 2010, held in February at the Changi Exhibition Centre, also served as a vital launch pad for the Brazilian delegation to learn from Singapore's air transport industry and develop a growth strategy or Brazil's promising aviation sector*

The Singapore Airshow 2010 in February at the Changi Exhibition Centre revealed a superb display of the entire spectrum of the aerospace industry to a wide business community and the general public eager for airborne acrobatics. Among the static displays, Brazil's Embraer was present once more at this biennial event as the fourth largest aircraft manufacturer worldwide.

This aerospace leader presented its existing and new mid-range passenger aircraft, already in use by several regional airlines in the Asia-Pacific region, and inked a Memorandum of Understanding with the Chinese company CDB Leasing for the financing and leasing of Embraer's aircraft, to the amount of US\$2.2 billion, as featured in Singapore's press.

Singapore's Airshow is one of the largest in Asia, encompassing seven days of bustling activity, four of them for the industry's trade professionals and three for the general public, drawing a combined total of over 100,000 people. The 40,000 trade visitors hailed from 119 countries, closing deals that totalled altogether US\$10 billion. The event drew 250 official delegations from 80 countries.

Another novelty was the presence of an official delegation from Brazil's Secretariat of Civil Aviation. Lieutenant-Brigadier Jorge Godinho Barreto Nery, the National Secretary for Civil Aviation was accompanied by the Director of the Department of Infrastructure of Civil Air Navigation, Colonel Judimar das Chagas. During that eventful week, in addition to visiting the wider Airshow,

the two Brazilian delegates had the opportunity of holding external meetings with Singaporean entities, namely the Civil Aviation Authority of Singapore (CAAS), the Changi Airport Group (CAG) and the Singapore Aviation Academy (SAA).

## AVIATION NETWORK

The meeting with CAAS took place at the Authority's booth at the Airshow. The Brazilian delegates highlighted that Brazil is already well covered by radar and navigation systems. The priority today is the upgrading of the 67 airports managed by INFRAERO (Brazil's state enterprise for airport infrastructure), since its airports account for 95% of the country's air traffic among approximately 760 Brazilian airports.

Leading the Singaporean side, Mr. Tay Tiang Guan, Deputy Director-General of CAAS, stated that he had been to Brazil on visits spaced out over the course of three distinct decades, having thus had the privilege of ascertaining the evolution of Brazilian airport facilities and systems. He explained that Singapore's Changi Airport had undergone privatisation in 2009 and had been taking its commercial and partnership model to various countries worldwide. CAAS remains in charge of air-navigation services and negotiations towards air-transportation agreements abroad.

The Brazilian delegates clarified to Mr. Tay that, in Brazil, air-navigation falls under the purview of the Ministry of Defence, but also that Brazil's National Civil Aviation Agency (ANAC) has been gaining greater autonomy in negotiations. In fact, Ms. Solange Vieira, ANAC's President, attended an aviation conference in Singapore in 2009, which attests to the growing institutional links with Singapore.

Mr. Tay pointed out that he had found obstacles and bottlenecks during his visit in 2005 to Guarulhos, the international airport next to São Paulo. Colonel Chagas stated that it needed expansion and improvements like other Brazilian airports. Located 115 kilometres away upstate, in Campinas, the airport of Viracopos is a major air-cargo hub and a relief for the overload in São Paulo, which is slated to receive additional runways.



Raymond Lim, Minister for Transport and Second Minister for Foreign Affairs

## BILATERAL CONNECTION

Mr. Tay added that there were gaps in the air links between South America and Singapore that would welcome the insertion of flights. Singapore Airlines aims to fly to São Paulo but it needs an intermediate point (in Africa, Europe, the Middle East or Australasia), also a volume that yields profitability and a frequency of flights that justifies the setting up of a link. Singapore already has air agreements with Brazil, Argentina, Colombia and Costa Rica. Chile has a bilateral agreement for open skies. The Brazilian delegates affirmed the political will to establish routes to Asia, and put forward that the President of the Republic, Mr. Lula da Silva, had already given his favourable nod to this endeavour.

The Singaporean executive was of the opinion that Brazil will soon overcome the difficulties in infrastructure, will remove the stumbling blocks and will experience a boom in the volume of bilateral flights, despite the barriers of distance and language. The Brazilians added that they had already heard of the renowned Singapore Aviation Academy, being visited later that week with a view to discussing possible forms of cooperation. Mr. Tay added that, in fact, third countries know SAA better than they do CAAS.

Mr. Chagas expressed hopes that its instructors would visit Brazil, as Singapore has done with Chile. Brazil's Aeronautical Institute of Technology could be the host instruction facility. Mr. Chagas was keen to know

the pillars of SAA's excellence, regarding particularly the SMS, or Safety Management Systems, a chance granted to the delegates in that same week. Mr. Tay concluded by recounting his tours of the facilities of Embraer, the former carrier VARIG and the emerging rise of TAM, hoping that the latter expands its services into Asia, to which Colonel Chagas countered with his own hope of seeing Singapore Airlines fly A380 aircraft to Brazil.

## AIRPORT INFRASTRUCTURE

The meeting at Changi Airport Group – CAG was equally enlightening. CAG was the outcome of a corporatisation and stands as the manager of Changi airport, deemed the best worldwide. It also manages the smaller airfield of Seletar. The CAG Directors of Investments and Engineering were present to host the Brazilians. The first Changi terminal began operations in 1981 and since then the airport has been winning awards.

The current four terminals processed 73 million passengers in 2009. CAG is the owner and operator, having built terminals 3 and 4 by means of own revenue. Terminal 3, going beyond the innovations in ground, supply and catering operations, excels in energy-saving, comfort and facility of orientation. Retail shopping is the greatest attraction, uniquely designed to draw and become the main source of revenue for the airport, with shops being renewed and upgraded continually. Changi adopted such a business and commerce approach since it relies on passengers passing through towards third countries.

Thus, the airport has added entertainment (internet, city-tours, playground, cinemas, etc.) and currently employed 28,000 staff. The non-aviation revenue of the airport comes to US\$1.3 billion per year, rendering it as the highest-turnover mall in Singapore.

Changi harbours a Free Trade Zone for cargo and has fomented qualitative partnerships with private ramp-operators, seeking now partnerships in the Middle East and the Americas.

## CREATION OF AEROTROPOLIS

It created the concept of a surrounding aviation-town (or aerotropolis) for the range of services gathered in the Changi district, thus completing the revenue of the airport in planned nearby spaces (warehouses, servicing-workshops, simulators, an upcoming university, aviation industries large and small, and more). The township has grown continuously through landfills into the South China Sea, thus contributing to a whopping 11% of Singapore's GDP and constituting a fundamental mainstay of the country's economy.



Photo Courtesy: Singapore Airshow and Events Private Limited

In the case of Brazil, the consultants under Jurong International rendered services for the planning of the aerotropolis to be built surrounding the airport of Confins, in the State of Minas Gerais, since CAG began engaging the Brazilian entities last year. The Group aims to set up more partnerships with emerging airports: in Beijing, it helped improve safety and security; in Saudi Arabia it signed a 6-year contract; in India, it implemented baggage-handling and baggage-conveying systems; in Russia and Italy, it provided upgrading services.

The company provides planning and development services, management of airport operations, as well as airport retail-shop models. The CAG project of expanding Confins, encompassing decades, aims at relieving the bottlenecks in Brazil's dense southeast and in the routes to and from Brazil. The runway will expand from 3,000 to 3,600 metres. The terminal (now at 4 million passengers per year) will be able to receive 6 million passengers annually.

### GROWTH FORECAST

In 2039, with the project over, the airport ought to process 37 million passengers, and the cargo volume is expected to rise from 19,000 tonnes/year to 437,000 tonnes/year. The number of aircraft attended should rise as well, by means of construction of the new terminals 2 and 3. As in Changi, departures and arrivals shall be in separate storeys, and terminals will have rail services linking them. Building of the control tower's phase 1 has begun and, to illustrate the time frame, phase 4 shall cover the years 2025-2030.

The football World Cup of 2014, to take place in Brazil, prompts a sense of urgency. However, the management model has peculiarities that need attention. In 1999, the Ministry of Defence became the hub of civil aviation, but the airport management is

decentralised (many are run by Infraero, but others are operated by federal or state governments or even private enterprises).

In Singapore's model, Changi congregates statutory boards from other ministries in committees (CAAS, Ministry of Health, Ministry of Finance, Singapore Police Force, and more) as well as companies in cleaning, ramp operations, duty-free shops, etc. CAG identifies in third countries the bottlenecks and the administrative-conflict zones, knowing well about the existence of rivalries between boards.

In the realm of revenue, CAG employs part of the income from non-aviation services to serve or subsidise the aviation domain and thus reduce the latter's high costs. One-third of Changi's traffic entails stopovers, leading stand-by passengers to shop, hence CAG's attention devoted to retail. Thus, there are no governmental subsidies: the terminals are built through self-financing within CAG, in a model worthy of emulation

### SKILL DEVELOPMENT

To round off the meetings, the delegates from Brazil saw the directors of the Singapore Aviation Academy at its campus. A video was screened, then a tour of the library was held, then a visit to the simulators was conducted (control tower, air alert, procedure-sets, diving-tank, fire brigade, and more simulators). The delegates outlined an overview of the reforms that Brazilian agencies are enacting to improve Safety Management Systems and enquired on Singapore's progress in SMS. The SAA Director proposed a meeting of experts in future to share the model with Brazilian counterparts.

In summary, the two officers under the Ministry of Defence expressed the view that the visit to Singapore contributed to broaden the knowledge about Singapore, its airport-administration processes and those of air-traffic control, and helped to understand the various agents involved and the role played by each in the local and global aviation scene. The meetings enabled future contacts, particularly in sensitive areas and in realms bearing high chances of partnerships beneficial to both sides. The methods employed by CAG at Confins can serve as a model for other Brazilian airports needing urgent solutions.

# “BRASILIA: 50 YEARS OF THE MODERNIST CAPITAL”

TEXT Alvaro Drummond

The Brazilian capital celebrated in April 2010 the 50 years of its foundation. Headquartered for almost two hundred years (1763 - 1960) in Rio de Janeiro, the capital had been subject, since the nineteenth century, to discussions on relocating it to the country's hinterlands, so as to people and promote the development of the remainder of the national realm.

In 1823, a year after the Declaration of Independence of Brazil, an Assembly approved a new Constitution, and José Bonifácio de Andrada e Silva proposed the shifting of the Capital to the central province of Goiás, suggesting the name Brasília as capital, which in Latin means precisely Brazil. Francisco Adolfo de Varnhagen, Viscount of Porto Seguro, published scientific studies about the cerrado (savanna) between 1849 and 1877.

There, he suggested the damming of rivers and the construction of the new Capital at the edge of a lake. Two years after the proclamation of the Republic in Brazil, the Constitution of 1891 draws from his texts and its article 3 rules that “as property of the Union, in the central highlands of the Republic, there shall be a zone of 14,400 square kilometres that shall be in due time demarcated for the establishment of the future Federal Capital”.

In January 1956, a new President takes office, Juscelino Kubitschek de Oliveira and, between September and March of the following year, he holds a nationwide contest to choose the urban plan of the new Capital. Twenty-six teams comprising Brazilian architects and urban planners register and the proposal chosen was precisely the one presented in a most summarised manner: a board measuring 50 x 70 cm, bearing a hand-drawn master plan in colour pencils and a few sheets of paper, also hand-written, bearing 15 sketches of general solutions, drafted individually by architect Lúcio Costa.

Among the contenders, only Costa understood the symbolic value of a governmental civic centre, singling out this sector from among the others by means of scale and features of implementing these edifices within the plan. President Kubitschek desired to create a city image that represented a modern Brazil. At the same time, Brasília was thought over as something that in no way should resemble a traditional city.

In the words of the creator, the solution “was born out of the primary impulse of one who marks a location or takes possession over it: two axis lines crossing at right angles, that is, the very sign of the cross”. Implemented at the edge of the lake,

the so-called Pilot Plan bears the shape of an aircraft. Along the east-west axis, the plan envisaged the North and South Wings, aimed to house residential super-blocks and arched so as to conform better to the local topography, whereas, surrounding an extensive and broad band from east to west one finds all the commercial, institutional and service sectors of the city.

Baptised as super-blocks, these structures for a continuous urban presence are squares, the sides of which measure 280 metres, with a row of tress of dense canopies at the edges, enveloping ten residential buildings. The projection of the built-up portion equals 10% of the total area of the square-block. The rest is left as green areas, car-park and driveway, with single entry to the block-square. An urban parameter regulates height, length and width of the blocks – there are six storeys on pillars, with the floor slightly detached from the ground so as to ventilate the underground garages. Thus, one can walk freely in all directions in this sector of the city, reclaiming for the pedestrians the use of the urban, public grounds. The broad distance between the buildings and the generous vegetation secured for this environment a good bio-climatic performance. There are in this sector, furthermore, in-between square-blocks holding commerce, schools, churches and petrol stations, arranged in a manner close enough for travelling on foot and yet far enough to preserve the bucolic ambience of the block-squares. The residential squares and their features drew inspiration from the residential complex of Parque Guinle, in Rio de Janeiro, designed by Lúcio Costa himself, becoming a Brazilian contribution to urban planning in the twentieth century.

Along the east-west line, the plan drew the Monumental Axis. This feature is attained by means of a series of instances: through the arrangement of the buildings aligned north-south, leaving at the centre an immense grass void, which could be interpreted as a stream separating these two river-banks; or through the positioning and ratio of diversity and unity of these buildings and through the perspective obtained by the central void and its built-up complex. The urban planner proposed a sequence of realities that go falling into place until the final, climactic apotheosis.

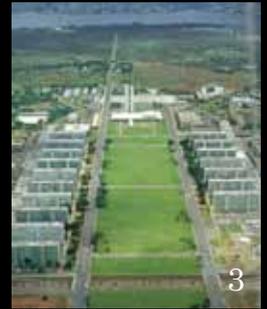
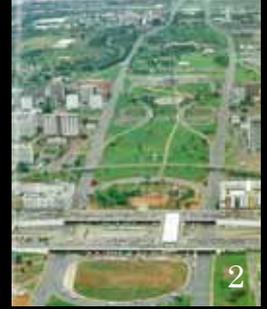


TOP Oscar Niemeyer in his Casa das Canoas 1959 - Dmitri Kessel



JK and Lúcio Costa 1957 - Jean Mazon

Green belt around the super-blocks - Leonardo Finotti 2 Bus Station - Nelson Kon 3 Esplanada dos Ministérios - Eixo Monumental - Nelson Kon



The visitors arrive at the city through the beginning of the monumental axis, at its western end, where one finds the bus-rail station. From there, they run eastward skirting an ultra-broad central grass-lawn void. Originally, only the radio and TV tower occupied the centre, so that it would serve also as panoramic look-out. Soon thereafter, one finds the sector bearing hotels and statutory boards and agencies, and, for the junction of the two axis, the plan proposed the National Complex, a large shopping mall at the heart of the city, natural point for rendezvous and gregarious convergence. From there, one catches a view of the Esplanade of Ministries. The concept arranged eleven identical rectangular blocks side by side around the void so as to prepare the final perspective. The far end is left to the Square of the Three Powers. These are three main buildings that hold the seats of the Executive, Judiciary and Legislative Powers. The first two are palaces giving more emphasis to structure than volume.

The third one is perhaps the most emblematic edifice of the city. It consists of a white complex where two towers, slightly and strategically set apart from the central axis, bear at their sides two domes, the smaller one for the Senate and the larger one, inverted, the National Congress. The very solution of an administrative centre implemented at the centre of the city is uncommon, but the outcome of the complex, obtained by the verticality of these two towers

and the void horizontality of its surroundings makes for a symbolism, contrast, poetry and monumentality that are surprising, unique and touching.

Whereas the residential wings are characterised by their functional, formal, rhythmic and volume unity, the monumental axis expresses itself in another manner. Each building reflects in its own shape its function, a modern lesson from architectural Functionalism. For this reason, the eleven seats of the ministries are alike. Only Itamaraty, the name of the External Relations branch, and the Ministry of Justice, occupying corners that are contiguous to Congress, with adequate overall framing, received distinct treatment. The Esplanade is tied off against the National Complex by means of the beautiful Cathedral holding a central space-projection plan and a shape expressed by its structure and the National Theatre, a simple bulk with surfaces lined with cubes of distinct sizes, a work integrating art and architecture, designed by Athos Bulcão.

Lúcio Costa affirmed in 1959 that “the technological, economic and social future of this nation will not be built against the heart and intelligence, as happened so many times in the past and still happens in the present, but under the aegis of art, for it was thus that Brasília was born. (...) We no longer export just coffee, sugar, cocoa – we also give some food for thought to universal culture”. According to André Correa

do Lago, “in 1960, Brazil had to be finally acknowledged in two realms typically dominated by countries bearing a long artistic tradition: urban planning and architecture.”

And one can no longer separate the urban project of Lúcio Costa from the architecture of Oscar Niemeyer. Brasília is the result of a total agreement between the plan and this architecture. To the architect fell the task of general direction of the official works of architecture of the New Capital. The architect knew how to take advantage of the utter lack of restrictions, though keeping to an absolute economy of means. Brasília saw its works begin already in the first half of 1957 and held its inauguration within just three years, on the 21st of April, 1960. The short time-frame for the undertaking and the need for architectural unity demanded this centralisation of the tasks.

In 1987, the capital, as the largest set of modern architecture in the world, became Cultural Heritage of Humankind, declared by UNESCO, at the same time as the Acropolis of Athens, the city of Venice and the Great Wall of China. Thus, a short time after being built, Brasília took on a global historical significance. In the words of Maria Elisa Costa, daughter of the urban planner, “one should not forget that Brasília is a unique urban experience – it refers to a city not only conceived, but also implemented since the beginning as if it were already an adult: the child grew within clothes that were at first too large for the infant”.

# THE EXHIBITION “FOOTBALL: THE BRAZILIAN PASSION”

TEXT MÔNICA ARAÚJO DE OLIVEIRA

**F**ootball is a worldwide passion for billions of people, millions of them Brazilians. For those who love it, Football is more than a simple game: it is a mix of spectacle and sport; art and fun; competition and leisure. More than that, a very important business for giants sports brands and organizations all over the world. Brazil is the only country to have participated in every World Cup and the only national team which has been five times world champion. To celebrate this heritage, the Embassy of Brazil in Singapore has promoted the first and most expressive exhibition about soccer in Asia: “Football: The Brazilian Passion”, held from July 29th to August 22nd at Atrium Orchard - Plaza Singapura.

Ambassador Paulo Alberto Soares was the host of the opening ceremony which had as guest of honour Dr. Vivian Balakrishnan, Minister of Community Development, Youth and Sports, who spoke about the importance of initiatives



Planet and New York Times. Having his bags exposed at Louvre Museum and Galleries Lafayette, MoMa in New York, Cannes Film Festival and 2006 World Cup in Berlin, Gilson has created an exclusive collection inspired in football presented during the opening night of the Exhibition.

A buffet with a variety of Brazilian finger food and drinks like caipirinhas and guarana were offered to the public. A special performance of Bloco Singapura has closed the night with 150 rhythmists to celebrate this outstanding initiative of the Embassy of Brazil in Singapore, which is part of a master plan which aims to have a Brazilian club to play in the S-League as well as bringing the Brazilian soccer expertise to Singapore.



like those to integrate nations. The Ambassador stressed this integration was already happening because we had the amazing fact that Singapore was about to host the first Youth Olympic Games and in 2016 Rio de Janeiro would host the Olympic Games.

The 1994's World Cup winner Romario was also at the opening enchanting the audience, as well as Egmar Goncalves, the Brazilian player who played 11 seasons in the S-League. As co-producers of the Exhibition we had the presence of Mr. Ataide Gil Guerreiro, Executive Director, and Mr. Paulo Samuel, (CARGO) representing the Clube dos 13. We had also attractions as one fashion show with accessories designed by Gilson Martins, famous for being the first to use the Brazilian flag in fashion; his shops in Rio are listed in top travel guides including Michelin, Lonely





The Exhibition “Football: The Brazilian Passion” was promoted by the Embassy of Brazil in Singapore, sponsored by Clube dos 13, Keppel Offshore & Marine, Qatar Airways, Vale, DM Dyra Mac (revisar), Thermal Limitec, Globo Sports and Starhub. During three weeks, the visitors could enjoy more than 500 square meters of history, shapes, goals, photos, legacy and activities.

The main concept of the Exhibition was to tell the story of football through the eyes of Brazilian people using the ball as a star and conductor element through all the spaces within the Exhibition. Two other spaces have been built up as the auditorium, where historical

moments were broadcasted to the audience. There was also one field, where visitors could score their own goals and a tournament among schools in Singapore took place in the weekends. During the journey with the ball, the visitors could explore different spaces divided into 13 chapters to experience how and why football is the Brazilian passion.

The Singaporeans shared this feeling during three weeks. We would like to express our gratitude to all the organizations, people and companies for making this a event a huge success of audience, press coverage and for all the good wishes in the guests book for the 2014 World Cup in Brazil. Goal Singapore, see you there!







# YOUTH OLYMPIC GAMES: SPORTING CHANCE

*The inaugural Youth Olympic Games in Singapore proved to be a good test for the Brazil contingent as they prepare to host the Olympics in Rio de Janeiro in 2016*

**B**razil considered the inaugural Summer Youth Olympic Games in Singapore as a chance to groom the country's potential stars for the 2016 Olympic Games which will be hosted in Rio de Janeiro, according to the head of the contingent.

Chef de Mission of the team, Adriana Behar, is a two-time Olympic silver medalist in women's beach volleyball in the 2000 Sydney and 2004 Athens games, and was also an ambassador for Rio's successful bid.

The Youth Olympic Games, held in Singapore from 14-26 August 2010 offered an invaluable opportunity to give Brazil's youngsters the experience of competing in a multi-sport Games.

"For us, this is a really good test as we're going to host the Olympic Games in 2016 in Rio. It's important because the Youth Olympic Games will allow us to know where our athletes need to improve on," says Ms Behar.

"This is an opportunity for our new generation of athletes to show they can be not only at the 2016 Olympics, but even as early as the 2012 Olympics in London. This is preparation for our country to have the best athletes for 2016." Brazil sent 81 athletes and 33 officials to the Youth

Olympic Games capitalising on the country's increasing presence in sports. Besides the traditional strengths in football, volleyball and basketball, the South American giants aimed for a clutch of medals.

The team in Singapore included 15 track and field athletes, and the boys' and girls' handball teams - a combined 28 handball players. The other disciplines represented were basketball, boxing, canoe, cycling, diving, equestrian, fencing, gymnastic (artistic, rhythmic and trampoline), judo, modern pentathlon, rowing, sailing, shooting, swimming, table tennis, tennis and triathlon.

Among Brazil's brightest hopes in Singapore were 17-year-old sprinters Jean Roberto Franchini da Silva and Leandro Pitarelli de Araujo, who were both part of the boys' medley relay quartet that won a silver at last year's World Youth Athletics Championship, and 18-year-old boxer David Lourenco da Silva, a gold medallist at last year's World Youth Boxing Championship welterweight.

"The Brazilian Olympic Committee is giving all the support for them to compete as well as they can and to also to give Brazil a good image as everyone will be looking at Brazil as we're hosting the 2016 Olympics," says Ms Behar.



## Brazil medal haul

*The Brazil Team, represented by 81 athletes in 20 sports modalities, left Singapore with seven medals; three Gold medals, three Silver medals and one Bronze medal. Brazil took part in 33 Olympic finals, 15 male and 18 female, in 14 modalities.*

Considering that 60% of the athletes of the Brazilian delegation participated in the finals, the Brazilian Olympic Committee (BOC) evaluation is that the 2016 generation passed its first big test with honours.

- ▶ Gold: David Lourenço (boxing), Caio Cezar Fernandes, Long Jump (athletics); Caio Cezar Fernandes (athletics).
- ▶ Silver: Felipe Wu (shooting), Thiago Bráz, Pole Vault (athletics) and Flávia Gomes (judo)
- ▶ Bronze: Female Handball

While the 2016 Olympics remain Brazil's biggest focus, the Brazilian athletes will be doing their best not to fly home from Singapore empty-handed.

"There is not one thing that is more important than the other. We're still aiming for good results and medals. All of the athletes want to win and reach their goals in Singapore."

Behar feels Brazil and Singapore share a unique bond. "This is the first edition of the Youth Olympics which Singapore is hosting and 2016 is also our first opportunity to host the Olympic Games. This makes us similar to Singapore," she says.

One aspect that Brazil would certainly want to emulate is the welcome they received in Singapore. "The hospitality of the host nation impressed everybody in a very positive way. The organization is awesome and we would like to thank the Singapore people who have received us in their country. We are feeling home here," Ms Behar added.



*"For us, this is a really good test as we're going to host the Olympic Games in 2016 in Rio. It's important because the Youth Olympic Games will allow us to know where our athletes need to improve on"*





# BRAZIL'S ASIAN EXPORT DRIVE

**Bernardo Domingues** reveals the Asian ambitions of the Clube Dos 13 organisation, the influential group of Brazil's most powerful clubs, which is introducing the 'beautiful game' to new markets.

**S**OCCKER AFICIONADOS the world over savour the celebrated names of Brazilian club football. Great clubs like Corinthians, Flamengo, Santos and Sao Paulo have resonance well beyond Brazil's borders.

For all that, it's fair to say that the historic clubs of the Campeonato are less well-known in some regions of the world than the iconic stars they have produced for the national team over many decades, from Garrincha in the 1950s to Kaka in the 2000s.

But this historic trend may be about to change. In Asia, Brazil's leading clubs hope StarHub in Singapore will be a doorway to a marketplace coveted by many and currently dominated by the mighty English Premier League.

A ground-breaking agreement signed by the Singaporean telecoms company and cable TV operator to broadcast the Brazilian top flight is expected to offer the domestic game in the five-time world champion country a head start to pursue an international presence that gets at least near the supremacy of its national team.

The deal is part of a wider plan from Clube dos 13 to spread the wings of Brazil's domestic football beyond its own borders. The organisation, whose name means "Club of the 13", was formed in 1987 under the tagline "Union of the Great Brazilian Football Clubs" and is the closest the national game has ever got to a club-run league.

Clube dos 13 has grown to represent 20 clubs instead of the original 13 and although it is not the organiser of the country's main domestic competition, the Campeonato Brasileiro Serie A - which is still run by the national football association, the Confederation of Brazilian Football (CBF) - it wants to use all the tools at its disposal to create a global platform upon which the clubs can be build their own international strategies.

One of those tools, arguably the most critical, is international air time. Clube dos 13 controls and sells the Brazilian Campeonato television rights and commercial broadcaster Globo, as the current rights holder, has set up the Globo TV Sports division to license and distribute those rights around the globe. The national competition has been running across eight months since moving from a play-off to a points-based league format in 2003 and Globo TV Sports bundles it with the country's biggest state competition, the three-month long Sao Paulo's Campeonato Paulista, to offer broadcasters a full-season product with 82 live weekend games and a weekly magazine.

"Clube dos 13 had been too focused on the internal market in the past and we are now seeking a bigger exposure in emerging markets like Asia. We see Singapore as a hub from where we can go to Indonesia, Malaysia, Japan, Korea and others," says Ataide Gil Guerreiro, the organisation's marketing committee president. "We are also looking closely at their growing online betting market that has also been acquiring broadcasting rights since an increasing share of bets are being placed during games"

The timing also seems to be right for Brazil. Notwithstanding the light that will be naturally shed over the national team during the FIFA World Cup in South Africa, a booming domestic economy has allowed clubs to move from sole exporters of young talent mat will blossom in Europe to a position where they can repatriate stars such as Ronaldo and Robinho, who the international viewership has learned to admire by watching the European leagues.

### Growth strategy

"Brazilian football is going through a good moment. It's a World Cup year, when the national team is always in evidence. And we have footballers wishing to play again in Brazil, which also raises the interest back in the countries where they had been in action before," explains Marcelo Spinola, Globo TV Sports director.

It is not that Brazil's domestic football has a lot of new ground to break through - it is actually being shown in 165 countries across five continents by the likes of Digital + in Spain, Orange in France, SuperSport in Africa and Gol TV in the US. The new objective is placing the product as prime programming rather than gap filler. What excites both Clube dos 13 and Globo TV Sports about the Singapore deal is that StarHub sees Brazilian domestic football as a weapon to counter rival broadcaster SingTel's acquisition of the Premier League.

"Five years ago, we were trying to show the international market that our production standards were high, and the





quality of our signal and our broadcast of the games were good. Later, we put in a great effort to gain the penetration we have today. Now, we are entering a third phase, in which we want to choose key partners that add value by looking at acquiring Brazilian football rights as a competitive advantage over their rivals and help us promote our product," adds Spinola. "That's how we want to grow in Asia, Europe and other regions."

### International rights

Forecasts are optimistic as the executive expects revenues from the sales of international rights to grow 40 per cent on last year. And the clubs, which get a share of the extra income over the minimum guarantee Globo pays for the international rights, are mulling over changes that can make their flagship competition more attractive to Asian consumers. Moving kick-off times is the most obvious adjustment when one considers the 11-hour time difference between Brazil and South-eastern Asia.

Discussions are already taking place about staging evening games on Fridays or Saturdays, or morning matches on Sundays. Sao Paulo's Campeonato was quicker and has already introduced a 10am kick-off slot on Sundays this year.

If everything goes to plan and Brazilian teams' visibility rises in foreign climates, the clubs will want to take advantage of that by touring those territories and giving their new fan base an opportunity to see them play live, maybe against local outfits. But then there is the issue of a domestic season already crammed with matches, leaving very little room for a proper pre-season, not to mention an overseas tour. The state championships take up 23 midweek and weekend dates and the country's top flight adds 38 to this tally - on top of pan-South American competitions like the Copa Libertadores and the Copa Sudamericana.

As opposed to what happens in the majority of European countries, the Brazilian season runs in the calendar year and the national competition only starts after the state championships are over, which means that when Europe's powerhouses are organising their trips around the world and browsing the market for player additions, the Brazilian Campeonato is only into its first months.

### Playing away

A region where the football - or soccer - season also runs in the calendar year and on which the Brazilian game is setting his eyes is North America. Santos, which became internationally famous in 1960s

for fielding a certain Pele in its starting XI, was the opponent chosen by Major League Soccer franchise Red Bulls for the opening game of its brand new, 25,000-capacity, \$200-million New York arena earlier this year. Santos and the other three big clubs in the state of Sao Paulo - Corinthians, Palmeiras and Sao Paulo FC - were also in discussions to cash in around \$1 million each to play a tournament between themselves this summer in Miami and possibly Boston or New York. Add to that Sao Paulo FC's strategy to place youth players in US teams' academies as a way of raising its profile among the local fans, one of which the Los Angeles Galaxy, and one can see a full package being drawn up.



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# SAMBA SOCCER

*Soccer fans no longer have to wait for international tournaments to enjoy the exciting pace and style of Brazilian football. They can soak in the action of the samba boys, as they will be able to catch Brazilian players in their element twice a week in the Brazilian League on Starhub Football Channel.*



Photo Courtesy: Starhub

Since the beginning of the year, Singapore's soccer fans have been getting a taste of real Brazilian samba soccer on Starhub Cable TV.

StarHub negotiated with TV Globo to secure the exclusive broadcast rights to exciting match action from The Brazilian League consisting of the São Paulo Championship and Brazilian National Championship.

StarHub TV Sports Group customers now catch the action with the cream of Brazil's rising talents such as the likes of Neymar, Paulo Henrique Ganso and Sandro, as well as familiar stars including Roberto Carlos, Ronaldo and Adriano.

"Brazil's brand of samba football has helped them lift the World Cup five times. Brazilian football appeals to a number of our viewers, and as the leading pay TV provider in Singapore, we are pleased to enhance our line-up of sports content by offering the Brazilian League to viewers in Singapore," says Ms Sandie Lee, StarHub's Vice President of Content Development and Management in a statement.

Viewers can also look forward to additional Brazilian League programming on 'FootBrazil' - a half hour magazine show on Football Channel featuring the latest news on Football in Brazil. The show includes exclusive interviews, top goals and behind the scenes footage, as well as rundowns on team profiles, local championship cup tournament news, player profiles and team ratings.

Currently, top European leagues like Italian Serie A and English Premier League dominate soccer on sports channels in Singapore.

With the broadcast, Singapore soccer fans get the chance to watch legendary clubs like Vasco Da Gama, Corinthians and Santos, homes to legends of the past like Pele, and current favourites who got their start in the Brazilian league including Ronaldo, Robinho, Ronaldinho and Kaka.

"Brazil soccer has passion and creativity. Apart from Kaka and Ronaldinho, we have lots of good players; some are even better than them. But they are not known to people yet," says Joao Gilberto Vaz, Asia-Pacific

Region Representative of Clube dos 13 - an umbrella organization of Brazil's top 20 clubs. "We are confident the passion of Brazilian soccer will give Singaporeans a totally different feeling from British soccer."

In Brazil, there are 11,000 players competing within the 27 Brazilian State Football Federations, the largest number in the world. The country also boasts the largest number of professional clubs (more than 500) and largest number of stadiums (over 300) in the world.

The league runs from January to December and StarHub will air a total of 82 'live' Brazilian League 2010 matches for the year with two 'live' matches weekly on Football Channel (Channel 27). Starhub will broadcast games from the Brazilian League for two seasons till 2011. StarHub's rewarded its loyal cable TV customers with free access to two sports channels in 2010 and reduced its pricing for the Sports Group by more than 50 percent from July 2010.

For telecast schedules visit  
[www.starhub.com/tv](http://www.starhub.com/tv)

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## FUTURE

Leveraging on our heritage of competencies and innovation, we continue to challenge boundaries and scale new heights, offering our clients a full suite of quality developmental solutions for the built environment.

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# WELCOME TO YOUR RIO!

The fifteenth edition of the Soccerex Global Convention will be moving to Rio de Janeiro – host city of the 2014 FIFA World Cup Final and 2016 Olympics. Rio de Janeiro state is one of the smallest in the federation, with an area of 43,798 km<sup>2</sup>, representing 0.5% of Brazil's territory, but few places in the world can compare with its astounding natural beauty - from the Atlantic forest with its rivers and waterfalls, to the coast with hundreds of islands, peninsulas, inlets and bays, and a backdrop of breathtaking mountain ranges. A destination full of tourist attractions allied to an excellent infrastructure. Its capital - Rio de Janeiro city, known worldwide as the Wonderful City - besides uniting in one scenario the green of mountain forests and the blue of the sky and sea, was also, for almost 200 years, the center of the political, economic and cultural power of the country. During this period, marked by great historical, political and cultural episodes that consolidated our nationality, real treasures and relics of our past were accumulated.

This heritage makes it one of the country's most important intellectual centers, disseminating culture and technology. Besides these attributes, Rio de Janeiro is known for the warmth and hospitality of its people. It is the Rio of carnival, sun, sport and the music that makes its nightlife so exciting. Rio is the birthplace of the chorinho, samba and bossa nova, rhythms that are heard all over the country. There are many other discoveries to be made in different regions of the state. Costa Verde (Green Coast), Costa do Sol (Sunny Coast), Vale do Café (Coffee Valley), the mountain resorts of Serra Verde Imperial and Agulhas Negras are some of them. Along the coast, up the mountains or in the valleys, modern highways can take visitors to surprising attractions at a maximum of three hours from Rio's city center. The perfect destination at no matter what time of the year, we're always ready to be the Rio de Janeiro of your dreams.

Welcome to your Rio de Janeiro!





# RIO WELCOMES YOU FOR THE SOCCEREX GLOBAL CONVENTION

After three successful years in South Africa, the Soccerex Global Convention is moving to Brazil, the spiritual home of football and the home of the 2014 FIFA World Cup.

Rio's sunny skyline and golden beaches will become the focus of the football world on 20-24 November, as the industry's key players descend on 'The Marvellous City' to learn, network, do business and be entertained at the Soccerex Global Convention 2010 - the first of four to be held in Rio de Janeiro in the years leading up to the next World Cup.

The 5 day event kicks off with the Soccerex Football Festival 20-21 November, being held on Copacabana beach itself, featuring a five-a-side tournament of football legends, youth matches, freestylers, training sessions and local entertainment.

22-24 November will see the focus shift to business matters in the conference and exhibition taking place in a purpose built venue on the Forte de Copacabana with panoramic views of the famous Copacabana and Ipanema beaches.

One of the key attractions of the event is the two-day Football Festival. In its six year history, this event has moved from the Mall of the Emirates in Dubai to the Nelson Mandela Square in South Africa and is now about to take root at the world-famous Copacabana beach.

Set against the backdrop of Copacabana beach, delegates will be able to learn, network and do business with the global football community in what will be the last industry gathering before the hosts of the 2018 and 2022 FIFA World Cups are announced.

The event will be held in a specially designed structure on the beach itself seating 3000 with a 500 capacity VIP area and providing perfect views of the entertainment, youth football and five-a-side international legends tournament which in recent years has featured names such as Eric Cantona, Leonardo, Bryan Robson, Ruud Gullit, Phil Thompson, Ossie Ardiles, Lucas Radebe, Ronald de Boer and George Weah.

Teams for the 2010 Legends Tournament will include Brazil, Argentina, England and the current champions Holland, who beat England in the final last year.





## NATURE

Nature has favored the state of Rio de Janeiro in all its exuberance. The Itatiaia National Park, the first created in Brazil, where the Agulhas Negras massif is located, and the Serra dos Orgaos National Park, with the unique Dedo de Deus Peak (Finger of God), both offer streams, rich flora and diverse fauna for its visitors, apart from being a paradise for lovers of nature and adventure sports. Along its 635 kilometers of an extremely indented coast, there are many ecological sanctuaries, such as the Ilha Grande with its beautiful bays forming a sinuous coastline.

Along the Sunny Coast, there are many coastal lagoons, providing breathtaking scenery. One of them is the Lagoa de Araruama, the second largest in the country.

The state has five national parks. One of them contains the largest urban forest in the world, the Floresta da Tijuca (Tijuca Forest); the first Brazilian marine sandbank park, the Parque Nacional da Restinga da Jurubatiba; the Parque Nacional do Itatiaia (Brazil's first); apart from the spectacular mountain ranges Serra da Bocaina and Serra dos Orgaos. Apart from these, there are eight state parks, including Tres Picos, with incredible rock formations and waterfalls.

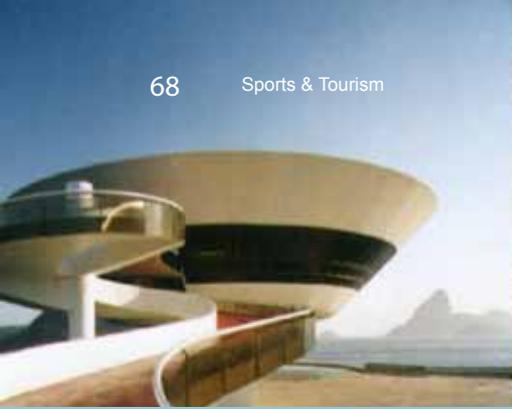


## SPORT

For the Pan American games in 2007, Rio de Janeiro improved both tourist and sports facilities in the city. The so called Maracana Complex, with its legendary stadium, the Ginasio Gilberto Cardoso (Maracanazinho) and the Parque Aquatico Julio Delamare underwent radical restoration. The city also gained a sports arena capable of hosting many different sports, a new soccer stadium (Estadio Olimpico Joao Havelange), the Parque Aquatico Maria Lenk and an expansion and modernization of the stadium at Lagoa Rodrigo de Freitas for rowing and water sports. This enables the city to compete with international centers in events such as the World Cup and the 2016 Olympic Games. This legacy is used today to fulfill the routine local and national calendar of sporting events.

There are many other sports options throughout the state. The Organ Mountains, where Brazilian mountaineering began, is the perfect spot for practicing the activity. Another region well known by mountain climbers is the Serra das Agulhas Negras, which is where the state's highest peak is located, at 2787 meters. Arraial do Cabo, located on the beautiful Sunny Coast, with sparkling sea and transparent waters, has become the Brazilian diving capital. Also in this region are Saquarema, where perfect waves made it popular with surfers.





## OUTSTANDING EVENTS

Carnival takes the top spot in Rio de Janeiro's festive calendar. The dazzling parade in the Sambadrome is considered, for its lavish splendor, the greatest pop show on Earth. To celebrate New Year's Eve, there is the traditional fireworks display on Copacabana beach which attracts around 2 million people. There are similar shows on other beaches. Popular and religious folklore is present in many manifestations. Among them are the Festa do Divino in Paraty, the New Year sea procession in Angra dos Reis, the Tapetes de Sal (salt carpets) of Easter Week on the Sunny Coast, the Film Festival in Buzios, the Winter Festivals in the Imperial mountain resorts, the Itatiaia region and the Coffee Valley, the Bauernfest in Petropolis, and many other events distributed throughout the year.

Gastronomy is one of the themes explored by the festivals of the state of Rio de Janeiro. The world famous cachaca can be tasted at the Festival da Pinga in Paraty and in the Cafe, Cachaca e Chorinho festival, in the Coffee Valley. We mustn't forget the Degusta Buzios event that takes place twice a year in the charming Rua das Pedras

## INFRASTRUCTURE AND SERVICES

A hotel network with almost 30 thousand rooms of different standards, restaurants of international level, steakhouses, pizzerias, entertainment, quality communication and transport systems, services of the highest standards, three airports, direct flights to the main international centers, one of the biggest international airports in the country - this is the picture of the city's infrastructure.

Riocentro - one of the biggest convention centers in Latin America - hosts big events such as the Feira das Americas, which attracts hundreds of exhibitors from all over the world. It is also the venue for one of the biggest literary events in the country, the International Book Biennial that receives more than half a million visitors.

It is also important to highlight the expertise of the entities and service providers who operate in the state to organize the various events. They can count not only on Riocentro but on many other convention centers and hotels all over the state.

For more information, visit

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## CULTURE

The diverse cultural itinerary caters to all tastes. Any time, anywhere in the state, all year round, there are exhibitions and festivals for cinema, theater, music or gastronomy. Museums, cultural centers, theaters, art galleries, churches, historical monuments, ancient forts that were used in the past to defend the colony from pirates, and modern centers for research, putting the city in the country's vanguard. A special mention for the Municipal Theater, an architectural jewel from the beginning of last century, inspired by the Paris Opera, a temple for opera and classical music.

On the Costa Verde (Green Coast), the Gold Cycle left traces of its grandeur in the historical city of Paraty with its unique colonial architecture. It is here that one of the country's most charming cultural events is held, the Paraty International Literary Festival (FLIP), that gathers famous authors of many countries in a celebration of authors and public. Among the mountain resorts, known as the "Serra Verde Imperial", Petropolis stands out. The Imperial City, as it is called, grew around a farm bought by Brazil's first emperor, Pedro I, in the 19th century for the Imperial family's holidays. An architectural jewel of the period, with obvious European influence, stimulated by the emperor himself, Petropolis shows the splendor of the past through its beautiful buildings. Nova Friburgo is another regional option. A city where the European immigrants have left their mark on the local customs, economy and culture.

In the Vale do Café (Coffee Valley), beautiful farms, a heritage from the period when Rio de Janeiro sustained the Empire's economy with coffee revenues, provide visitors with an enchanting tour. Annually the region organizes the Café, Cachaca and Chorinho festival, an intensive cultural program that includes 14 towns in the region. Among the culinary delights, to the rhythm of the Chorinho, a variety of locally produced coffee and cachaca (Brazilian firewater).

The state of Rio has multiple cultural attractions, reflected in popular creativity all over the state. For example in the mountain regions of Agulhas Negras, or in the Itatiaia National Park, another ecological paradise, where Finnish immigrants have influenced the local gastronomy and the use of the Sauna. One of the local highlights is a Santa Claus house.

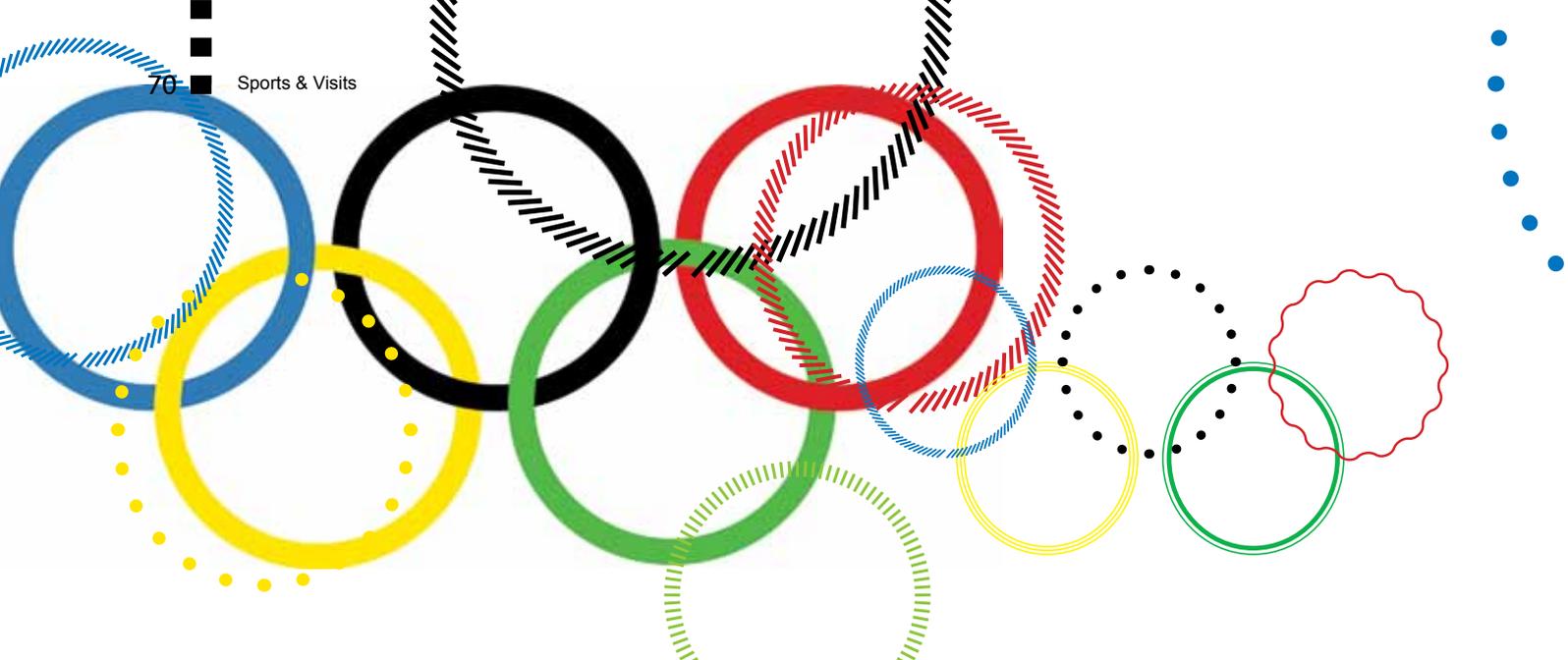
## ENTERTAINMENT

Dance to the sound of a variety of Brazilian rhythms - it is impossible to stay still. Try some of the best restaurants in Brazil, with the most well known Brazilian and international chefs. Walk by the beaches and taste coconut water in the kiosks by the seaside. Watch a show. Get to know how Samba City prepares the Samba Schools for carnival, the greatest show on earth, and enjoy the unforgettable samba dancers and drummers. Take the opportunity to learn to dance the Samba so you can join in the amazing parade in the Sambadrome.

There is contagious excitement in the capital. Lapa, with its bicentenary Roman style aqueduct, and once an area to be avoided, has been brought back to life, becoming the attraction of Carioca nightlife. Bars, restaurants, show houses playing samba and the typical chorinho make up an unforgettable itinerary.

For those looking for tranquility, the serenaders of Conservatória, a town near Valença in the Coffee Valley, are an attraction you can't miss. On the Sunny Coast not only the days are hot. The nightlife is also popular with Cariocas during the weekends. Pedras Street in Buzios is one of the most famous spots due to its many nightclubs and bars.





# MISSION ESSENTIAL

TEXT & PHOTO Carlos Pheysey

*This year Singapore received three official delegations from the state of Rio de Janeiro whose mission is to find ways to adapt Singapore-style solutions for the challenges ahead as Brazil prepares for the 2014 World Cup and the 2016 Olympic Games in Rio*

**S**ingaporeans know the city of Rio de Janeiro for its tropical-urban appeal and its marine and offshore industries. However, the city is about to undergo a profound transformation and a massive face-lift as it prepares to host a few of the football World Cup matches in 2014 and to stage the Olympic Games of 2016 – Herculean tasks that call for improvements to the existing infrastructure and network of services.

With this aim, three official delegations comprising authorities

from that State have already visited Singapore so far this year, in order to tap into Singapore's expertise in urban planning, services, systems, sports management, and more.

The first mission took place in March, led by Mr. Leonardo Picciani, Secretary for Housing of the State of Rio de Janeiro. The housing deficit under his purview prompted him to bring a team of experts to understand Singapore's housing and urban solutions.

One such entity visited was Surbana Corporation, a township and infrastructure design company that assists in the planning of large-scale projects abroad, as a former off-shoot of Singapore's Housing Development Board (HDB). Naturally, HDB was also visited so as to ascertain how far Singapore's successful popular housing model could be emulated within the constraints of Rio's realities, resources and capabilities.

Along the same lines, a meeting was held with Jurong Consultants, a division of Jurong International. The company designs and develops similar projects and, in the case of Brazil, has been lending a hand at developing the Confins airport into a major future hub.

The delegation also visited Keppel Land, a subsidiary of Keppel Corporation, which has experience in developing middle-class and upscale

residential projects that could prove useful for Rio de Janeiro. The CEO of Keppel Corporation is also Singapore's non-residential Ambassador to Brazil, travelling to Rio quite often to survey its shipyard located in the State's south. Through these links, relationships between Singapore and Rio de Janeiro are being constantly reinforced.

Singapore's Urban and Redevelopment Authority (URA) provided a comprehensive overview of Singapore's outstanding achievements in planning every square metre of this island, so that Rio can examine prospects of maximising the outcome of works due for the middle of the decade. The delegation's experts in tourism, sports, environment, public works, transportation, and science and technology, also had a chance to understand the work the Singapore Cooperation Enterprise (SCE), an entity that channels much of Singapore's public expertise into consulting rendered to third countries. The SCE has already helped link Singapore's know-how with another State, Minas Gerais, and is now ready to advise the State of Rio de Janeiro for its looming sports-led development deadlines of 2014 and 2016.

The second mission, staged in April, brought authorities from Rio's Secretariats of Public Works, Environment and Sports. Likewise, the



team visited Surbana Corporation and Jurong International (including a tour of the latter's Biopolis and Fusionopolis) plus the refineries, chemical-manufactures and pharmaceutical companies on its man-made Jurong Island.

The URA was again a focal point for the delegates, as were the Building and Construction Authority (BCA) Academy (an environmentally-friendly zero-energy instruction-centre), the Land Transport Authority (for the road and rail transportation grids and systems) and the SMRT train depot and rail-traffic control rooms. As well in the field of transportation and logistics, the Brazilians visited a container-terminal from PSA International Pte Ltd, the Tanah Merah passenger terminal from Singapore Cruise Centre Pte Ltd, and the corporatized "Changi Airport Group", a company that shares how Changi's status as the best airport in the world can be replicated abroad.

With regard to construction of industrial parks and housing, the delegates saw the management of JTC Corporation, the powerful body managing a vast combination of industrial parks in the island's southwest; examined the Prefabrication Technology Centre under the HDB Building Research Institute, an innovation laboratory to maximise housing-technology solutions and fixtures; and queried the Sembawang

Town Council on its management of that district of the island.

In the environmental realm, the Brazilians met water engineers from the Public Utilities Board (PUB) and National Environment Agency experts at the Marina Barrage near the mouth of the Singapore and Kallang Rivers, then got to know the team from the National Parks Board and its radical and successful greenery-expansion within this thoroughly urbanised island. The authorities from Rio de Janeiro rounded off the mission at a briefing in preparation for the World Cities Summit, held in Singapore in June.

The third mission arrived in August in Singapore. This time, the new delegates focused on the then ongoing Youth Olympic Games, the first-ever worldwide, which was hosted by Singapore. The delegates held a discussion with Jurong International (once more!); plus also with the Singapore Sports Council and obtained a briefing at the Games' Operations Room and Technology Room.

The Brazilians also visited Changi Airport Group, and sought for innovative technology solutions and electronic/electrical systems for Rio's Games by visiting ST Electronics, Singapore Power

Global Solutions and the consulting branch of the Infocomm Development Authority. For sporting-event visual solutions, Pico Global Services met the delegates, and the team could not miss once more the brilliant logistics and transportation solutions provided by PSA International and SMRT.

Singapore can look forward to more missions from the State of Rio de Janeiro and from other parts of Brazil, as Brazil prepares for the 2014 Cup and Rio for the 2016 Olympics and seeks Singaporean solutions to its challenges.

Such exchanges further cement the ties that bind both countries in the fields of investment, capacity-building, national development, infrastructure, services, technology, sports, urban living, quality of life and more, for the benefit of both sides.





## FOOD, GLORIOUS FOOD FROM BRAZIL

TEXT & PHOTO Carlos Pheysey

**B**razil made its presence felt at the 17th edition of the Food and Hotel Asia 2010 (FHA) with a pavilion showcasing the country's food, catering products and equipment. The show took place from 20 – 23 April 2010 and is the largest food, hotel, catering and equipment exhibition of the southern fringe of Asia.

Brazil was among the 47 country pavilions at FHA 2010. As 80% of the visitors were from other countries, the visibility of FHA as a hub is apparent, seeing how it multiplies business for Brazilians across Asia.

Singapore is considered the most important distribution centre to all countries in the region, because the city has a very high efficiency of cargo transportation.

Recognising the great importance of the Asian market, a survey carried out by Brazilian embassy in Singapore contributed to the Ministries of Agriculture, Livestock and Food Supply (MAPA) and External Relations (MRE) identifying the sectors with greatest potential for business in the region.

Brazilian companies from the sectors of meat, egg products, processed fruits, dairy products in many different forms, soybean derivatives, coffee, sugar, sweets and chocolates, spices, rice and spirits were invited to attend FHA 2010.

The fair occupied 82,000 square metres, with 3,000 exhibitors from over 70 countries and regions. An estimated 55,000 professionals from about 100 countries visited the show. This is a very positive result for FHA which is recognized as the biggest fair of food and hotel of Asia.

In addition to food and beverages, a vast portion of the event was devoted to various equipment items, accessories,

electric household equipment, utensils, fixtures, installations, furniture, decorations, lighting, storage systems, textile and cleaning products, being all of them geared to bars, restaurants, hotels, laundries, fitness centres, spas, shops and other establishments, as well as machines for industrial processing, packaging and baking, furthermore digital systems for commercial and industrial premises or for individual equipment.

### BRAZILIAN PRESENCE

The Brazilian pavilion was the result of a joint effort by the Embassy and Brazil's Ministry of Agriculture, Livestock and Food Supply and was the largest-ever Brazilian pavilion at FHA.

The pavilion comprised the following entities: in the institutional area, the Ministry of Agriculture, Livestock and Food Supply, together with the Embassy of Brazil and ABIPECS (Brazil's Pork Exporters' Association); the maize-corn association ABRAMILHO and the cooperatives CCGI and Cotrijuí.

From the commercial sector came the participation of the poultry-plant Frangosul; the poultry/beef/pork plant Marfrig, the agribusiness dealer Ruelle Spices, the honey-maker Novo Mel, the wine-maker Miolo and the distillery Tatzinho.

In spite of the air-routes' disruption caused by Iceland's volcanic eruption, their Singaporean representatives were at hand to assist and to provide a sampling and tasting of each product available.

*With a significant comparative advantage conferred by advanced technology, Brazil dominates world markets for sugar, beef, poultry and other foodstuff. Exports have been driven by the combination of rising incomes in many parts of the world and Brazil's ready availability of land and feed resources to support food production.*

The Brazilian pavilion drew positive interest from the Agri-Food & Veterinary Authority of Singapore (AVA) and Asian importers of sugar, meats, beverages and more. As it is, Brazilian chicken, pork and beef dominate the Singapore market, surpassing other supplying countries.

Brazil's premier position is achieved over the past decade as Brazilian agriculture benefited from macroeconomic stability, high international commodity prices, currency devaluations, technological advancements, expansion in arable land, and large capital inflows from domestic and direct foreign investment. Domestic policies (credit and tax-exemption programmes) also spurred production and processors' incentives.

## SPICE GALORE

Among the exhibitors, Ruelle Spices, which is specialized in spices and fresh fruits exports, did particularly well, closing US\$1.68 million in sales at the show (with a forecast of US\$6-7 million in FHA-related sales in the next 12 months).

According to Mr. José Ruelle Filho, President and CEO of Ruelle Spices: "The constant presence of Ruelle in fairs and international events has proved that this is the right way to present its products to international markets and increase its volume of exports, year after year."

Ruelle Spices were out in force at FHA 2010 with a number of staff on the exhibition floor, and brought real prospect of



expanding business into the region. Ruelle is the third largest exporter in the world and the biggest Brazilian spice's exporter, selling around 9,000 tons per year, which makes up 40% of Brazilian crop. In terms of fruit exports, Ruelle had accessed the most stringent markets due to the high quality of their products.

As a food silo of the world, Brazil intends to have a bigger presence with an enhanced pavilion at the next FHA in April 2012, putting in focus its standing as the world's 9th largest economy with high-tech agriculture, sanitation and industry (in both food product and food/hospitality equipment).

With this aim, planning will begin in 2011 encompassing major players in Brazil, be they governmental bodies, agribusiness and industrial federations and associations, plus successful individual exporters, with the ultimate aim of placing a slice of Brazil on every table in Asia.

*diplomacy needs publicity*

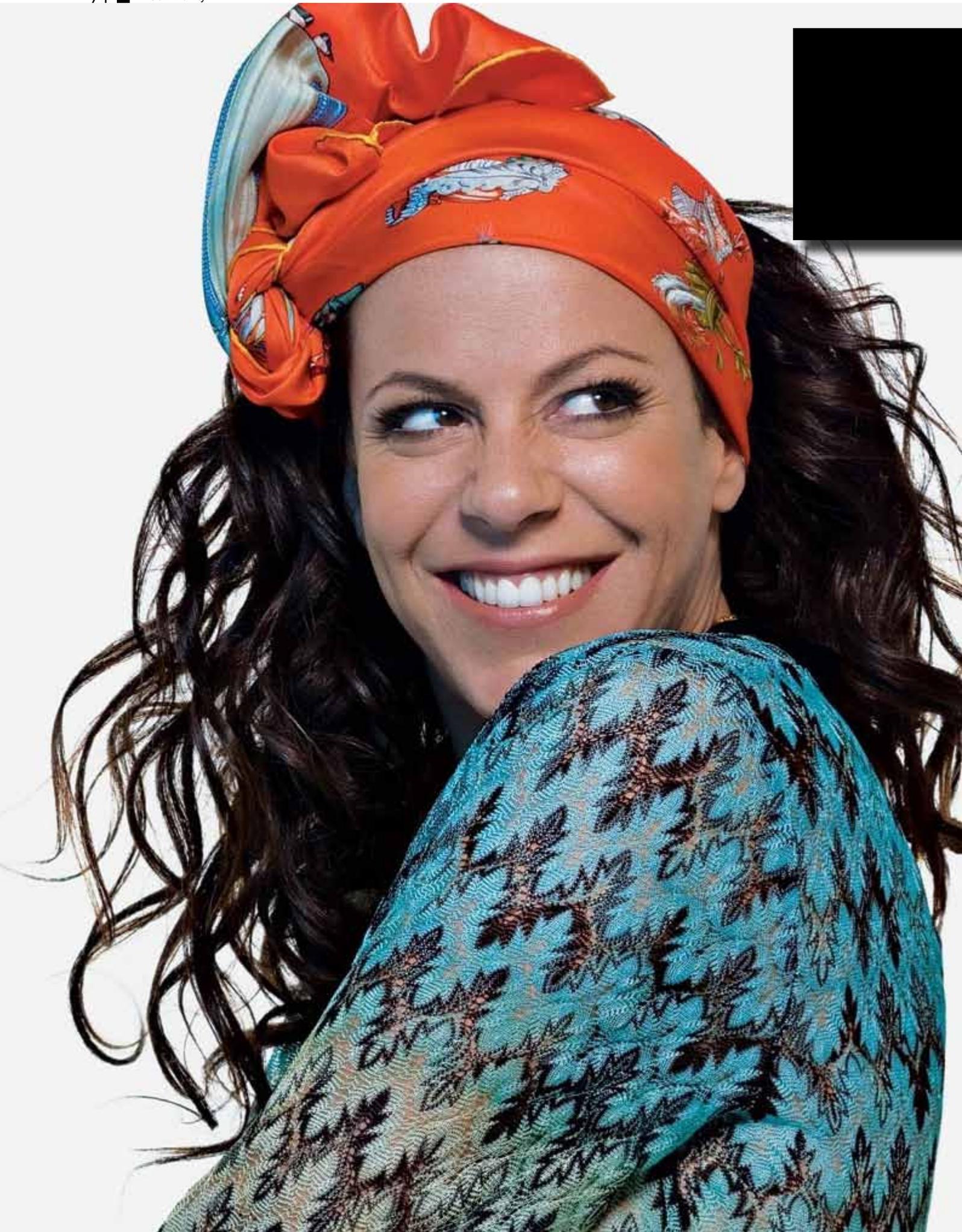


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# Bebel Gilberto

## WOWS SINGAPORE AUDIENCE

TEXT & PHOTO Karsten

*“Bebel’s honey-tinged voice flowed like a gentle stream through her new repertoire from All in One, which is on both the top 50 jazz and world music charts. She and her 4-piece band entertained a near capacity Esplanade Concert Hall.”*

**Q**ueen of nu bossa Bebel Gilberto returned to seduce Singapore with her lush, sophisticated melodies that pair smooth Brazilian grooves with subtle electronica on 19 April 2010.

Singapore promoter Schema International was delighted to present her on the only Southeast Asian stop of her Asia Pacific tour in support of her critically acclaimed debut on the Verve label, *All in One*. Bebel last performed to sell-out crowds here in 2005 and 2007.

Bebel’s honey-tinged voice flowed like a gentle stream through her new repertoire from *All In One*, which is on both the top 50 jazz and world music charts. She and her 4-piece band entertained a near capacity Esplanade Concert Hall.

Bebel presented her own compositions, as well as her rendition of classic tracks like Bob Marley’s *Sun is Shining* and Carmen Miranda’s *Chica Chica Boom Chic*, some of which were recorded at the famed Geejam studios in Port Antonio, Jamaica.

Mark Ronson (Amy Winehouse/Lily Allen) produced the Stevie Wonder-penned track *The Real Thing*, originally recorded by Sergio Mendes. The Dap Kings (Sharon Jones and Amy Winehouse) provided full support. On her father Joao Gilberto’s song *Bim Bom*, Bebel performed a duet with Daniel Jobim, grandson of bossa nova king Antonio Carlos Jobim. Other guest collaborators included Carlinhos Brown (Caetano Veloso), Didi Gutman (Brazilian Girls) and John King (the Dust Brothers).

Bebel has been very busy in the last year. After recently switching labels, she is in the midst of performing around the world. She performed with the LA Philharmonic at Hollywood Bowl; was included in the *Proud to Be Me* compilation album released by Diane von Furstenberg (DVF); crooned at the DVF Awards ceremony; performed at the opening of the W Hotel, Barcelona – and also found time to get married.

Bebel is the sultry, soothing voice behind one of the most globally successful albums of Brazilian music ever, Grammy-nominated *Tanto Tempo*. The daughter of guitar legend João Gilberto – credited with the creation of the bossa nova beat – Bebel was recording at the age of seven, and appeared live in New York’s Carnegie Hall with Stan Getz at the age of nine.

Bebel has worked her magic on albums with an all-star group of artists and producers including Arto Lindsay, David Byrne, Mike Patton, Towa Tei, Thievery Corporation, Suba, Guy Sigsworth and Marius de Vries. Since *Tanto Tempo*, Bebel has sold over 2.5 million records, and reached the top of the Top Heatseekers chart and the Top World Albums chart with the subsequent albums *Bebel Gilberto* and *Momento*.

With *Tanto Tempo* selling over a million copies worldwide and her songs featured on films such as *Next Stop Wonderland* and *Closer* and television shows such as *Sex and the City*, *Six Feet Under*, *Nip/Tuck* and *Entourage*, Bebel is truly bossa nova royalty. In Singapore, audiences are familiar with the song *So Nice* from *Tanto Tempo*, which was used to great effect in a local advertisement for a financial institution.





## COME DO THE CAPOEIRA

TEXT Ankita Pandey PHOTO Master Ousado

*Capoeira is different from other martial arts. It is culture, art form and movement fused into one. It is not just about the movement, but also learning the philosophy the ideas, rituals, the music and the relationship*

**W**atch a Capoeira and you'd wonder whether it's a martial art or a dance form. In fact, it's both. And as much Brazilian as the samba but probably lesser known. You can see it being performed on the streets of Brazil, from Sao Paulo to Rio de Janeiro.

One theory suggests it had its origins among African slaves brought to Brazil in the 16th century, who were not allowed to train in any form of combat, and so disguised their fight practise in this dance. Master Ousado, Brazilian by birth but who has made Singapore his residence, is an exponent of this art, having spent 39 years of his life perfecting it.

Master Ousado first began teaching the Capoeira at the Association of Filhos de Luanda in Brazil, which he founded in 1980. Since then he has played a crucial role in making this art form popular around the world. He founded the Association of Capoeira Argola De Ouro in London in 1990 and in 2002 he brought Capoeira to Singapore, establishing its first school in

Southeast Asia – the Association of Capoeira Argola De Ouro (Singapore).

He considers himself not just a tutor but also a pupil of the art, continuously learning and discovering its various nuances. While he has won many competitions and titles in this art form – twice-crowned Champion of Paulista Federation of Capoeira (adult light category), the all-Brazilian vice-champion of Capoeira and bronze medallist in the Santos Open Games – he considers spreading the philosophy of Capoeira his biggest mission.

Master Ousado has played an active role in promoting the study of the music and folklore of Capoeira by holding workshops in academic institutes such as the University of Rio de Janeiro, Queen Mary University in London, the National University of Singapore and Nanyang Technological University in Singapore.

In Singapore, Master Ousado has been instrumental in making Capoeira popular among young people who see it not just as a great physical workout but also an outlet of their creativity.



Since 2004 Master Ousado's association has held annual international Capoeira festivals in Singapore through which local students and Capoeiristas from abroad get a chance to interact and exchange their ideas and understanding of Capoeira. He and his students have also performed at the Singapore Arts Festivals over a number of years.

The Association of Capoeira Argola De Ouro (Singapore)'s work has been recognized by the Singapore Sports Council in their Sports Education Programme, the National Arts Council's Art Education Programme and the People's Association through Capoeira lessons in local community centres. The association conducts classes at the substation on Armenian Street. It also organises Capoeira demonstrations at primary and secondary schools and is recognised by the Ministry of Education (MOE).

So if you want a piece of Brazil and its enchantment in Singapore, Master Ousado is your best bet.

**ASSOCIATION OF CAPOEIRA**

**Class Schedule :**  
 Every Friday  
 08:00 pm – 10:00 pm  
 Every Sunday  
 03:00 pm – 05:00 pm

**THE SUBSTATION**  
 45 Armenian Street,  
 Singapore 179936

Master Ousado: (65)94521349  
 Web: www.adoclife.com

Capoeira through the efforts of the Association is fast becoming a recognized and respected martial art and art form and has been featured in the following:

#### Media and Print:

- ▶ TV programme "Executive de-stress" by Channel News Asia
- ▶ Featured on Channel 5 and Channel U
- ▶ "Mind your Body" in the Straits Times
- ▶ NewMan magazine
- ▶ The New Paper
- ▶ Friday Weekly (a Chinese newspaper publication)

#### Performances:

- ▶ Brazilian Fever cum Countdown Party 2001 at Sentosa
- ▶ Her World Magazine / Model Search 2002 at Ngee Ann City
- ▶ Private performance for Pacific Internet
- ▶ Singapore Arts Festival 2003 organised by the National Arts Council
- ▶ Chijmes Latin Festival 2003
- ▶ Motorola and Oakley presents "RARZWIRE XTREME WEEK END" at Cathay Cineleisure Orchard in 2005
- ▶ Nokia "DEFEND YOUR TURF" at Siloso Beach, Sentosa
- ▶ "Colours & Tastes of Brazil" at CHIJMES
- ▶ "Time To Fly" organized by Protector & Gamble held at Sentosa Singapore
- ▶ World of Music Arts and Dance (WOMAD Singapore 2006) in the Heartlands at Hougang and at Fort Canning
- ▶ Discovery Atlas shows organized by the Discovery channel at the Grand Hyatt in Beijing (26 Sep 2006), Red Dot Traffic in Singapore (28 Sep 2006) and Hong Kong (26 Nov2006).
- ▶ NTUC New Logo Event in 2008
- ▶ Singapore Art Festival 2008
- ▶ Keppel Corporation, Naming of FPSO Espirito Santo in 2008
- ▶ CAN! Discover at Singapore Youth Park in 2009
- ▶ SAFRA Singapore Bay Run & Army Half-Marathon 2009
- ▶ NATAS 2010, Singapore Expo

**D**r Marco Faria Correa, a world-renowned Brazilian plastic surgeon based in Singapore, claims to give you that perfectly round and beautiful behind through a simple cosmetic procedure called liposculpture. According to Dr Marco, the younger you are, the better it is for liposculpture.

One of the pioneers in the techniques of liposculpture, Dr Marco says it is fast becoming the most-wanted surgery among women around the world. "Brazilian women are considered one of the most beautiful in the world. And they care a lot about their bodies. Going to the beach is their favourite pastime where they like to flaunt their perfect curves and shapes," he says.

"They play a lot of sport, love to dance which gives them strong, beautiful legs and buttocks. Now, women around the world desire that look," he adds.

"I get a lot of people in their early 20s, and teenagers who are 18-19 years old," he says, "The older you get the harder it becomes. Women have a few children, they put on weight, lose weight, get stretch marks, all those things matter. If you get it done earlier, the results are likely to be much better," says Dr Marco.

Dr Marco can create a more sensually curved body profile by performing posterior sculpting. This form of plastic surgery is popular after weight loss among patients with loose, sagging skin in the posterior region. Micro-fat grafting, a way of taking fat from other areas of the body and grafting it onto the buttock area, is a method Dr Marco can use to give you a posterior that has a shapelier and more muscular look.

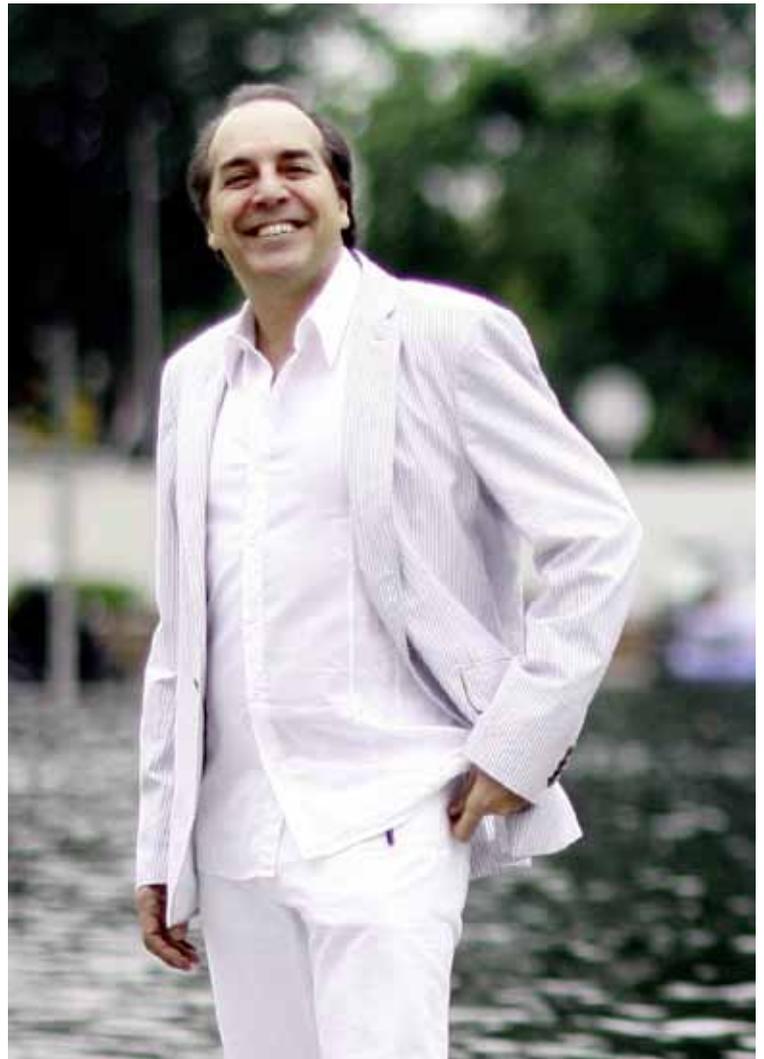
Dr Marco has the experience and the skill you can trust. In his clinics located in Porto Alegre, Brazil, Singapore; more than 300 patients have undergone various plastic and cosmetic surgery treatments. While liposculpture and glutoplasty (buttock augmentation) are more popular among the youngsters, the most-wanted treatments among older women are abdominoplasty tummy tuck, breast lifting and breast implant. About 25% of Dr Marco's patients are men, who mostly come for liposuction, face lifts and eye bag treatments.

The recipient of the 'Most Outstanding International Leader in Liposuction and Cosmetic Surgery for 2009', Dr Marco has been responsible for the good looks of many celebrities and socialites around the world. Hollywood and Bollywood (Indian film industry) stars are regulars at his clinic.

# GET THAT NEW LOOK

TEXT Ankita Pandey PHOTO Dr Marco

*Plastic surgery is akin to putting the finishing touches on a masterpiece - refining a new, shapelier you. Choosing the right plastic surgeon is the most important decision you will make to affect your outcome with body contouring surgery.*



“Plastic surgery has become a worldwide, global desire. It became really big among movie stars. And now everyone wants to emulate them,” says Dr Marco. The procedures have become increasingly safer, and if done properly by following all the rules of patient safety, it gives the desired results.

“Some people say they have become addicted to cosmetic surgery. Supposing you start with a tummy tuck and it looks great, then you want more. Then you do your breasts, shape it, and wow, you look great. Then if you are aging, you touch up the face and wow, again you look great. Every time you do it you feel so happy that you want more. In Brazil it is really popular. Almost every woman over forty there has had something done,” he says.

Dr Marco says while he doesn't encourage patients to undergo nips and tucks, if it boosts their confidence and self-image, he is more than willing to oblige.

If you want your body to reflect the new, more positive image you have of yourself, make an appointment with Dr Marco to discuss your options.

*“The recipient of the ‘Most Outstanding International Leader in Liposuction and Cosmetic Surgery for 2009’, Dr Marco has been responsible for the good looks of many celebrities and socialites around the world. Hollywood and Bollywood (Indian film industry) stars are regulars at his clinic.”*



## DR MARCO FARIA CORREA PLASTIC SURGERY

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**Plastic Surgery**

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

# THE MANY WONDERS OF BRAZIL

## TALES OF SINGAPOREAN

*Brazil is not just Rio de Janeiro and Carnaval. There are many more different attractions in this land of 27 states and 188 million people, and the visitor will find there is no lack of variety. We speak to five Singaporeans who visited Brazil for a variety of reasons ranging from attending a medical conference to visiting friends and relatives. Distance and age were no barriers, as the Singaporeans chose Brazil as a destination this year. They discover Brazil's many attractions, as well as little known corners that remind them of home. Here they take us on a trip down memory lane, recounting their recent trips.*

## MAGICAL RIO



Victor HM Wee

*“Imagine a city that combines the bays and beaches of Sydney, the harbours and hillsides of Hong Kong, the emerald waters and sugarloaf mountains of Halong Bay, and the leafy greenery of Singapore, and you will have a sense of how beautiful Rio de Janeiro is.” says, Mr Hsiao Ming Victor, a Singaporean who was on a trip to Brazil, early this year.*

**H**ighlights of this city include the statue of Christ the Redeemer high up on Corcovado mountain overlooking the city, which imbues a sense of peace and security, whether you are standing right in front of it, or down on the ground underneath its ambit; the Sugarloaf mountain and picturesque cable car ride to its peak; the magnificent vistas of the city, forests, the beaches, and the sea from both of these mountains; the Maracana stadium and its aura of football greatness; and the San Sebastian Cathedral and its awesome interior.

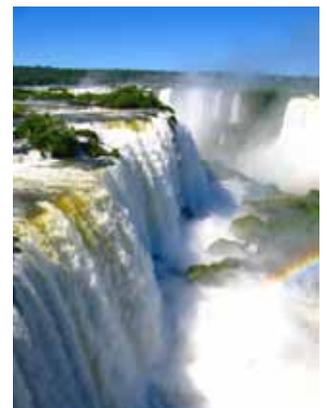
Mr Hsiao Ming Victor's visit to Iguazu Falls was another memorable experience. With its 275 waterfalls spread in a horseshoe shape over a 2.7-kilometres length, with the tallest waterfalls around 80-metres in height. It can be reached by the town of Puerto Iguazu in the Argentine province of Misiones, or the town of Foz do Iguacu in the Brazilian state of Parana, as well as from Paraguay.

“The Iguazu Falls has many accolades, including being one of the Seven Natural Wonders of South America, and being considered one of the two most magnificent waterfalls to view. Notable waterfalls in Iguazu Falls include the Garganta del Diablo (the Devil's Throat), which has so much water pouring through it that it creates a perpetual

cacophonous roar and clouds of mist; and the Salto San Martin, which is a myriad of waterfalls located in the midst of a lush jungle. Also note that I have never seen so many rainbows in a single day!”, said Mr Ming.

Iguazu Falls is much more than a series of waterfalls. It is also a beautiful nature reserve teeming with all sorts of fauna, flora, and wildlife. In particular, we were amazed by the number of species of spectacularly colourful birds found in this park, and were stoked to see a Toucan for the first time in the wild. Moreover, these birds were comfortable enough with humans to fly right into the patio and immediate surroundings of our hotel.

Last but not least, Iguazu Falls also offers some fun, in form the of a Nautical Adventure boat ride on the Argentine side that takes you right into the Salto San Martin. The speed and spins of the jet-boat, and the tons of icy-cold water pouring down, makes this a memorable experience!



# BRASILIA BECKONS



MingYue

**M**ing Yue, 24, a chemical engineer by training who works as a management trainee with SMRT, travelled to Brasilia in April. At that time the weather was dry. Although different from Singapore, it was still comfortable.

“The most convenient way to travel is by car to some of the sights and interesting places. However, Brasilia has a metro that brings you straight into the city centre with amazing world-renowned architectures,” said Ming Yue.

“These wonderful architectures are mostly located on the eastern part of the Monumental Axis. If you want to get a good look at the cityscape, just make your way to the top of the Television Tower,” she added.

Ming Yue enjoyed browsing through the many stalls at the base of the Television Tower selling native and handmade product that made great souvenirs.

*“In Brasilia, my friends brought me to many parties and it was wildly enjoyable! On the whole, it was a rejuvenating and novel experience for me,” says Ming Yue, a chemical engineer by training.*

The Monumental Axis is the name of the two parallel expressways, each in a direction, which cut the Plan Pilot of Brasilia from East to West. It starts in the Three Powers Square, then goes westwards until the vicinity of the inter State bus station.

On another occasion, Ming Yue visited a museum that showed how the capital was founded and it was remarkable how much similarities Singapore share with Brasilia.

“The fruits are simply heavenly, the mangos and carqui are my favourite and I have to eat at least one of them daily. Hopefully, someday Singapore will be able to import them,” she said with enthusiasm.

When it came to shopping, Ming Yue found there was no lack of choice. She had her fill at Brazil’s big shopping malls, the biggest of which is Park Shopping. She found refuge from the



hectic shopping schedule at the many parks dotting Brasilia. Parque da Cidade (City Park) in particular is a great place for a relaxing with friends.

For a place to chill out, you can’t go wrong at Pontão, which is a lovely place with restaurants, bars and flea market beside a lake. It is a great place for a romantic night out and to watch beautiful sunset.

## CAPITAL CHARMS

*“Nothing beats sipping a caipirinha while soaking in the rays on Ipanema.” The caipirinha is Brazil’s national cocktail, made with cachaça, a distilled alcoholic beverage, sugar and lime”*



Jeff Loke Jian Feng

**M**r Loke Jian Feng, 28, a doctor with the Ministry of Health, visited Brazil and had a memorable time with a heady mix of street

cars, beaches and the country’s national tippie. This intrepid explorer discovered more of the city by metro and foot, which combined, makes for a convenient way to move around.

Rio’s business hub, Centro, is a mixture of old and new. There are 18th century ornate churches and buildings, narrow cobblestone streets as well as huge office towers

However, if you plan to visit Santa Teresa, the best way to get there is

to take the bonde (street car) up and then walk down. The bonde travels up to Santa Teresa from Centro and it is the last of the street car that used to be the main form of public transportation in the city.

Santa Teresa is a neighborhood on a hill overlooking the city that is filled with old mansions, winding streets and bonde tracks. Rio’s upper class live here and take the tram to work in Centro.

Mr Loke is convinced that visiting Singaporeans will most enjoy the beaches and





the friendliness of the cariocas or the locals. Not to mention the shopping. Mr Loke cited Rio Sul as a favourite spot. The 4 storey shopping centre is Rio de Janeiro's premier shopping mall, located a short taxi ride north of Copacabana in the community of Botafogo.

This trendy mall has everything you'd ever want, from high-class fashion to optical/sunglasses merchants to electronics superstores. The mall is quite large, and takes a map to get around.

After all that walking you'll be glad to find the 3rd floor with its range of restaurants and bars. The food court is reasonable and offers food choices from Brazilian, fast food, and some high-class restaurants.

Mr Loke enjoyed the variety of Brazilian food like churrascaria, carne do sol and feijoada which he sampled during his trip. When he longed for Asian food delights, they were available along stretches of Copacabana, Leblon and Ipanema.

For those wishing to bring back a memento of the city, Mr Loke recommends a picture with the corcovado which means 'hunchback' in Portuguese and describes the Corcovado hill which lies just west of the city centre. It is known worldwide for the 38-metre statue of Jesus atop its peak, entitled Cristo Redentor or Christ the Redeemer.

Finally, when asked to pinpoint the best time to visit the city, Mr Loke was definite that the festive time was the best time.

"For the crowd and to experience the hustle and life, it will definitely have to be during Carnaval. But if looking to avoid the crowd then the best time to visit would be in April and May," he said.

## SUGAR LOAF MOUNTAIN

*"Sugar Loaf Mountain is a timeless attraction that is a must for all who visit Rio. The views are gorgeous, the photo opportunities endless, and most of all the experience ... priceless! Nothing can describe the grandeur of the falls, the tremendous amount of water thundering down 269 feet ... the sheer beauty of this UNESCO World Natural Heritage Site," says Eric Chieng, a former banker.*

**M**r Eric Chieng, 64, a former banker, took the unconventional route to Brazil. He reached the Iguazu Falls waterfall overland by bus from a neighbouring country and was mesmerized by the spectacular, horseshoe shape wonder with 275 cascades spread over nearly two miles of the Iguazu River.

The view from the Brazilian side is the most panoramic. The matter of fact details do nothing to describe the grandeur of the falls, the tremendous amount of water thundering down 269 feet, the tropical location and the sheer beauty of this UNESCO World Natural Heritage Site, is just out of this world.

Also on the Brazilian side is the spectacular Devil's Throat, where fourteen falls drop 350 feet with such force that there is always a 100-foot cloud of spray overhead. Look out for the rainbow! Mr Chieng also visited a nearby bird park fringed by the subtropical forest of the National Iguazu Park to the base of Salto Floriano.

After getting his fill of Iguazu Falls, Mr Chieng proceeded to Rio de Janeiro, where he stayed at a hotel called Ceasor Park Rio which he recommends highly as the hotel staff



was friendly and there were no complaints or problems with the accommodation.

Subsequently, Mr Chieng visited the Sugarloaf Mountain overlooking Copacabana beach. Reaching the top of Sugar Loaf is done in the ease and comfort of a cable car ride, which is done in two stages.

The first car ascends over 700 feet up Urca Hill affording marvelous views of Corcovado Mountain, the Niteroi Bridge and Guanabara Bay. Transferring to a second car then takes you up an additional 1300 feet to the top where spectacular views of Copacabana and other beaches can be admired.

Mr Chieng also tried Brazilian churrasco (barbecue) and he strictly recommends all meat lovers to have it. The waiters would come around with several skewers of different types of meat, offering it to whoever wanted the cut, and as much as they wanted. This practice is found throughout the country, and admirers of good roasted meat love it.

Hankering for some Chinese food, Mr Chieng was fortunate to come across a Chinese restaurant in Rio along the beach.

The stretch of the beach is a boon for people who are home sick for Chinese food.

Another memorable landmark for Mr Chieng was a visit to the Maracana Stadium or Estádio do Maracanã, which is an open-air stadium in Rio de Janeiro, Brazil. Owned by the Rio de Janeiro State Government, it is named after the Maracanã neighbourhood in Rio de Janeiro and built for the 1950 FIFA World Cup finals.

This football Mecca has also hosted a number of concerts and other sporting events. It was the main venue of the 2007 Pan American Games, hosting the football final, and the opening and closing ceremonies.

## NATAL ADVENTURE



Dr Chan Tat Keong

*“Singaporeans will like the relaxed and laid back nature of Natal. The magnificent sand dunes and marvelous sandy beaches give this place a resort-like atmosphere, and make it a great place to escape from any stressful urban environment,” says Dr Chan Tat Keong*

A visit to Natal in Brazil for a medical conference turned out to be a rewarding trip for Dr Chan Tat Keong, a senior consultant ophthalmologist (eye specialist), as he experienced the relaxed vibe, beaches, buggy rides and gastronomic delights of the city in Rio Grande Do Norte.

### • What is the best time to visit?

Natal lies very near the equator, therefore it gets warm temperatures throughout the year, ranging from 28°C to 34°C. The winter months are from June to August and it tends to rain more during these months. Whatever month you visit, you are guaranteed of at least 12 hours of sunshine per day. It's a perfect place to visit for people who love the sun and glorious beaches.

### • What's the best way to explore the city?

Natal is a fairly modern city situated on the northeastern corner of Brazil and is the closest point in South America to Africa. Situated on the Atlantic coastline, Natal has lots of beautiful beaches and magnificent giant sand dunes. Natal is an easy city for foreign drivers, the streets are wide and the traffic is not very heavy. It is perhaps one of the safest cities in Brazil. Driving a rental car is a good way to explore the city centre and the surrounding sprawling beaches.

### • What do you think Singaporeans will like about the city?

Singaporeans will like the relaxed and laid back nature of this city. The magnificent sand dunes and marvelous sandy beaches give this place a resort-like atmosphere, and make it a great place to escape from any stressful urban environment. The pristine waters of the Atlantic will attract Singaporeans who are interested in a wide range of sea sports such as swimming, surfing, sand boarding and snorkeling the coral reefs.



### • What is the one thing you must do in the city?

Natal, the mecca of unspoilt beaches and clear waters of the Atlantic Ocean, beckons every visitor to enjoy himself on the beach. You must really stay in a nice hotel located right on the beach and get a room with a full ocean view.

### • Where is the place to go on a shopping spree?

The best place for shopping is the crafts market called Centro de Turismo, a former prison complex turned shopping marketplace. It is situated on Rua Aderbalde Figueiredo 980 and has many craft shops selling local crafts like hand made linen tablecloths, woodwork and even hammocks. Coloured sand bottles are the most popular souvenirs to be sold here: these intricately designed bottles are filled with layers of sand and make worthwhile souvenirs for any visitor.

### • What kind of native food did you try?

My Brazilian hosts brought me to a famous local seafood restaurant called Camaroes. Named after the Portuguese



word for 'prawns', this restaurant serves the freshest local seafood such as prawns, fish, calamari and lobster. Prawns are of course, the house specialty. My Brazilian hosts and friends also brought me to eat at a typical Brazilian steakhouse or rodizio churrascaria. Here the best cuts of Brazilian beef are served one after the other on the diner's plate, freshly grilled and delivered from the kitchen. As long as you can eat, the food never stops coming! It is indeed a haven for carnivores. They also got me to try the quintessential Brazilian drink, the caipirinha, which is a potent lime and sugarcane liquor drink so popular among all Brazilians.

• **Is there a place where you could eat Asian food?**

There is a large community of Brazilians of Japanese descent in Brazil. In fact the Japanese-Brazilians form the largest community of Asian descent in the country. Japanese restaurants, in particular sushi restaurants, can be easily found in Natal.

• **Is there a place that is the equivalent of Clarke Quay?**

There is an area in the old docklands area of Natal that has been painstakingly restored to its old colonial charm. This area, centred around Rua Chile is now a bustling nightlife area for the city. There are many bars and pubs in this area and even live music entertainment is available, attracting a largely young crowd.

• **What is a good souvenir of the city?**

The coloured sand bottles are typical souvenirs made in this part of Brazil. These intricate souvenirs typify the great influence that sand, and in particular the sandy beaches and the sand dunes, have on the lifestyle of the people in Natal.

• **Are there things to do or see outside of the city?**

Absolutely yes. One of the most exhilarating experiences one can have in Natal is to go on a buggy expedition of the giant sand dunes. Buggies (or boogies in Portuguese) are open top vehicles with fiberglass bodies, horizontal roll-bars, noisy, powerful engines and wide tires. My Brazilian colleagues brought me on such an expedition on the last day of my stay.

We went to the best spot for boogie-ing, that is the monstrous sand dunes of Genipabu, located north of Natal. The sand dunes of Genipabu are world famous and stand as high as hundreds of feet. Our buggy driver gave us the choice of a ride 'with excitement' (con emocao) or with no excitement. We chose the former. Our fearless driver gave

us a dizzy F1 experience on the sand, executing some dangerous dare devil stunts and making it an action-packed and adrenaline-filled experience.

The buggy expedition next moved to the many lagoons near the sea, in particular the Lagoa Jacuma. At this large lagoon, we were given an opportunity to slide down a hand-held pulley attached to a rope, sliding from a 200 metre high sand dune into the waters of the lagoon (Lagoa Jacuma). It is a sort of horizontal bungee jumping, sliding from a tall sand dune into the deep waters of a lagoon! It was indeed an exciting and unusual experience.

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