

It's time for Brazil in Singapore



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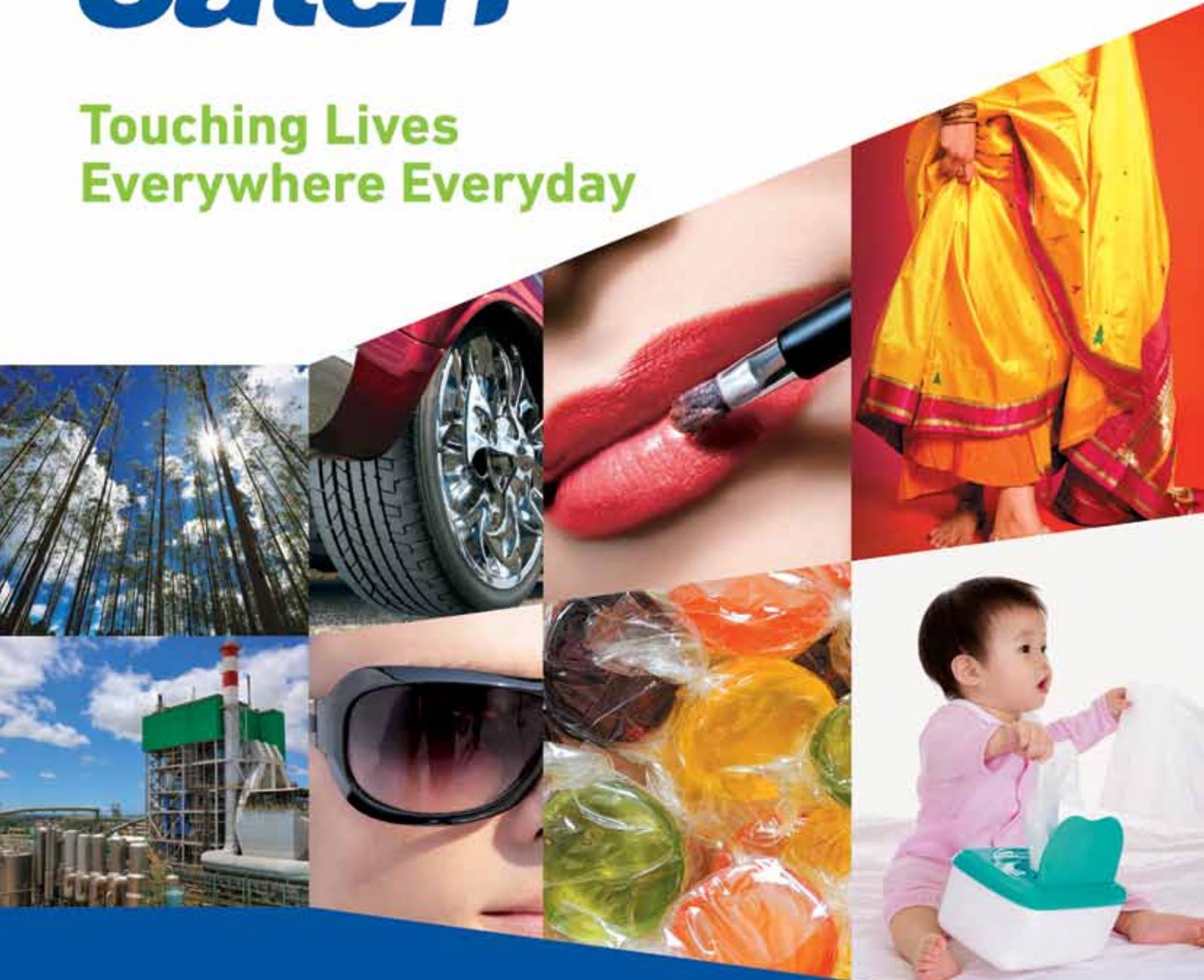
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Foreword



2012 has been a busy year for the Embassy. As the bilateral trade between Brazil and Singapore grows, so does the mutual interest in the two sides of the world. Therefore, more and more Brazilian delegations come to Singapore to have a close look and try to understand the reason why the Island Republic can 'punch about its weight'. Singaporeans are also going to Brazil to be closer to the giant that has finally awoken and is accelerating pace.

This year, three Governors of Brazilian states came to Singapore, those of Bahia, Espírito Santo and the Federal District, the last one twice. In his second visit, during the Latin Asia Business Forum 2012 (LAB 2012) on 3rd October, Governor Agnelo Queiroz signed a contract with Jurong Consultants for a master plan that promises to stimulate development and prepare Brazil's capital for the next two generations.

Along with the governors, several Secretaries of State also came to Singapore. During the LAB 2012, the Secretaries of State for Goiás, Minas Gerais and Rio de Janeiro joined a mission organized by IE Singapore and took part in a seminar where they could showcase their states' potential and meet private Singaporean investors. It is important to mention that the capitals of all three states will be hosting part of FIFA's World Cup 2014, and Rio will also be the hosting city for the Summer Olympic Games in 2016, making all of them, great targets for investment in several distinct sectors, especially that of hospitality services.

As for Minas Gerais, it already constitutes a display of Singaporean planning capacity, as Jurong Consultants designed and helped to implement an aerotropolis around Confins Airport, near the state's capital, Belo Horizonte. The project involves 17 municipalities, covering 670 km², and it is attracting a large amount of investment to the region.

In the other direction, three Singaporean Ministers visited Brazil in 2012: Mr. Lim Hng Kiang, Minister for Trade and Industry; Dr. Vivian Balakrishnan, Minister for the Environment and Water Resources; and Mr. Lui Tuck Yew, Minister for Transport. They crossed the oceans to discuss new possibilities of cooperation and trade enhancement and also, in the case of Minister Balakrishnan, to lead a delegation that represented Singapore in the Rio+20 Conference.

The increasing importance of the bilateral relationships also made both countries upgrade the level of their representations in each other's territory. Therefore, Singapore decided to open an embassy in Brazil, their first in South America, and Brazil decided to expand its representation here. In the new configuration, the Consular Sector moved to the eighth floor, within the same United Square building, while the whole ninth floor is now occupied by the Trade Sector, which illustrates the present importance of these two segments.

The Brazilian Embassy also received two important reinforcements. Secretary Octavio Lopes, coming from the Consulate-General of Brazil in Shanghai, joined us with the responsibility of developing a new sector in the Embassy, that of Education, Science and Technology. Paula, from the Consular Sector, left us and moved to Canada. In her place, we have a new Chinese speaker, Lucia, who faced a difficult task but adapted fast to her new responsibilities. Both of them proved to be invaluable additions to the Embassy's staff, performing outstandingly under critical conditions.

All these stories will be displayed in this edition of It's Time for Brazil in Singapore. I hope everyone finds the same pleasure in reading it as we found while writing this magazine.

Have a good reading!

Herbert Drummond

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 Singapore Scene: Guide to Getting Around Singapore



the distance does not matter. We have Brazilian firms even in North Korea! Can you think of a country more distant or different from Brazil in every way?

Five hundred of the largest American and German firms are all in Brazil. It does not matter that it takes 13 hours to fly from Frankfurt to São Paulo. Follow their example and you will see how profitable it is to be in Brazil. Some of these companies have been there for more than 100 years. Volkswagen was making and exporting cars to the world since the 1950s. Many other companies are sustaining their headquarters with their remittances. Singapore companies such as Keppel and SembCorp also do not see such problems (of distance). Perhaps these problems are more serious for family-owned companies or SMEs.

Should we conclude then that Brazil is a place for bigger companies for now?

No. I would conclude that SMEs should be less “shy” about venturing abroad, to go global. The best way to go global is to go to Brazil, which is a market of 200 million people with more than 100 million



We took the initiative to showcase Brazilian composers at the School of the Arts (SOTA) twice. In this context, we celebrated the 50th anniversary of the bossa nova; we also brought an excellent pianist who performed Brazilian classical music. People loved it. It was good for Singaporeans to know more about Brazilian's culture – some felt it was refreshing to hear Brazilian classical music over the usual Chopin, Schubert et al. It was my pleasure and duty to inform them about Brazilian culture which is very deep, varied and open with its own tropical flavour.

Football is the heartbeat of Brazil. With the World Cup coming, what can we expect from the Embassy in terms of keeping the people of Singapore informed about the latest developments and in promoting the competition here?

Let me first talk about the construction of the new stadia. The first stadium will soon be ready in 2013 at Belo Horizonte and all 12 of them will definitely be ready for the Cup. The main thing the

Embassy has done for the event is to negotiate for visa exemption which will facilitate Singaporeans' travel to Brazil. The agreement will be ratified by the Brazilian Senate before the start of the Cup. Of course, I would love to see the Singapore national football team in the competition, but I do not know how well they will do in the qualification rounds.

In terms of the marketing of the event, will there be any initiative by the Embassy?

Iguassu Falls



belonging to the middle class with purchasing power or GDP of US\$12,000 per head. We are fourth in the world in phone handset ownership; the world's fifth largest economy and will be an economy worth US\$17 trillion in two decades!

You have taken some initiatives in the promotion of Brazilian culture and more integration among Brazilians in Singapore. What has been your experience so far this year in this area?

Yes, a campaign has been planned for next year but details are still confidential because final approval for the programme is still pending with the Ministry of Foreign Affairs in Brazil. We have some ideas on promoting the event and we would also like to have Singapore's investment in the hospitality sector.

For those Singaporeans not familiar with Brazil, what are the five things you think will attract them to go to Brazil?

I am aware Singaporeans love nature. Brazil is really gifted by God in this area. I would tell them to visit the Iguassu Falls. Next is Rio de Janeiro because it is a city placed in the nicest location where a city can be built; the Amazon and the two capitals there: Manaus and Belém.

There are beautiful beaches in the North-east, and for Singaporeans who are interested in architecture, they can visit the baroque cities of Minas Gerais.

What are the features of Singapore that you admire and would like to replicate in Brazil?

Mobility (transportation system) here is excellent. I would replicate it in the big cities: the electronic tolls, metro-bus

systems, Changi Airport and the excellent hotels. Last but not least, the extraordinary shopping malls.

What made you expand the present premises of the Embassy and what is the growth of Singaporean travellers to Brazil?

I decided to expand the premises because of the large crowds waiting for their visas. I believe this increase started with the new direct flights in March 2011. Now visitors to our consular section are really happy to have more seats and comfort while waiting for their paperwork. Once the visa exemption is approved, we would not be issuing tourist or business visas (one will still have to apply for other types of visas). In the meantime, we are also well known for quickly issuing visas, many within 24 hours or less. The number of visas issued to Singaporeans has increased by 108 per cent from 2010 to 2011.

I was told Singapore Airlines might increase its frequency to have daily flights. This would be great and we support it. But this will ultimately depend on Singapore Airlines negotiating for the route. I hope the airline will be successful, as the increased flights reflect the growing level of interaction between Singapore and Brazil.



Festive Foodnote

MORE BRAZILIAN FARE WANTED

This December issue nicely coincided with Christmas and the Ambassador's wish for more restaurants in Singapore to serve Brazilian cuisine that is not based on just barbeque! He said, "Our cuisine is very rich in fish and seafood! I am sure that if a restaurant can open here offering Brazilian seafood, which actually has an African touch - cooked with unrefined, crude palm oil which gives it a distinct flavour - Singaporeans would welcome the experience."

Then there is food from the Amazon region that is based on ingredients found in the basin. Food made from cassava flour is also popular there, so there is really a whole new frontier for Singaporean foodies to discover!

For Christmas meals, they are very European with many chestnuts and walnuts as well as Brazil nuts and cashew nuts. According to the Ambassador, though,

with the passing of time, more Christmas meals are being adapted to Brazilian local fare. Before, it was pork and codfish with chestnuts, hazelnuts and walnuts served at every Christmas meal. Now Brazilians have added pineapple, turkey, dishes with fried cassava flour on the menu! One thing has not changed, the meal is all washed down with wine. A perennial favourite is Brazilian sparkling wine!

And a toast, of course, as the Ambassador proposed, "I wish Singapore all the best with the inauguration of the Singapore Embassy in Brazil in March. We hope to also make serious progress with the double taxation agreement and to count on more investments from Singapore, not only in offshore marine, oil and gas, but also in airports, infrastructure and even the production of manufactured goods that can be expanded in Brazil!"



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Minister Lim and
Minister Leônidas Cristino

BOOMING BILATERAL TRADE BRINGS SINGAPORE'S MINISTER FOR TRADE & INDUSTRY TO BRAZIL

TEXT: Carlos Brian Pheysey

AS A FURTHER SIGN OF THE EVER-GROWING TRADE BETWEEN BRAZIL AND SINGAPORE, AS WELL AS THE VITAL IMPORTANCE OF THIS TRADE, SINGAPORE'S MINISTER FOR THIS AREA MADE A SUCCESSFUL MID-YEAR VISIT TO THE SOUTH AMERICAN GIANT

While hosting various Brazilian public-sector missions seeking to attract further Singaporean expertise and investment into Brazil and promote some of the Brazilian exports for Singapore's market in recent years, Mr. Lim Hng Kiang, Singapore's Minister for Trade and Industry, could not fail to notice the sharp rise in bilateral trade between Brazil and Singapore, whether in goods or services. The volumes are telling indeed.

In 2011, bilateral trade between the two nations hit a remarkable US\$3.61 billion, thus nearing the US\$3.85 billion registered in 2008 before the global financial meltdown. These figures have placed Brazil and Singapore in each other's sights in recent years and broader horizons are envisaged as Brazil carries on supplying to Singapore ever higher volumes of fuel oil, mineral ores, frozen poultry/pork, paper/paperboard, vehicles and parts, and various components, devices and systems for various uses, plus raw materials and foodstuff.

Conversely, Singapore has exported rising shipments to Brazil of oil-rig platforms; electronic and mechanical devices and their parts; chemicals and oil; fashion apparel; aircraft and their parts; and the many industrial and business consulting-services that Singapore offers. One should not forget either that Brazil is now, by some accounts, among the

top six world economies, and that there are massive opportunities in its infrastructure, logistics, marine oil and gas, electronic devices, infocomm services, and so much more.

Given these figures and a growing sense of realisation that this newfound incremental interdependence between the two economies is unstoppable, a decision was reached within Singapore's MTI that its Minister for Trade and Industry ought to visit Brazil for four days in early May 2012. It was to be Mr. Lim Hng Kiang's second trip to Brazil, after a 2008 trip, and it is to be hoped that more occasions will follow in the footsteps of this one. He himself undertook the trip in the wake of the meeting in 2011 between Brazil's President Dilma Rousseff and Singapore's Prime Minister Lee Hsien Loong on the sidelines of the G-20 Summit, when the two leaders discussed bilateral issues to a renewed high level.

Mr. Lim's presence in Brazil in early May was therefore most timely. His delegation comprised not just his immediate staff but also representatives from two statutory boards under the Ministry (MTI), the International Enterprise Singapore and the Economic Development Board (these two boards together share an office in São Paulo), plus protocol staff and Mr. Choo Chiau Beng, CEO of KepCorp and non-resident Ambassador of Singapore to Brazil. The Head of



The delegation visits Brasfels

South-east Asia within Brazil's Ministry of External Relations joined the delegates in their tour through a number of Brazilian cities and facilities.

While in Brasília, the country's capital, he met with his Brazilian counterpart, Mr. Fernando Pimentel, Minister of Development, Industry and Foreign Trade, who recalled the role Singapore's companies are playing in Brazil's marine oil and gas, and stated that Brazil's government was examining possible legislative changes so as to remove Singapore from the list of tax havens imposed by Brazil's federal inland-revenue authority, a classification that sets a burden on taxable remittances and hinders further Singaporean investment into Brazil.

One must recall that the MTI is the only shareholder of the two largest financial holdings in Singapore, the GIC (Government of Singapore Investment Corporation) and Temasek Holdings (present in Brazil), clearly massive vehicles for the financing of large-scale public projects at home and abroad.

A tentative double-taxation avoidance agreement was also discussed at the bilateral meeting. Minister Pimentel also suggested the desirability of more flights from Singapore to Brazil, either by making them daily flights by opening a second route (thus not just the European, but also an African route), and he pointed out the airport privatisations in Brazil were opening space for Singaporean technology, consulting and capital inputs, given that Singapore harbours the best airport worldwide, managed by a corporatized Changi Airports International.

Singapore's MTI hopes that more Brazilian companies will set up offices in Singapore, as has already been done by Petrobras, Vale, Embraer,

Braskem, Brasil Foods, Banco do Brasil, CBMM, Weg and others. These companies have learned that Singapore tops the lists of business-friendly environments and that its geo-strategic location, superb connectivity, and ease of business act as a springboard for global companies wanting to fan out to the rest of Asia by using Singapore as their base.

Minister Lim Hng Kiang also held talks at the Ministry of External Relations of Brazil on various topics: stronger diplomatic presence; talks between the two nations' leaders; economic growth; the Euro crisis; Singapore's contrast with tax-havens; the fluctuations in trade; Singapore's oil-rig contracts in Brazil; Singapore's excellence in science and technology; the expected trip by Singapore's Minister of Transport (which did materialize in mid-2012); and more.

Mr. Lim met also with Brazil's Minister of Ports, Mr. José Leônidas de Menezes Cristino, who himself had led a mission to Singapore in 2011 (as outlined in this magazine's previous edition) which made the dialogue in May that much easier. Brazil's ports have bottlenecks that could be settled with some of Singapore's expertise over time, a streamlining being boosted by the agreement signed by him on that prior occasion, with the experts from the Infocomm Development Authority of Singapore. Mr. Cristino highlighted that various ports are to receive upgrades and also participation from Singaporean companies and experts, which may be of interest to Singapore's largest port operator, PSA International.

Another leg of the trip took Mr. Lim to the state of Rio de Janeiro, where he met Governor Sérgio Cabral, given the various marine, oil and gas operations that Singaporean companies run in that state. Both Keppel



Minister Lim and Vice-Governor Guilherme Afif Domingos

Corporation (the largest Singaporean investor in Brazil) and Sembcorp Marine have yards there, with Mr. Lim duly touring Keppel's shipyard while there as host of Mr. Choo Chiau Beng, simultaneously CEO of KepCorp and non-resident Ambassador of Singapore to Brazil.

Several further Singaporean marine-services players are also active on that shore. The platforms built over time by these Singapore-Brazil contracts currently account for half of Brazil's daily oil output. The city of Rio de Janeiro also seeks help in building infrastructure and services that will meet the needs arising from matches held in that city by the FIFA 2014 World Cup and the 2016 Olympic Games.

Other cities and states of Brazil are also keen on Singapore's expertise and help towards urban solutions, techno-industrial hubs, smart logistics, e-government services, environmental technologies and more know-how, plus a drive toward generating more jobs as well.

In the state of São Paulo, Mr. Lim met also Mr. Guilherme Afif Domingos, Vice-Governor, duly assisted by the São Paulo office of IE Singapore, already doing superb work, since opening in 2005, toward linking the two countries in trade, services and investment, but now there's more of a Singaporean presence to come.

The opening in mid-2012 of Singapore's embassy in the country's capital, Brasília, the island-state's first diplomatic legation in South America, bodes well for further bilateral exchanges. The embassy hopes to work thus toward removing Singapore from the aforementioned list of tax havens.

Minister Lim Hng Kiang was the guest of honor later in October at the 9th annual edition of the LatinAsia Business Forum, regularly organised by I.E. Singapore and visited by several Brazilian official delegations this year as in previous ones. Having seen Brazil's vibrancy with his own eyes, he raised in his speech some key points such as the need to groom young

Singaporean professionals to bridge the cultural gap and launch them into operations, offices and projects in Latin America.

He announced that Singapore's government was beginning to work on developing talent that was lacking, i.e. a shift in mindsets of trainees that will meet the specific needs, in technical scope and mental outlook, of Singaporean companies tapping into the challenging Latin American realities, corporate culture and social frameworks. Thus, IE Singapore has begun deliberating with Singapore's universities such as NUS, SMU and SUTD, so as to prepare a number of youngsters to become aware of a distinct ballgame in place in Latin America.

Student exchanges and company internships (such as under Olam or Kaybee) will take students to Latin America, and thus lecturers and their students will spend three weeks in Brazil and Chile in June 2013, often funded by IE Singapore itself. A further 200 students are expected to be sent through the middle of this decade.

Another forum for fresh insights on joint potential flows between Brazil, Singapore and their numerous neighbours is the FEALAC (Forum for East Asia – Latin America Cooperation, also known as FOCALAL in Portuguese, the national language in Brazil). The programmes enacted by the forum enable professionals, officials, researchers and others to bridge the gaps in understanding variables, frameworks, society and culture.

Further, the initiative of Singapore's Minister of Transport to travel to Brazil a few months after Mr. Lim's trip came to the aid of strengthening the bond between the two nations in marine logistics, ports, airports, smart rail and more, a mission outlined in another feature in this magazine. Truly, the mission by Minister Lim Hng Kiang, Minister for Trade & Industry, thus opened many doors that both countries should explore keenly and confidently.

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- ▼ **FSO Cidade de Macaé MV15**
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- ▲ **Nordic Spirit Shuttle Tanker**
Year of Delivery: 2003
- ▼ **FPSO Petrobras 50**
Year of Delivery: 2006
- ▼ **FSO Petrobras 38**
Year of Delivery: 2000
- ▲ **Jurong Espadon drillship**
6 units in progress
- ▲ **West Taurus Semi-submersible Drilling Rig**
Year of Delivery: 2008
- ▲ **West Orion Semi-submersible Drilling Rig**
Year of Delivery: 2010
- ▲ **Ocean Courage Semi-submersible Drilling Rig**
Year of Delivery: 2010
- ▲ **Ocean Valor Semi-submersible Drilling Rig**
Year of Delivery: 2009
- ▲ **FDPSO Dynamic Producer**
Year of Delivery: 2010
- ▲ **Stena Spirit Shuttle Tanker**
Year of Delivery: 2003
- ▼ **FPU Petrobras 43**
Year of Delivery: 2004
- ▼ **FPU Petrobras 40**
Year of Delivery: 2000
- ▼ **FPU Petrobras 54**
Year of Delivery: 2007
- ▼ **FPSO Cidade do Rio de Janeiro MV14**
Year of Delivery: 2006
- ▼ **FPSO Petrobras 62**
Year of Delivery: 2011

With more than two decades of experience servicing Brazil's offshore industry, Sembcorp Marine and its subsidiary Jurong Shipyard are key players in the country's oil & gas sector with proven capabilities in the design of rigs and drillships, fast-track turnkey construction of jack-ups and semi-submersibles, conversion of floating production and storage facilities, and engineering & construction of offshore platforms. Going forward, with the establishment of new Brazilian shipyard Estaleiro Jurong Aracruz in Espírito Santo, Sembcorp Marine and its Singapore yards are well-poised to further partner Brazil in its rapid progress and sustainable growth.



Subsidiaries:



Governor Casagrande and Minister Lui Tuck Yew

ESPÍRITO SANTO IN STRIDE WITH SINGAPORE

TEXT: Carlos Brian Pheysey

GOVERNOR RENATO CASAGRANDE LEADS A MAJOR DELEGATION TO INTEREST ISLAND'S INVESTORS TO TAKE PART IN THE STATE'S GROWTH

When one recalls the powerhouses that comprise the four-state Southeastern Region of Brazil, there is a trio that is recognised quickly by anyone: São Paulo, Rio de Janeiro and Minas Gerais, each one a veritable heavyweight on its own, well-known for their individual strengths as engines of Brazil's economy.

But wait - there is yet the fourth state in this line-up. Less often remembered, and yet not to be outdone by the other three southeastern champions, the state of Espírito Santo punches above its height in some indicators. It bears the highest HDI (Human Development Index) of all states of Brazil, and it received the highest investment per capita within the Federal Union. Its Tubarão port, abutting the state capital Vitória, is the country's leader in tonnage, serving as an outlet for a broad swathe of the economy of central-eastern Brazil, exporting Brazil's steel, iron ore, oil/gas, paper pulp and more for the world. It is thus that Espírito Santo is the seventh largest exporting state of Brazil. Not surprisingly, given the port's shipping links with the Asia-Pacific region and Asia's interest in the state's products, nearly one-third of its exports is bound towards Asian markets.

DEEP-SEA OILFIELDS

The deep-sea oilfields found in offshore Espírito

Santo have prompted a race toward capacity-building in the oil and gas industry. Jurong Shipyard, from Singapore, has taken the lead and, having inked an agreement with local authorities in Espírito Santo, has commenced building a shipyard for the oil platforms bound for the Petrobras offshore drilling. Construction began this year in the municipality of Aracruz, just 85 km north of Vitória. Aracruz is already known for the largest paper-pulp plant in Brazil, the "Aracruz Celulose," a leading exporter. The broader state is also a mining domain, supplying various shipments of magnificent granite to Singapore's construction sector.

In the light of such strong ties with Singapore, it was timely that the Governor of Espírito Santo, Mr Renato Casagrande, set foot in Singapore in June 2012 to meet not only the shipyard's executives, but also other prospective Singaporean companies that may take an interest in the state's vitality, plus also statutory boards and ministries in Singapore that have expertise to share with the developmental aims of Espírito Santo. The Brazilian delegation comprised a state Senator, officials from the Secretariat of Development of the state, its Federation of Industries, the Brazilian executives from the shipyard in Aracruz, plus journalists adding coverage to the endeavour.

A company with which the Governor held preliminary talks was ST Engineering, a conglomerate

Governor Casagrande in I.E. Singapore

that is always on the lookout for manufacturing locations in Brazil. Its subsidiaries range from electronic solutions to landscaping vehicles, from military ordinance to marine systems, and from aerospace technology to intelligent rail networks. Espírito Santo, a less saturated business environment than its neighbours, could well be a choice location for an ST plant, given the state's diversified economy.

The Governor also met with the executives of Sembcorp Marine, the parent company for Jurong Shipyard.

Sembcorp gave a briefing on the ground-progress attained to date in Aracruz, took the delegation on a tour of its shipyards in Singapore, and later to a dinner in honour of His Excellency, thus reinforcing the bond of joint offshore strategies. Likewise, the Embassy of Brazil organised a cocktail session that congregated various of the entities visited, along with a wider business community and the executives of Brazilian company branches in Singapore.

MARINE LOGISTICS

Continuing down the path of marine logistics, Mr Casagrande met with Mr Kenny Ong, CEO for the Americas, at PSA International, the leading port-terminal operator in Singapore, a conglomerate that manages terminals in the four corners of the globe, including Argentina and Panama. The executive highlighted that Brazil could consider changing its

legislation that prevents private-terminal operators from handling third-party consignments, a change that would ease PSA's entry into Brazil to offer an outlet and streamline some of Brazil's port-related bottlenecks. Mr Casagrande invited his inputs in a legislative review that was set to take place in Brazil.

Furthering this overall thrust into the realm of logistics, the Governor met with the Minister for Transport of Singapore, Mr Lui Tuck Yew, a meeting that was graced by the presence of Mr Choo Chiau Beng, in his double capacity as non-resident Ambassador of Singapore to Brazil and CEO of Keppel Corporation, which already runs its own yards in Brazil building platforms for Petrobras. The Minister himself proceeded to Brazil a month later, so as to reciprocate the visit of Brazil's Minister of Ports to Singapore in 2011.

Another ministerial visit took the Governor to Mr Lee Yi Shyan, Minister of State for Trade and Industry, where prospects for further trade, investments and sustainable development were floated and also the ones for ratification of abolition of the visa requirement next year. However, all this shipbuilding, shipping, manufacturing and so on cannot take place without proper capacity-building and workforce training, as highlighted by Mr Choo's reminder on occasional shortages of skilled shipbuilding labour in parts of Brazil, and therefore the campus of Ngee Ann Polytechnic (NP) was toured, dovetailing from an agreement signed that will see lecturers and youngsters from Espírito Santo take diploma courses at



Governor Renato Casagrande visits Jurong's new shipyard

NP in various fields of marine technology.

And yet, one must recall that Espírito Santo is not just about offshore oil, terminals, marine logistics and container shipping. The 2014 FIFA World Cup will see matches in the neighbouring states, and the 2016 Olympic Games will be held just 500 kilometres to the southwest, in Rio de Janeiro.

Some of the facilities are reaching full capacity without room for maneuver, whether it's for athlete training, hosting of services or tourist accommodation, so it was Espírito Santo's turn to offer itself, in a meeting with the Singapore National Olympic Committee, as a base for foreigners coming to these world-class sports events. Singapore hopes to score in 2016 in swimming, sailing, table tennis and badminton, and SNOC's executives complimented the Governor on promoting his state four years ahead of the Games. Mr Robert Gambardella, Chief of the Sports Development Group of the committee, stated his intention of visiting Brazil at the turn of the year, an occasion in which he would examine the possibility of inking an agreement with Espírito Santo.

E-GOVERNMENT FACILITATION

Another line pursued by Espírito Santo ensued from a meeting at IDA International, the project-consulting branch of the Infocomm Development

Authority. Espírito Santo has begun automating various public services, but there is much more to be done towards e-Government facilitation, a field in which Singapore excels and IDA International can lend a hand. The state can improve its education and health framework through vast IT structuring, and also its ports and foreign-trade paperwork could benefit from an ICT revolution in the state's outbound model. The IDA International stated a prospect of visiting Espírito Santo in the near future for further sounding out.

In order to multiply contacts between a wider Singaporean business community and the state of Espírito Santo, the statutory board International Enterprise (IE) Singapore staged a business roundtable that comprised presentations and congregated the Brazilian delegates and a dozen Singaporean companies, ranging from automation to marine-tech industries, in various one-on-one meetings at the premises of IE Singapore. IE Singapore thus fulfilled once more its business-facilitation aims, complemented by the efforts of its own branch-office in São Paulo.

There is much more to be done toward partnerships between Singapore and the state of Espírito Santo, but the mission in June was a first step toward building and cementing further business opportunities, agreements and set-ups between the island-state and the vibrant southeastern Brazilian state.

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WAGING WAR AND PEACE

BRAZIL'S CHIEF OF STAFF OF THE ARMY SURVEYS
ST KINETICS WEAPONRY

TEXT: Carlos Brian Pheysey



General Joaquim Silva e Luna, Chief of Staff of Brazil's Army, made sure of visiting Singapore in September, given the island-state's status as a cutting-edge weapons manufacturer.

The General came at a time of increased military-systems deliberations between Singapore and Brazil, as the Island Republic's DSTA (Defence Science and Technology Agency) saw its CEO visit Brazil and Brazil's Ministry of Defence sent its Director of Procurement along with representatives from its aerospace industries cluster to Singapore for prospective partnerships, during a week in October.

For army-gear ordnance, General Silva e Luna undertook to see ST Kinetics, a company that has long eyed Brazil not just as a market, but also as a base for a manufacturing-plant.

ST Kinetics develops firing systems for Singapore's army and foreign client-countries, and also heavy vehicles for civilian or military use (landscaping, building, ore-mining, etc.). It is a subsidiary of ST Engineering, a conglomerate in aerospace and marine-systems, also telecommunications and solutions in electronics, which operates plants not just in Singapore but also in the USA.

The company's executives conducted a demonstration for the General and his subordinates of the live firing of its 40 mm gun at the plant's firing-range, a showcase of precision and effectiveness. The weapon pierces a wide range of armour, using distinct ordnance for each required combat situation. The company's armoured-vehicle production line was also toured, where servicing, overhaul and upgrading also takes place.

A demonstration of the 12-seater Bronco was held too, a carrier in current use by British forces in combat against Afghanistan's insurgents. Despite the Taliban's road mining, none of the Broncos serving in the Central Asian nation had seen casualties among the soldiers, notwithstanding the deadly blasts from underneath the carriage.

POTENTIAL FOR UPGRADING

The meeting between General Silva e Luna and the executives from ST Kinetics provided an overview of the company's range of products, capabilities and structure. The General acknowledged there was potential for an upgrading of

the Brazilian Army with such state-of-the-art equipment. The plant had been looking, through its representative in Brazil, for a Brazilian plant to host its know-how and manufacture certain weaponry items in Brazil itself. CBC (Companhia Brasileira de Cartuchos), a cartridge manufacturer that already supplies Singapore's Police Force, was envisioned for its high-tech ammunition capabilities. ST Kinetics was also on the lookout for a manufacturer for its anti-aircraft guns, for installation onto seven war vessels of the Brazilian Navy.

For a deepening of this initial contact between Brazil's Army and ST Kinetics, Ambassador Luís Fernando Serra proposed further exchanges and deliberations. The idea was floated that Singaporean military personnel could take courses in Brazil, particularly those in dense tropical forests, given Brazil's vast and useful hinterland for various sorts of training, as opposed to Singapore's shortage of land for war exercises.

INDIA & SRI LANKA VISITS

General Silva e Luna had only a short time in Singapore, but the efficacy of the weaponry and the potential for collaboration could not fail to leave an imprint as he embarked to India to survey that country's defence industry likewise, accompanied by Brazil's military attaché in New Delhi. He had also visited Sri Lanka for elements of the track record of military success in the country's three-decade civil war concluded in 2009. Notwithstanding past histories of conflict in Asia and South America, it is Brazil's hope that peace can prevail through multilateral dialogue. Peacekeeping operations remain at the core of Brazil's armed forces deployment overseas as mandated by the UN, and yet even peace demands a forceful deterrent, which can be found in the weaponry of Brazil, Singapore and other defence industry hubs.

Prior and subsequent to the September visit by General Joaquim Silva e Luna, ST Kinetics had and has seen other Brazilian delegations from Brazil's public and private sectors, from industry clusters to individual federal states, aiming at drawing it toward setting up a plant in their home states. It is encouraging to see that Brazil and Singapore are building a world of cooperation and security, whether in military or civilian applications of advanced research and technology.

Photos courtesy: ST Kinetics



SINGAPORE'S MINISTER FOR TRANSPORT'S VISIT TO BRAZIL COVERED CURRENT AND POTENTIAL LOGISTICS PARTNERSHIPS

Photos courtesy: MOT

TRANSPORTING SINGAPORE-BRAZIL LINKS TO NEW HEIGHTS

TEXT: Carlos Brian Pheysey

Minister Lui Tuck Yew, Singapore's Minister for Transport, visited Brazil in July, in the wake of the journeys performed by the Island Republic's Minister for Trade and Industry and Minister for the Environment and Water Resources in May and June respectively, thus marking the presence of three Singaporean ministers in Brazil within less than three months. Given the boom in logistics operations and their services between and within both nations, Mr Lui endeavoured to visit the Governor of the State of São Paulo, three ministries in the capital Brasilia (those of Transport, of Ports, and of External Relations), the Governor of the capital's surrounding Federal District, the mayor of Curitiba in the south and also the Governor of the State of Rio de Janeiro, as we shall outline in detail.

Over the years, various Brazilian official missions had visited Singapore's leading operators in logistics, with a view to securing their help in improving Brazil's urban, cross-country and global networks, including PSA International (the island's main port-operator); Changi Airports International; SMRT (metro-rail operator); the Keppel Corporation (manager of yards

in Brazil and maker of oil-rig platforms for Petrobras); likewise Jurong Shipyard (under Sembcorp Marine) and other key players in Singapore's local and global network of operations with expertise in transporting vast volumes of cargo or people.

It was only natural that Minister Lui should meet the decision-makers in Brazil, so as to frame and strengthen these discussions and partnerships that had been emerging for many years. The relevance of Minister Lui grows when one recalls that he used to be the Deputy Minister (termed Second Minister) for Foreign Affairs as well. Last but not least, Singapore remains one of the world's busiest hubs for shipping and air traffic. For many years, Singapore has been the leading port in transshipments and it is the acknowledged global leader in airport quality, a credit to its Changi Airport.

In July, Minister Lui and his delegation, comprising the Ministry of Transport, Maritime & Transport Authority, Land Transport Authority, and the statutory board, International Enterprise Singapore (IE Singapore) for trade and investments, plus shipyards and marine enterprises, arrived in São Paulo (where

IE Singapore has an office) and held talks with Mr Guilherme Afif Domingos, Vice-Governor of the State of São Paulo. Also present were representatives from the Federation of Industries of the State of São Paulo, the Company for Road Development (DERSA) and the Company of Metropolitan Development of São Paulo (EMPLASA). The Vice-Governor and the executives shared plans for the upcoming expansion and upgrading of rail (metro and inter-cities), roads, river navigation, ports and airports in the state. Minister Lui and representatives from IE Singapore raised suggestions on water solutions, waste treatment and more for São Paulo. Within the same state, Minister Lui proceeded then to Santos, Brazil's leading port, which handles one-fourth of the nation's exports and is located just 80 kilometres away from the city of São Paulo, to meet the CEO of Companhia Docas do Estado de São Paulo and to hear from him on the new terminals being built, which could be of interest to Singaporean investors, operators and experts.

The next leg of the journey took the delegation to the country's capital, Brasília, where Singapore is setting up its embassy, the first in Latin America. In Brasília, Minister Lui had the occasion of holding discussions with Brazil's Minister of Transport, Mr Sérgio Passos, for an overview on plans for waterways, railways and motorways. Mr Passos said airport tenders were open to bids from Singapore, especially through the partnership between Changi Airports International and Brazil's group Odebrecht, and he was impressed to hear that the oil-rigs used by Petrobras come from two Singapore companies that together control two-thirds of the world's oil-rig manufacturing. Key to the trip to Brasília was the meeting with the Ministry of Ports, as Minister José Leônidas de Menezes Cristino had been to Singapore in 2011 with a large delegation, aimed at sourcing for partners for upgrading and automating Brazil's ports and thus removing bottlenecks to Brazil's trade and growth. When Mr Cristino was in Singapore, he inked an agreement with the island-state's Infocomm Development Authority for digital automation in various Brazilian ports. Brazil's Secretary of Ports expressed the hope that PSA and others from Singapore can join the tenders to overhaul Brazil's ports.

At the Ministry of External Relations, Mr Lui was reminded of the dialogue in 2011 between President Dilma Rousseff and Prime Minister Lee Hsien Loong, at the sidelines of G-20, in the hope of a mission by Her Excellency to Singapore in future. The Brazilian side praised the upcoming new embassy, the prospect of signing on a mechanism for political consultations, the support of Singapore towards a Brazilian permanent seat in the UN Security Council, the oil-rig platforms of Keppel for Petrobras, among others. Minister Lui Tuck Yew stressed that an embassy



Minister Lui and Minister Paulo Sérgio Passos

was as essential for bilateral linkages as the offices of IE Singapore and of Temasek Holdings are for business and investments. He hoped for a prompt lifting of the visa requirement (as signed between both nations, but not yet ratified by Congress), a removal of Singapore from the list of alleged tax havens kept by Brazil's inland-revenue authority (which is hindering Singapore's investments into Brazil and which is being re-examined by Brazil) and highlighted the air-link benefit offered by Singapore Airlines in its flights to São Paulo. He mentioned that PSA, the main port operator, could run a terminal in Brazil if Brazilian legislation would allow it to handle third-party cargo, and that Changi Airports International has partnered

Over the years, various Brazilian official missions had visited Singapore's leading operators in logistics, with a view to securing their help in improving Brazil's urban, cross-country and global networks, including PSA International; Changi Airports International; SMRT; the Keppel Corporation; likewise Jurong Shipyard and other key players in Singapore's local and global network of operations with expertise in transporting vast volumes of cargo or people.





The Brasília delegation visits Changi Airport

Photos courtesy: Roberto da Costa Barroso / IE Singapore

A NEW FUTURE FOR THE BRAZILIAN CAPITAL'S ENVIRONS

TEXT: Carlos Brian Pheysey

BRASÍLIA, THE CAPITAL OF BRAZIL, IS NOW REINVENTING ITSELF AS MORE THAN A CITY OF MINISTRIES AND CIVIL SERVANTS, BREAKING NEW GROUND ALONG THE PATH TO BECOMING A HUB FOR PRIVATE ENTERPRISE, TECHNOLOGY PARKS, INNOVATION HUBS AND STATE-OF-THE-ART INFRASTRUCTURE AND SERVICES. HERE WE LOOK AT HOW THE FEDERAL DISTRICT HAS REACHED OUT TO SINGAPORE FOR MODELS AND ADVICE ON HOW BEST TO ACHIEVE THIS

Gone are the days when a vibrant economy lay near the coast and Brazil-Singapore ties revolved around the marine, oil and gas sector and the frozen-poultry supplies from Brazil's south. The times, they are changing, and central-western Brazil is the new frontier for development and business.

Brasília was purpose-built in the late 1950s as a flight of fancy as new capital of Brazil (inaugurated in 1960), a masterpiece of urban design come true, crafted by Brazilian thinkers. However, its surrounding Federal District, a rectangle in central Brazil that encompasses 5,783 square kilometres, remained relatively less structured, and thus organic development has encroached in recent years without long-term planning. The government of the Federal District (GDF) saw the urgency to fashion the surrounding environs to be as well planned as Brasília, so as to serve the capital well with futuristic solutions, high-tech links and innovation centres.

Governor Agnelo Queiroz, having heard of Singapore's excellence not only in urban design but also in sustainability and decentralisation into several residential-cum-business hubs, each comprising three

pillars, Work-Live-Play (workplaces and smart industry duly conjugated with residential, retail and leisure facilities), decided therefore to stage not one, but two GDF missions to Singapore this year, one in July and the other in October.

His team in July comprised his Secretariat of Economic Development, statutory boards for land-estate development and for water treatment, members of the district's Legislature, industry federations, media and support staff.

In July, upon arrival in Singapore, the first stop was a quick hop across the causeway into neighbouring Malaysia to see the Iskandar network of various industrial, technological, innovation-led and infrastructural hubs distributed throughout southern Malaysia, which harbours many investors and plants from Singapore in search of the ease of manufacturing right next to Singapore. The delegates returned then to Singapore to get acquainted with Singapore's range of industrial-park planning.

The following day, the GDF delegates went to the Urban Redevelopment Authority, the board in charge of Singapore's remarkable and world-renowned urban planning and sustainability. The URA has many



Governor Agnelo Queiroz and Mr. Tang Tat Kwong, President and CEO of Jurong Consultants

lessons to share with Brazil, a country in need of urban solutions. The GDF later conducted a briefing cum video presentation and a luncheon at the Shangri-La Hotel, for a prospective executive audience interested in the opportunities available in the capital's Federal District, be they in the upcoming digital/infocomm techno-park (the "Digital Capital" hub); metro-rail expansion and urban mobility; an aerotropolis (airport and related business park) and an air-cargo hub; a financial centre; leisure complexes/amenities; upgrading of the logistics and utilities grids; and other services or ventures.

Later in the afternoon, the delegates met the executives from the China-Singapore Suzhou Industrial Park Development Co., the bilateral G2G consortium that manages a technology park in China's city of Suzhou, which provided ideas for the shaping of techno-parks in Brazil's Federal District. The afternoon ended with a briefing at the IDA, the project-consulting branch of the Infocomm Development Authority.

The GDF has begun automating various public services, whether it be licensing, health services or education, but there is much more to be done in ICT toward e-Government facilitation, a field in which Singapore excels and IDAi can lend a hand, also toward turning the GDF's Digital Capital hub into a centre for innovation. In the evening, Ambassador Luís Fernando Serra hosted a networking cocktail at his official residence for the GDF delegates, Singaporean officials and prospective investors, and Brazilian executives based in Singapore.

For the Ambassador's decisive role in enabling

the rich programme of GDF's tour through Singaporean entities, Governor Agnelo Queiroz awarded him the Order of Merit of the federal capital, a medal that attests to the fruitful joint efforts and the professionalism due.

The next day began with talks at Changi Airports International, the company that manages the best airport worldwide, Changi. CAI has assisted other airports in the Asia-Pacific, Middle East, Africa and Europe, even operating a few. The company assisted in developing further an airport in Minas Gerais (central-southeastern Brazil) and is now looking at other airports in the country, possibly aiding the GDF's plans for an aerotropolis and air-cargo hub.

The morning continued with a visit to the Marina Barrage, a water-catchment facility from the Public Utilities Board. Singapore was a country that bore scant water for its booming population and businesses half a century ago, but now it has applied vast resources and home-grown high-tech solutions from its vibrant private-sector water-tech companies, for catchment, treatment, recycling and such, for self-sufficiency in coming decades, perhaps serving as a model for the dry savannah-like plateau where the capital's Federal District is located.

The early afternoon saw a meeting with Singbridge International, a holding company that invests in integrated cities bearing sustainable urban solutions. The late afternoon ended with the all-important Jurong Consultants, the state-controlled planner of R&D techno-parks, smart infrastructure, satellite-townships, economic zones, terminals, complexes,

amenities and so on, all of which already assisted in the logistics corridor linking various municipalities in Minas Gerais. This meeting was later to yield a solid outcome with far-reaching implications, during the second mission as we shall see below. A parallel meeting was also held with Hyflux Ltd., a water-technology provider keen on Brazil.

The Governor then returned to the capital, Brasília, having also visited Abu Dhabi and Shanghai on his journey. Duly impressed with Singapore, he had further communications conducted with various Singaporean entities, in particular with Jurong Consultants.

Further, Mr. Odilon Frazão, Head of the Special Advisory for International Affairs of GDF, paid one more visit in late August to pave the way for an agreement in October, being duly assisted by Ambassador Serra and his team. In return, Mr. Raphael Chua, Principal Planner at Jurong Consultants and an old Brazil hand, went to Brasília in September to survey conditions on the ground and the terms.

Early October saw the 9th annual edition of the Latin Asia Business Forum (LAB 2012), staged by the statutory board International Enterprise Singapore. Brazilian panelists joined the discussions, but most important during that week was the presence of various delegations that used the event as a focal point for intensive programs of visits to numerous companies, R&D parks, infrastructure and statutory boards throughout Singapore.

There were delegations from APEX Brasil (the official trade and investment agency, with three states having joined the mission), also one from the defense, aerospace and automotive industries, and, of course, that of Governor Agnelo Queiroz and the GDF a second time, for the inking of a long-range contract with Jurong Consultants for the master-planning and shaping of the GDF's environs for the next 60 years.

The signing took place at the LAB podium itself. Further, a Memorandum of Understanding was signed between GDF and I.E. Singapore, so as to exchange and train civil-service experts; channel bilateral trade and secure more Singaporean investments, offices and solutions in urban and environmental solutions; logistics; ICT along with tourism and hospitality. These latter are so important, as Brasília will host football matches during the 2014 FIFA World Cup.

As said, the week of LAB entailed other visits, therefore the Governor and his advisors on industry, technology and investment, plus the press, examined the Singapore Science Park (a private-venture park leasing labs and amenities to various R&D firms); the Biopolis (for biotech/pharmaceutical



Ambassador Luís Fernando Serra, Governor Agnelo Queiroz, Mr. Enrique García, Minister Lim Hng Kiang and Mr. Odilon Frazão

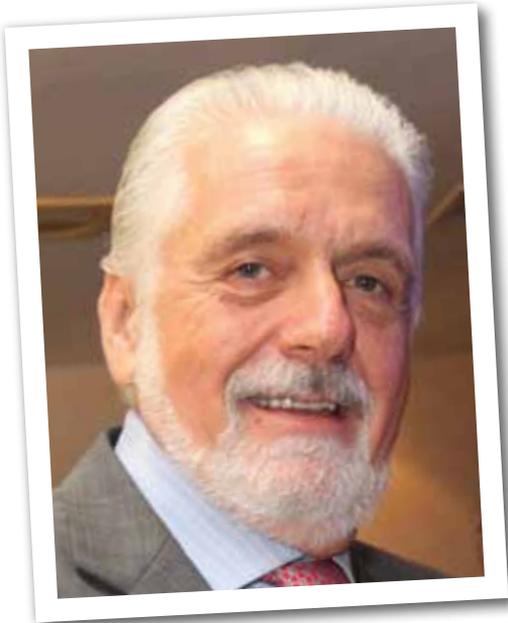
firms and R&D); and the Fusionopolis (a building congregating, on the one hand, firms in the field of innovation and, on the other hand, a range of retail outlets, services, amenities, high-rise flats, et cetera).

Another day was devoted to a meeting with the Minister for Transport, Mr. Lui Tuck Yew, who raised the matter of airport privatizations in Brazil and who visited Brazil himself this year, and then came a further meeting with ST Engineering, a conglomerate that has long wanted to set up plants in Brazil, possibly near centrally located Brasília. There was also a visit to the Nanyang Technological University so as to see its School of Art, Design and Media, whose Associate Dean declared it could set up a unit in Brasília's Digital Capital hub aimed also at multimedia institutes and courses.

NTU is, in fact, at the forefront of various research initiatives in Singapore and signed an agreement with the UFRGS university in southern Brazil in 2011. Once again, the embassy provided whatever support it could during that busy week of juggling three Brazilian delegations in town.

Governor Agnelo Queiroz returned then to Brasília, resting assured in the knowledge that the coming decades of the capital's Federal District are well taken care of. Singapore was gracious enough to share ideas that may prove useful for Brasília, its Federal District, and all of central Brazil.

The contract with Jurong Consultants is bound not only to upgrade the integration of the various economic vectors of the Federal District, but also to turn them into a pulsating innovation centre with an economic life of their own, there at the geographical heart of Brazil.



OPPORTUNITY FOR RAIL COOPERATION & INVESTMENT IN BAHIA

ON 10 SEPTEMBER, MR JACQUES WAGNER, FOUNDING MEMBER OF PARTIDO DOS TRABALHADORES [LABOUR PARTY] AND CURRENTLY GOVERNOR OF THE STATE OF BAHIA, FLEW INTO TOWN ON A MISSION: TO INVITE VARIOUS AGENCIES AND POTENTIAL PARTNERS IN SINGAPORE TO PARTICIPATE IN OR INVEST IN A NEW METRO RAIL SYSTEM FOR THE CITIES OF SALVADOR AND LAURO DE FREITAS IN BAHIA

Mr Jaques Wagner

Founding Member of Partido dos Trabalhadores and Governor of the State of Bahia

Bahia, the fourth most populous state in Brazil, boasts a GDP of US\$100.4 billion, giving it a 4.2 per cent share of the Brazilian economy. Current foreign investors in the state include such multinational corporations as Ford, Coca Cola, Continental, Bayer and Nestle.

Salvador, the state capital of Bahia, is one of the oldest cities in the Americas

and was the first colonial capital of Brazil. Today, Salvador is a bustling city with a population of 2.89 million, making it the third largest city in Brazil after São Paulo and Rio de Janeiro. The Bahian capital has also been chosen to be one of the host cities for the 2014 World Cup in Brazil.

“Brazil is a big country, and now is a good moment for us,” says Wagner. “There has been a rise in the economy, and an increase in social development.”

Governor Wagner briefly charted the recent emergence of Brazil as a major economic power. He explained that in 2003, former President Luiz Inacio Lula da Silva inherited a stable economy from

his predecessor President Fernando Henrique Cardoso. Cardoso had been trying hard to create a different political culture from preceding years, and helped to further solidify Brazilian democracy as well as to stabilise the country’s economy.

Since Cardoso’s reforms of the mid-1990s, the country has seen no inflation, and Brazil’s foreign debts have been cleared. His successor sought to bring Brazil even further along in democracy, economy and social development.

“President Lula inherited a good and booming economy in 2003, but he further changed the parameters of the equation. He moved to redistribute wealth along



with the growing economy so the poor working-class masses could become the middle-class and later contribute back to the economy.”

These salutary developments have directly led to Wagner’s expedition to Singapore. “Singapore is very organised and clean,” he says. “In 50 years, there has been a great transformation. It’s impressive to be here and to see this.”

With the number of motorized vehicles on the road having doubled in the past 10 years and current bus transportation being insufficient and slow, there is an increasing need for a reliable and efficient form of transportation. The projected demand for the new metro rail system is 476,000 passengers per day by the year 2015. The potential to meet this demand is palpable, yet so far untapped.

“I am here to invite investments in our metro rail and to speak to possible partner companies to partner our companies in Brazil in order to build this,” Wagner explained.

Governor Wagner believes there are a number of agencies and possible partners here who have the expertise to help improve Bahia. According to the governor, the intention is to build 30 km of metro rail in the state of Bahia. This would include about 16 metro stations to be built along the line. The project is to meet the need and growing demand for a quality mass transport system to serve the cities of Salvador and nearby Lauro de Freitas.

In fact, before Wagner arrived at the reception in his honour at Brazilian Ambassador Serra’s home, he had held a meeting with GIC, the Government of Singapore Investment Company. He noted that the meeting went “very nicely”.

“It was our first meeting, so I had to explain and talk about investment,” he says.

There would be more of that the next day, as Wagner was an honoured guest at a seminar hosted by IE (International Enterprise) Singapore tagged “Investments in Brazil: Public-Private Partnership for Concession of the Metro Transport System in Salvador, Bahia”.

The first presentation at the seminar was by Mr Paulo Guimarães, Secretary for Industry and Commerce, Government of Bahia State, on “Investment Opportunities in Bahia”. This was

followed by the main presentation on the seminar’s theme by Eduardo Copello, Secretary for Urban Development, Government of Bahia State.

In the presentation, Copello raised the object of concession for the private-public partnership. The total deployment for the project includes 30km of rail line, 16 metro stations, five integration terminals, a maintenance centre, and trains and systems. The operation of the whole system would encompass 36km of rail line and 20 metro stations.

The term of the concession would be 30 years – three to build and 27 for operation of the system. Those who can participate in this concession

would include legal entities, domestic or foreign (including pension funds and financial institutions), as well as domestic or foreign investment funds, alone or in consortium. There is no limit to the number of possible participants in the consortium.

Having met a few agencies and potential partners, Wagner says, “The next move would be to wait and see their responses.”

When asked how he sees his personal mission, he responded, “I have learnt from my ex-President. He said, ‘If you go every day to fish, not every day will you bring home a fish. But if you don’t go to fish, you will never bring home a fish.’”





Photos courtesy: MINDEF

RESILIENCE AND STRENGTH: BRAZIL'S DEFENCE- INDUSTRY MISSION FINDS ALLIES IN SINGAPORE

TEXT: Carlos Brian Pheysey

GROWING EVER CLOSER AS PARTNERS IN TRADE AND COMMERCE, RECENT DEVELOPMENTS SHOW THAT BRAZIL AND SINGAPORE ARE ALSO STRENGTHENING THEIR TIES AS ALLIES IN THE KEY FIELD OF DEFENCE

The Singapore Airshow is an established biennial trade exhibition for the aerospace industry worldwide, and Brazil was among its exhibitors and visitors in February 2012. The aircraft manufacturer Embraer has displayed its aircraft every two years, and this time Major-Brigadier José Euclides da Silva Gonçalves, Director of Procurement of Brazil's Ministry of Defence, toured the exhibition as well.

Both the event and the high-tech prowess of Singapore's manufacturers of weapons systems impressed him. A dialogue began with Singapore's DSTA (Defence Science & Technology Agency), which then resulted in a visit by its CEO, Mr Tan Peng Yam, to Brazil. Topics discussed by the Brazilian side at that time ranged from training of air force pilots, to a proposal for leasing or selling Super-Tucanos (Embraer's military-training planes) to Singapore's Air Force while basing them in Brazil, and on to anti-aircraft defences and a prospective participation

of Singapore in the project of KC-390, Embraer's upcoming aerial refuelling and transport aircraft. It is also interesting that Singapore's police force uses Brazilian firearms and ammunition as its main personal weapon.

APEX Brasil, the official agency for trade and investment promotion, was planning a mission to Singapore's 9th LatinAsia Business Forum, held in October, and thus Brigadier José Euclides joined, along with executives from ABDI (Brazilian Agency for Industrial Development) and CECOMPI, the vast aerospace-industry competitiveness cluster in upstate São Paulo, so as to present, at APEX's own seminar a day later, the opportunities among Brazil's private manufacturers of military systems, be they partnerships, investments, purchases, etc.

The delegates also visited ST Engineering, a conglomerate that encompasses aerospace and marine systems, electronics and telecommunications,

and more. Its ammunitions production line was toured and its 40mm gun was fired for demonstration.

ST Engineering's subsidiary ST Electronics has long aimed at setting up in Brazil so as to reach South American markets, and ST Kinetics sent executives to the meeting with a view to marketing its own land-based firing systems, but also to examine locations in Brazil for a plant to produce heavy vehicles for landscaping, construction and mining.

Another visit was paid to Advanced Materials Engineering, a company that demonstrated its artillery and took the delegates to tour the fuse assembly-plant. In the evening, the DSTA staged a welcome and refreshments for the Brazilian delegation, an occasion for the mingling of representatives and one-on-one networking towards further insights into possible deals for the military resilience of both countries.

The following day saw a meeting at SIMTech, the Singapore Institute of Manufacturing Technology, where a tour of the laboratory was granted and deliberations were held. Thereafter, further exchanges were held at the incubator campus of the National Research Foundation, the so-called CREATE (Campus for Research Excellence And Technological Enterprise) and its SMART Centre (the bilateral Singapore-MIT Alliance for Research and Technology), which included a tour of its IRG (interdisciplinary-group) laboratories.

The mission met also with a cutting-edge Brazilian physicist, Prof Antônio Hélio Castro Neto, Head of the Graphene Research Centre, a material that will see many applications in materials science.

A further visit took place at JEP Precision Engineering, a manufacturer of components for Singapore's aerospace plants that is considering setting up a Brazilian plant. As said earlier, the delegation also attended the LatinAsia Business Forum and showcased at APEX Brasil's seminar the nation's precision engineering, aerospace, and automotive industries (also geared to heavy-duty and military vehicles), an event that entailed an afternoon of one-to-one meetings with prospective Singaporean partners.

Naturally, a visit to DSTA was due, where in-depth exchanges were held, building on the previous bilateral encounters of the same year. DSTA aims to partner with Brazil's ENGEPRON, a naval-systems company, toward decommissioning ordinance and, in addition, join the LAAD defence exhibition being held in Brazil in April 2013. DSTA then conducted a final dinner as farewell to the Brazilian delegation.

However, the departure does not mark the end, but rather the beginning of a pairing between Brazil's and Singapore's defence industries so that both countries can stand strong and face the challenges of the twenty-first century's combat and peacekeeping duties.

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RIO +20: LOOKING BACK TO THE PAST, AHEAD TO THE FUTURE

Leaders from governments, the private sector, NGOs and interest groups from all across the world recently gathered in Rio de Janeiro for a UN conference on redirecting and reshaping economic policies towards growth with sustainability and greater opportunity. Here we offer a brief look at that conference

In 1992, a truly groundbreaking conference was held in Rio de Janeiro. Called the 1992 Earth Summit / United Nations Conference on Environment and Development (UNCED), this conference set forth the commitment of most nations across the planet to seek sustainability while fighting environmental ravages of the planet.

Ten years later, another, follow-up conference (the World Summit on Sustainable Development) was held in Johannesburg, South Africa to pursue the same goals and see how much progress had been made over the past ten years. This year, world leaders and scientists again gathered in Rio de Janeiro to see what advances had been made since that first major conference twenty years ago and what work remained to be done.

The United Nations Conference on Sustainable Development (UNCSD) – more popularly known as Rio+20 or Earth Summit 2012 – was thus the third international conference on sustainable development. Like its two predecessors,



Scalable Solutions, Managing water for economies, communities and nature, Mr Jose Luis Luege Tamargo, Director General, Conagua Mexico.

this meeting focused on reconciling economic and environmental goals of the world community.

The conference was organized by the United Nations Department of Economic and Social Affairs and hosted by Brazil. It ran for ten days, from 13 to 22 June 2012, and culminated in a three-day high-level UN conference.

It was intended to be a high-level summit, including heads of state and government or other representatives

and resulting in a concise political document designed to shape global environmental policy. The mega-summit saw participation from 192 UN member states, including 57 heads of state and 31 leaders of government, as well as top people in private sector companies, NGOs and other groups committed to the conference goals.

The conference set out with three main objectives:

- 1) to secure renewed political commitment for sustainable development;
- 2) to assess the progress and implementation gaps in meeting previous commitments; and
- 3) to

address new and emerging challenges.

The official discussions focused on two main themes. The first of these was how to build a strong green economy and achieve sustainable development while lifting people out of poverty. This included support for developing countries that will allow these countries to follow a green path to development.

The second main conference theme was how to improve international coordination for sustainable development



Dr Vivian Balakrishnan, Singapore's Minister of the Environment and Water Resources, delivering a speech at Rio +20

by building an institutional framework to do just that.

Earth Summit 2012 was seen as possibly the biggest UN event ever organized – in addition to the numerous heads of state and government, more than 45,000 interested individuals gathered in Rio de Janeiro.

Its stated goals were to re-direct and renew global political commitment to the three dimensions of sustainable development: economic growth, social improvement and environmental protection; focusing on reducing poverty while promoting jobs growth, clean energy and more fair, sustainable uses of resources; the goals first established at Earth Summit in 1992.

The conference looked back to Agenda 21, the outcome document from Earth Summit 1992, as a guiding model. That document is still considered groundbreaking and is often cited for having created the term “sustainable development” and having set the global environmental agenda for the next 20 years.

Rio+20 sought to secure re-affirmations for the political commitments made at past Earth Summits and then set the global environmental agenda for the next 20 years. This latter is to be achieved by assessing progress towards the goals set forth in Agenda 21 and the

implementation gaps remaining, while considering new and emerging issues. The UN wanted the Rio conference to endorse a UN “green economy roadmap,” with environmental goals, targets and deadlines, whereas developing countries preferred establishing new “sustainable development goals” to better protect the environment, guarantee food and power to the poorest of the world's citizens, and alleviate poverty.

The primary outcome of this conference was a nonbinding document, “The Future We Want”. In this 49-page paper, the representatives of the 192 governments in attendance renewed their political commitment to sustainable development and declared their commitment to the promotion of a sustainable future. The document largely reaffirmed previous action plans such as Agenda 21 from the first Rio conference on sustainability.

As with the first Earth Summit conference in 1992 and the Johannesburg summit ten years later, Singapore again sent a delegation of high-ranking officials to show its support for the issues involved.

Heading the delegation this time was Singapore's Minister for the Environment and Water Resources, Dr Vivian Balakrishnan. Dr Balakrishnan was accompanied by a team of officials

from his own Ministry of the Environment and Water Resources, the Ministry of Foreign Affairs, the National Climate Change Secretariat, and the National Environment Agency.

Dr Balakrishnan delivered the Island Republic's national statement at the Rio+20. The minister also held bilateral meetings on the sidelines with heads of delegations of other attending countries.

In his opening remarks, Minister Balakrishnan made note of Agenda 21 and the Johannesburg Plan of Action, along with the political support they enjoyed. He then went on to stress that in order for Rio+20 to succeed, there was a need to make every decision count.

But the Minister emphasized that a one-size-fits-all approach to the green economy would not work, given the differing individual needs of countries and regions.

Mr. Balakrishnan further stated that Singapore fully supports the principles of Sustainable Development Goals, and that to support the global sustainable development agenda, all national strategies must be coordinated and supported by a forward-thinking governance regime. Referring to the UN in this regard, the Minister again noted that Singapore fully supports the global efforts aimed at enhancing the work of UN bodies, particularly with regard to the integration of environmental, social and economic goals.

As Dr Balakrishnan said, “The UN needs to take on the mandates given to them to set clear and visionary directions to guide all our countries on the long but certain path of achieving sustainable development. Furthermore, all countries should take a close look at their national policies and capabilities to take stock of how we can work together with the UN.”

In his closing remarks, Minister Balakrishnan emphasized that it was important for all countries to look at ways to share the best practices to achieve sustainable development. He later pointed out that being green and sustainable in the future is about living in dense, well-planned, well-implemented cities.

The Minister added that these cities are where political, economic and social goods can be distributed fairly and cost-effectively.



THE ROAD AHEAD

Bilateral relations, FTAs, economic co-operations, the possibilities are immense; and both ASEAN and Brazil, under the MERCOSUR umbrella, are taking steps to smooth the road ahead

Latin America and ASEAN are two of the world's fastest growing regions and it is natural that they leverage each other's strengths. According to Prof. George Abonyi, Senior Advisor, Fiscal Policy Research Institute (FPRI), Bangkok, ASEAN's population is projected to reach more than 650 million people by 2020, half of which will be around 30 years of age. This young and large population will have a significant impact on the consumption, production, investment and trade pattern of the region. In 2010, Brazil was the second largest of the emerging market economies (EMEs), of the world, and accounted for 13.2 per cent of total EME consumer spending. With a territory twice as large and a population of only one third of South-east Asia, Brazil's GDP is comparable to that of all ASEAN countries combined. South-east Asia, on the other hand, is a trading powerhouse much greater than Brazil, with international exchanges in goods about five times larger than that of Brazil. In 2010, Brazil traded goods worth US\$ 383.6 billion while South-east Asia had a trade volume of US\$ 2 trillion. For both Brazil and ASEAN, particularly as the ASEAN Economic Community (AEC) single market, these are significant times with significant opportunities.

SO WHAT IS AEC?

Lots of discussion and much optimism have emerged with the proposed creation of the AEC by 2015. ASEAN, as a common market, is strong and will be more beneficial to the member

nations. Free flow of goods, services, investment capital and skilled labour, including tariff reductions and streamlining of certain administrative procedures will make ASEAN powerful. Businesses are preparing themselves to meet the challenges and opportunities that will be created by the AEC.

Mergers, acquisitions and investments have started in anticipation. Siam Cement, one of Thailand's largest conglomerates, is gearing up to spend 75 per cent of its US\$ 5 billion investment budget for 2012-16 to acquire assets, many in ASEAN countries, according to the Bangkok Post. The Philippine pharmaceutical company Unilab markets its products all over South-east Asia through joint ventures, while the Axiata group of mobile operators is looking into network-sharing, according to the Manila Times. In 2011, a group of business biggies, including the CEOs of CIMB Bank, AirAsia, Bangkok Bank and Ayala Group launched the



ASEAN Business Club, a private-sector initiative to engage in ASEAN's community building efforts.

A TALE OF TWO MARKETS

The first ASEAN-MERCOSUR Ministerial Meeting held on 24 November 2008, in Brasilia, was co-chaired by H.E. Ambassador Celso Amorim, Minister of External Relations, Brazil, and H.E. Sompong Amornvivat, Deputy Prime Minister and Minister of Foreign Affairs, Thailand. Attended by the ministers and high-level representatives of ASEAN and MERCOSUR and the ASEAN Secretariat, this was the first step in a journey. In June 2010, the second ASEAN-MERCOSUR meet was co-chaired by Thailand and Uruguay.

Indonesia, as the ASEAN Chair in 2011, convened the 19th ASEAN Summit on 17 November 2011 in Bali, where the ASEAN Framework for Equitable Economic Development: Guiding Principles for Inclusive and Sustainable Growth was adopted. The ASEAN Framework for Regional Comprehensive Economic Partnership was another important step that year. Cambodia hosted the 20th ASEAN Summit in Phnom Penh on 3-4 April 2012, with the theme "ASEAN: One Community, One Destiny." The leaders affirmed their strong commitment to intensify ASEAN co-operation towards an integrated, people-centred and rules-based organisation as well as a prosperous ASEAN Community.

At Bali, H.E. Mr Antonio de Aguiar Patriota, Minister of External Relations, became Brazil's first foreign minister, who presented his country and said, "Hopefully, Brazil may soon engage in these promising joint endeavours in the condition of a Dialogue Partner of ASEAN." Brazil signed the Treaty of Amity and Co-operation in South-east Asia (TAC) and the Secretary-General of ASEAN, Dr Surin Pitsuwan said, "As a regional and global emerging power, Brazil's signing of the treaty, will forge closer co-operation and chart

FTAS IN PROCESS

Several Free Trade Agreements (FTAs) have been discussed and studied. The Thai-Peruvian FTA allows tariff to be reduced up to 70 per cent. Peru is also doing a similar negotiation with Singapore.

the future direction of regional co-operation." Brazil became the first Latin America country to sign the TAC and as Minister Patriota said, "We can advocate for a free trade agreement in the near future between the two regions."

The Forum for East Asia-Latin America Cooperation (FEALAC), the MERCOSUR-ASEAN dialogues and the November 2011 meeting between President Dilma Rousseff of Brazil and Singapore's Prime-Minister, Lee Hsieng Loong, in Cannes, have paved the way for bilateral co-operation between ASEAN and Brazil. As President Rousseff noted in her speech at the Boao Forum in April 2010, "Latin America is the second most dynamic region in the world in terms of economic growth; Asia being the first. Trade between Brazil and South-east Asia has largely benefited from that dynamism, reaching US\$ 13.3 billion in 2010 – an increase of more than 350 per cent from the beginning of the decade." Taken as a whole, ASEAN would have been the sixth largest trade partner of Brazil last year. As pointed out by Minister Patriota in his Bali speech, investment flows have flourished during the past decades. In Indonesia, for instance, a country with which Brazil has a strategic partnership, Brazil's Vale has invested US\$ 2.4 billion and created more than 3,000 permanent jobs.

With ASEAN playing an increasingly important role in the world, the ongoing collaborations between Brazil-ASEAN and MERCOSUR-ASEAN will be two mutually reinforcing and parallel processes that will strengthen over time.

"Hopefully, Brazil may soon engage in these promising joint endeavours in the condition of a Dialogue Partner of ASEAN."

H.E. Mr Antonio de Aguiar Patriota,
Minister of External Relations



ASEAN WALKTHROUGH

The Association of South-east Asian Nations, ASEAN, was established on 8 August 1967 in Bangkok, Thailand, with the signing of the ASEAN Declaration (Bangkok Declaration) by the founding fathers of ASEAN – Indonesia, Malaysia, Philippines, Singapore and Thailand.

Brunei Darussalam then joined on 7 January 1984, Viet Nam on 28 July 1995, Lao PDR and Myanmar on 23 July 1997, and Cambodia on 30 April 1999, making up what is today the ten-member ASEAN.



CAMBODIA

Area: 181,035 sq km

Population: 14,453,680 (2010)

Capital: Phnom Penh

Currency: Riel

Government: Constitutional Monarchy

Leaders: King Norodom Sihamoni, Prime Minister Hun Sen

GDP: US\$ 9.9bn (2009)

GDP per capita: US\$2,000 (2010)



MALAYSIA

Area: 329,847 sq km

Population: 28.3m (2010 estimate)

Capital: Kuala Lumpur (population: 1.5m); Putrajaya (Administrative Capital)

Currency: Ringgit Malaysia (RM)

Leaders: Head of State (Agong): Tuanku Al Haj Abdul Halim Mu'adzam Shah ibni Almarhum Sultan Badlishah, Prime Minister: Datuk Seri Najib Tun Razak

GDP: US\$ \$278.7 billion (2011, IMF Source)



VIETNAM

Area: 331,689 sq km

Population: 83 million

Capital: Hanoi

Currency: Vietnamese Dong (VND)

Leaders: Deputy Prime Minister and Foreign Minister Mr Pham Binh Minh

GDP: US\$104billion

GDP per capita: Approx. US\$1174



MYANMAR

Area: 676,577 sq km

Population: 53.5 million

Capital: Naypyidaw

Currency: Kyat

Government: Union Solidarity and Development Party.

Leaders: President U Thein Sein, Vice-Presidents Tin Aung Myint Oo and Sai Mau Kham

GDP: US\$60.07billion (2010 estimate)

GDP per capita: US\$1,100 (2010 estimate)



SINGAPORE

Area: 714 sq km

Population: 5.18m (Singapore Department of Statistics 2011)

Capital: Singapore

Currency: Singapore Dollar

Leaders: President Tony Tan Keng Yam, Prime Minister Lee Hsien Loong

GDP: S\$ 299.625bn (2011) (US\$ 238.2bn 2011)

GDP per capita: S\$ 63,050 (US\$ 50,123 2011)

Annual Growth: 4.9 per cent (2011)



BRUNEI DARUSSALAM

Area: 5,770 sq km

Population: 422,700 (July 2011 est. Source Brunei Government)

Capital: Bandar Seri Begawan

Currency: Brunei Dollar, pegged at par to the value of the Singapore Dollar

Leaders: His Majesty Sultan Hassanal Bolkiah of Brunei is also Prime Minister, Defence Minister and Finance Minister. Senior Minister: Crown Prince Billah

GDP per capita: BND 40,700 (2010. Source Brunei Government)

Annual Growth: 2.9% (2011 est. Source Asian Development Bank)



LAOS

Area: 236,800 sq km

Population: 6.59 million (July 2012 estimate)

Capital: Vientiane

Currency: Lao Kip

Government: Communist State

Leaders: President Choummaly Savasone, Prime Minister/Premier Thongsing Thammavong

GDP: US\$ 7.891 billion (2011 estimate)

GDP per capita: US\$2,700 (2011 estimate)

Annual Growth: 8.3% (2011 estimate)



THAILAND

Area: 513,115 sq km

Population: 64,076,033 (2011 official figure)

Capital: Bangkok

Currency: Baht

Government: Constitutional Monarchy

Leaders: King Bhumibol Adulyadej, Prime Minister Yingluck Shinawatra

GDP: US\$293bn (2010)

GDP per capita: US\$7,943 (2009)



INDONESIA

Area: 1,919,443 sq km (spread across 17,500 islands)

Population: 243 million

Capital: Jakarta (population: estimate 13.23 million)

Currency: Rupiah

Government: Republic

Leaders: President Susilo Bambang Yudhoyono, Vice President Boediono

GDP: US\$ 1.033 trillion

GDP per capita: US\$ 4,300

Annual Growth: 6.1% (2011)



PHILIPPINES

Area: 300,000 sq km (spread across 7107 islands)

Population: 98 million (2012 estimate)

Capital: Manila

Currency: Peso

Leaders: President Benigno "Noy" Aquino III, Vice President Jejomar Binay

GDP: \$ 208 billion

GDP per capita: \$2,122

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IN THE SAME AIRCRAFT.
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BRAZILIAN SCIENCE AND TECHNOLOGY A STRATEGY FOR CONTINUED SUCCESS

TEXT: Octavio Lopes

No modern industrial country can hope to compete and ultimately prosper without a sound strategy for keeping ahead in the fields of science and technology. Here we see how Brazil is forging just such a strategy

With the rise of China's economy in the last decade, commodities (iron ore, soy beans and oil) have dramatically increased their share of Brazilian exports. At the same time, Brazil has increasingly imported high-end value-added products from China, which has become the country's largest trade partner. This imbalance is one of the main challenges of the Brazilian government at this moment. Some de-industrialisation is taking place as a result, and innovation policies are essential to tackle this problem and invigorate the industrial sectors of the Brazilian economy.

Brazil's National Strategy for Science, Technology and Innovation (Estratégia Nacional para Ciência, Tecnologia e Inovação- ENCTI) was formulated by the Ministry of Science, Technology and Innovation (MSTI) in order to create conditions for the national industry to compete and conquer markets abroad. It establishes the main guidelines of governmental actions between 2012 and 2015 toward promoting innovation in strategic sectors of the economy and promoting sustainable growth and development.

ENCTI pinpoints strategic programmes for the government to invest in, especially those that involve specific technologies capable of driving the economy forward. The basic criteria for its choices are:

- ▶ relevance and impact for the key production-chains
- ▶ possession of a well-established foundation (infrastructure, knowledge) to build upon
- ▶ relevance to national security and sovereignty
- ▶ potential for international insertion and competitiveness

In accordance with these criteria, certain sectors were selected as priorities and have been receiving special attention from the government.



INFORMATION AND COMMUNICATIONS TECHNOLOGY

Software and hardware industry, semiconductors production, microelectronics and IT infrastructure have received distinct types of incentives. Governments, from the federal to the municipal level, have launched public tenders for acquisition of software and systems from Brazilian companies. A new tax-exemption law was approved in 2010 in order to exempt the IT industry in Brazil. In order to foster the semiconductor industry, regulations were implemented in 2005, 2007 and 2011 to facilitate investments in the sector, as Brazil is the third market in the world for that item.

The Brazilian government is also consolidating research institutes specialized in semiconductors, and it is expected that updated technology will soon be available to companies interested in investing in the sector.

Benefiting from external investments arising from the 2014 football World Cup in Brazil, the Federal Government is investing in spreading the broadband network to distant parts of the country in an effort to improve governance and a pro-business environment in medium-sized and small cities that have fewer resources available.



PHARMACEUTICAL AND HEALTH INDUSTRY

In a country with almost 200 million people, the magnitude of the Brazilian Health System (Sistema Único de Saúde - SUS) has attracted many companies to invest in the pharmaceutical market and medical equipment. In 2012, Brazil was the 8th largest pharmaceutical market in the world, with a turnover of more than US\$36 billion. However, the Brazilian pharmaceutical industries are still lagging behind the technological expertise achieved by industries in the most advanced countries.

In order to reduce the gap between Brazil and the most developed countries, the Brazilian government has created several innovation programs, taking into account the country's natural resources. Brazil enjoys abundant biodiversity in its forests, rivers and oceans. This biodiversity, combined with the traditional knowledge of indigenous people, offers many opportunities for research on new drugs. At the same time, government agencies have increased their funding to research institutes dedicated to studying tropical diseases, especially those that affect Brazilians in rural areas.



OIL AND GAS INDUSTRY

With the discovery of the "pre-salt" oil reserves, Brazil has become an energy superpower by virtue of the volume and the variety of its sources (hydroelectric power, fuel oil and nuclear energy). Petrobras, the Brazilian oil state enterprise, has become one of the biggest contractors of equipment and services related to oil extraction in the world. (Singapore's Keppel is one of the beneficiaries of this wave of new investments in the oil sector.)

The company will remain so for at least the next couple of decades. Petrobras projects will invest over US\$224 billion between 2011 and 2015. Many companies have set up operations in the country, attracted by the new demand of Petrobras and other oil companies operating in Brazil. The Brazilian government considers this a unique opportunity for medium-sized Brazilian companies to absorb know-how in technologies that integrate industrial processes related to the oil sector: capital goods, software, nanotechnology, telecommunications, robotics and new materials, among others. Tax exemptions, regulations, incentives to local enterprise are all among the mechanisms employed by the government in order to take advantage of Brazil's favourable situation in the energy sector.



DEFENCE INDUSTRY

The Brazilian Armed Forces have invested heavily in re-equipping all its branches in recent years. The Ministry of Defence and the Ministry of Science, Technology and Innovation have pooled their efforts in order to take the Armed Forces to the next level, by projecting and building up a Centre for High-Performance Computing for Defence and the Centre for Cybernetic Defence, in which up-to-date technology is employed in homeland security, border defence and cybernetic warfare.

The aerospace and electronics cluster in the state of São Paulo (where Embraer, a Brazilian aircraft manufacturer, is located) has benefited from this situation and companies are expanding the scope of operation to new areas.

It is a national consensus that, for the Brazilian economy to enjoy a continuous growth and sustainable development, it is necessary that both government and companies focus on innovation. The survival of Brazil's huge industrial base depends on the adoption of new technology and a target on the external market. Recent developments in many sectors clearly show that the nation is dedicated to making sure this continues.



SINGAPORE AND BRAZIL RAISE THE BAR IN THEIR RELATIONS

TEXT: Herbert Drummond

INCREASED LEVEL OF ENGAGEMENT RESULTED IN NEW UPGRADING AND EXPANSION OF EMBASSY FACILITIES

The increasing importance of bilateral trade between Brazil and Singapore is no news. As can be verified through various articles in this magazine, the interest in each other has been growing, be it in the trade, cultural or political realms. Today, there are already more than 50 Singaporean companies established in Brazil, such as Keppel and Jurong Shipyards, which together will generate more than 13,000 jobs when fully operational. The Brazilian firms are also in Singapore, with giants such as Vale, Petrobras and Embraer having their Asian offices here in the Island-State.

The mutual significance and the need for deeper knowledge brought three governors of Brazilian states to Singapore in 2012 alone, one of them twice. It also drove three Singaporean Ministers to Brazil in this same year. To tap into this increasing exchange of official and business visitors and tourists, Singapore Airlines had already launched a direct flight between Singapore and São Paulo in 2010 (with a short refueling stopover in Barcelona). Nevertheless, Singapore was the only country to have an airline flying to Brazil without a resident Embassy there.

Seeing all this movement linking both sides of the globe, Singapore realized it was time to open a permanent representation in the South American giant. Therefore, on 17 July 2012, the Embassy of Singapore in Brazil was finally inaugurated.



Photo courtesy: Tania Meulenber / Jean Daniel Leccia

Lucia, Maria and Nelson, the team of the Consular Sector

The mission's office relies on an experienced team, who has taken an immersion course in Portuguese before being assigned to the new job. While there, besides assisting Singaporeans who live in Brazil today, they will join hands with IE Singapore, EDB and Temasek, which have offices in Brazil, in an effort to raise trade and investment relations to an ever higher level.

EMBASSY EXPANSION

Brazil followed suit accordingly, in its own premises configuration. Trade and tourism movement and the growing number of Brazilians working in Singapore had been pressing for an enlargement of the Embassy of Brazil in Singapore. Therefore, on 14 September 2012, the Consular Sector moved to a more spacious office in the eighth floor of the same building in United Square. The opening was graced by a *vernissage* of five Brazilian artists, who displayed their work for the pleasure of the community present at the cocktail.

The ninth floor is now occupied only by the Trade Sector, the demands on which are also ever higher, and the Embassy finally has an Education, Science and Technology Sector, under the command of a diplomat who joined the team in July.

Both countries have thus realigned their services and efforts to match the ramped-up exchanges between Brazil and Singapore. The new and overhauled operations and teams outlined are bound to meet substantially the ever-pressing needs of this decade's growing bilateral business deals and journeys taking place between the two nations.



Brazilian artists (from left to right): Marinez Freitas, Patricia Cabaleiro, Deusa Blumke, Clarissa Cavalheiro and Deise Dias Cavalheiro.

BRAZIL AT A GLANCE

REFERENCE MAIN INDICATORS



GEOGRAPHY & POPULATION	ECONOMIC ACTIVITY	SOCIAL INDICATORS
Territory: 8,514,876 sq. km Forests: 57.2% Arable land: 41% (incl. pastures) Extent of coast-line: 7,367 km Language: Portuguese Population: 194 million Urban: 84.2% aged 14 or less: 24% aged 15-24: 18.5% aged over 60: 11% Population growth: 1.2% per annum Largest city: São Paulo (11 million) Number of municipalities with over 0.5m inhabitants: 40 Number of Brazilians abroad: > 3 million Number of tourists received: 5.4 million	GDP per capita (current prices): US\$ 12,501 GDP: US\$ 2,367 billion GDP PPP: US\$ 2,290 billion Real GDP growth: 2.7% GDP composition: Agriculture: 6% Industry: 27% Services: 67% National savings: 17% of GDP Gross capital formation: 17% of GDP National currency: Real (R\$) Inflation: 6.4% per annum Interest rate (SELIC): 7% p.y. (late 2011) Unemployment rate: 6.0% (late 2011) Number of companies: 4.5 million Number of companies with < 20 staff: 96.9%	Human Development Index (UNDP, 2011): 0.718 Gini index: 0.53 Life expectancy: 73.5 years Fertility rate: 1.8 Infant mortality (per 1000 born): 16 Years of schooling on avg. (>10 yrs. old): 7 Adult literacy rate (pop. >15 yrs. old): 90% Youth literacy rate (aged 15-24, UNDP): 96.8% Population with access to tap water: 85% Population with access to sewage collection (excl. septic tanks): 62.6%
ENERGY AND ENVIRONMENT	TECHNOLOGY AND SCIENCE INDICATORS	EXTERNAL SECTOR
Electricity consumption: 430,000 GWh p.y. Renewable sources in energy matrix: 45% Electricity from renewable sources: 85% CO² emissions (tonnes per capita): 2.0 (OECD=11.5)	Internet Users: 46% of population Households with PC: 45% Households with Internet: 38% PhD degrees conferred (p.y.): 8856 R&D expenditure: 1.14% of GDP (0.56 public)	Exports: US\$ 246.0 billion Imports: US\$ 226.2 billion Current account 2007-2011 avg.: -2.1% of GDP External debt / GDP: 15% Net external debt / GDP: -3.4% International reserves end-2011: US\$ 350 billion Foreign Direct Investment: US\$67 billion Worker remittances received: US\$ 3.0 billion Exchange rate (avg. 2011): US\$1 = R\$1.78

* **Source:** Brazilian Institute of Geography and Statistics (IBGE) figures for 2011, 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). Other useful websites are www.bcb.gov.br and www.undp.org.

BRAZIL-SINGAPORE TRADE (US\$ MILLION)				
Year	Exports (FOB)	Imports (FOB)	Balance	Total Trade
2005	845	815	30	1660
2006	945	1188	-243	2132
2007	1379	1209	170	2587
2008	2108	1745	362	3853
2009	1297	659	639	1956
2010	1309	848	461	2158
2011	2786	827	1959	3613
2012 (Jan - Sep)	1732	674	1058	2406



SIZING UP THE SICCC

TEXT: Carlos Brian Pheysey

SINGAPORE INTERNATIONAL CHAMBER OF COMMERCE (SICCC) - A REDISCOVERED PARTNER-CHAMBER FOR TIES WITH BRAZIL

The Embassy of Brazil has long partnered with the SBF (Singapore Business Federation) as seen in the related features in this edition - but what about the various other chambers of commerce and industry in Singapore, likewise prospective partners in consolidating Brazil-Singapore ties? It was fortunate that the SICCC, the Singapore International Chamber of Commerce, in place since early colonial Singapore, approached the Embassy in the early part of this year and expressed an interest in engaging Brazil, given its booming economy that has entered the mental horizon of many of its 700 members, mostly large multinational corporations.

Ambassador Luís Fernando Serra and Mr. Phillip Overmyer, Chief Executive of SICCC, discussed the format and opted for a breakfast at a function hall so as to bring together the branches of Brazilian companies already in Singapore on the one hand, and member companies of the SICCC on the other hand, thus achieving an interactive meeting of minds in a conducive setting for a vibrant networking session. Presentations on Brazil's industrial sectors by six Brazilian branch offices were thus scheduled and prepared for that morning on 2 August, and the Grand Copthorne hotel's function hall was duly booked along with its catering.

Among the various SICCC companies that turned up that morning to glean insights into Brazil's offers



B2B fraternization over coffee

and opportunities, one could count a wide range of firms – Keppel Corporation, Pricewaterhouse Coopers, J.P. Morgan Chase Bank, Wilmar Trading, Crown Worldwide (relocations), ESSEC (business school), Stephenson Harwood, Midpoint Properties, Ernst & Young, Weber Shandwick, Shanker Iyer & Co., Transcendent Business Services, Mitsubishi Corporation, Jason Electronics, ST Engineering, GE Pacific, among other names at the tables.

KEYNOTE ADDRESS

The Ambassador delivered a keynote address as opening, in which he reminded those present that the Brazilian branch offices were yet to join the SICC as full members, for future networking opportunities like this one. The Brazilian branches in Singapore are few in number – just seven large corporations are represented on the island-state – but their massive output and turnover make a global impact. Three of them are listed among the ranking of Fortune 500: Petrobras (oil/gas; not present that morning), Banco do Brasil (banking) and Vale (mining). And yet, the other four presenters are themselves international giants in their sectors: Embraer (aircraft), BrasilFoods (frozen poultry/pork), Braskem (chemicals) and CBMM (mining).

The speech highlighted the contrast between Brazil today and that of two decades ago, when it was wracked by hyperinflation, beset by a myriad of problems, a cumbersome framework and a sluggish performance. The Plano Real in 1994 was a watershed that stabilised the country along with its opening to world competition, compelling Brazilian companies to operate in smarter ways.

No longer a slumbering giant, Brazil has more than fixed some bottlenecks, divested itself of non-performing state enterprises, and stabilised; it has boomed, and launched itself onto the world stage, with its companies, now truly competitive, scouring the globe with offers of Brazilian technology and services. Vale and Embraer are the outcome of the wave of privatisations: previously state-owned, they had to become radically market-oriented to survive and thrive worldwide, setting benchmarks for their competitors abroad.

Mr. Serra continued by stressing that foreign companies also played a role in Brazil's boom. They developed new structures, services, jobs, research, quality and other variables. For instance, telecoms enacted a revolution in Brazil. The country underwent huge improvements in connectivity and its prompt availability to the masses since the nineties. Brazil also worked on its finances in the last decade, thus withstanding well the 2008 global meltdown and receiving investment-grade ratings. The social pyramid and services geared to it have evolved toward greater fairness. Millions have become active citizens by joining the middle classes and consumption patterns. Challenges remain, particularly in education and infrastructure, which are holding back further growth. This was tackled in part this year, with the "Science Without Borders" programme, providing 75,000 scholarships. Above all, Brazilians have regained confidence in the future, leaving the tough past behind, the Ambassador concluded on a cheerful note.

The morning continued with the presentations by the six Brazilian companies, which prompted sharp queries from the crowd attending the briefings. The networking that followed yielded more exchanges of insights, offers and contacts. It is with the utmost satisfaction that the Embassy has thus initiated what promises to be a rich interaction with the SICC.



Mr. Philip Overmyer, CEO of SICC, and Ambassador Luis Fernando Serra



The Republic of Singapore has established its first Embassy in Latin America in Brasilia, capital city of the Federative Republic of Brazil.

The Embassy is temporarily located with effect from Monday, 3 September 2012 at:

Hotel Melia Brazil 21, Apt 503

SHS Quadra 06, Conjunto A, Lote 01, Bloco D, Asa Sul
Brasilia - Distrito Federal, CEP 70316-000
Brazil

The Embassy can be contacted at:

Hotel Melia Main Tel Line: **+55 61 3218 4700** (Apt 503)

Hotel Melia Fax Line: **+55 61 3218 4703** (Attention: Apt 503)

Email: **singemb_bsb@sgmfa.gov.sg**

The operating hours of the Embassy are:

Monday – Friday (except Brazilian public holidays and Singapore National Day)

9.00 am to 6.00 pm

(lunch hour from 12.30 to 1.30pm)

9.30 am to 12.30 pm, 2.30 pm to 5.00 pm

(Visa and Consular Service)

Singapore citizens in Brazil who require urgent consular assistance should contact the Duty Officer at **+55 61 9611 1323**





Mr. Rodrigo Afonso addresses the audience

Photos courtesy: SBF

BRAZIL 2012: MARKET OUTLOOK & BUSINESS INVESTMENT OPPORTUNITIES SEMINAR

TEXT: Carlos Brian Pheysey

THE SEMINAR ATTRACTED PRO-BRAZIL COMPANIES BASED IN THE REGION AS WELL AS MEDIA ATTENTION. SEMINAR HIGHLIGHTS INCLUDED PROSPECTS IN VARIOUS SECTORS, THE BUSINESS CLIMATE, RELEVANT TRADE DEVELOPMENTS AS WELL AS ADVICE ON DOING BUSINESS IN BRAZIL

The Singapore Business Federation (SBF) has been a steady partner of the Embassy of Brazil over the years, as seen in the various joint endeavours and cooperative events narrated in this magazine's feature on the 10 years of the SBF.

One of this year's landmarks was the seminar held in April at SBF with the Embassy's backing, the "Brazil 2012: Market Outlook and Business Investment Opportunities". The event was an exercise in bringing together at SBF various Brazilian offices operating in East Asia, i.e. not just various branches of Brazilian companies in Singapore but also a few of the pro-Brazil outfits operating in North Asia (such as Itaú bank and Felsberg law firm, both in Shanghai, and also the SOFTEX alliance of infocomm firms, represented in Tokyo).

All of them were invited to give presentations on various sectors of Brazil's economy, to a Singaporean audience keen on acquiring a better understanding of Brazil's booming opportunities, its business framework, its near-future outlook, and its rise as one of the emerging BRICS.

Invitations were sent out to a wide range of enterprises in Singapore that would take an interest in Brazil. Arriving executives were treated to a welcome coffee/tea in an ice-breaking network as everyone warmed up to the upcoming presentations of the day. Various materials were distributed too, from the Embassy's annual magazine "It's Time for Brazil in Singapore", through a CD bearing several of that day's presentations, to a press-release on latest



Mr. Choo Chiau Beng

developments toward removal of Singapore soon from Brazil's tax-haven list.

After the welcoming remarks by SBF, Ambassador Luís Fernando Serra delivered the keynote address in which he set the tone for the intriguing presentations that followed. The first speaker was Mr. Howard Jyhoon Han, Chief Representative of the Itaú BBA Shanghai Office, an office linked to Itaú, Brazil's leading private bank, presenting a "Brazil Macroeconomic Scenario", during which he outlined recent trends, forecasts and Federal Government

actions taken towards the policy adjustments needed.

Further presentations went into greater detail regarding credit and fiscal aspects in Brazil. Mr. Rodrigo Felipe Afonso, Managing Director of BB Securities Asia, the local financial-instrument office of Banco do Brasil, the leading state-owned bank in Brazil, stepped to the fore with an address on “Sources of Financing”. In his feature, he highlighted the prospective growth sectors (real estate, logistics infrastructure, oil/gas, consumer retail), capital-markets performance, sources of financing, credit lines, advantages and challenges.

He was followed then by Mr. Henrique Lopes, Tax Partner from the law firm Koury Lopes Advogados, who had the tough task of showing “Brazil’s Taxation Structure”, always a challenging item for various foreign companies looking at setting up in Brazil: federal taxes (corporate income, industry excise, credit transactions, labour contributions, social security), state-level VAT and municipal-level taxes (on services, property and real estate), plus personal income tax for foreigners (withholding tax, transfer pricing) and issues of compliance parameters and low-tax jurisdictions such as Singapore. He aimed at making the fiscal framework somewhat clearer to the audience and underscored mechanisms and regional tax incentives that enable reductions in taxes that a company would pay.

A networking break allowed participants to mingle once more, particularly as the audience warmed up to the presenters and exchanged cards with them with a view to gaining a foothold in the bountiful Brazilian market.

Next in line came Mr. Rodrigo do Val Ferreira, Chief Lawyer from the Shanghai office of Felsberg & Associates, who gave an overall panorama on “Doing Business in Brazil”, whether through foreign trade, a one-off project, or a facility rooted into place, including the various types of presence possible (a representative, a branch office, a partnership, a joint-venture, a plant or yard), the peculiarities of Brazil’s business framework, the attractiveness and pitfalls.

The two remaining presentations of that day addressed two specific sectors of Brazil’s economic activity. Mr. Sillas Oliva Filho, at that time Managing

Director of Petrobras Singapore, delivered an “Oil & Gas Sector Outlook”, which entailed a panorama of the company’s leadership in deep-sea drilling, oilfield profiles, production forecasts, targets, reserves, refining, investment, upgrades, be they in the upstream or downstream facet of the company’s operations. One should not forget the ethanol biofuels, a home-grown eco-friendly technology that Brazil is sharing with an energy-hungry world.

The last sector presented at SBF was that of infocomm, under Brazil’s SOFTEX alliance of nearly two thousand Brazilian firms in digital and ICT technologies. Mr. Hélio Ciffoni represents SOFTEX in Tokyo, from where he weaves partnerships and joint projects throughout Asia between Brazilian and Asian companies in ICT and software. He often visits Singapore’s infocomm market and the Embassy’s events outlined in this magazine, and he proceeded to showcase at SBF the Brazilian IT exports, Brazil’s market for ICT (eighth largest globally), connectivity levels, training profiles, creativity traits of Brazilian professionals, the people’s receptiveness, the country’s attractiveness for foreign firms to outsource IT tasks or set up operations, the e-commerce outlook, the massive and innovative automation attained in Brazil’s banking, and more. He listed the clusters that Brazil’s IT firms engage: agribusiness, aviation, banking, education/e-learning, e-Government, energy management, embedded software, project management, games, health sector, industrial automation, data security, mining-sector applications, nearshore/offshore outsourcing, oil and gas sector, telecoms, and fashion manufactures (automation for leather, shoes and apparel).

The seminar ended with a luncheon, an occasion that enabled presenters and audience to get to know each other in greater depth, exchange additional details, and commence a partnering towards results that will benefit both Brazil and Singapore in their bilateral business relations. Once more, the Singapore Business Federation and the Embassy of Brazil ensured the staging of an event, the outcome of which furthers the interests of so many players and operators between both nations.



Ambassador Serra and the Brazilian Speakers

SBF 10TH ANNIVERSARY

CELEBRATING A GROWING PARTNERSHIP

TEXT: Carlos Brian Pheysey

Photos courtesy: SBF



SBF's Chairman Mr Tony Chew

THE EMBASSY OF BRAZIL LOOKS BACK ON A DECADE OF SUCCESSFUL WORK DONE WITH THE SINGAPORE BUSINESS FEDERATION (SBF) AND LOOKS FORWARD TO THE NEXT DECADE OF COOPERATING WITH THE FEDERATION

SBF celebrates, in 2012, its 10th anniversary, a landmark in the rendering of services to the business community in Singapore. The Federation has been a voice for the city-state's business circles, and a steady partner of the Embassy of Brazil in the decade gone by, as well as a key partner in many bilateral Brazil-Singapore endeavours.

This year, as in past years, the SBF hosted a few Brazilian delegations that came to seek investment partners, technology transfers, merchandise importers, and more. The missions held, at the SBF premises or other venues, several road-shows, seminars, match-making or networking sessions, etc., with the aid of the Federation, thus ensuring a high exposure and many fruitful contacts at each event staged.

The idea for the SBF was floated in 2001 by the then Prime Minister, Goh Chok Tong. The business community had been previously scattered among various chambers of commerce and industry, lacking therefore a unifying entity aside from the looser Singapore Federation of Chambers of Commerce and Industry. George Yeo, then Minister for Trade & Industry, conceptualised and moved the SBF Act through Parliament.

EXPONENTIAL GROWTH

Today, the body encompasses more than 18,000 companies, and organises 400 events yearly, drawing over 60,000 executives and professionals in 2011 alone. The growth was exponential, contrasting with relatively modest beginnings a decade ago. Moreover, all agree that the outstanding value-added benefit from SBF for the business operators has been remarkable.

On closer inspection of who makes up the SBF, the composition of the federation reveals that 28% are trading firms, 15% are manufacturers, 13% are banking and finance entities, 9% are construction companies, 6% are professional services firms, 6% are logistics and transportation businesses, 4% are retail trade operators, 3% are oil/gas companies, 3% are real estate companies, 2% are hotels and restaurants, 1% are infocomm services, and there are still other lines of activity represented.

The SBF is not just about events congregating companies and matching their one-to-one expressions of interest. It has voiced, as one unifying body, the business interests and concerns of businesses and advocated reforms in the business framework in Singapore, through its committees. Thus, it strives not only to help companies to interact and make companies more competitive, but also to shape a more business-friendly environment through advice channelled to governmental bodies.

The SBF talks therefore with the government, chambers,

associations, workers' unions and various other entities, through advocacy, consultations, briefings, updates, surveys and recommendations, so as to turn Singapore into a more pro-enterprise, globalised, vibrant and harmonious hub. As the preferred apex business entity in Singapore, it is the point of contact for inbound and outbound business-oriented delegations.

SBF INITIATIVES

Over the years, the busy entity enacted various initiatives such as the Singapore International Arbitration Centre, the magazine "Business Quotient", the annual event "Global Entrepolis @ Singapore", the National Business Survey (to monitor needs of the business community), the Business Exchange Portal, the Sustainable Development Business Group, the Business Continuity Management preparedness certificates (for national and regional risks, crises or emergencies), the SME Committee for small players (70% of SBF's membership), and feedback to the governmental Economic Strategies Committee and to the nation's budget.

Moreover, SBF runs its own PRIME programme (Productivity, Resilience and Innovation for Manpower Excellence) for capacity-building and higher productivity training, and also the tripartite labour talks with unions and government (with SBF as the voice of employers). The SBF chairman, Mr. Tony Chew, is a member of the National Productivity and Continuing Education Council. The Federation works with the governmental Work Development Agency to reduce ineffective practices at the workplace, particularly in light of the now tighter labour market. SPRING, the statutory board for competitiveness, has partnered with the federation toward an SBF Mentorship Programme to coach smaller companies to become global, by means of part-time advice from leading Singaporean corporate executives.

SBF also grants awards in recognition of given categories (SMEs, eco-enterprises, etc.). The SBF also works with the EDB (Economic Development Board) with a one-stop advisory to help foreigners set up office in Singapore and turn the country into a hub for global companies installing their Asia-Pacific regional office, plant or R&D. In summary, all these initiatives described herein constitute vehicles for change, in view of the need to transform Singapore's economic profile, confront rising challenges, and keep Singapore ahead of the Asian competition.

SBF also partners with the statutory board International Enterprise (IE) Singapore, the agency that pushes Singaporean companies onto the global stage and defrays 70% of the core expenses for Singaporean missions setting up booths at trade shows worldwide. As an example of efforts abroad, with Myanmar now opening up, IE Singapore and SBF have devoted efforts toward the South-east Asian nation. In 2010, the SBF formed the Africa Business Group, staging since then 15 Africa-oriented events and 10 missions for companies that were unsure of how to cross the Indian Ocean. Inbound delegations from around the world also stage road-shows and round-tables, through SBF as a platform to find investors, partners, suppliers, buyers.

The Federation also provided help toward the framing of FTAs (Free Trade Agreements) with various countries, the

staging of missions abroad, the inking of 95 MOUs with 60 countries, representation at ASEAN and APEC, and country-bilateral business groups/councils to tap into bilateral exchanges with various nations/regions so as to globalise Singapore's companies. As open trade is key to Singapore's survival, SBF's part in FTAs entails pre- and post-FTA dialogue sessions and seminars on their benefits and prospective sectors, plus calls for the government to support free trade regionally (whether at ASEAN or APEC) and multilaterally worldwide.

REGIONAL ECONOMIC INTEGRATION

ASEAN's near to mid-term economic target is to achieve regional integration by 2015. The single market thus created is bound to allow free movement of goods, services, capital, skilled labour and knowledge. For this aim, the SBF has backed initiatives on logistics and customs transit within South-east Asia. The SBF has also undertaken a yearly survey of companies in the region, the ASEAN Competitiveness Survey, geared particularly to small and medium enterprises. The federation also instituted the ASEAN business awards, thus showcasing innovative and promising regional companies.

At another grouping, the APEC, the Singapore Business Federation advocates that the private sector plays a part in capacity-building toward reduction of the sharp development disparities within the wider Asia-Pacific and the whole Pacific basin. It conducted the "APEC Ease of Doing Business Survey" addressing the various national frameworks and their impediments to business. The SBF also supports the APEC Business Advisory Council (ABAC) in the "ABAC Sustainable Growth Working Group", for food, water and energy security in the grouping, for pro-environmental business and trade practices, for alternative energy linkages and clean-tech, and for urban planning along the lines of Singapore's successful urban accomplishments.

The Federation has also partnered with international entities and corporations to direct Singaporean companies toward green growth paths and locate funding sources for sustainability-gearred endeavours. SBF also organised the APEC CEO Summit in 2009 for insights on a post-crisis global finance path. More broadly, the Singaporean entity has supported the vaster goal of a Free Trade Area of the Asia Pacific through the framework of the Trans-Pacific Partnership (TPP) being crafted in coming months.

Beyond the Asia-Pacific realm, the Singapore Business Federation has always been keen on Brazil. Over the years, both the SBF and Brazil have assisted regularly the "Latin Asia Business Forum", an annual single-day series of panels and presentations for all companies, whether Latin American or South-east Asian, engaged in bilateral business between the world's two regions. Organised by IE Singapore, it is held every October. The Embassy's and SBF's support for the forum took the format of aiding the forum's delegations, prompting attendance of larger numbers, ensuring one-to-one match-making, arranging external visits and meetings at various entities, and so on. All eyes are now set on the October 2013 edition of the event, and hopes are high that ever more Brazilians, Singaporeans and other nationalities will attend.

Latin Asia Business Forum 2012

Fostering Investment, Trade and Thought Leadership
between Asia and Latin America

3 October 2012

LATIN ASIA BUSINESS FORUM 2012



A MAJOR HIGHLIGHT OF THE EVENT WAS THE SIGNING OF AN MOU BETWEEN THE GOVERNMENT OF BRASILIA (GDF) AND IE SINGAPORE AND AN AGREEMENT BETWEEN GDF AND JURONG CONSULTANTS

BILATERAL TRADE HIGHLIGHTS

LAB 2012 attracted more than 350 delegates from more than 10 different Latin American countries. In his opening address, Guest of Honour, Mr Lim Hng Kiang, Singapore's Minister for Trade and Industry, shared his perspectives about growing trade and economic cooperation between Asia and Latin America. Commenting on Singapore's bilateral relationship with the region, he said, "Singapore enjoys good trade ties; our trade with Latin America grew at Compound Annual Growth Rate (CAGR) of 27.4 per cent between 2007 and 2011, totalling US\$30.1 billion (S\$37.9 billion) in 2011. This compares favourably with Singapore's trade with the world, which recorded CAGR of 3.6 per cent over the same period. This is a clear signal of the interest on both sides."

He also expanded on Singapore's investment record in Latin America. Singapore is joining countries like Japan, China and Korea in investing there with top Asian multinationals such as Honda, Huawei Technologies, LG, Samsung, Tata and Toyota, among others. He said, "In Singapore, our cumulative investment in Latin America reached US\$35.6 billion (S\$48.6 billion) as of end 2010. Our companies are active in sectors like oil and gas, urban solutions, transport and logistics and ICT."

TARGET SECTORS

The Minister also highlighted how more can be done by both Singapore and Latin America in the following sectors:

- **e-Government systems:** Countries like Singapore, Thailand and Malaysia have recognised capabilities (they rank first, 17th

Since 2004, International Enterprise (IE) Singapore's Latin Asia Business (LAB) Forum has been the premier platform for fostering investment, trade and thought leadership between Asia and Latin America. One positive sign that exemplified progress towards meeting these objectives was the signing of a MOU between the Government of the Federal District of Brazil and IE Singapore at the ninth edition of the Forum on 3 October 2012.

The MOU was signed by Mr Agnelo Queiroz, Governor of the Federal District of Brazil and Mr Teo Eng Cheong, CEO of IE Singapore. The MOU outlines how both parties will promote bilateral trade and investment in priority sectors such as urban solutions, logistics, tourism and hospitality, Infocom Technology (ICT) and environment services in Brasilia through the exchange of economic, commercial and investment information on trade and market trends; joint-organisation of seminars and presentations targeting business communities from both sides.

This was followed by another signing of an agreement by the Government of the Federal District of Brazil with Singapore's master planner, Jurong Consultants, to develop a master plan for an area of 5,800 sq km in Brasilia that will include an airport city, industrial park, financial district and a logistics park.

and 18th respectively in the World Bank's 2012 Ease of Doing Business survey) to help Latin American companies improve their e-government systems. For example, Singapore companies like CrimsonLogic are already working with the Chilean government on such projects.

- **Energy:** Latin America has extensive energy resources, with a fifth of the world's oil resources accounting for 13.1 per cent of the world's oil production. Singapore is the world's third largest oil refining centre and our shipyards, Keppel and Sembcorp Marine, have three shipyards employing close to 10,000 employees in Latin America. Both have secured over S\$12 billion worth of contracts in the region. Ngee Ann Polytechnic has signed a MOU with the Federal Institute of Education, Science and Technology of Espírito Santo to train local supervisors at Jurong Shipyard's facilities at Espírito Santo, Brazil.

MANPOWER TRAINING

Singapore is also working on laying the groundwork for long term economic, social and political relationships. Towards this end, IE Singapore is working on several initiatives that will support Singapore companies' expansion into Latin America. It has started work with Singapore and Latin America companies as well as tertiary institutions including the National University of Singapore (NUS), Singapore Management University (SMU) - pending finalisation of plans - and Singapore University of Technology and Design, to build "a pipeline of talent" for Singapore companies interested in the region. SMU has worked with IE Singapore since 2010 on an internship programme for Mexico, and NUS will organise student exchanges to Brazil and Chile next year. Singapore companies like Olam International and Grupo Kaybee will also be participating in these initiatives.

There is little argument that both regions are the fastest growing in the world. According to figures by IE Singapore, Asia and Latin America economies have remained relatively resilient, posting GDP growth rates of 5.9% and 4.5% respectively. Bilateral trade grew by 355% in the past decade to US\$442 billion last year.

NOTABLE LAB SPEAKERS

LAB speakers exchanged views, talked about economic trends and the role of Asia and Latin America in shaping the future of the world's energy landscape. Some of the notable speakers at this year's event included Enrique Garcia, President & CEO of Development Bank of Latin America; Sunny Verghese, Co-founder, Group Managing Director & CEO of Olam International; Magnus Bocker, CEO of SGX; SverrePrytz, Managing Director of BW Ventures; William McGrath, Head of BTG Pactual Asia; Ricardo Pesce, Managing Director of Embraer Asia Pacific; Fernando Kamache, Chief Financial Officer of Petrobras Singapore; Francisco de Rosenzweig, Vice-Minister for Foreign Trade, Ministry of Economy, Mexico; and Eric Farnsworth, Vice-President of Americas Society and Council of the Americas.

The Forum's Closing Remarks was presented by Ms Mary Seet-Cheng, the Chairperson on LAB 2012 Advisory Board and

Singapore's ambassador to Panama and Cuba. She said that as Asia and Latin America becomes more interconnected and the global economy faces renewed uncertainty, LAB 2012 can contribute as a platform for Asia and Latin America to find new strategies for growth as well as identifying emerging opportunities.



INTERVIEW WITH MR AGNELO QUEIROZ, GOVERNOR OF THE FEDERAL DISTRICT OF BRAZIL



In an interview with *It's Time for Brazil in Singapore*, Governor Queiroz gave some candid feedback on the Forum and what Brazil hopes to accomplish with the MOU and Agreement signings. He said the forum has registered a good impression as it has helped consolidate the relationship between Asian and Latin America.

As to how does Brazil stand out as an investment destination from other countries, he said, "First of all, Brazil does not see distance as a problem for trade and investment relationships to be developed between our continents as long as we have the same goals." He pointed out that today Brazil's biggest commercial partner is Asian: China.

On the documents signed that morning, Mr Agnelo said, "The agreements bring practicality to the table. They will kick off a process of having more technicians and other personnel from Singapore and Brazil visiting each other to understand first-hand and to have some capacity-building achieved." Can some of this increased level of people-to-people contacts result in higher frequency of flights between Singapore and Brazil? Mr Agnelo stated that more connectivity is desirable and is already in mind. He said, "It is something that is being discussed, and one of the points of the planning is to raise the number of flights."

After his visit to Singapore, what are the things he can bring back to Brazil and replicate there? He answered it would be Singapore's development of its human resources and the investments in science and technology that occur here.



APEX MISSION KEEPS BRAZIL-SINGAPORE BUSINESS TIES IN TOP FORM

TEXT: Carlos Brian Pheysey

FOLLOWING THE LATIN ASIA BUSINESS FORUM, APEX-BRAZIL HELD ITS OWN SEMINAR AND VISITS TO SINGAPORE STAT BOARDS AND COMPANIES

APEX-Brazil exists as Brazil's agency for national export promotion and sourcing of foreign investment for the country. In this role, it stages hundreds of missions worldwide so as to boost Brazil's globalisation efforts. Given the vast bilateral business links tying Brazil and Singapore together, and with so much more room for business opportunities to explore between both countries, it was only natural that APEX-Brazil chose to join the various Brazilian delegations that came in early October to the 9th edition of the Latin Asia Business Forum, held annually in Singapore and staged by the statutory board, International Enterprise (IE) Singapore.

The delegates from APEX-Brazil attended the Forum itself, but their presence in Singapore was not restricted to just that event. More to the point, APEX-Brazil and its accompanying delegation of manufacturers partnered with IE Singapore and held its own seminar the following day to address "Opportunities in Electronic and Precision Engineering, Automotive and Aircraft Sectors".

A wide ranging profile of Singaporean executives from numerous industries and services was invited, with a view to securing fruitful partnerships in these booming sectors of Brazil's economy that have thrived on home-grown technologies and capital but which can scale new heights once Singaporean partners step in. Ambassador Luís Fernando Serra delivered the opening address, followed by welcome remarks from Mr. Marcos Mandacaru, APEX's Head of Investment Promotion.

SPEAKERS' TOPICS

A keynote address by Major-Brigadier José Euclides Gonçalves, from Brazil's Ministry of Defence, broached the topic "Defence industry in Brazil and related opportunities for investors". The morning proceeded with two presentations on Brazil's aerospace industry, firstly the "Precision Engineering within the Brazilian aerospace industry and opportunities for SMEs", presented by CECOMPI, Brazil's aerospace-systems cluster in upstate São Paulo, followed next by the world-renowned Embraer (with a branch of its own in Singapore), which provided its profile and business prospects under "Embraer – investment plans and related business opportunities".

The automotive sector was well represented by a range of manufacturers. The giant automaker Fiat Brazil delivered an outlook on "Supply-chain development: opportunities for Singaporean companies". Aethra, an automotive-systems developer, presented its own profile as "Success case: a genuinely Brazilian auto-parts company". Last but not least, Magneti Marelli, a company that has aided Brazil's success in biofuel-powered vehicles, presented "Success case: the ethanol engine for both automobile and aircraft".

APEX-Brazil brought to Singapore not just the high-tech industrial clusters outlined, but also representatives of three states in central and southeastern Brazil that hold much promise for Singaporean companies aiming at partnering or setting up

in Brazil. Thus, the states of Goiás, Minas Gerais and Rio de Janeiro also made their cases at the seminar. The event ended with a business lunch that enabled Singaporeans and Brazilians to network and exchange ideas on further B2B steps to enhance bilateral partnerships in Brazil's massive automotive, aerospace and related precision-engineering industrial parks.

VISIT PROGRAMME

The remainder of the week also saw APEX-Brasil and the officials of the three above mentioned federal states visit various statutory boards and companies in Singapore for one-to-one meetings. The delegates held a meeting at EDB (Economic Development Board) with Mr. Alvin Cai just as he was departing on a three-year stint to head EDB's desk in São Paulo.

The mission also saw CAI (Changi Airports International), the company managing the world's best airport (Singapore's very own Changi) and various upgrades of airports in four continents, with CAI showing renewed interest in the ongoing privatisations of various airports in Brazil's clogged air-infrastructure network.

A meeting at Pricewaterhouse Coopers, attended by two Singapore-based Brazilian executives, provided further insights into business facilitation between Singapore and Brazil. The delegates also met with Rolls-Royce, given the company's many marine-systems operations in Brazil but yet marked by absence of a prospective aircraft-engine plant in Brazil.

Keppel Corporation, possessing shipyards in Brazil and being the largest Singaporean investor in the country, was the next stop, mandatory in APEX-Brasil's schedule. Another shipyard visited, also controlling yards in coastal Brazil, was Jurong Shipyard, where its new facility in Aracruz, state of Espírito Santo, was discussed as well as its need for steel from the nearby state of Minas Gerais.

The next stop took the delegates to Jurong Consultants (not to be confused with the aforementioned Jurong Shipyard), as the firm has developed a logistics-industrial corridor in Minas Gerais and the master-plan for its leading airport, thus being well placed to plan other sustainable infrastructure and techno-industrial parks integrated with offices, retail, residences, leisure and transportation.

Also, ST Kinetics was visited, given its plans to install a plant to make heavy vehicles for landscaping, construction and mining, an aim that became reality soon after when ST Kinetics took over an existing plant in southern Brazil. The delegates also met with Rapid Conn, specialised in connectors for infocomm devices and already keen on setting up in Brazil. The week ended at IDA International, the consulting branch of the Infocomm Development Authority, to see how Singapore can aid in Brazil's e-Government push.

APEX-Brasil thus fulfilled its task of furthering business ties between Brazil and the world, on this occasion targeting Singapore as preferred partner for Brazil's booming economy, a growth engine that is hungry for more inputs and partnerships with Singapore's expertise and finance.



(Left page) Ambassador Serra addresses the audience

(Top) Mr. Marcos Mandacaru, Coordinator of Investments, APEX Brasil

(Bottom) Mr. Luiz A. Athayde, Under-Secretary of Investments of Minas Gerais



SINGAPORE AIRSHOW 2012

ONCE AGAIN, YOU HAD TO BE THERE

THE 2012 SINGAPORE AIRSHOW WAS ARGUABLY THE MOST SUCCESSFUL TO DATE. HERE WE GIVE AN OVERVIEW OF THE EVENT AND THE HIGHLIGHTS OF THIS YEAR'S SHOW

Photos courtesy: Experia Events Pte Ltd, Organiser of Singapore Airshow

The Singapore Airshow is a biennial aerospace event that has been held at Changi since 2008. The event was launched as a partnership between Singaporean agencies Civil Aviation Authority of Singapore and the Defence Science and Technology Agency, the two organizers of the show.

As the event's organizers write in their website, the Singapore Airshow "is all about creating opportunities for aerospace industry representatives across the world to connect, do business, find out about the latest innovations and exchange ideas to spearhead developments across the industry."

A success right from the start, the Airshow attracts influential government and military delegations as well as senior corporate executives to its exhibitions, discussions and conferences. It has won recognition as a global marketplace, networking powerhouse and the platform of choice for the world's aerospace community to forge partnerships and do business in the Asia-Pacific region.

As the strategic importance of this region will only increase parallel to its economic importance, the Singapore Airshow has quickly become a must-attend event in the international aviation industry calendar. Indeed, it is now regarded as one of the three most important defense and aerospace events in the world.

The 2012 Singapore Airshow was held from 14 February to 19 February 2012. The theme for this year was 'Big Show, Big Opportunities'.

Nearly 900 exhibitors from 50 countries made their way to the Lion City to participate in this must-attend event. Headliners amongst the exhibitors again this year were such big names as Boeing, Airbus, Embraer, and Bombardier.

Fully half of the exhibitors represented the defense industry, but representation by the business aviation

section has now grown significantly, including private jet manufacturers Gulfstream, Bombardier and Embraer. This was a sign that top-line companies such as these are looking to meet the rising demand from Asia's growing class of super-rich.

More details of Embraer's activities at this year's Airshow can be found in the accompanying article on Embraer in this issue of the magazine. But we shouldn't end here without mentioning one of the highlights of this year's event for all attending (including members of the general public). It, too, involved the major Brazilian conglomerate, Embraer.

At this year's show, kung fu and comedy film star Jackie Chan took delivery of his Embraer Legacy 650 jet. The private plane sports a bold red-and-yellow dragon livery running across its body from cockpit to tail and the actor's name (in Roman and Chinese characters) emblazoned on the tail-wing.

In explaining his purchase, superstar Chan said, "I chose the Legacy 650 because of its large three-zone cabin, offering incredibly quiet performance and luxury."

Chan went on to say, "I believe that Embraer is poised to become a major player in the Chinese executive jet market, and I'm thrilled to fulfill my role as brand ambassador for this great company."

Perhaps persuaded by Chan's enthusiasm, China's Minsheng Financial Leasing Co, Ltd, one of the country's leading executive jet leasing companies, placed orders with Embraer for 13 Legacy 650s.

Embraer was making its Singapore Airshow debut with a fleet that includes commercial jets, and the Lineage and Phenom executive jets, and the response to its aircraft was extremely encouraging. This, too, shows why the Singapore Airshow has become a necessary stop for all companies and agencies in the aerospace field.

BRF knows how delicious it is to be present in the best and most exquisite Singaporean culinary recipes.



Did you know what happened when Sadia and Perdigão blended all their unique flavors together? BRF, one of the largest companies in the world, was born. Being the largest poultry exporter in the world, with over 100,000 employees, present in more than 140 countries and relying on 63 manufacturing plants, BRF is an economically, socially and environmentally sustainable company.

There is nothing better than being in a market as important as Singapore and developing a successful partnership that reaches out beyond borders with superior quality that is fully appreciated by all our customers and consumers.

Embraer: A 21ST CENTURY COMPANY

TEXT: Embraer

Photos courtesy: Embraer



THE YEAR 2012 HAS BEEN AN EVENTFUL ONE FOR EMBRAER, ONE OF THE WORLD'S LARGEST AEROSPACE CORPORATIONS AND THE LEADER IN THE DESIGN AND MANUFACTURE OF REGIONAL JETS (WITH UP TO 120 SEATS). IT IS NOT SITTING ON ITS LAURELS AS IT WORKS ON GROWING ITS COMMERCIAL, MILITARY AND AEROSPACE SERVICES DIVISIONS

As one of Brazil's leading exporters, Embraer is a paragon of Brazilian technology and enterprise, having successfully navigated the ever-shifting landscape within the aerospace industry for the last 43 years. The company continues to stay close to its engineering roots and is committed to maintaining its lead in the industry. It aims to do this through constant and consistent investment in research and technology, to bring better and more relevant products to the market.

One such product is the KC-390 military transport and refueling jet, which Embraer is developing with the Brazilian Air Force. The preliminary design review for this aircraft was recently concluded, with the critical design phase about to be undertaken in order for the company to commence structural development of a prototype. When it is completed, the KC-390 will be a one-of-a-kind, jet-propelled military transport aircraft that offers flexibility, full Fly-By-Wire ability and one of the largest cargo compartment sizes for an aircraft in its category. Embraer has also signed an agreement to collaborate with the American aerospace company Boeing to explore technology sharing and marketing of the product, which is expected to take its first flight in 2014.

NEW PRODUCTS

Development of new products doesn't only concern the company's Defense and Security business area, but also Embraer's Executive Jets business where the mid-light Legacy 450 and Legacy 500 jet programs enter the later stages of development.

The prototype Legacy 500 jet just achieved its first flight on 27 November 2012. This milestone marks the beginning of flight testing for the jet, in order to be certified for use.

As the only midsize aircraft with Full-By-Wire technology, complete envelope protection in all phases of flight, best high-speed cruise (for a jet in its category) as well as roomiest cockpit, six-foot, full stand up cabin and other award-winning design features, this is one jet Embraer expects to define a new standard in the industry and be a breakthrough aircraft.

Another popular product – which the Minsheng Financial Leasing Company of China has placed a 13-unit order for – is the Legacy 650 jet, which the international action-movie actor and philanthropist, Jackie Chan, recently took delivery of in February 2012.

The 'JC Jet' as it has become to be known, was in town in Singapore during the biennial Singapore Airshow in





“ Since the delivery of Embraer’s very first executive jet in Asia in 2004, the ‘fleet’ of Embraer executive jets has grown and numbers almost 50 jets in active service in the region, to date. This underscores the acceptance and relevance of our jets, to customers in this region.”

José Eduardo Costas
Vice-President, Marketing & Sales – Asia Pacific
Embraer Executive Jets

mid-February 2012. Singapore was the first international location the jet visited publicly, almost immediately after its handover to Jackie Chan at Embraer’s headquarters in the city of São José dos Campos, Brazil, on 3 February 2012.

Embraer first announced its collaboration with Jackie Chan – the star of many Hong Kong action movies as well as Hollywood films like ‘Rush Hour’, ‘Kung Fu Panda’ and the 2010 remake of the movie with the same name, ‘Karate Kid’ – in late 2011, informing the world that Jackie Chan had chosen to purchase a Legacy 650 jet.

The collaboration with Jackie Chan is just one more highlight in the success of Embraer’s Executive Jet business division, which today accounts for about 20 percent of the company’s overall revenues.

In its 11th year of being in the executive jet market (Embraer only entered the executive jet market in 2000 with the then-named Legacy jet, the precursor to the Legacy 600 and Legacy 650 jets) the company has reached its target of being one of the top five business jet makers in the world. Embraer’s executive jets business division delivered 99 jets in 2010, earning it a place in the top five executive jet manufacturers in the world for that year, by virtue of deliveries.

Its portfolio of seven jets – spanning the entry level Phenom 100, light Phenom 300, mid-light Legacy 450, mid-size Legacy 500, super mid-size Legacy 600, the large Legacy 650, and ultra-large Lineage 1000 jets – is a robust line which offers a jet for almost every need.

Not only do the jets draw upon the best of Embraer’s experiences in developing aircraft for commercial use, and therefore high utilization, Embraer’s executive jets offer more intelligent luxury with unprecedented space and ergonomically designed interiors.

The jets made by Embraer have one of the most generous cabin sizes in the industry and offer flexible flight ranges which are well-suited to the most diverse demands, permitting greater work productivity and saving valuable travel time. Positioned at the top of their categories, Embraer’s executive jets offer ultimate comfort, outstanding performance and a low operational cost.



While the company announced jet purchases by large organisations in China, such as Minsheng Financial Leasing Co., individual buyers and other, more reticent corporations in the rest of Asia – especially India and Indonesia – have also taken to Embraer’s jets.

SUCCESS IN ASIA

In India, Embraer practically opened up the entry-level business jet segment, as all seven jets in that category in the country are Embraer’s Phenom 100 jets. The first ultra-large jet by Embraer – the Lineage 1000 – made its Asian debut when a customer in India received it, back in mid-2011. Following suit soon after

were a customer in Indonesia, and a customer in China – marking a 300 percent increase in the jet type, in Asia, in 2011. In Indonesia, a third of the active fleet of 30 executive jets in service are Embraer executive jets.

Alongside the growth in development on the sales side of the business, Embraer Executive Jets’ customer support organization has also taken great leaps in enhancing its service and product offering to the market.

Embraer Executive Jets’ after-market care leapfrogged the likes of established competition to be ranked second in the seminal, Aviation International News’ (AIN) Product Support Survey for 2012.

This achievement reflects the consistent investments and enhancements made by Embraer Executive Jets to be a benchmark organisation for customer support and services globally as well as in Asia Pacific.



In Asia Pacific, the organisation has hired dedicated in-market Field Support Representatives to be close to customers and ensure the highest possible response to any issues or queries operators of Embraer's jets have. The company has also doubled its parts inventory at its Regional Distribution Center based in Singapore, while enhancing the quantity and quality of on-site-stock of parts in Australia and India, key markets for the company in the region.

All developments, enhancements and investment are made not only to provide the best customer support and business development environment possible, but also to realise the opportunities expected in this region.

Embraer Executive Jets expects between US\$40 billion and US\$48 billion worth of executive jet deliveries, corresponding to between 1,363 to 1,690 jets, in the next ten years, in Asia Pacific.

Likewise, Embraer's commercial aviation business sees good opportunities for jets in the 30-120 seat category in Asia. As outlined in Embraer's latest market outlook for the commercial aviation segment, the 'center of gravity for aviation is expected to move towards Asia' in addition to Latin America.

The expectations are that Asia Pacific, including China, will account for 34 percent of world RPK, or 'Revenue Passenger Kilometers' – an aviation term to describe the sales volume of passenger traffic, by kilometer.

This forecast augurs well for Embraer's business development in the region, where about 200 Embraer commercial aircraft are already in service with more than 20 operators, thereby translating into a takeoff (by an Embraer commercial plane) once every 45 seconds. Key airline clients in the region, who operate Embraer's E-Jets family include Virgin Australia and Airnorth, in

Australia, Mandarin Airlines in Taiwan, and Fuji Dream Airlines and Japan Airlines of Japan, to name but a few.

BOC AVIATION ORDERS E190

Apart from aircraft already placed in service with airlines and scheduled operators, the company recently inked a deal for the sale of 15 EMBRAER 190 jets to Singapore-based international aircraft lessor BOC Aviation, a subsidiary of the Bank of China in November 2011. Not only was this their first ever purchase of an Embraer jet, but they have already started placing the jets with international airlines.

Additionally, two E-jets have been leased by Myanma Airlines for use on domestic routes in the country, which is experiencing exciting times.

Other 'firsts' Embraer has achieved in this region include the expansion

of its presence in the military arena, with Embraer Defense and Security successfully delivering the first bespoke EMB 145 aircraft to the Indian Government for their assembly of a home-grown radar, before placing the aircraft in use for homeland security and surveillance purposes.

This development builds on Embraer's existing relationship with agencies of the Indian Government, specifically, the Border Security Force and the Indian Air Force, who operate one and four Embraer Legacy executive jets for VIP transportation, respectively.

Next door in Pakistan, Embraer's Phenom 100 entry-level jets are also used by the Pakistani Air Force, also for VIP transport purposes.

The Royal Thai Navy and Royal Thai Army have each also purchased two ERJ135 jets– the platform upon which



“ We're continually investing in our business, especially in the area of customer support and services, in order to sustain our growth and potential in Asia Pacific. Aside from having dedicated support staff based in Australia, Japan, India and Singapore, we also maintain a stock

of over US\$70 million worth of parts at our Regional Distribution Center in Singapore for speedy access and turnaround times of parts replacement, for instance. We also offer customised programs to support all possible needs of our clients in the region, including equipment, maintenance, facilities, pilot lease, and mechanics.”

Alex Glock
Vice-President – Asia Pacific
Embraer Commercial Aviation



Embraer's Legacy executive jet has been developed – for civilian and military official transportation and MEDEVAC missions.

Additionally, Embraer Defense and Security has added to the initial order of eight Super Tucano aircraft by the Indonesian Air Force, with yet another eight aircraft and a simulator. The company has also delivered the first four of the initial eight Super Tucano aircraft to Indonesia, in August 2012.

This milestone occasion marks the debut of the Super Tucano in Asia Pacific and will be placed into active service by the Indonesian Air Force this year.

These developments only serve to underscore the synergies the company sees between the countries in Brazil, as well as most of Latin America and Asia Pacific. From similar terrains, environments and even challenges in terms of homeland security, Embraer Defense and Security is convinced of the relevant application of its portfolio of products – ranging from the light training and attack aircraft, the Super Tucanos, to the C4ISR multi-mission platforms such as the EMB 145 jet and the upcoming KC-390.

For more information, please visit: www.embraer.com or call the Asia Pacific office at (65) 6734 4321



“ There is much synergy between Brazil and Asia Pacific including terrain and the physical environment. This synergy makes our experience and ability – in providing affordable and effective products and solutions to the Brazilian government – even more relevant to the needs of defense forces in Asia Pacific. We are confident that our

portfolio of products and integrated solutions can and will benefit defence forces in the region, and support their own homeland security needs.”

João Tolesani
Vice-President, Business Development – Asia Pacific
Embraer Defence and Security



“ Despite persistent uncertainties in the global financial markets, there is still much opportunity to be explored, especially in Asia Pacific. Embraer continues to make good progress in the markets we operate in, which are civil aviation as well as in defence and security, but there is always more to be done to elevate our presence in this

region. We are cautiously optimistic of opportunities in this region, but more importantly, we are committed to maintaining and expanding our business here.”

Ricardo Pesce
Managing Director
Embraer Asia Pacific

BRAZIL 2013 TRADE SHOWS CALENDAR

HERE ARE THE LINKS TO LEADING TRADE SHOWS IN BRAZIL IN 2013. FOR EACH OF THE WEBSITES, YOU CAN CLICK ON A U.K./U.S. FLAG OR OPTION FOR ENGLISH

JANUARY

COUROMODA – International Shoe, Leather Goods and Accessories Fair
www.couromoda.com

14-17 JAN

MARCH

Vitória STONE Fair – International Marble & Granite Fair
www.vitoriastonefair.com.br

26 FEB – 1 MAR

APRIL

FIEE Electronic Americas – International Fair of the Electrical-Electronic, Energy & Automation Industries
www.fiee.com.br

1-5 APR

INTERMODAL SOUTH AMERICA – International Exhibition for Logistics, Cargo & International Trade
www.intermodal.com.br

2-4 APR

LAAD – Defence & Security
www.laadexpo.com.br

9-12 APR

AUTOMECA – International Trade Fair for Autoparts, Equipment and Services
www.automecfeira.com.br

16-20 APR

MAY

FCE PHARMA – International Exhibition of Technology for the Pharmaceutical Industry
www.fcepharma.com.br

14-16 MAY

RESILIMP – International Fair of Solid Waste and Public Works, Utilities & Services
www.feirasnacipa.com.br/resilimp1/

14-16 MAY

HOSPITALAR – International Technology Fair for Hospitals, Laboratories, Pharmacies & Clinics
www.hospitalar.com

21-24 MAY

AIRPORT INFRA EXPO – Latin American Commercial Aviation & Airport Infrastructure Seminar & Exhibition
www.airportinfraexpo.com.br

22-24 MAY

JUNE

BRASIL OFFSHORE – International Conference and Fair for the Oil & Gas Sector
www.brasiloffshore.com

11-14 JUN

SIMTEC – International Symposium and Technology Exhibition on the Sugar & Ethanol Industry
www.simtec.com.br

25-27 JUN

SIAL Brazil 2013 – the Latin American Food Marketplace
www.sialbrazil.com

25-28 JUN

JULY

FRANCAL – International Shoes and Accessories Fashion Fair
www.feirafrancal.com.br/2013/

9-12 JUL

AUGUST

FISA – Food Ingredients South America
www.fi-events.com.br

6-8 AUG

NAVALSHORE Marintec South America – Shipbuilding & Offshore Industries' Expo & Conference
www.ubmnavalshore.com.br

13-15 AUG

BCEE – Brazil Consumer Electronics Expo
www.reedalcantara.com.br

28-30 AUG

OCTOBER

SANTOS OFFSHORE – Oil & Gas Expo
www.santosoffshore.com.br

OCTOBER

FUTURECOM – Information & Telecommunications Technology
www.futurecom.com.br

21-24 OCT

RIO INFRAESTRUTURA – International Fair of Equipment and Solutions for Construction
www.rioinfra.com.br

30 OCT – 2 NOV

NOVEMBER

FIMAI – International Fair of Industrial Environment and Sustainability
www.fimai.com.br

5-7 NOV

FEIPPETRO – Brazil's Oil, Gas and Biofuels Fair
www.feirabrasilpetroleoegas.com.br

NOVEMBER



KEPPEL GROUP

WITH A GLOBAL FOOTPRINT EXTENDING INTO MORE THAN 30 COUNTRIES, THE KEPPEL GROUP LEVERAGES ITS INTERNATIONAL NETWORK, RESOURCES AND TALENTS TO GROW ITS KEY BUSINESSES. IT AIMS TO BE THE PROVIDER OF CHOICE FOR SOLUTIONS TO THE OFFSHORE & MARINE INDUSTRIES, SUSTAINABLE ENVIRONMENT AND URBAN LIVING, GUIDED BY ITS KEY BUSINESS THRUSTS OF SUSTAINING GROWTH, EMPOWERING LIVES AND NURTURING COMMUNITIES

LATIN AMERICA'S CHOICE PARTNER

Keppel Group's dealings with Latin America dates back to the 1980s, when it undertook various vessel repair jobs for Brazil's Petrobras.

The establishment of Keppel Offshore & Marine's BrasFELS yard in Angra dos Reis in 2000 played a critical role in the revival of the local offshore and marine industry. Through a sustained transfer of expertise, technology and systems from Keppel's Singapore yards to Brazil, BrasFELS has become the most comprehensive offshore and marine facility in Latin America.

In addition to yard improvements, the yard has enhanced its overall productivity through the continuous training and development of its local workforce. Over the last five years, Keppel has been hiring graduates under its international training programme and has over that period built up an in-house engineering team of 100 with a full-fledged capacity for detailed engineering.

In 2010, Keppel acquired a shipyard in Navegantes, Santa Catarina. Named Keppel Singmarine Brasil, this yard focuses on the construction of offshore support vessels. Keppel has also set up a Brazilian ship-owning arm,

Guanabara Navegação Ltda (GNL), which will offer vessels for bare-boat charter or sale.

Beyond Brazil's borders, Keppel services customers in the Gulf of Mexico through its Keppel AmFELS yard in Brownsville, Texas. It has completed projects for Mexico's national oil company, PEMEX, and developed a strong partnership with Perforadora Central of Mexico that dates back to 2002.



Well-suited for offshore Brazil, the DSS™38E semi design is an enhancement of the established DSS™38 semi design. When completed, the rigs will be chartered to Petrobras for 15 years for drilling activities in the pre-salt areas of the southeast coast of offshore Brazil.

(Opposite): Besides newbuilding projects, BrasFELS also regularly undertakes the repair, maintenance and upgrade of offshore vessels in Brazil. The yard is continually upgrading its facilities to increase capacity and improve productivity.

Keppel Group's environmental engineering arm, Keppel Integrated Engineering (KIE), has also executed several municipal and industrial wastewater projects across a wide area including Argentina, Brazil, Chile, Mexico and Peru.

TRUSTED OFFSHORE SOLUTION PROVIDER

As the world leader in the design and construction of offshore rigs, Keppel has achieved many firsts for the Brazilian offshore industry, including the construction of some of the world's largest floating production units for Petrobras, P-51, P-52 and P-56.

Keppel will be building a total of six drilling semi-submersibles for Sete Brasil. The semis will be built to Keppel's proprietary DSS™ 38E design, which has improved capability and operability, making it well-suited to meet the stringent requirements of the deep waters of Brazil.

Keppel FELS Brasil is currently also undertaking the upgrade and repair of a drillship for Noble which, when completed, will support Petrobras' extensive drilling plans.

In addition, Keppel's joint venture with J. Ray McDermott, FloaTEC, was awarded the contract from Petrobras and Chevron to build and operate the P-61 Tension Leg Wellhead Platform (TLWP) for Brazil's Campos Basin.

Keppel is also a strong supporter of Mexico's oil and gas programme. Having built two jack-up rigs successfully working for PEMEX in Mexico, it is currently building another two jack-up rigs for Perforadora Central to be deployed in Mexico.

PREFERRED MARINE PARTNER

Back in 2001, BrasFELS undertook the first Floating Production Storage and Offloading (FPSO) conversion in Brazil, FPSO P-48, for Halliburton Produtos.

Over the years, Keppel's global network of yards has completed a range of FPSO and Floating Storage Regasification units (FSRUs) conversion projects for Brazil, including the delivery of P-57, one of the largest Brazilian FPSOs converted.

More recently (in 2012), Keppel FELS Brasil has secured contracts for the integration and fabrication of topside modules for FPSOs P-66, P-69 and Cidade de Mangaratiba.

INTEGRATED ENGINEERING SOLUTIONS

KIE and Keppel Seghers have been providing technological solutions in the water treatment area to several Latin American countries.

In November 2010, Keppel Seghers do Brasil and Keppel Seghers Latinoamérica signed an agreement to provide design and engineering, as well as assistance for the construction and startup of a wastewater treatment plant for the city of Porto Alegre in southern Brazil.

With the growing emphasis on urbanisation and sustainable living, there will be further opportunities to deploy Keppel's proprietary solutions for large-scale water and waste treatment (including waste-to-energy) as well as to participate in private enterprise initiatives in these areas.



Keppel Singmarine Brasil – Keppel's shipyard facility in Santa Catarina, Brazil – specialises in constructing offshore support vessels.



BrasFELS is the most established yard in Brazil and has a proven track record of offering a full range of offshore and marine solutions, including the fabrication and integration of topside modules. The yard recently delivered the FPSO Cidade de São Paulo.



Keppel's shining track record in Brazil includes the completion of the mammoth floating production platform, P-56. Completed in a record 42 months, its christening in June 2011 was witnessed by Brazilian President Dilma Rouseff; Mr Sérgio Cabral, Governor of Rio de Janeiro state; along with key partners of the project, including senior management from both Petrobras and Keppel.

VALE: GROWING IN ASIA, ALONG WITH ASIA

Vale, the Brazilian multinational diversified metals and mining corporation, is not only the second-largest mining company in the world, it is one of the largest logistics operators in Brazil. This combination makes Vale an exemplary partner for Asia's rapidly growing economies with their need for metals and minerals to sustain their growth. Here we look at some of the ways that partnership operates.

As Asia has taken its place as the main market for raw materials, Vale has been investing throughout the years to increase iron ore supply and facilitate the delivery of its products to customers in this region. As part of its strategy to maximize the efficiency of its operations and meet global demand, Vale has conducted various initiatives such as the construction of Very Large Ore Carriers (VLOCs), also known as Valemax vessels; the development of distribution centers in Oman and Malaysia; and the implementation of the first floating iron ore transfer station (FTS) in Subic Bay, the Philippines. A second FTS is due to open in 2013.

Floating transfer stations can be used to transship ore from a Valemax ship to smaller vessels and can also lighten cargo, so the Valemax vessels can deliver less than full loads of ore to ports that require a draft of less than 23 meters. A second FTS is planned to operate either in the Philippines or Korea Sea, one-day sailing time from Chinese ports. The two FTS's will allow a partial or total unloading of Valemax ships (at least 30 million tons per year). Capesize and other smaller vessels can be used as feeders to nearby ports.

The Valemax ships, with their capacity to transport up to 400,000 metric tons of iron ore, are part of Vale's strategy to reduce the economical distance between Brazil and Asia, representing a logistics solution linking the company's maritime terminals in Brazil with its Asian and European clients. The very large ore carriers adhere to strict safety standards and contribute significantly towards reducing the carbon footprint in the long-haul transportation of iron ore, as well as to reducing the cost of seaborne transportation of iron ore to steelmakers. The Valemax vessels are capable of reducing carbon emissions by 35% per ton of ore transported.

So far, the Valemax vessels have called at the ports of Tubarão and Ponta da Madeira (Brazil);



Taranto (Italy); Rotterdam (Netherlands); Sohar (Oman); and Oita (Japan). They have also regularly called at Vale's floating transfer station in Subic Bay in the Philippines. A Valemax ship is due to dock for the first time in October at the Villanueva port in the island of Mindanao, in the Philippines, making it a new port destination in the region. It will be loaded in the Ponta da Madeira Maritime Terminal, in Maranhão state, Brazil, in September, and deliver the cargo to Japan's JFE Steel at its Philippines Sinter Corp (PSC) in Mindanao. JFE is, in fact, one of Vale's biggest clients.

By the end of 2013, we will see a total of 35 similar vessels available to transport Vale's iron ore – 19 owned by Vale and 16 chartered from international ship owners.

Also, in 2013, Vale will be able to use its port in Teluk Rubiah, Malaysia, to berth its Valemax vessels. Teluk Rubiah is a maritime terminal in that country, with enough depth for the 400,000-dwt vessels along with a stockyard.

Sustainability is a key element in Vale's corporate vision and one of its guiding values. That's why Vale pursues a policy of sustainable development.

Sustainable development means operating responsibly throughout the entire production process, always weighing the viewpoint of different peoples and the natural limits of the planet. Vale's operations transform realities.

Vale sees it as incumbent upon the company to do so from a standpoint of knowing and respecting the environment and the people living in the region,



taking into account their interests and expectations. The company strives to improve the lives of the people involved by promoting prosperity, producing jobs, income, access to education, supporting the development of new local businesses stemming from productive vocations and services in the region—in short, sharing value.

Natural resources untransformed do not generate value. By extracting them through the best sustainable practices, Vale strives to mitigate the impact on the areas involved, making it possible to preserve the environment while improving the quality of life in the region.

Over the last four years, Vale has invested US\$4.3 billion in social and environmental initiatives. (Over the same period, US\$ 49.9 billion were invested in capital projects). Included among them are sustainable development projects such as Biopalma, a consortium in conjunction with Biopalma da Amazônia S.A, which will produce palm oil, the raw material for producing the biodiesel that makes the B20 blend (20% biodiesel and 80% fossil-derived diesel) viable.



SATERI: SUCCESS MEASURED BY SERVING ITS COMMUNITY AS WELL AS SELLING ITS PRODUCTS



SATERI, ONE OF THE WORLD'S LARGEST SPECIALTY CELLULOSE PRODUCERS, PROVIDES CUSTOMERS ACROSS THE GLOBE WITH THE VITAL ORGANIC INGREDIENTS FOR COUNTLESS ITEMS WE USE EVERY DAY. IT'S ALSO, AS SHOWN HERE, A CORPORATE GIANT WITH A HUGE SENSE OF SOCIAL RESPONSIBILITY

Sateri doesn't stand out only as a financially successful company, but as a socially responsible corporate partner with its drive to pursue policies and introduce programs that help the Brazilian community and preserve the environment.

One of the key building blocks of its policy has been its Plant and Grow Projects. Launched in 2010, this program is geared towards community development. The program promotes professional initiation courses to around 700 residents of communities in the effected region, giving its participants access to courses enabling them to develop economic activities appropriate to their profile, according to the natural and technical resources available in each location.

Plant and Grow has already offered the communities involved courses in such key areas as recovery of damaged zones; training for chemical laboratory assistants, instrumentation assistants, waiter assistants, sewing and tailoring; rural administration; and manufacturing of cushions. At the close of 2011, the program had already reached 392 people in nine towns in the region.

The Plant and Grow Program is just one of the programs that show Sateri's commitment to being a model socially responsible corporation. Another is the Piassava Project, set up to provide alternative sources of income for 250 families in the region. With its Piassava Project, Sateri disseminates sustainable management concepts and practices,

guaranteeing the preservation of species and the continuing extraction of fiber on its properties.

Other standout projects are the Beekeeping Project, the Citizenship Fair, and multi-faceted educational programs.

The Beekeeping Project has involved 200 beekeepers working on areas the company makes available on its fiber plantations, legal reserves, and permanent preservation areas for the installation of beehives. Currently, Sateri is working to map the bee-raising areas, and then using these maps to intensify training for the region's beekeepers. The ultimate goal of this project is strengthening the work and, thus, output of the region's beekeepers.

The Citizenship Fair is a day of social action promoted by the Camaçari Industrial Provision Committee (Cofic) in partnership with the Camaçari government, the state government, and companies in the Camaçari Industrial Complex. Its objective is to offer services in the areas of health, information technology, documentation, vocational training, education, leisure, sporting, and cultural activities, recycling workshops, and others geared towards encouraging good citizenship and environmental awareness.

Sateri's ongoing educational programs include the Environmental Education Program, consisting of actions geared towards the promotion of environmental education in the city and state schools in areas in which BSC operates; and the Program for Improvement of Education Levels (launched just this year). This latter is a basic education program

developed to serve adults who have not finished their regular schooling. With these Monday-to-Thursday classes (with each class running an average of two-and-a-half hours, the program provides students the opportunity to acquire skills and knowledge in a relatively short period of time and thus advance themselves and their earning opportunities.

But it's not only in its home country of Brazil that Sateri pursues this policy of robust corporate responsibility. In China, the Sateri Group has a long-established financial aid program for students from under-privileged families as well as scholarships for excellent academic performance in Jiangxi province. In fact, Sateri Jiangxi was honored as one of "the Most Responsible Enterprises" by the Jiangxi Survey Office of China's National Bureau of Statistics in 2008. In 2012, Sateri was named one of the winners in the first "Best Employer in Jiujiang" jointly organized by the Jiujiang Federation of Trade Unions, the Department of Human Resources and Social Security of Jiujiang City and the Jiujiang Daily.

Throughout the years, the Group contributed to various charitable causes to benefit the less privileged and the disabled. Looking ahead to the future, Sateri is committed to continuing its active support for the local community and also plans to partner further with local government bodies and schools on several initiatives to benefit the community.

Taken all together, these programs (along with similar Sateri community improvement projects) form the portrait of a dynamic company and model corporate citizen that sees serving its communities while preserving the natural environment as being just as important as the bottom line.

HYFLUX MAKES A BIG SPLASH IN BRAZIL'S WATER INDUSTRY

A homegrown Singapore company has acquired a strong international reputation for dealing with water-related problems. They have now started building strong ties with private-sector partners and governments in Brazil, ready clients for the advanced services this Singapore company offers

Hyflux is a Singapore-headquartered, technology-driven water solutions company and a leading desalination supplier with a global reach. Founded in 1989, Hyflux today employs about 2,300 staff world-wide. In late 2011, the company was awarded the Frost & Sullivan Best Practices Award under the Water & Environment category for the second consecutive year.

Until recently, its key markets were in Singapore and other Southeast Asian countries, China, India, as well as the Middle East-North Africa region. But in 2010, Hyflux set its sights on the expanding Latin American markets and since then has been moving to take advantage of the potential in this important part of the world. For instance, Hyflux participated in Brazil's Fitabes 2011 Water Expo, the region's largest trade show in its industry. Mr Moses Chung from Hyflux's Membrane Marketing Division made a presentation on the topic of "The Challenge of Reused Water Potabilisation" to an audience of 5,000 professionals at the expo.

In fact, one of the Latin American lands where Hyflux has already enjoyed significant success is Brazil. Hyflux's state-of-the-art Membrane Evaluation System (MES) was recently installed there to serve the needs of one of Brazil's major environmental and water management companies. Having previously proven its efficacy in other markets, the MES has again been shown to be a key solution in providing fast but accurate analyses of the effectiveness of membranes in filtering various kinds of feedwater that the client might face.

The Hyflux system is automated with an easy-to-use touch-screen and a user-friendly data porting system. How user-friendly is the system? A thumbdrive inserted in the MES is all it takes for real-time filtration data to be collected and tabulated automatically. Hyflux's MES is rapidly gaining popularity amongst clients looking for a compact and fuss-free, lab-scale system that provides accurate test data for making key engineering decisions, in Brazil and elsewhere.

The MES is specifically designed to evaluate and optimise the performance of various hollow fibre membranes for liquid-liquid or liquid-solid separation, under different operating conditions. Besides offering the detailed data from one simple system, it simplifies the processes of selecting the most appropriate membrane type and formulating the right CIP (clean-in-place) recipe for different applications. In addition, the upgradable version MES-S-5000 offers components like built-in thermal controls, multiple preset testing parameters, and quick data-exporting capabilities.

Another Brazilian success story for Hyflux involves an engineering company which has increased its orders for Kristal® ultrafiltration 600ETN modules to be used in small-scale portable



SingSpring Desalination Plant, Singapore

water treatment plants. Able to access areas unsuitable or unfeasible for large and land-intensive wastewater treatment or desalination plants due to high land cost, dense populations and the like, these portable units will serve the needs of water-scarce communities and aid groups alike in boosting water supply and raise water quality and/or sanitation standards.

Having seen for themselves the award-winning qualities of Kristal® membranes – including enhanced filtration performance and cost-effectiveness – the Brazilian engineers have now decided to utilize Kristal® on a larger scale and bring its benefits to a wider community. Besides the clear beneficiaries of rural communities in far-flung parts of the country where water pipeworks can be restricted, major Brazilian urban centers stand to benefit greatly from these units as well. One prime example is São Paulo, which is the 7th largest metropolitan area in the world, with an estimated population of almost 20 million. Local authorities from São Paulo are currently undertaking projects to raise the awareness of water scarcity and recover water from São Paulo state's five most critical watersheds.

This work focuses on such activities as increasing the number of sanitation systems available and providing incentives for the reuse of treated wastewater. With the reuse of treated wastewater still a novel concept in Brazil – only two percent of its companies currently reuse treated wastewater – the introduction of membrane technology like the Kristal® series is set to increase this number significantly in the years to come.

Projects such as these show not only Hyflux's commitment to expansion in Latin America, but also the way it establishes strong partnerships by matching its advanced services with the needs of local companies and communities to improve the quality of life of all the people in these areas.



SINGAPORE AIRLINES STEADY WINGS TO BRAZIL

AS BRAZIL AND SINGAPORE CONTINUE TO BUILD UP MORE AND MORE TRADE AND INVESTMENT CONNECTIONS, IT'S ONLY LOGICAL THAT AIR CONNECTIONS BETWEEN THE TWO DYNAMIC COUNTRIES WILL CORRESPONDINGLY GROW STRONGER. AND IT GOES WITHOUT SAYING THAT SINGAPORE AIRLINES WILL PLAY A MAJOR ROLE IN THAT GROWTH



Just over a year ago, Singapore Airlines inaugurated regular flights to São Paulo. These were not only SIA's first regular flights to Brazil, but also its first to anywhere in South America, one of the world's most dynamic regions both for today and tomorrow. And already the program seems to be a going-away success.

Indeed, an SIA spokesperson pointed out that as a major economic and political power in the South America region, Brazil is an attractive addition to the airline's network. The spokesperson went on to say that "We are heartened by the response from customers so far, and loads have been encouraging."

It has also been determined that, in general, SIA's customers in Southeast Asia have welcomed the convenience of a flight to São Paulo via Barcelona; conversely, those in Brazil have welcomed the ease of a new connection to Spain and Singapore as well as SIA's entire range of Southeast Asian destinations.

All Singapore Airlines flights to Brazil are operated on the spacious B777-300ER aircraft, which offers enhanced comfort along with a spate of enhanced features in all three classes (First, Business and Economy).

Following from the success of these first regular flights to South America, the route may also become a model for SIA service expanding to other South American countries. Ultimately, though, the carrier will make any



decisions for expansion based on the sustainability of any particular route that they might consider. At this point, they have no immediate plans to expand beyond São Paulo.

Nonetheless, SIA does anticipate growth in air travel between Asia and South America. The reasons are clear: due to Brazil's rapid economic growth, there is an expanding consumer market for premium travel, both corporate and leisure. Not only that, but Brazil will be hosting several major international sporting events in the near future, including the football World Cup in 2014 and the 2016 Summer Olympics Games. With so many fervent football fans and sports fans in general in the Southeast Asian region, most observers see an increased demand for travel to Brazil and beyond. SIA shares this optimism.

And it does not take a command of rocket science (only a grasp of airline strategic sense) to recognize that as the airline's first destination in South America, Brazil will continue to play a part in Singapore Airlines' future business plans.

GOING THE EXTRA YARD: JURONG SHIPYARD COMPLETES YARD SET- UP IN ARACRUZ

Estaleiro Jurong Aracruz's President Martin Cheah addresses senior management representatives from Sembcorp Marine, Jurong Shipyard, Estaleiro Jurong Aracruz, Sete Brasil Participações and HE Renato Casagrande at the signing of the contract for six drillships with Sete Brasil

Yet another sign of the ever-growing bonds between Singapore and Brazil is the latest major projects in Brazil involving Singapore's marine mammoth, Jurong Shipyard, as described below

Jurong Shipyard Pte. Ltd. (Jurong Shipyard), a subsidiary of Sembcorp Marine Ltd., has been meeting Brazil's offshore oil and gas needs for almost two decades and has delivered 19 oil and gas exploration, production, storage and offloading units to Petrobras which are currently operating in the deep sea off the coast of southeastern Brazil.

To better partner the country in its rapid progress and dynamic growth, Jurong Shipyard has been exploring the possibility of a more permanent foothold in Brazil. This interest was reinforced with the discoveries of significant pre-salt deposits in the region by Petrobras. The giant pre-salt fields span the shores of three southeastern states - São Paulo, Rio de Janeiro and Espírito Santo.

The first two states have achieved a relative degree of saturation in terms of coastlines available for shipyards, terminals and other marine-operations that require a seafront. The result was a choice in favour of the third option, Espírito Santo, a state already known for its Vitória / Tubarão port and its exports, stemming from the hinterland states, of iron ore, steel, granites, paper pulp, agricultural produce and more.

After much research and discussion between Sembcorp Marine, Jurong Shipyard and the Government of Espírito Santo, an agreement was inked, securing an undeveloped site in the municipality of Aracruz, located 85 kilometres north of Vitória. A 1.6-kilometre stretch of coastline and an area of 82.5 hectares was set aside for this milestone development,

and Jurong Shipyard subsequently set up a fully owned subsidiary - Estaleiro Jurong Aracruz Ltda (EJA), also referred to as Jurong Aracruz Shipyard. Expected to become a major employer in the region, EJA will also be a major source of income for the northern shore of Espírito Santo state. The project has the full support of Governor Renato Casagrande, whose team helped the company navigate the vast and complex range of paperwork and permits required, and who showcased it as a leading FDI in his state. He undertook thereafter to visit the company's headquarters and shipyard in Singapore in June, as narrated in a separate feature in this magazine.

Construction broke ground in December 2011 and the new shipyard is scheduled for completion in late 2014. EJA has been landscaping the coastal terrain in preparation for the construction of the berths and breakwaters. In 2013, it will erect state-of-the-art facilities that will encompass a 380m x 120m dry-dock, slipways, a one-kilometre berthing quay, the piping, steel workshops, and the various fixtures, sheds, offices and amenities needed.

When finished, EJA will be able to undertake the assembly of drillships, semi-submersible and jack-up rigs, platforms and supply vessels, FPSO integration and topside-modules manufacturing, plus drilling-rig repairs, ship repairs, upgrades and various seagoing alteration tasks. In addition, the jobs generated will extend beyond the employment of 6,000 direct employees to the wide range of small to medium

companies providing fixtures, devices, parts and support services in the region, ensuring that revenue will spread to a broad swathe in the region.

Estaleiro Jurong Aracruz will also focus on increasing human talent in the region to meet their recruitment requirement. In line with parent company Sembcorp Marine's policy of nurturing a sustainable source of local talents equipped with the necessary knowledge and expertise, Jurong Shipyard executives focused on Espírito Santo's technical schools and polytechnics. Initiated by Jurong Shipyard, an agreement was enacted between Instituto Federal do Espírito Santo (IFES) – which congregates various learning centres and campuses around the state – and Ngee Ann Polytechnic in Singapore, one of the leading tertiary institutes offering marine-technology programmes well-suited to meet Jurong Shipyard's standards and EJA's needs in Brazil.

Batches of students and lecturers will be selected for a one-year diploma in marine and ocean technology at Ngee Ann Polytechnic in Singapore, and the first Brazilian lecturers and students will begin classes in Singapore in early 2013, beginning with English-language immersion courses to prepare them for the technical classes lectured by Ngee Ann Polytechnic.

For IFES, the substantial outlay devoted by Jurong Shipyard toward training them in Singapore will also provide IFES with the know-how and technology transfers to nurture top-notch capabilities in the institute's cluster of units and degrees. IFES is discussing the prospects of offering a B.Sc. in Marine Engineering in the future. Upon their graduation and return to Brazil, the students will be provided jobs at EJA, a wonderful opportunity for the youth of Espírito Santo, who can look forward to a promising technical



Aerial view of the Estaleiro Jurong Aracruz shipyard site in July 2012. Development ground work has commenced in conjunction with environmental control and monitoring measures

career with a world-renowned enterprise such as Jurong Shipyard.

Additionally, among the engineers, technicians and workers already hired or being hired at the new shipyard, EJA will offer a range of 25 courses totalling 3,780 hours of instruction, reaching 680 staff members. The courses range far and wide: hydraulic fire-fighting, environmental management, industrial piping and plumbing, maintenance electricians, heavy-machine operator, electrical installations in structures, industrial automation, human resources, industrial servicing-mechanics, welding of all sorts, and more programmes to suit the breadth and depth of the company's operations. The first batch of 330 workers have successfully received their environmental-sustainability certificates from EJA in September, with the courses having been held at SENAI and FACE (both being technical/vocation-course institutions) in partnership with Aracruz

municipality (where 72% of trainees came from) and surrounding ones – Fundão, Ibraçu and João Neiva. The next batch began classes in September at Fundação João Batista and the Premier Cedtec technical school.

On the business front, EJA is already active in closing deals and it is proud to announce that a US\$4 billion contract has been clinched to supply six high-technology drillships to Sete Brasil Participações. In addition, Estaleiro Jurong Aracruz announced it was signing a contract worth US\$792.5 million for the design and construction of a drillship for Guarapari Drilling B.V., a subsidiary of Sete Brasil Participações in Espírito Santo. All six rigs will be built in Aracruz



HE Renato Casagrande and Mr Goh Geok Ling laying the strong foundation for Estaleiro Jurong Aracruz at the ground-breaking ceremony 19 Dec 2011



HE Renato Casagrande (centre) and Mr Goh Geok Ling express elation at milestone ground-breaking ceremony Estaleiro Jurong Aracruz shipyard

and they will operate in ultra-deep sea.

The delivery schedule for the vast range of these orders is set for the years between 2015 and 2019. The six vessels will be used farther south. Another contract was closed to the tune of US\$674 million for the building of eight modules and integration of the FPSOs P-68 and P-71 from Tupi BV, a consortium where Petrobras Holandesa BV holds controlling equity along with BG Overseas Holding Ltda. and Galp E&P BV. Each of the two FPSOs will be able to produce 150,000 barrels of oil per day. These projects are scheduled for delivery in early 2014. As an added option, Tupi BV may choose to build an extra four modules and their integration for a FPSO within that period.

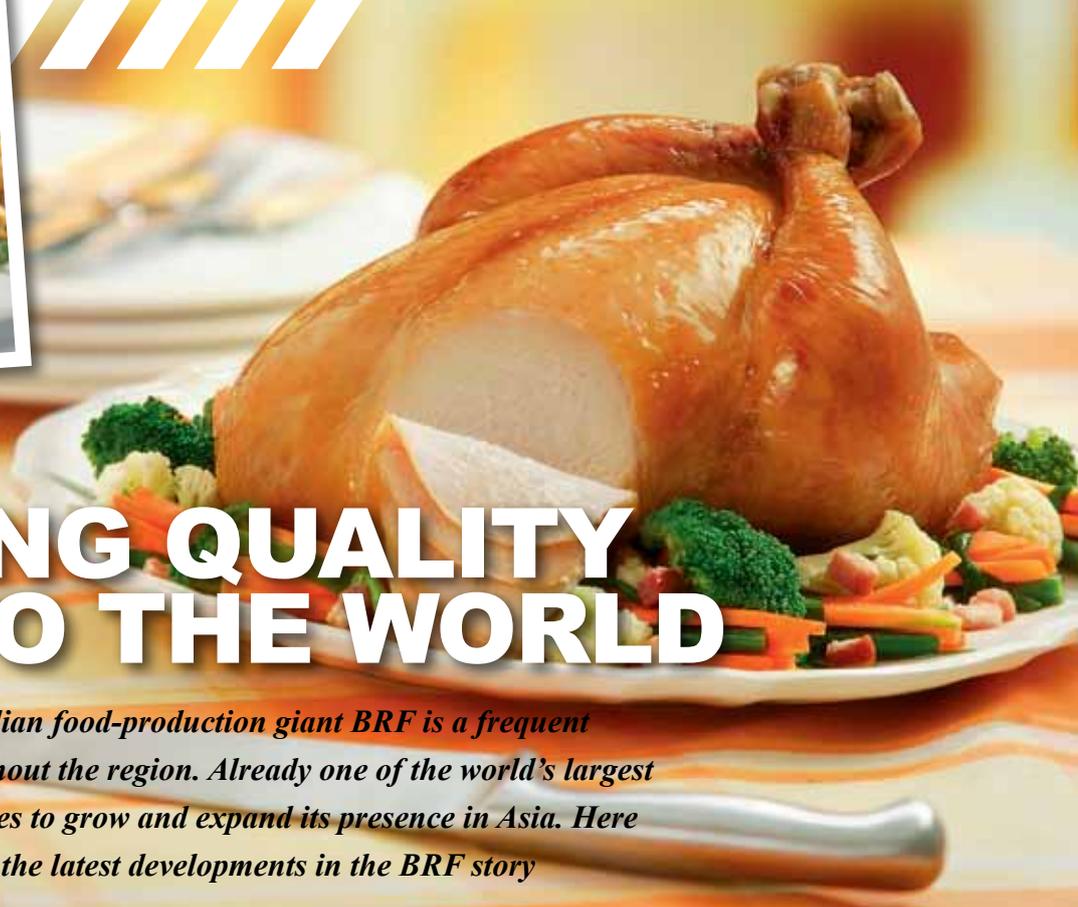
In all these contracts, the local content is high, as desired by Brazil and demanded by law. The first unit scheduled for delivery to Sete Brasil Participações will comprise 55% Brazilian content; the other units will bear a majority percentage of 65% Brazilian components. Also, EJA has prioritised the hiring of local employees in or near the municipality of Aracruz. The shipyard has aggressively recruited via local media advertising and marketing efforts, and approximately 69% of their current staff is local rather than from distant municipalities, federal states or countries. An emphasis has also been placed on Brazilian component supply and 60% of the suppliers of Estaleiro Jurong Aracruz are local. To ensure Singaporean know-how is absorbed locally, several suppliers will receive training from Jurong Shipyard in capacity-building so that there is a match between Jurong's systems requirement and local deliveries.

Brazil takes a serious view on environmental protection, and so do the new shipyard Estaleiro Jurong Aracruz, Jurong Shipyard and parent company Sembcorp Marine. EJA conducts programs for

environmental awareness not just among its staff, but also within the local communities of Aracruz municipality. Within the company, there is a stress on sustainability, be it of the environmental, social or of the business variety, which further reinforces business success in the long run. There are 14 monitoring and control programmes, focused on social-economic conditions and impact, dust emission, noise levels, quality of surface and underground waters, profile of shorelines, profiles of fauna and flora, and marine monitoring, among others. An example of the proactive approach to environmental care has been EJA's management of limiting the degree of natural vegetation suppression. The shipyard has implemented a Plan of Regeneration of Degraded Areas that focuses on revitalising forests close to indigenous settlements and also in mangroves and sand-bars.

In the realm of social-economic impact, EJA monitors how the shipyard's set-up and operations may affect communities and develops intervention measures to restore the balance and quality of life. While business development is key to the company, care is taken to preserve and conserve the environment, the safety of all stakeholders, the task of generating jobs, as well as a sustainable quality of life for the surrounding environs. All these make business sense – every dollar and cent of it.

It is a source of pride for the state of Espírito Santo to have on its shore EJA – Estaleiro Jurong Aracruz - counting on Jurong Shipyard Pte. Ltd. to provide systems, inputs, and guidance to EJA, and with all of these operations acting under the aegis of the fifty-year-old Sembcorp Marine, one of the world leaders in marine and offshore services. Jurong is now a pillar of the economy of not just Espírito Santo, but also of broader Brazil's quest for energy-matrix growth.



BRF BRINGING QUALITY FOOD TO THE WORLD

Even in Southeast Asia, Brazilian food-production giant BRF is a frequent visitor to dining tables throughout the region. Already one of the world's largest food companies, BRF continues to grow and expand its presence in Asia. Here we present a brief snapshot of the latest developments in the BRF story

The association between Sadia and Perdigão, the two largest food companies in Brazil, which gave rise to BRF, was announced in May 2009 and consolidated in July 2011. The result was not only a corporate giant in the production of protein foods, but good news for demanding consumers of meat products throughout much of the world.

The merger resulted in the establishment of Brazil's largest food producer and exporter. Even more remarkable: BRF is not only Brazil's leading food export, it is Brazil's third largest of any product – quite an accomplishment considering the multi-faceted economic powerhouse which Brazil has become over the last 25 years. Today, BRF itself accounts for 20% of the poultry production for the entire world.

In the last two years, a main thrust of the new food conglomerate has been to reposition its various brands so as to better meet international market demands. They've done this by focusing on different market segments with two main brands. Sadia as a premium brand is focusing on products with higher aggregated value and innovation, while Perdigão has been positioned as a mainstream brand that is focusing on a local approach.

Both brands are dedicated to the fulfillment of BRF's objectives for the international market. These include a strict and consequential meeting of sanitary standards established by the legislation of every country in which BRF products are sold along with a continuing search for quality excellence, to be realized by investing in technological innovation

which contribute to the well-being of consumers in every part of the world.

Further, and very important for BRF's commitment to customers in Southeast Asia, are cultural adaptation and development of products which reflect the characteristics, customs and dietary rules of every country. Particularly relevant in this context is the Halal slaughter system. BRF food shipped

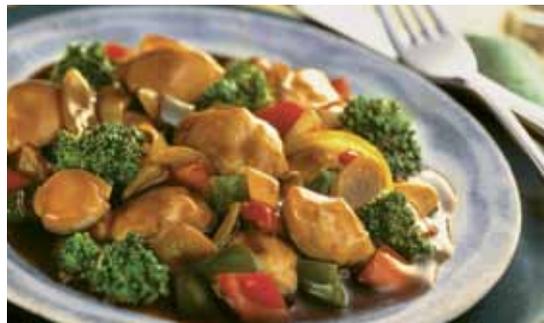
to countries with large Muslim populations require the Halal certification which follows from a combination of religious demands determining how animal slaughter must be carried out in order to meet the religious prescriptions of Islam.

In order to reinforce this procedure, the slaughter

is overseen by the Islamic Groups in Brazil, and is even then usually supervised by religious envoys from Muslim countries.

Further, like so many other Brazilian companies in recent years, BRF has made a concerted effort to pursue a policy of sustainability and environmentally friendly practices. In fact, one of the many statistics that BRF is particularly proud of is the 135,000 people the company has served through its various social outreach programs. Plus, the company's focus on practices carefully calibrated so that they will not harm the environment are a standout feature in an industry that often ignores this important part of the food production equation.

The success in just two years of all these policies is exemplary. And BRF is clearly planning to build on these successes in coming years.





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CENTENARY TRIBUTE: REMEMBERING THE BARON OF RIO BRANCO

TEXT: Carlos Brian Pheysey

JOSÉ MARIA DA SILVA PARANHOS JÚNIOR IS THE PATRON OF BRAZILIAN DIPLOMACY. WE OFFER A BRIEF SKETCH OF THE ARCHITECT OF BRAZIL'S FOREIGN POLICY AND ITS PRESENT BORDERS AND MANY OF HIS ACHIEVEMENTS

In the late fifteenth century, Portugal and Spain divided the world into spheres of influence, including the border dividing their holdings in South America. Over the centuries, Portuguese America (i.e., colonial Brazil) incurred many disputes and conflicts with the realms of other colonial powers in South America – the Spaniards, French and British – over control of vast river basins like the Plate and the Amazon. Colonial Brazil's enlarged and rough outline became somewhat clearer with the 1750 Treaty of Madrid between Portugal and Spain, in theory setting out the proper boundaries.

In theory, however, throughout the nineteenth century, the exact locations of each basin's watersheds and the river paths were rather uncertain, causing renewed border disputes as Brazil broke away from the Portuguese empire in 1822. The Portuguese-speaking independent nation became a monarchy, unlike its neighbours, which turned into Spanish-speaking republics. Also, in the Guyanas, the borders of Brazil's Amazon region with the French, Dutch and British remained rather undefined.

It took the rise of José Maria da Silva Paranhos Júnior, Baron of Rio Branco, to settle these disputes amicably with all of Brazil's neighbours at the turn of the twentieth century (by then, Brazil, too, had become a republic). Now, in 2012, the country marks the centenary of the Baron's passing.

Paranhos was born in 1845 in Rio de Janeiro, the son of a cabinet minister and member of Brazil's Parliament. He read Law in his tertiary education, cultivated a love for maps, and also wrote features on history and current affairs for various publications, later writing his own books.

In the 1870s, Paranhos became a member of the local Assembly and also became engaged as a regular contributor to major dailies and periodicals. In 1876, he joined the nation's foreign service and was sent to Britain to be Consul-General in Liverpool. In 1889, Brazil's monarch awarded him the title of Baron of Rio Branco, a title which he continued to use even as Brazil became a republic late in that century. In 1900, Paranhos became Ambassador to Germany, and just two years later, he was nominated to be Minister of External Relations.

He subsequently held that portfolio for a full decade, serving under four presidents. On top of his work as a diplomat, he also headed the Brazilian Academy of Letters.

A workaholic, his overall output was prodigious. For his negotiations on behalf of Brazil's borders, he worked long hours daily, amassing documents that would support Brazil's case without hurting neighbouring nations, always taking the side of reason, persuasion, international law and arbitration instead of employing posturing, intimidation or confrontations, whether verbal or armed. Let us here look at his negotiations over time, by region.

ARGENTINA AND THE PALMAS REGION, IN SOUTHWESTERN BRAZIL

In southern Brazil, today's western portion of the state of Santa Catarina, along with a bit of southwestern Paraná was called Palmas, a no-man's land that Argentina claimed as its own. One of the Baron's predecessors had appeased the Argentinians through a 1890 treaty that would give half of Palmas to the neighbour. Congress reacted to the inordinate concession and declined to ratify the treaty. Named chief negotiator in 1893 by President Floriano Peixoto, the Baron persuaded Argentina to submit the matter to the arbitration of a third party.

Accordingly, US President Grover Cleveland pondered the case and the copious supporting documents provided by the Baron for a length of time, finally awarding Palmas to Brazil in 1895. In the president's honour, a town in southwestern Brazil was named Clevelândia.

As for the Baron, with this victory, he had built a name for himself as an expert negotiator, and he also became a strong proponent of improved relations with the US. His strategy: to see an alignment of two powers, one in South America, the other in North America. This arbitrated settlement closed the last dispute in the Plate Basin that had bedevilled relations between Portuguese-speaking and Spanish-speaking peoples for centuries.

FRENCH GUYANA AND AMAPÁ, THE FAR NORTH OF BRAZIL

We have mentioned Spanish-speaking contestants along Brazil's borders, but the French empire also posed a challenge in Brazil's far north, near the mouth of the Amazon, an all-important river for Brazil's navigation as well as an outlet for forest produce. A 1713 treaty set the Oiapoque river (more than 500 km farther north) as the border between the empires of Portugal and France.

However, the French Revolution, Napoleonic emperors and other French leaders questioned which river was meant as Oiapoque, thus attempting to push the border of French Guyana to a false "Oiapoque" river farther south, dangerously close to the mouth of the Amazon.

Compounding the dispute, rogue settlers in the region staged a movement that led to armed clashes in the early 1890s. A treaty in 1897 led to the designation of the Swiss President, Walter Hauser, to be the arbitrator.

In 1898, the Baron of Rio Branco was put in charge of making the case for Brazil. His ancient maps and his seven-volume treatise on the borders between Brazil and French Guyana made an impact. The Swiss arbitrator confirmed in 1900 that the Oiapoque river referred to in 1713 was the one farther north. This decision turned the Baron into a hero in Brazil and led to his becoming Minister of External Relations in 1902. The region between Oiapoque and the Amazon's mouth became the Amapá territory in 1943, and later a Brazilian state.

BOLIVIA AND ACRE, THE FAR WEST OF BRAZIL

The far north of Bolivia was long a neglected region, an impenetrable Amazon jungle. The absence of signs of Bolivian sovereignty – or even a presence – was matched by an influx of Brazilian settlers extracting latex from rubber trees, a source of tremendous wealth in the late nineteenth century and a driver of northern Brazil's economy at that time.

The Bolivian regime then attempted to impose order, but the Brazilians rose up and declared the Independent State of Acre. The matter got worse as Bolivia leased the region to an Anglo-American conglomerate tapping into the region, the Bolivian Syndicate. Brazil took the side of the settlers and armed clashes ensued. The Baron of Rio Branco opted to provide a lump sum to the Bolivian Syndicate for it to leave, thus removing the company from the equation.

Next, in talks with Bolivia to avoid bloodshed, he persuaded its government that the Brazilian settlers were pursuing the old principle of "*uti possidetis*" ("in settling, one possesses the land in fact") that had infused many Portuguese-Spanish bilateral negotiations in the past. For instance, Acre was naturally Brazilian because Brazilians had settled there.

In 1903, a treaty awarded Acre to Brazil accordingly, with the territory becoming a fully-fledged state of the federation in 1962 and the state capital being named Rio Branco in honour of the Baron. In return, Brazil paid Bolivia an indemnity, granted it a small slice of Mato Grosso state, and commissioned the building of the Madeira-Mamoré rail link so that Bolivia could gain access to an Amazon tributary waterway to enable its exports to reach the Atlantic. These concessions signalled the Baron's willingness to grant neighbouring countries their due.



DUTCH GUYANA AND NORTHERN BORDERS OF BRAZIL

Brazil and the British Empire had a couple of disputes at the turn of the twentieth century – Trindade island in the Atlantic, and Pirara, a watershed in the jungle between British Guyana and northern Brazil. But, now, as Minister, having competent underlings to handle those, the Baron was personally active with one of the other European footholds in Brazil's far north: Dutch Guyana, nowadays the independent country of Surinam. In negotiations with the Netherlands, the Baron of Rio Branco finally set the Tumucumaque range in 1906 as the watershed, with rivers flowing northwards as Dutch and those flowing southwards to the Amazon as Brazilian. Likewise, in the Amazon region, the Baron ensured border rectifications with Colombia and Peru.

URUGUAY AND BRAZIL'S FAR SOUTHERN LAKES AND WATERWAYS

The far south of Brazil is a region of major lakes connected by rivers and waterways to the nearby Atlantic. Access to navigation of those was claimed by farmers and livestock owners in eastern Uruguay, Brazil's southern neighbour. This claim was recognized by the Baron of Rio Branco in 1908, which granted to Uruguay a means of exports, another sign of the Baron's magnanimity towards border nations. In gratitude, Uruguay named a border town Rio Branco in his honour.

The Baron of Rio Branco continued working as Minister until his death. In 1909, his name was widely mentioned as a presidential candidate, given his appeal among the masses, but he declined the invitation. The Baron of Rio Branco's death in 1912 even prompted a halt by Carnival revellers, who chose to mourn this popular leader who had not only rectified Brazil's borders, but also established Brazil as a world reference in diplomacy with his vigorous skills as a negotiator.

Today, Instituto Rio Branco, the school for diplomats where Brazil's foreign policy aces are honed, carries his name. He remains the patron and father of Brazilian diplomacy. Apart from the range of place names and agency names, his effigy now graces the 50-centavos coin. The Baron's legacy lives on in so many ways from his work as consolidator of Brazil's foreign policy as well as the positive catalyst for demarcation of final borders.

KLAFF SHOWCASES AWARD-WINNING LATIN FILMS

KEPPEL LATIN AMERICAN FILM FESTIVAL A CINEMATIC TREAT FOR SINGAPORE AUDIENCES

The Keppel Latin American Film Festival (KLAFF), jointly organised by the Embassies of Brazil, Chile, Ecuador, Mexico, Panama and Venezuela, and sponsored by Keppel Corporation, brought to the Singapore public for the first time a week-long screening of Latin American films, shown free of charge.

The Festival was held at the Golden Village cinema in VivoCity, from 14 to 20 November, and featured eleven award-winning films from six Latin American countries. KLAFF offered to audiences in Singapore an opportunity to experience the cultural diversity and the perspectives of Latin American countries.

In the words of the Ambassador of Venezuela to Singapore, Alfredo Toro, "The Latin American film industry has garnered prestigious prizes and received critical acclaim. Its talents have been well sought after by Hollywood and Europe. Directors such as Alejandro González Iñárritu, Alfonso Cuarón, Guillermo del Toro, Hector Babenco or Fernando Meirelles, and actors and actresses like Benicio del Toro, Salma Hayek, Gael García Bernal, Sônia Braga, Rubén Blades, Edgar Ramirez or Diego Luna are just a small sample of a huge quarry of talent that has broken through into the international movie market."

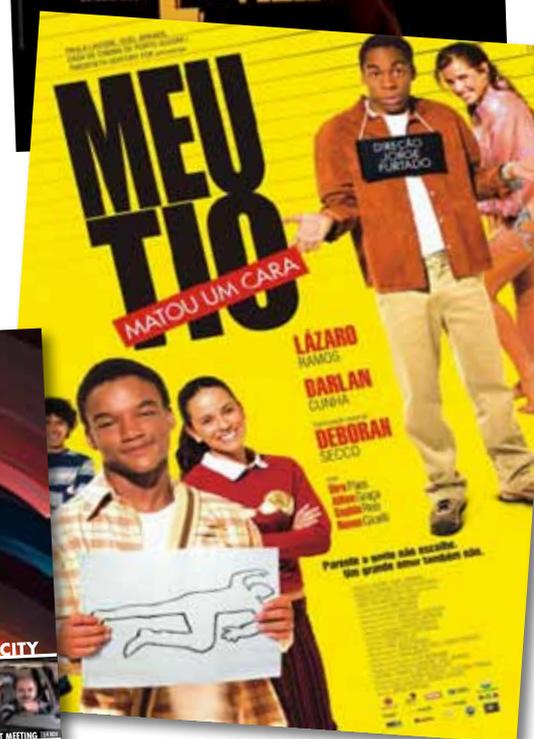
Brazil participated in the event with two screenings, *Meu Tio Matou Um Cara* (My Uncle Killed A Guy) and *Noel, Poeta da Vila* (Noel, Samba Poet). The first one is a light comedy and thriller in line with the contemporary trend of Brazilian cinema, which tries to combine commercial appeal and original cinematographic techniques. The movie was critically acclaimed and notably welcomed by the public. Caetano Veloso and Nando Reis, two of the most successful Brazilian pop stars, contributed to the sound track.

Noel, Samba Poet is the movie biography of Noel Rosa (1910-1937), a samba composer and interpreter who renovated this music style by adding

poetry, irony and humor to his songs. Being a gifted musician and a talented lyricist, his successes legitimized samba as a commercial genre and brought it to a wider audience throughout Brazil. With Noel Rosa, samba became part of the Brazilian musical identity. The movie shows his rise, his numerous love affairs and his early death by tuberculosis.

Below is the list of the movies screened in the festival:

- *Padre nuestro, La última cita* / Chile, 2005
- *El estudiante* / México, 2009
- *Qué tan lejos* / Ecuador, 2006 and *Venezia* / Venezuela, 2009
- *Noel, Poeta da Vila* / Brazil, 2006 and *Possibilidade* / Panamá, 2009
- *A un metro de ti* / Chile - Espanha, 2008, *Espiral* / México, 2008 and *Ratas, ratones y rateros* / Ecuador, 1999 and
- *Hermano* / Venezuela, 2010
- *Meu Tio Matou Um Cara* / Brazil, 2004



BRAZIL'S ATTRACTIONS PREVIEWED AT NATAS

TEXT: Tania Meulenberg

BRAZIL MAKES AN IMPACT AT SINGAPORE'S MOST POPULAR TRAVEL FAIRS WITH SÃO PAULO VOTED SECOND TOP DESTINATION BY SIA PASSENGERS

Following an already established tradition, Brazil once more had a booth at the most important travel fairs in Singapore, NATAS Travel Fair in February, and NATAS Holidays Fair in August.

Organized by the National Association of Travel Agents Singapore (NATAS), these popular events among a vast swathe of Singaporean citizens are a great platform to promote Brazil as a tourism destination. The 3-day show has experienced an annual increase in both the number of exhibitors and the attendance of the public. According to Mr Robert Khoo, CEO of Natas, "Singaporeans are maturing as travelers. Instead of choosing their itineraries to places as diverse as possible, they want to have time for sightseeing."

Mr. Marcio Ma, representative in Hong Kong of TAM, a Brazilian airline, has been present at Brazil's booth for the third consecutive time, participating in the event. According to Mr. Ma, "The event is an excellent opportunity for the dissemination of Brazilian tourism." Brazil's booth has been staged and staffed by the Embassy of Brazil at every edition since 2008, and the next occurrences of Brazil's pavilion are already slated for the NATAS Fairs of February and August 2013.

Among the attractions of Singapore Airlines' booth at NATAS Holidays, held last August, there was a large screen where the public could vote on their preferred destination town. At the end of the fair, according to the results, São Paulo was chosen as the second top destination by SIA passengers, just behind New York and ahead of other more traditional ones such as London, Paris, Madrid, Barcelona, Rome, Amsterdam, New Delhi, Agra, Bangkok, Shanghai, Hanoi, Beijing, Sydney, Los Angeles and San Francisco, to name several. This outcome can be interpreted as a result of the ongoing efforts of the Embassy of Brazil in promoting tourism, which is reflected in the 108% increase in the number of tourist visas issued by the Embassy between 2010 and 2011.



Mr. Marcio Ma
Representative
in Hong Kong of TAM



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SAVOURING BRAZIL

TEXT: Tania Meulenberg

GOURMET FOOD FAIR PAIRED WITH BRAZILIAN TOURISM MESSAGE

Singapore saw the first edition of the tourism and gastronomy fair SAVOUR, which brought a new concept to the Red Dot, uniting finest food with master classes, live demonstrations, workshops and culinary shopping.

The show, which was held from 30 March to 1 April 2012, brought together restaurants and products related to the gastronomic realm; it featured 15 local and international chefs from France, Italy, Sweden, Finland, Mexico, Peru, Vietnam, Hong Kong, and Brazil, which was represented by Chef Tatiana Szeles, head chef at BOA Bistro, São Paulo, and twice recognized as the “Chef Revelation” by the prestigious Brazilian gourmet magazine *Gula*.

The three-day event, organized by Savour Events Private Limited, took place within the Singapore Formula 1 Pit Complex, an area of 32 thousand square metres, divided further into the Village Gourmet, where the restaurants are located; the Auditorium Gourmet section has a capacity for 400 people where master-classes were conducted by the chefs. The last section was the Gourmet Market with over 100 exhibitors.

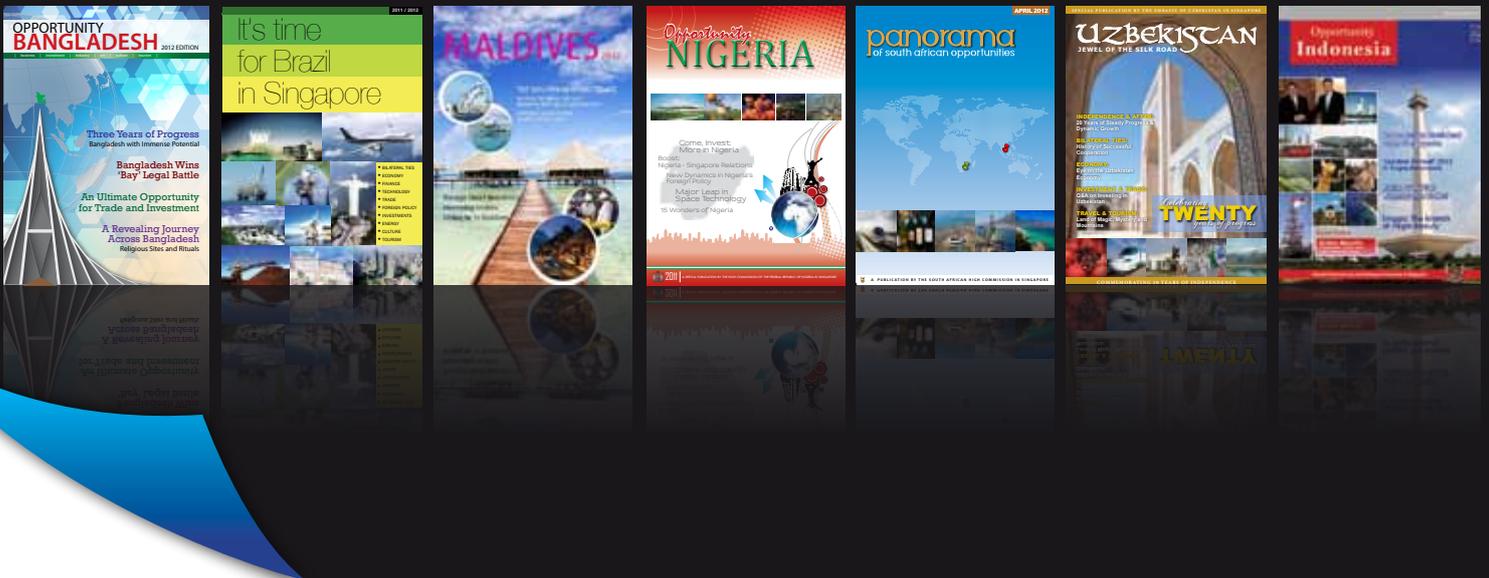
Chef Tatiana was featured by the local and broadcast media, and had the opportunity to conduct a master class, where she demonstrated how to prepare a Brazilian delicacy, “bobó shrimp”.

Savour complemented the promotion of Brazil as a tourist destination by prompting contact with the high-level cuisine offered by the country. Using domestic products like palm oil, “cupuaçu”, cassava and “pequi”, Chef Tatiana was able to prepare her specialities during the fair, mixing classic flavours with contemporary influences, promoting the Brazilian food as colourful, lighter and rich in taste.





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One World united in Humanity

RED CROSS INTERNATIONAL BAZAAR 2012

GUEST-OF-HONOUR: His Excellency Dr Tony Tan Keng Yam, President of the Republic of Singapore



Photos courtesy: Red Cross

RED CROSS INTERNATIONAL BAZAAR 2012

TEXT: Tanja Meulenberg

BRAZILIAN COMMUNITY CHIPS IN TO HELP RAISE FUNDS FOR A WORTHY CAUSE



The Red Cross International Bazaar is one of Singapore's society's signature fundraising events to collect funds for its local charity programmes. It debuted 18 years ago, in 1994. This year, the event raised a total of S\$250,000. All the proceeds went to help the disabled, elderly, youth and the less fortunate in Singapore.

The Bazaar is held every two years and this edition was officiated by its patron, President Dr Tony Tan Keng Yam, as the Guest of Honour on Sunday, 21 October 2012 at *Scape on Orchard Road. Many stalls were set up by diplomatic missions, local and international enterprises, as well as civic groups selling everything from hand-made jewellery to arts and crafts.

Members of the expatriate community joined in the festive fun as they ate, drank and bought items found only in their countries. From Arabic coffee through Turkish ice cream to Italian pizzas, from Korean delicacies through Pakistani food to Thai green curries, from Swiss cheese through Mexican nachos to Ukrainian soup. Visitors were spoiled for choice with an international spread of more than 80 stalls.

The Brazilian booth was one of the most diverse in its range of artifacts, showcasing an array of products including cakes, "brigadeiros", "beijinhos", the authentic barbecue, washed down with *guaraná* or *caipirinha*. The members of the Brazilian community contributed in preparing food, creating arts, crafts and paintings, as well as staffing at the event. Brazil's stall was honoured for the second time in a row as the best-decorated booth. Visitors were entertained by an international line-up of live musical and dance performances, including the group of local drummers "Bloco Singapura", specialized in Brazilian samba percussion.

(Top) President Tony Tan hits the gong,
(Middle) The Brazilian volunteers raise a cheer,
(Bottom) Children helped while having a great time

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A LOOK AT THE HOST CITIES FOR WORLD CUP 2014



HERE WE GIVE YOU THUMBNAIL SKETCHES OF THE TWELVE CITIES WHICH WILL HOST THE GAMES OF THE NEXT FOOTBALL WORLD CUP, TO BE HELD IN BRAZIL. YOU WILL SEE THAT EACH OF THESE CITIES OFFERS MORE THAN JUST A VENUE FOR FOOTBALL MATCHES

For football (a.k.a. soccer) fans, there is no event bigger than the quadrennial FIFA World Cup. And in less than two years, football's biggest extravaganza will be hosted by the nation that has raised the coveted Cup in victory more often than any other nation on Earth – Brazil.

There are twelve Brazilian cities which will host World Cup matches in 2014. They were all selected not just for their excellence of their sports stadiums, but also because of the many other attractions they offer. Here we look at those host cities.

RIO DE JANEIRO

Rio is a brand name unto itself. Say 'Rio' and many people instantly conjure up images of samba, Carnival and some of the world's most famous beaches, such as Copacabana, Ipanema, and Leblon.

But Rio is so much more than just fantastic beaches, lively music, sexy dancers and the Sugarloaf mountain. Rio is also one of Brazil's centers with an abundance of cinemas, live theatres, parks, museums, concert halls and art galleries. It's almost impossible to ever get bored in Rio. The only problem you might have when you go there for the World Cup is that you'll be having so much fun with everything else, you might forget to go to the match you have tickets for.

SÃO PAULO

Greater São Paulo is Brazil's largest metropolis and the nation's major financial center as well. Frequent visitors to this financial and business powerhouse will tell you that São Paulo has also earned high praise for its rich cultural

life and enticing gastronomic offerings. To get a real taste of this sprawling city, head off to Paulista Avenue, Oscar Freire Street or Ibirapuera Park. Oh, and since it is the World Cup, don't miss the famous Soccer Museum.

BELO HORIZONTE

The capital of the southeastern state of Minas Gerais, Belo Horizonte is celebrated as a modern metropolis that has managed to preserve its traditions. A dynamic economy and contemporary architectural beauties co-exist harmoniously with eye-catching historical buildings. The Belo Horizonte area is also known for its delicious regional cuisine and the plethora of pubs spread throughout this lovely city.

SALVADOR

Salvador is another beautiful city that has succeeded in accommodating modern and historical buildings, modernity and tradition. The core of the city is a repository of ancient historical gems which has earned it a listing as a World Cultural Heritage. Beyond the sights, most visitors to Salvador are especially fond of its exotic cuisine.

RECIFE

Recife is another capital city that offers a mix of culture and grandeur. It has been dubbed the "Brazilian Venice" because of the numerous bridges that cross the city's lush rivers. It is not only the state capital, but also the cultural capital of the country's northeast. Further, Recife is also known for its lovely

beaches, such as Boa Viagem. And, like the other cities in this survey, it is widely praised for its gastronomy and nightlife.

NATAL

Natal is known as the 'City of Sun' and once you arrive there, you'll know why. Another coastal city, Natal is famous for its Ponta Negra beach and its towering white sand dunes. In between watching the football matches, you should definitely schedule time for a buggy ride on the Genipabu dunes. And when the sun goes down, you can join the crowds heading back to Ponta Negra beach for its famed nightlife.

FORTALEZA

Fortaleza is a modern and lively city popular for its astonishing beaches, intensive culture and rich handicrafts. Visitors to Fortaleza are fond of taking jeep rides along the Ceará dunes, one of the most amazing tours in this appealing city. The city's architecture and museums are also strongly recommended for those who need a break from the World Cup excitement.

MANAUS

Manaus is both the capital of the state of Amazonas and the main financial



There are twelve Brazilian cities which will host World Cup matches in 2014. They were all selected not just for their excellence of their sports stadiums, but also because of the many other attractions they offer

center of Brazil's North region. A gateway to the world's largest rainforest – the Amazon Forest – Manaus offers both the excitements of a major city with the stunning beauties of Mother Nature. While strolling through the city, don't fail to view the majestic meeting of the Negro and Solimões Rivers.

BRASÍLIA

The federal capital of Brazil is Brasília. When built as the nation's capital in the late 1950s, it was designed to suggest an aircraft shape. The first city built in the 20th century to be designated a World Heritage Site, Brasília is an architectural tour-de-force that is also applauded for its many cultural offerings, its gastronomy and its wonderful nightlife.

CUIABÁ

The capital of Mato Grosso state, Cuiabá is another metropolitan gateway to the Amazonas. It is also just a short distance from the Chapada dos Guimarães. Lovers of historical buildings will be enthralled by the town center, with its lovely Cathedral Square and the Rosário and São Benedito churches, both of which were built by slaves in the turbulent 18th century. Nature lovers will gravitate to the Amazon region for some of the Earth's most beautiful sights.

CURITIBA

A star of the south, Curitiba is known for its cultural diversity and also its excellent infrastructure. Lovers of urban green spaces will appreciate Curitiba's more than 30 parks and woodlands and their opportunities for sports and recreation. Those with a taste for historical urban settings will have much to please them in Curitiba's historical center. There you will find Flores Street, which throbs with excitement day and night, pretty much non-stop.

PORTO ALEGRE

Porto Alegre sits on the Guaíba Shore, and its urbanity-in-harmony-with-nature character stems from this. This city, too, has a rich necklace of parks and other green spaces. But its also acclaimed for its rich cultural life, its historical architecture and its exciting nightlife. Porto Alegre is easy to get around, so you can enjoy all of this quite conveniently.



True, those who travel long distances to Brazil for the World Cup will probably be most focused on the football, but as this brief look at the host cities should convince you, each host city has more than enough to keep you busy before and after you've been to the stadium to cheer on your favorite teams.



A NIGHT TO REMEMBER PAGANO'S EXTRAVAGANZA

TEXT: Carlos Brian Pheysey

VIRTUOSO PERFORMANCE OF BRAZILIAN CLASSICS BY CAIO PAGANO AT SOTA

Singapore has seen its fair share of Brazilian music, whether it's bossa nova played at coffee shops, bookshops, fashion shops and food outlets throughout the island, or else live pop or percussion, from Gilberto Gil at the Esplanade Theatres to Bloco Singapura's drumming performances along Orchard Road.

However, there's more to Brazil's musical heritage, and that includes piano. In July, Singaporeans were blessed with a performance by Caio Pagano, a virtuoso who tackles the Brazilian classics, in a performance sponsored by the Embassy of Brazil with funding from the Ministry of External Relations.

Caio Pagano has risen to international stature in his lifetime devoted to his love to piano. He lectures at Arizona State University in the USA, having earned the honour of Regents' Professor at the institution. He is the recipient of many piano performance awards in Europe and in his native country, Brazil. Caio Pagano has performed throughout four continents in more than 900 public performances as recital soloist, chamber musician and as soloist with various orchestras. He has premiered 36 works in concert halls worldwide; 25 of these as works written and dedicated to him by the composers, including several concertos for piano and orchestra. He has also recorded several of these

works. Caio Pagano was the first pianist to perform the complete range of Arnold Schönberg's works in several world capitals.

REMARKABLE

Among Pagano's remarkable premieres worldwide, the playing of Pousseur's "Apostrophe" along with Beethoven's "Diabelli Variations", in Washington D.C. and New York, secured reviews thus: "The 'Pousseur' was transcendent, and Beethoven was absolutely first-class, simultaneously idiomatic and original" (*NY Times*); "I started jotting comments after each variation, but I abandoned that as I realised I was being presented with a conception that was an incandescent entity" (*Washington Post*). He performed with orchestras throughout the world, conducted by Camargo Guarnieri (his late countryman, whose pieces he still plays), Sergiu Comissiona, Szymon Goldberg, Howard Griffiths, John Neschling, Ernest Bour, Morton Gould, and, among Brazilian maestros, Eleazar de Carvalho, Silva Pereira, Roberto Minczuk and Roberto Tibiriçá.

Pagano is no stranger to Singapore. In previous years, he partnered with a piano-maker brand and played to the delight of a Singaporean audience that became mesmerised by his sounds. He looked forward

to a renewed occasion in Singapore, being thus invited by Ambassador Luís Fernando Serra.

Nothing better than a fresh venue such as the School of the Arts (SOTA), a new outfit organisation in the performance scene that houses a concert hall to be marvelled at. Entirely wood-panelled and acoustics-tailored, the hall drew the attention of the Ambassador, who commissioned it then to be the site of Pagano's star evening. Invitations were sent out to executives from Brazilian companies' offices in Singapore, professionals from Singaporean companies with operations in Brazil, statutory boards, importers, arts professionals and a host of other guests to be introduced to a delightful musical treat. A crowd of 150 spectators turned up for an evening of Brazilian harmony and enjoyment.

MASTER PERFORMANCE

Pagano did not disappoint, and delivered a master performance during that evening at Singapore's SOTA. He devoted much of the evening to compositions from Heitor Villa-Lobos, a master of Brazil's twentieth-century classical music. Caio Pagano began with the prelude to "Bachianas Brasileiras #4".

In the next segment, he touched on childhood memories of Brazilians in the audience when he played, from Villa-Lobos's compendium "Carnival of Brazilian Children", the songs loosely translated as "Pierrot's little wooden horse", "Little devil's whip", "Pierrette's whining", "Little boy's mouth harmonica" and "Little boy's mischievousness".

Further in the footsteps of Villa-Lobos, the collection "Practical Guide to Brazilian Folklore" yielded (our translation) "Awoken at wee hours", "The tide's risen", "Yellow rose", "A Pauper and a well-off", "Limping girl" and "On a guitar string". However, the evening went beyond Villa-Lobos and broached Camargo Guarnieri's masterpiece, "Dansa Negra". To end the evening with a European touch, Pagano privileged the audience with Gottschalk's stupendous homage to Brazil's anthem, "Grande fantasia triomphale sur l'hymne national brésilien".

The thunderous applause was followed by refreshments for the entire audience in the foyer, an occasion for the joyful mingling of everyone with their star, Caio Pagano, and with the facilitators of this beautiful night of harmoniousness among sounds of piano notes from Brazil.



BOSSA NOVA CONCERT CHARMES A SINGAPORE AUDIENCE TOTALLY



RESIDENTS OF SINGAPORE WERE RECENTLY TREATED TO ONE OF BRAZIL'S MOST BELOVED MUSICAL GENRES IN A STELLAR PERFORMANCE, AND THE RESPONSE WAS FULLY ENTHUSIASTIC

If you asked most people anywhere what names they most associate with Brazilian music, it's almost certain the first two responses would be samba and bossa nova. And on September 5, Singapore music lovers were able to sample bossa nova at its sweetest during a live performance at the School of the Arts sponsored by the Brazilian Embassy.

Billed as "The Jeremy Monteiro Bossa Nova Dreams", a talented and dedicated quartet under the leadership of Mr Monteiro gave us a brief but winning introduction to this popular musical style.

First gaining a foothold in the late 1950s, bossa nova had attracted a large, worldwide following by the early 1960s with its lyrical fusion of samba and jazz. The concert at the School of the Arts amply testified to just how infectious the rhythms of the bossa nova can be and why it become so popular.

Over the years, Singapore's own Jeremy Monteiro has become associated with this Brazilian form. In fact, Monteiro at one point during the evening noted that of his almost 30 albums (in bands led by him), his all-time biggest selling one remains a bossa nova collection: "Girl From Ipanema".

When asked what attracts him to the popular Brazilian style, Monteiro replied, "I have played bossa nova since my first gig with a band in 1977. It's infectious rhythm, lilting melodies and rich harmonies really excite me."

The other members of the quartet that evening were percussionist Mohamed Noor; Tama Goh (a.k.a. Goh Yong Seng) on drums; and Christy Smith on bass. Monteiro, Noor and Goh are all Singaporeans, while Christy Smith is an American from California who has been living and performing in the Lion City for 19 years.

The quartet melded together beautifully for this performance. Indeed, the magic of

bossa nova music came fully alive in the hands of this talented quartet. The group eased into the evening's performance with the soft, mellow flows of "Desafinado" by Antônio Carlos Jobim, considered one of the early landmarks of the style. It then moved through about a dozen bossa nova standards.

The evening closed out with two classics of bossa nova. What was announced as the final number of the night was Ary Barroso's "Aquarela do Brasil". It was here that the concert took on a samba-like Carnival mood. The audience, which had been swaying and clapping along with the rhythms for much of the evening, stood to applaud the four performers as they danced off the stage swaying and beating out the song's rhythms.

A round of heavy applause brought them back less than a minute later, however. The quartet then sailed into what may be the most famous bossa nova tune of all: "The Girl From Ipanema". The audience obviously appreciated hearing this standard as the perfect conclusion to an evening of spellbinding music.

As Jeremy Monteiro said, "It was a warm and appreciative response, and I am very grateful to the great audience that night." And it was clear that, for those attending the concert, those feelings of gratitude were mutual.





LOCAL JUNIOR COLLEGE FOOTBALL SQUAD SOARS TO THE TITLE WITH TWO BRAZILIAN COACHES



ON 25 MAY, MERIDIAN JUNIOR COLLEGE WON THEIR THIRD STRAIGHT NATIONAL A DIVISION SOCCER TOURNAMENT TITLE BY A SCORE OF 2-0. THE SUCCESS HAS BEEN NO DOUBT AIDED BY THE FACT THAT THEIR HEAD COACH AND ASSISTANT COACH BOTH HAIL FROM THE HOMELAND OF THE WORLD'S BEST FOOTBALL

Mr Portillo is now in his second season as Assistant Coach at Meridian Junior College (MJC). He serves as right-hand man to Head Coach Fabio da Silva, a fellow Brazilian and former professional footballer whose playing career included stints in Rio de Janeiro, Malaysia, Thailand and Singapore.

As natives of what is widely seen as the best football country in the world, Portillo and da Silva have the respect of their players (as do coaches) do face more challenges and demands from the players' parents and the school itself. The reason: they expect the coaches to convey all their knowledge of the "beautiful game" and, consequently, improve their soccer skills.

But the extra challenges are not only there for the coaches. Portillo notes that it's "always a novelty for the new players coming to the school to work with a Brazilian coach, due to all the achievements of Brazilian football."

"For almost all the players at MJC, this is the first time working with a professional Brazilian coach," he says. "And from the word go, we let them (the players) know the demands and commitment required to play at the highest level."

And playing at the highest level is necessary for success in the National A Division Soccer tournament, one of the most important youth soccer competitions in Singapore. A total of 22 teams participate in the competition. The first round involves a round-robin group stage with 4 groups of 5 or 6 teams in each group. At the end of the 1st Round, the top two in each group proceed to the next round, which is another round-robin group stage of 2 groups of 4 teams. The top two teams in each group then proceed to the semi-finals. The two winners then meet in the finals.

Mr Portillo recalls that the pressure leading up to the championship game was especially high because MJC faced a tough opponent in Saint Andrew's Junior College, with good players and an experienced coach. The St. Andrews squad was "mentally prepared and motivated to play against MJC, especially since we were the defending champion."

MJC's main striker was injured, so they had to field another player and thus change their tactics. "We prepared ourselves very well," Mr Portillo notes.

Towards the end of the first half, the score was equal, with both teams having chances to score but unable to get the ball into the net. At that point, the two coaches spoke to the injured striker, who said he was confident to play right away.

Still, they held him in reserve until the second half. "As soon as our striker got on the field, he caused an immediate impact," the assistant coach recalls.

Again fielding their full first team and thus flush with more motivation for the entire team. Meridian scored the first goal of the match in the sixth minutes of the second half, then added a second goal soon thereafter, thus guaranteeing the victory for MJC. After claiming this victory, MJC can boast an enviable record of winning the championship three years in a row, "a great achievement for the players and coaches" as Mr Portillo notes.

And it's not just the students, staff and parents of Meridian Junior College who turn out to cheer the squad. "The Embassy's staff are very supportive," Assistant Coach Portillo says. In fact, the Ambassador and the entire embassy staff turned out for MJC's opening game, which was played against the highly respected Hwa Chong Institution.



CAN SINGAPORE COLLAPSE? BUILDING A SUSTAINABLE FUTURE

TEXT: Singapore Discovery Centre

THIS IS THE EXHIBITION THEME
CELEBRATING INTERNATIONAL
FRIENDSHIP DAY 2012



Singapore Discovery Centre celebrated in April International Friendship Day with a special exhibition termed “Can Singapore Collapse? Building a Sustainable Future.” This was the intriguing display that welcomed the Guest of Honour, Mr Masagos Zulkifli Bin Masagos Mohamad, Senior Minister of State for Foreign Affairs and for Home Affairs, who officiated at the opening of the event, along with the Ambassadors from several countries, who also graced the occasion.

The exhibition aimed to create awareness of the susceptibility of communities to collapse and raise discussion and thinking questions on Singapore as a case study. It also highlighted how the world is now a global village and that Singapore is now plugged into the world just as the world is plugged into Singapore. Presented through an anchor exhibition, visitors were transported back to the times of Mayan civilisation where they could understand reasons why civilisations fall. The public was treated to a special effects display such as buttkickers (vibration), strobing lights, smoke machines and fans.

In collaboration with ten different embassies (Brazil, Cambodia, Ecuador, France, Indonesia, Italy, Japan, Mexico, New Zealand and Poland), visitors learned about how the various countries take deliberate measures to conserve their natural environment, as well as highlighted their trade relations with Singapore and the rest of the world. BG (RET) Lawrence Chua, Executive Director of Singapore Discovery Centre, commented in his welcome speech, “Other than the exhibition, the accompanying programmes that we offer highlight important aspects of sustainability including the different strategies employed by the respective countries. We are confident that with this exhibition and programmes, we will be able to ignite the thinking and reflection in our youths on the topic of Singapore’s sustainability and our interconnectedness in the world; and also hope that the students will have fun learning and appreciating these realities.”

SINGAPORE SCENE

GUIDE TO RECOMMENDED PLACES OF INTEREST, FOOD, SHOPPING & GETTING AROUND SINGAPORE



There are many superlatives and records in the jewellery world. More often than not, many belong to the world renowned jewellery and watch maker, Mouawad. Their latest in the Guinness Book of Records is the 1001 Nights Diamond Purse which has 4,517 diamonds with a total weight of 381.92 carats costing US\$3.8 million. It was on display last year at its boutique in Singapore at The Fullerton Hotel. In November this year, the US\$6.8 million Snow White Princess Diamond watch was exhibited encrusted with 233 colourless diamonds at 106.93 carats. The 1001 Nights Diamond Purse is another record-breaking creation from the House of Mouawad, following in the footsteps of "The Very Sexy Fantasy Bra" valued at US\$11 million produced in collaboration with Victoria's Secret in 2003.

Lovers of jewellery and timepieces will find many other examples and choices of exceptional pieces at The Fullerton in Singapore, tel: (65) 6536 0020.

JEWELLERY SHOPPING: MOUAWAD IN SINGAPORE AT THE FULLERTON



Natalie Glebova with Mouawad's 6.8m Snow White Princess Diamond Watch



Snow White Princess Diamond



TOUCH DOWN @ SINGAPORE

BEFORE YOU TAKE THE TRAVELATOR TOWARDS THE IMMIGRATION COUNTERS, YOU CAN VISIT THE SINGAPORE VISITORS CENTRE (SVC) TO FINALISE ON HOTELS AND COLLECT INFORMATION BOOKLETS – MAPS, PLACES TO GO, BEST DEALS, ART, DRAMA, AND THEATRICAL EVENTS, PLACES TO EAT, TO SHOP AND A WHOLE LOT OF OTHERS THINGS. THE SVC HAS VARIOUS OFFICES ACROSS THE CITY.

Immigration

The disembarkation/embarkation (D/E) card will in all probability be given on the flight. If not, they are placed on counters in the immigration area. If given on the flight, fill it in beforehand. There are numerous Immigration counters and even on heavy traffic days, it is extremely organised. Keep the passport, visa and D/E card in your hand. Booking a hotel helps, as the address can be given on the D/E card. You can keep the print-out of your hotel confirmation handy.



Baggage Collection

You will be informed of the baggage belt number on the flight. The baggage reclaim spot is at the ground floor, following Immigration and ahead of Customs. Even if you take a long time to clear Immigration, the luggage will still be at the belt region.

After collecting your baggage, you pass through customs. Declare and pass through the red light, as needed in case of dutiable items. Or else pass through the green light. Your baggage will pass through the scanner.

Wi-Fi and Phone

Totally free wireless connection is available at Changi. For access, register with an identification card or passport at any information counter. For those without a laptop, use the free Internet kiosks within the transit spot. There are particular phone booths, which accept international calls by coin payment. Local calls can be made from any phone booth.

Customer Service

There are Info counters on each terminal. You can find two Information counters at both the arrival and departure location at Terminal 1 and 3. You can find one details counter at the arrival area of Terminal 2.

ATM and Money Exchange

You will find plenty of ATMs for all card usages such as DBS, POSB, OCBC, UOB, ANZ, Citibank, HSBC and the State Bank of India. If you want to buy something, you can use your credit card. All shops in the airport accept Visa and Master Card.

Money Exchanges are there in the public and transit region and run 24/7, and they sell phone cards and pre-paid sim cards too.



Transport To The City

Taxi: Taxis are available at the taxi stands at the Arrival levels of each Terminal. The journey to the city is estimated to cost between SGD18.00 and SGD38.00 and takes approximately 30 minutes. Fares are metered and there is additional airport surcharge for all trips originating from the airport. For More Info: <http://www.changiairport.com/getting-around/to-and-from-airport/taxis>

MRT (Mass Rapid Transit): This is the public train system. Changi airport has a station located at Terminal 2. This is a safe, cheap and convenient way to travel into town. There are at present four lines, colour coded for convenience; the Red, Green, Purple and Yellow lines. Changi airport is on the East-West (Green) line. The maps displayed at the station and inside the trains will guide you. You have to buy tickets with SGD in cash. MRT runs from 6 a.m. to midnight. For Map Info: http://www.transitlink.com.sg/images/eguide/mrt_sys_map.htm

GET TO KNOW THE COUNTRY

Green as Green Can Be

The street blueprint of the Urban Redevelopment Authority has every tree marked down!

You can see the meticulous planning in which huge evergreens have been combined with flowering and non-flowering bushes, the ubiquitous Bougainville (flower colour standardised to pink, mauve, and more pink and more mauve) and scores of tropical flora. No one touches a leaf, no one picks a flower – it really is a garden city.

Friendly Cabbies

Reasonably good with their spoken English, taxi drivers are an asset of this country. GPS directed, there is usually no taking you in loops.

They are ingenious; some have downloaded Google Maps on their iPhone and have placed it conveniently so that you can watch the road you are travelling.

You can have a spiritual discussion (we once did), or a materialistic one, while travelling to your hotel.

The best place for chicken rice will gather different opinions, but most will be good. However, places of stay are best identified before landing at Changi.



Speaking To Singaporeans

Singaporean English is a genre of its own. You will get it as an option on the 'Language' tab of your computer. You will get it as a booklet at the Singapore Visitors Centre. However, the basic guideline for conversational ease in less-cosmopolitan areas is to stick to the main part of the sentence without frills (articles, prepositions, conjunctions and the rest of the baggage carried by Queen's English is better left out). People will try their best to help you! Two words you will hear very frequently are 'can can,' which just means 'yes.'

Eating is a Pleasure

Singapore is usually perceived as an expensive country. Yes the cost of living is high. However, the food courts (Kopitiam / Koufu), dotted generously across the country, serve tasty, healthy and fairly-priced dishes ranging from Malay, Chinese, Indian, Indonesian, Japanese and a pot pourri of all these. It is clean, the food is hot, and the ingredients are oh so fresh. Most close by 10 at night. Singaporeans love to eat. Starting from fresh and hot breakfast, as early as 7 a.m., to lunch hours opening from 11 a.m. and dinner starting at 6 p.m.



What is Banned!

On a trip, it is better to be aware of local sensitivities. Sale of chewing gums is banned here. It also has drug laws that carry the death penalty.

Cigarettes have to be bought legally and smokers caught with unmarked cigarettes may be fined up to SG\$ 500 per pack. Smoking zones are marked and very strictly adhered to. Pirated CDs or DVDs can run you fines of up to SG\$ 1,000 per disc.

No jaywalking; no littering; no illegal parking; no feeding of pigeons and monkeys; and no homosexual activities. If you think these to be ridiculous, consider the fact that this is one of the cleanest and safest cities of the world!



HAVE A FEW DAYS

ONCE YOU ARE THROUGH WITH ORCHARD ROAD, THE GLITZY SHOPS, THE BRANDED NAMES, THE TOURISTY FEEL, HEAD OUT TO THE CHARMS OF SINGAPORE:

Nature Tour

Singapore Botanic Gardens

1 Cluny Road
Singapore 259569



The Botanic Gardens open at 5 a.m. and stay open till midnight. Wander through the swaths of virgin rainforest (the main boardwalk through it is entered from Upper Palm Valley Road) and then take in the National Orchid Garden's many-coloured collection of 1,000 orchid species and 2,000 hybrids. When you're done, drop into the food court near Tanglin Gate for a traditional local breakfast of soft-boiled eggs, coffee and toast slathered with coconut jam.

Culture Trip

Chinatown Heritage Centre

48 Pagoda Street
Singapore 059207



Nestled in the midst of the bustling Chinatown district, the Chinatown Heritage Centre is a recreation of the original shop-houses along Pagoda Street. It offers a glimpse into the life of Chinatown's original residents who came to this seaport to start a new life. Pulsating with memories of the past, this is an incredible journey.

Shopping for Electronics

Funan Digitalife Mall

109 North Bridge Road
Singapore 179097

Singapore has the widest range of electronic goods, and luckily they're all clustered in the massive multi-story emporium. Handicams, portable DVD players, mobile phones, hi-tech cameras, MP3 players and laptops in just about every imaginable configuration are available at Funan Digitalife Mall.



Middle-Eastern Souvenirs

Haji Lane, Singapore 189244
Arab Street, Singapore 199738



Hidden away in the heart of the Muslim quarter, this is a shopper's paradise. With very little fanfare, the collection of narrow shop-houses comprises a retail stretch that leaves you spoilt for choice; dresses, accessories, artefacts, home decor and more.

For a Birds-eye View and Chilli Crabs

Singapore Flyer

30 Raffles Avenue, #01-07
Singapore 039803



Seafood Paradise

30 Raffles Avenue, #01-01
Singapore 039803

The 165-meter-high Flyer is a Singapore landmark that can be spotted from afar. The best time for a ride is at dusk, when the entire row of downtown skyscrapers is softly lit. Back on the ground, head for a dinner of chilli crabs at Seafood Paradise.

For Local Food

Bali Nasi Lemak

2 Lorong 15 Geylang
Singapore 388603



Kuching Kolo Mee

Soon Seng Coffeeshop
Lorong 17 Geylang Rd
Singapore 388603

Lei Cha Fan

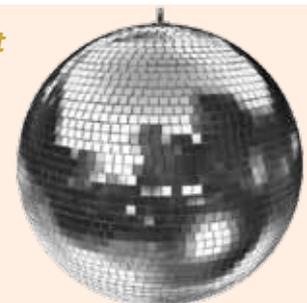
134 Sims Avenue
Singapore 387456

On offer is Peranakan, Indian, Malay and regional Chinese fares; must-have's are the coconut rice and curry chicken at Bali Nasi Lemak, spicy noodles with roast pork and prawns at Kuching Kolo Mee, and the Hakka favourite of rice, vegetables, tofu and peanuts in a tea-based broth at Lei Cha Fan.

Dance into the Night

Zouk

17 Jiak Kim Street
Singapore 169420



St James Power Station

3 Sentosa Gateway
Singapore 098544

Despite its prim, straight-laced reputation, Singapore's nightlife is actually quite racy, though it ends around 3 a.m. After nearly two decades, Zouk is still the throbbing heart of the action. There are others, such as the St James Power Station.



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