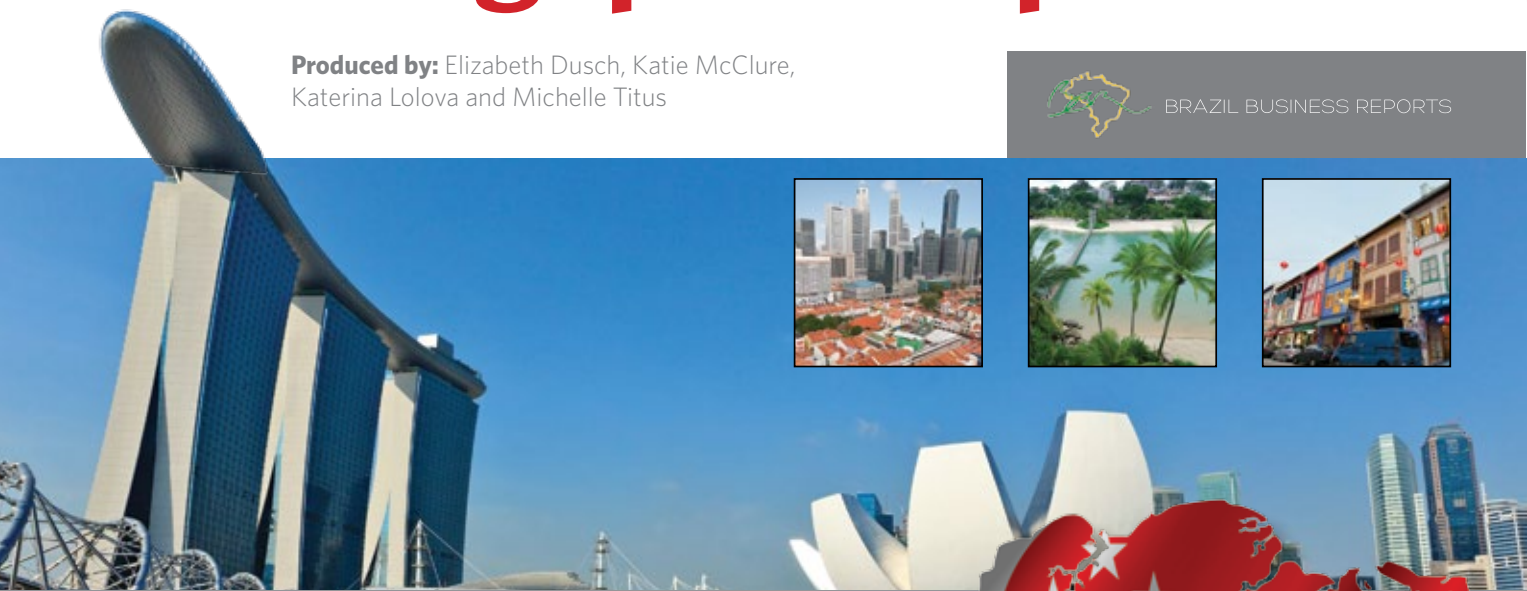


The Singapore Report

Produced by: Elizabeth Dusch, Katie McClure,
Katerina Lolova and Michelle Titus



BRAZIL BUSINESS REPORTS



Brazil and Singapore Partnering in Business

Brazil and Singapore are worlds apart, but both have in common a diverse culture, a geographically unique position in their regions and a commitment to growing their economies.

Singapore's international reputation has led the country to be the premier choice for foreign companies to penetrate the booming Asian market. With this inviting climate of business success, many Brazilian firms are benefiting from the trade relationship with Singapore, as evidenced by a rise in bilateral trade to the tune of USD 3.61 billion. Nearly 50 Brazilian companies including Petrobras, Vale, Braskem, Embraer, Brasil Foods and Banco do Brasil have established operations in Singapore. Brazilian and international companies have been drawn to Singapore for centuries as it serves as a hub to the Asian market, acting as one of the world's four largest financial centers. Recent trade relations point to a growth in consulting services between the two countries. Singaporean infrastructure and marine logistical expertise are also beneficial as Brazil prepares for the upcoming Olympics and invests in its offshore drilling activities.

To solidify business and government commitment to building lasting relationships, governors from key port states Bahia, Espírito Santo and the Federal District recently visited Singapore. The Singaporean government understands the major issues facing Brazil today and wants to collaborate on new solutions with local Brazilian partners. To move that process forward and nurture important business relationships, the Singaporean Ministers for Trade & Industry, Environment and Water Resources and Transport attended meetings with Brazilian officials in 2012.



Ambassador Luis Fernando
de Andrade Serra

Following the delegations, Singapore chose Brazil as the location for its first Latin American Embassy. The statutory board, International Enterprise Singapore has also conducted business facilitation meetings between industry leaders in both countries and opened an office in São Paulo to serve as a resource on the Singaporean market.


As Mr. Lim Hng Kiang, Singapore's Minister for Trade and Industry noted, "Brazilian companies that are looking

to take advantage of Asia's growth could use Singapore as a gateway to the regional market [in Asia]." Singapore has been rated by the World Bank's *Doing Business 2012* Report, as the world's easiest place to do business while also being considered one of the cleanest and safest. Part of this distinction comes from the lack of bureaucracy and corruption many countries in the Southeast Asian region face in setting up new businesses and with immigration issues for foreign workers. Expatriates in Singapore enjoy English as the official language, a warm tropical climate, excellent schools such as the Canadian International School and cultural diversity due to an open immigration policy.

The port system is a one-stop shop for ship owners, managers, builders and agents who generate an annual turnover of nearly USD 10 billion, employing nearly 100,000 workers. According to the Economic Development Board of Singapore, Singaporean ports offer "a choice of 200 shipping lines with links to some 600 ports in 123 countries."

To make it even more attractive as a regional hub, Singapore currently has the most extensive network of free trade agreements (FTAs) in Asia and encourages foreign investment by keeping tax rates and laws competitive. Industries such as petrochemicals, electronics and energy are managed with a holistic approach in order to foster innovation and benefit the country as a whole. Furthermore, *Businessweek* ranked as Singapore the world's fourth strongest market in 2012. Bank efficiency, easy commercial access to capital and strong rule of law are just some of the highly lauded aspects of its financial system.

Singaporean industry is a combination of complex manufacturing partnered with a highly educated workforce, resulting in a research-driven business environment. As an example, from 2005 to 2010, five separate Research Centres of Excellence were established in the National University of Singapore and Nanyang Technological University. The Agency for Science, Technology and Research also has several research institutes focusing on topics ranging from bioinformatics to manufacturing technology. Despite its small size, the country had over a thousand patents registered in 2011. Singapore is also one of the top ten countries registering inventions overseas, according to a study by the Organization of Economic Cooperation and Development (2010). Due to a commitment to funding research, development and innovation, that portion of spending will account for 3.5% of GDP by 2015. This has ultimately led to a strong Intellectual Property (IP) protection system, one that strives to be in accordance with global IP



standards. It has also made Singapore one of the top ten hubs for the petrochemical industry globally, while also offering opportunities to powerful pharmaceutical companies like GlaxoSmithKline, Pfizer and Merck Co. to begin operations in Singapore.

Technology is not the only growing sector in Singapore. Research and innovation is also growing the oil, gas and energy sector, which plays a vital role in attracting businesses to the city-state. Singapore has four key policies for the energy sector, which accounts for 5% of GDP: economic competitiveness; energy security; environmental sustainability; and industry development. The island has become the Asian hub for oil and one of the best oil refining and exporting centers in the

world, currently refining 1.3 million barrels per day. Looking to the future, Singapore's goal is to grow in a sustainable way; thus, it is encouraging biodiesel and biofuel production. Due to its success in oil and solid port infrastructure and storage, research and production of renewable sources of energy is also taking place.

Geographically well positioned, Singapore's logistics solutions are also being developed in order to meet trading and refining demands on energy. Companies in this field are eager to bring their solutions to Brazilian ports and customers, working with local companies to grow Brazilian capacity in the industry. In fact, IE Singapore has been supporting partners in Brazil to increase their refining

capabilities since 2009. Large firms such as Keppel and Sembcorp have set up operations in Brazil, contributing materials to nearly half of all Brazilian oil platforms.

The thousands of jobs created by Singaporean firms reflect, in part, the "synergy that exists between our two countries," as Brazilian Ambassador to Singapore, H.E. Luís Fernando de Andrade Serra noted. He explained that Singapore and Brazil are vastly different, but can offer each other complementary solutions in many industries and serve as gateways to thriving and growing regional economies. Ambassador Serra said that although the countries may be worlds apart, "when you are focused on a business, the distance does not matter."

Singapore's Strategic Gateway to Asia

With a business environment conducive for international operations and an ability to attract top global talent, it is no wonder Singapore is ranked as one of world's easiest places to do business. Just as many multinational corporations have established a São Paulo office as a gateway to Latin America, Singapore's business-friendly economic policies and strategic geographic location make it the logical gateway and hub for business activities across Asia.

Beyond global connectivity and strong economic fundamentals, companies seeking to launch business activities in Asia can tap into Singapore's highly-educated, globalized workforce. An open immigration policy has served to enhance Singapore's multi-cultural talent pool and gives companies the opportunity to source for the best personnel from anywhere in the world. Additionally, training and scholarship programs developed by the government in tandem with industry partners and educational establishments, including the Leadership Initiatives, Networks and Knowledge (LINK)

ecosystem and Human Capital Leadership Institute (HCLI) further drive Singapore's move towards a more knowledge-centric and research-based economy.

The LINK ecosystem is a single campus devoted to leadership and talent development, bringing together business schools, universities and firms offering professional services. The Human Capital Leadership Institute is one of the institutions located within LINK. It aims to develop global executives with a strong understanding of leading in Asia, providing them with insights and customized solutions for emerging industry challenges within Asia.

Recognizing that growth and innovation require world class R&D facilities and expertise, Singapore has taken steps to strengthen its R&D base. While drawing top talent from reputable firms like Roche and GSK, the country has nurtured fruitful R&D collaborations between the public sector and private enterprise. This includes the Biopolis, a vibrant research environment which is the main icon in the biomedical sciences space and is further supported by Singapore's strong enforcement of intellectual property rights.

Emphasis on innovation and capital-intensive activities has also shaped Singapore into an ideal location for companies to base some key decision makers in order to gain a competitive advantage in understanding the region. Specifically, the Asian Consumer Insight (ACI) institute helps companies gain knowledge of the nuances in

Asian consumer behavior. As Mr. Damian Chan, Singapore's Economic Development Board (EDB) International Director noted, "One cannot simply set up an office in Asia for coordination and social marketing alone. To be successful, firms need to develop a better understanding of the market needs and interests of consumers in Asia. Having a local decision maker that can feel the pulse of the region, spot opportunities and leverage the network of relationships is valuable."

Brazilian firms Embraer and Petrobras understood the importance of this as they each established regional headquarters in Singapore in order to support current Asian customers and grow business activities across Asia. Conversely, the EDB has also established a local São Paulo office to help cultivate other Brazilian firms' knowledge of Singaporean resources when looking to expand relationships in Asia.

Many of the world's top multinational corporations, including 3M, Unilever and Procter & Gamble have already recognized the value in leveraging the multi-cultural workforce and support programs in Singapore. "This is reflected in the continued strong investment interest by companies to seize long-term growth opportunities in Asia through Singapore," confirmed Singapore's Economic Development Board (EDB). With the support of the EDB as a "one-stop shop" partner agency and relationships being built with Brazilian universities, Singapore remains an attractive base for complex manufacturing activities, R&D and a natural location for Brazilian firms, both large and small, eyeing a move to expand into the region with Singapore as their base.

A*STAR



Niche Players Find A Place in Brazil's Growing Offshore Market

In part due to vast proven reserves and the potential for new, large reserves, Brazil's oil and gas industry is seeing impressive growth, offering outstanding opportunities for foreign partners. Brazil utilizes a variety of resources in

its offshore industry, spanning from state-owned Petrobras to domestic and international private operators. In fact, Brazil is already working with several firms from Singapore offering innovative, niche solutions not available from domestic firms. Singapore-based offshore specialists able to build Brazil's industry are poised for success in the Brazilian marketplace.

One such company is the Singapore-based, Hong Kong-listed Swire Pacific Offshore (SPO). The company already has an established office in Brazil which provides marine services to the offshore industry. SPO owns and operates over 810 vessels and has 25 vessels under

construction, of which four more are currently being built in Brazil; however, its true key to success is its people. Demonstrating a commitment to people and understanding of the need for practical learning, SPO has trained 1,000 employees since opening its state-of-the-art Loyang Training Center in 2007. In order to better serve the oil and gas industry by offering a full suite of integrated services, SPO acquired Altus Logistics in January 2012. The complementary logistics offering recently helped Altus sign another new partnership agreement with a Brazilian company, setting the stage for growth in the region.



Several other niche players have begun to find traction within the Brazilian offshore industry including KS Energy and Viking Offshore & Marine. KS Energy is a leading one-stop energy services provider to the global oil and gas industry and is a proven operator providing rig management, drilling services, oil and gas equipment and consumables directly to major oil companies for their onshore and offshore production needs.

Viking Offshore and Marine is well-positioned as an integrated offshore and marine services specialist with a focus on Brazil as a major market

of growth. It is known for on-time delivery, has received various awards for outstanding safety and performance standards, and has well-established relationships with an international network of major shipyards and vessel owners.

Each of these firms has recognized not only the opportunities within Brazil's growing economy, but the value in committing itself as a partner and resource to Brazil's offshore market. As niche players, these companies have something to offer that goes beyond what can be sourced locally and look forward to providing many integrated solutions.

SIA Cargo Provides Key Connectivity



Singapore Airlines Cargo has been in the cargo business for over 50 years and has expanded its network to over 70 cities in more than 30 countries across the world. With more than 600 flights a week, Singapore Airlines Cargo can fly almost anywhere in the world, anytime.

Singapore Airlines Cargo carries freight shipments on B747-400 freighters, in the bellyhold space of all SIA passenger aircraft and Scoot aircraft. With recent expansion of SIA operating passenger services into Brazil, SIA Cargo now offers its connectivity solutions on nearly every continent.

Singapore Airlines Cargo places great emphasis on delivering high standards of service to the

customers. Its team of professional staff is capable of handling a wide range of cargo, including the following: zoo animals on conservation exchange programs; fresh produce and meat; machinery; small aircraft; pipes and drilling equipment. Recent shipments have included Formula One cars for the Brazilian Grand Prix events.

Singapore Airlines Cargo now seeks to leverage its full complement of services in partnership with Brazilian companies. Specifically, Singapore Airlines Cargo envisions Brazil as the gateway to South America.

"In the airfreight business, it is really about key gateways," noted Mr. Freddy Khoo, Singapore Airlines Cargo's Vice President of Marketing Services.

When considering Brazil's thriving industries, including oil and gas, key gateways in Texas and Singapore open new opportunities in the logistics of moving goods between Brazil and other countries. SIA Cargo's vast network and fleet of sophisticated aircraft make it the strategic partner for Brazil's international airfreight.

Freight Forwarding Company Offers Efficiency and Expertise from Singapore Base

For companies in the oil and gas, petrochemical, power generation, renewable energy and mining industries, deugro provides the expertise and experience that make it a leader in project freight forwarding. Specializing in turnkey projects and complicated cargo moves dealing with oversized cargo, deugro—an 88-year-old privately owned company with German roots—is one of the most trusted names in the business.

After 13 years in Singapore, Regional Vice President of Southeast Asia, Mr. Sven F. Hergemoeller takes pride in the company's stronghold in Southeast Asia, and the workforce it has established in internationally. From Singapore, its regional headquarters, deugro has executed a number of large-scale projects in various industries. Recently, deugro completed a petrochemical project in Singapore, a very large nickel mine in New Caledonia, numerous FPSO conversion projects in Singapore and a refinery in the United Arab Emirates. It has extensive experience in shipping freight from Asia into Brazil, and also maintains offices throughout Latin America, including São Paulo and Rio de Janeiro. As per Karin Mickenhagen, Managing Partner of deugro Brasil, 980,000 FRT of cargo were handled

until today by deugro Brasil since its establishment in 2008.

The difference with deugro, Mr. Hergemoeller pointed out, is the concept of "Minds Over Matter," or the expert human resources the company is able to offer its clients: "What sets us apart from our competition is the human resources—the people who work with us who are the best minds in the industry. We know how to solve our clients' problems."

One of the key advantages this third-generation family company offers its partners and clients is a specific, developed transport plan; its notable in-house transport-engineering department (TED), with teams located around the globe, allocates more engineers to specific projects, guaranteeing the utmost efficiency and safety.

"At an early stage, we can sit down together with the engineers of our customers to help them design cargo dimension criteria so it can be transported in sometimes very challenging environments with limited or no infrastructure," said Mr. Hergemoeller.

With that ingenuity, deugro is able to handle some of the most complex projects in any industry anywhere in the world with competitive prices, quality and reliability—by air, sea or land.



ST Engineering: Unmatched Breadth, Unparalleled Integration

For over 45 years, one of Asia's largest defense and engineering groups, Singapore Technologies Engineering Ltd (ST Engineering) has delivered innovative solutions spanning the aerospace, electronics, land systems and marine sectors. A leader in each of its core businesses, the company's multi-sector capabilities enable it to provide completely integrated engineering solutions to a diverse customer base in more than 100 countries, in both the commercial and defense sectors. Furthermore, ST Engineering continually enhances its range and depth of product offerings through R&D collaboration with global industry players and academia. Today, ST Engineering continues to "engineer the future" through a global network of more than 100 subsidiaries across 23 countries.

Now, ST Engineering is looking to offer its range of customized engineering solutions to meet the various needs of a modernized Brazil.

"As engineering is our core competency," Mr. Patrick Choy, EVP International Marketing, ST Engineering noted, "we can customize highly-engineered solutions based on customer requirements." These range from integrated solutions for air, land and sea for Brazil's defense forces to aerospace MRO addressing homeland security, infrastructure and urban sustainability concerns at state and industry levels.

ST Engineering set up an operating company two years ago in São Paulo to explore opportunities in Brazil and the Latin American region. ST Engineering is committed to establishing long lasting relationships with Brazil and is working with local experts to learn how best to partner with Brazil.

In particular, ST Engineering is open to Brazil-based production and transfer of intellectual property. According to Mr. Choy, "It's a win-win to share technology and license production in Brazil as it minimizes shipping costs."

One area which Mr. Choy believes is highly relevant to Brazil is in ensuring urban sustainability. Ranging from advanced transport and fleet management systems to smart water and energy management solutions, ST Engineering provides the proven capabilities.



Pacific Radiance Seeks Long-Term Business Partners in Brazil

The Pacific Radiance Group, one of the first owners and operators of offshore support vessels to partner with Chinese shipyards in the construction of offshore vessels, is exploring potential partnerships with local Brazilian companies. The Group is seeking like-minded companies to jointly deliver integrated marine and deck equipment solutions, ship repair services as well as own and operate offshore support vessels. The aim is to support the oil and gas, engineering, subsea and related industries both in Brazil and internationally.

The Pacific Radiance Group benefits from strong industry knowledge with over four decades of accumulated experience in its management team. It is familiar with the cyclical nature of the offshore and marine business where good timing is crucial to success. The Group believes that now is the right time to initiate lasting, mutually beneficial partnerships with Brazilian companies which will enable all parties to overcome the challenges to growth which they face.

Mr. James Pang, Director of Commercial and Business Development for Pacific Radiance, believes

that "local knowledge and expertise is key to success." In every area of the world where the Group is present, Pacific Radiance chooses to work with local partners wherever possible. For example, in Indonesia, Pacific Radiance has partnered with various small vessel owners to help grow its businesses through financing assistance and the injection of new vessel assets to enlarge their fleet. The Group's long-standing relationships with international banks and the support from its pool of equipment suppliers have greatly benefited partner companies by allowing them access to



Jonathan Zhang, Business Development Manager (Americas), Pacific Radiance

competitive financing terms and relatively shorter newbuilding delivery times.

The Group aims to help Brazilian ship owners overcome capacity constraints in the local industry. This includes assisting those in

the repair and newbuilding yards by investing in shipyard capacity and providing international tonnage at competitive costs. In addition, the Group is also well positioned to assist Brazilian partner companies with global aspirations to expand internationally.

In the same way that Pacific Radiance has assisted growth for Chinese shipyards and Indonesian ship owners, it now seeks to support Brazilian businesses in their expansion and evolution.

Mr. Pang stated: "Partner with us and allow us to be a part of your growth strategy in Brazil and beyond."



Leading Singaporean University Strengthens International Ties

Nanyang Technological University is a global institution ranked 47th in the world by Quacquarelli Symonds (QS). With the largest engineering college in the world, one of the highest-ranked Asian business schools and an ever-rising international status, NTU has been growing in stature as a leading global player in education and research since its inception in 1991.

"The world comes here," said President Bertil Andersson.

A renowned plant biochemist who had previously chaired the committee that awards the Nobel Prize for Chemistry, Professor Andersson is also a gregarious personality,

and a passionate advocate for his university. Under his leadership, NTU has established the new Lee Kong Chian School of Medicine in partnership with Imperial College of London to pioneer medical innovations and enhancements in healthcare.

NTU is also home to Singapore's first professional art school that uniquely leverages the synergies between art, design and media with science and technology at this engineering powerhouse.

The atmosphere of NTU is international, as students, faculty and staff of about 100 nationalities live, work and play. With English as the primary language of Singapore,



Professor Bertil Andersson, President, Nanyang Technological University

communication and cultural exchange are easily facilitated. The university attracts young researchers with its state-of-the-art facilities and incentives including its flagship Nanyang Assistant Professorship program, and other resources they need to both teach and do research.

As a world leader in engineering, especially in sustainability, NTU recognizes the importance of developing strong relationships with Brazilian institutions and businesses. The university has already forged ties with the Federal University of

Rio Grande do Sul and the Federal University of Rio de Janeiro—but it wants more. As President Andersson put it, “These two big buzz countries need to interact, because young Singaporeans should not only know China, Asia and North America, but also South America. And I think



it's very important for young Brazilian students, who are going to be the future leaders of Brazil, to create a network in Asia.”

According to the Times Higher Education World University Rankings 2012, NTU is also number fifteen in the world in industrial

income; industry leaders such as BMW, Rolls Royce and Carl Zeiss all have presence on NTU's campus. The university is keen to maintain and expand these industrial relationships, utilizing its unparalleled position in sustainability research to promote technology exchange and knowledge transfer with top Brazilian corporations and institutions.

Above all, NTU hopes to strengthen its relationship with Brazilian economic and industrial innovators by facilitating exchange between young minds. President Andersson stated, “Currently, our 33,500 students come from more than 80 countries. But

there are no Brazilians yet. Brazilians will be a welcome addition to the diversity on campus. The brilliant young minds from Brazil can come here to study, conduct research and network, and then return home and share it with their country.”

Global Petroleum Marketing Company Bridges into Brazil

Brazil's burgeoning petroleum industry requires manufacturers whose vast network and expertise can supply companies with the connections and equipment they need to thrive. Saga-PCE Pte. Ltd., a 28-year-old company headquartered in Singapore, has built its reputation on consistent service and innovation, making it an industry leader in Southeast Asia, Central Asia, Africa, Europe, and the Middle East.

Saga-PCE provides technical marketing services across several continents, particularly through its function as the exclusive international distributor for P.T. SAGATRADE MURNI (STM), a longtime Indonesia-based manufacturer of primary cementing and liner hanger equipment.

Through its global offices, Saga-PCE is able to connect STM's cutting-edge products and services to its various partners with efficient delivery time and competitive pricing. The company's sales network and stamina has grown a client portfolio that includes names such as Halliburton, Schlumberger and Baker Hughes.

“We have credibility because we sell to all the majors in the world,” said Gerald White, President and CEO of Saga-PCE. “We've been in business for manufacturing for 28 years and we handle all of Southeast Asia, Indonesia, Australia, the Middle East, the subcontinents of Pakistan

and Bangladesh and Mexico. We sell to the world.”

That credibility, combined with technological prowess and R&D commitment, makes Saga-PCE the ideal service partner for the growing Brazilian market. In Brazil, the company's subsidiary Saga Petróleo e Gas Ltda. offers a level of service previously unavailable. Its network of resources and unmatched price points make Saga-PCE an advantageous potential partner for Brazilian service companies and independent contractors.

The company is eager to continue placing staff on the ground in Brazil; this is a practice it has committed to for years, placing Portuguese-speaking, Brazilian personnel in the market to provide premier customer service and to assess market potential.

Eager to forge transparent manufacturing and service partnerships with local companies, Saga-PCE is always on the lookout for potential Brazilian partners. The company hopes to forge strong relationships at the local level in Brazil, bringing the same competitive price point advantage that

it has brought to other major oil and gas markets. As a current supplier in Brazil, it has local stock available for the market.

For petroleum companies who have been limited by the availability and cost of certain products or services, Mr. White explained, Saga-PCE can offer a new way of conducting business: “We're just giving Brazil an alternative in saying ‘we've got that product and we can match it.’”





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Big Rigs, Big Solutions



Mark Beretta, Chief Operating Officer and Executive Director, KTL Global Ltd.

Starting as a family business in Singapore over 100 years ago, KTL Offshore has grown to be one of the top wire rope and rigging suppliers to the offshore oil and gas industries. What puts KTL ahead is its ability to engineer some of the biggest and best heavy lift slings and grommets. Because few others provide lift capacity of such magnitude, KTL has been called upon to supply complete heavy lift solutions for numerous clients across the globe including McDermott, Heerema, Technip, Subsea Seven and Petrobras. With its impressive client track record, KTL looks forward to expanding relationships with firms in Brazil that are unable to source heavy lift requirements domestically within their time requirements.

Across the growing number of shipyards in Brazil, KTL has already garnered a reputation for quality and precision. "Because these are very critical lifting devices, quality is a very key function for us," noted KTL Global Chief Operating Officer, Mr. Mark Beretta.

KTL engineered its specialized heavy lift precision in-house and as Mr. Beretta stated, "If you look at precision engineering slings, about three companies worldwide can do that." KTL's Engineered Length Control (ELC) technique enables manufacture of slings to exact tolerances under a specified load - bringing customers the most exact and technologically-advanced heavy lift solution.

Today, KTL recognizes that rigging solutions, traditionally dominated by steel wire rope, are evolving as offshore operations move toward more subsea engineering. To solve subsea weight concerns, KTL has partnered with the foremost HMPE (High Modulus PolyEthylene) rope manufacturer, Cortland PugetSound Rope, to offer a high performance synthetic rope solution. At about one-seventh the weight of steel wire rope, KTL's KimPlasma synthetic slings hold many advantages during lifting including the highest strength-to-weight ratio of any sling; easy inspection, externally and internally; repairing and splicing in field; and drastically reduced installation and rigging facility set-up times.

KTL's in-field inspection and splicing training lends confidence to partners new to HMPE.

While synthetic slings have been available for nearly 10 years, the advantages of this specialized product are rarely understood, leaving the industry to continue to choose steel out of comfort even with its maintenance standards and costs. Given this trend, Petrobras is

one of the pioneers in using synthetic ropes on its rigs and therefore, KTL looks forward to further partnership with Petrobras and to working with other Brazilian firms to understand the benefits of HMPE.

KTL has future plans to establish a Brazil-based manufacturing plant and to sign an agreement with São Paulo's Feurtes Industrial to act as an agent and a local point of contact for KTL Offshore in Brazil. These steps forward in Brazil demonstrate the company's belief in proximity to engineers and end-customers as well as its commitment to growth in Brazil.



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www.ktlgroup.com

Equatorial Marine Fuel's Winning Combination: Transparency and Efficiency

Since incorporating in 2000, Equatorial's focus on providing reliable, efficient, and quality marine services has made it a premier integrated offshore provider for the shipping community. Equatorial's reputation stems from having managed a portfolio of over 700 clients across the world, while offering a full range of tailored end-to-end solutions including bunkering, chartering, hedging and agency services. The firm's base in Singapore serves as a gateway to Asia, but Equatorial is expanding and is very interested in establishing trade partners in Brazil.

Equatorial places utmost dedication to monitoring its bunkering process throughout the

entire supply chain, from the client's initial enquiry to delivery of the bunkers, all with a conservative approach. Values of transparency and accountability go hand-in-hand with Equatorial's commitment to its clients. "We want to be accountable for everything, to give buyers the kind of assurance that comes from participating as much as we can in the supply chain," stated Mr. Michael Chia, Equatorial Marketing Manager.



EQUATORIAL
Marine Fuel Management Services Pte Ltd
國融石油私人有限公司

As both operator and ship-owner, every aspect of the supply process is managed by Equatorial so clients can be confident in the quality of the fuel. "We view the assurance of fuel quality as paragon to the service we provide," noted Mr. Choong Zhen Mao, Equatorial Deputy General Manager. Equatorial also allows for pre-testing to be performed on samples taken after loading, another step towards transparency for its clients.

Also included in its suite of services are hedging solutions. Mr. Chia stated, "It's not just selling bunkers, but also enabling clients by providing cash flow solutions."

Equatorial's reputation for market knowledge, transparency, accountability, and efficiency has already led to relationships with Vale and Petrobras in Brazil, with hopes to expand further.

Equipment and Processing Company Seeks Partner in Brazilian Oil Market

Brazilian companies in the oil and gas sector looking for new market partners will seek two qualities in potential companies: the kind of industry expertise that will make them competitive in the field, and an enthusiasm for expanding their presence in the Brazilian market. Global Process Systems (GPS), a leader in modularized processing and production solutions for the upstream oil and gas industry, has precisely the history and attitude that will make it a sound fit for Brazilian companies interested in both offshore and onshore activity.

Established in 2000, GPS operates project management and engineering offices in the United Arab Emirates, Singapore and Malaysia, with fabrication facilities in Abu Dhabi and Indonesia. Its clients, however, are global, located throughout Europe, Asia and New Zealand. GPS has worked with names like Chevron, Shell, ExxonMobil and BG, giving it one of the most decorated portfolios in the market. In addition, GPS has a solid track record of timely delivery, further strengthening its place in the market. "We're one of only a handful of companies who actually carries out pure engineering, procurement and fabrication. That is probably our biggest value proposition - we do everything in-house," said Mr. Vincent D'Rozario, Group Business Development Director.

One of its most significant projects to date, confirmed by Mr. D'Rozario, was the lump sum EPC delivery of three

compression modules for the Petrobras/BWO Cidade de São Mateus FPSO. "It's been classed as the benchmark for how compression modules should be configured," he said, also noting the letter of commendation the firm received from Petrobras after the project's completion. With ISO 9000 certification, GPS is able to complete all such compression modules with an eye toward high quality and cost-effectiveness.

GPS is most enthusiastic about offering EPC process and utilities modules including process technology packages to the Brazilian market. Modules, which are safer, more cost effective and time-efficient solutions in remote offshore



Vincent D'Rozario Group Business Development Director, Global Process Systems

and onshore environments, are especially relevant in Brazil where shipyards are becoming increasingly crowded. In the next couple of years, GPS will focus much of its energy on forging relationships in the national market, looking for partners, ideally mid-size engineering, jack-up and topsides fabrication companies that it could work with on upstream offshore projects.

"We provide these modularized process solutions normally for FPSOs and fixed platforms, including all the package process equipment such as TEG units, Amine Treatment units and package compression. We do it competitively and safely here in Asia Pacific, in the UAE and in the rest of the world," said Mr. D'Rozario. "We've supplied to Brazil once before, and we want to do it again, with the right partners on the right projects. We're quite happy to share our knowledge, systems, and processes, bring in the necessary people, and help build the local skills set."

With an established track record of over ten years of service, GPS has used methodologies and processes that have made it an efficient, reliable service and equipment provider, with the price point and flexibility required to be an ideal industry partner internationally.



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- Electrical & Instrumentation Services
- Complete Flare System Solutions



www.globalprocesssystems.com

Singapore Energy Company Sets Sights Overseas

In 2007, the PowerSeraya Group was ready to expand its energy operations into a new field - oil trading. The Singapore-based energy company, which spun off from Singapore Power in 2001 to Temasek Holdings, had years of experience in energy generation and retail. Opening itself up to the oil trade market would be a natural extension of its services.

That is how PetroSeraya, which manages PowerSeraya's fuel purchases, tanks, and jetties, came to be. YTL PowerSeraya (which became a subsidiary of YTL Power International Berhad in 2009) has two major subsidiaries: PetroSeraya and Seraya Energy, its energy retail arm.

Mr. Chan Swee Huat, Senior Vice President of the Group's Trading and Fuel Management,

is looking to take the company further and develop PetroSeraya as an international player.

"We have years of experience in the power sector and are ready to extend our reach beyond Singapore. Having established a strong local presence, we hope to take YTL PowerSeraya's integrated energy strategy further and go global," Mr. Huat said.

The successful commencement of PetroSeraya has been one of YTL PowerSeraya's key moves towards integration. The policy of reducing exposure to volatile world oil prices and utilizing every known asset has continued to successfully grow the company's whole value chain.

Brazil is one of the key regions for PetroSeraya's expansion. It is already a net buyer for Petrobras, a relationship it hopes to strengthen. PetroSeraya has had a relationship with Petrobras for nearly six years, and with power plants across Brazil, the oil supplier could be a partner in finding new investors and opportunities in Brazil.

PetroSeraya, and its parent company YTL PowerSeraya are looking overseas for both expansion and diversification. With oil and gas as its mainstays, it is also ready to tap into other energy resources, using its focus on people and strategy to enter new markets.



Semco Maritime Expands International Success to Brazil

For more than 30 years, Semco Maritime's clients have benefited from the company's turnkey solutions for the offshore oil and gas industry. The firm's offering includes rig upgrades, consultancy engineering as well as supply of various systems within offshore telecommunication, fire protection and fluid systems.

Semco Maritime's Danish headquarters are supported internationally with branch offices in Norway, UK, UAE, Singapore, Vietnam, Central America and the U.S. In Singapore, Semco Maritime is serving rig owners and yards through a local engineering office.

"The local support is important: This means that we can solve any issue within tight deadlines," Managing Director Mr. Martin Just confirmed.

Semco Maritime's growth in Asia and on the Brazilian market has also been fuelled in part by a close collaboration with the major shipyards in Singapore on several projects around the world. Chief among them was the recent conversion of a Floating, Production, Storage and Offloading

(FPSO) vessel for Brazilian waters, which required integrated telecommunication and fire fighting solutions. In particular, the company's proprietary water mist system, SemSafe, is a

unique fire fighting tool. Semco

Maritime is the leading firm in Singapore to offer this technology.

In addition to offshore construction projects at the Singapore shipyards, Semco Maritime

is seeking supplier relationships

in Brazil; this includes talks with Brazilian firms regarding telecommunication and fire fighting as well as local manufacturers that can serve as sub-suppliers.

Semco Maritime's headquarters are the base for its extensive training program; nonetheless, the company appreciates the importance of Brazilian-based support for the commissioning of its systems.

"Our people from Singapore and Denmark will go to Brazil to do the commissioning together with our Brazilian business partners," Mr. Just concluded.



Vanguard Redefines Safety at Sea



While Vanguard has supplied more than 2,000 boats to various multinational companies, it recently focused its innovative safety efforts on the oil and gas industries. Vanguard spearheaded its commitment to this sector with the recent launch of the only fully-certified ABS class approved Self Propelled Hyperbaric Lifeboat (SPHL). Today, Vanguard is seeking partnership opportunities to supply offshore safety and support through its full complement of lifeboats to meet the growing needs of Brazil's commercial operators.

Vanguard understands the unique needs of this sector and sets the bar on quality and safety. To ensure that products exceed current safety standards, Vanguard works closely with regulators to adhere to stringent governmental requirements and strict international maritime standards. The state-of-the-art SPHL greatly improves upon today's standard of Hyperbaric Rescue Chambers (HRCs) by providing increased control and support, along with an internal chamber that holds 18 divers, capable of decompression up to 300 meters. Consequently, dive teams have better

chance at surviving emergencies. Moreover, Vanguard recognized oil companies' prioritization of safety and developed a top-quality lifeboat that is more readily available in about one-half the amount of time, not to mention two-thirds the price. There are nearly 500 dive support vessels on the seas today and Vanguard estimates that nearly 300 do not have a hyperbaric lifeboat. With oil majors placing emphasis on safety standards and some requiring hyperbaric lifeboats, there is tremendous opportunity to help keep dive teams safe at sea.

This commitment to quality, safety and after-sales service has led to strong relationships with Chevron, BP and Shell. In Brazil, Vanguard is one of only five lifeboat vendors approved by Petrobras, which is supplied through Vanguard's Singapore office. With the ability to produce 200 boats per year, Vanguard sees greater opportunity to support Brazil's growth, primarily through commercial operators. It further hopes to assist firms such as Sembcorp, Keppel and STX that are part of Brazil's successful building programs.

Portable Sound System Company Seeks Audience in Brazil

XMI PTE LTD is a company with a clear vision: create high-quality, portable sound systems that help its customers share the music they love. Currently, XMI is the only company in the world that focuses solely on portable sound. With over ten products in the X-mini Capsule Speaker range, plus two new ones scheduled for release in 2013, it is determined to retain its status as a fun, reliable company dedicated to customer experience.

Its emphasis on people before profit also applies to the way the company operates internally. XMI encourages a collaborative, open creative process, one that it believes will continue to improve the quality of work.

"We have a whole ecosystem behind the brand to support its growth over the years," said Mr. Jerry Lam, XMI's Manager of Regional Business Development. "We are not just a company that will be there for a year or two, but for the long term."

XMI first launched the X-mini Capsule Speakers in Europe, where it experienced tremendous growth in just a short period. The company is now worth USD 5 million in just the UK alone. With products ranging from USD 19 - 99, the X-mini Capsule Speakers meet the needs of a broad range of consumers as lifestyles from all demographics continue to become more mobile.

As XMI expands its business and continues to create cutting-edge products, it is focused on finding distribution partners in Brazil, especially in diverse retailers ranging from bookstores to concept stores and electronics outlets. It has already tapped into the market's potential with a few distributors, but recognizes that finding more marketing partners with a strong knowledge of the region will be crucial to unlocking Brazil's full opportunities.

XMI is confident it has the story, branding and ability to be a strong partner in Brazil. As Mr. Justin Lee, the Director of Regional Business Development for XMI, said: "There's always this fairness, openness and transparency in the relationship we have with our partners."



Stryker Collaborates with Brazil for Enhanced Patient Care

As one of the world's leading medical technology companies, Stryker helps healthcare professionals deliver enhanced patient care by offering a diverse array of innovative medical solutions across reconstructive, medical and surgical and spine and neurology segments. With products sold in more than 100 countries and 30 manufacturing and R&D locations across the globe, Stryker is committed to collaboration and synergistic relationships that drive improvements in healthcare.

Meeting the varied needs of global patients and customers has led Stryker to a fine-tuned R&D approach that targets specific populations and healthcare providers in an effort to better tailor their products and services. Stryker's efforts in other multinational endeavors have shown that while a product may find a great deal of success in a developed market, it cannot simply be repurposed for use in emerging markets. Rather, Stryker uses bottom-up innovation to develop products specifically for the needs of these emerging markets. As Stryker continues to evolve its platform and approach, it looks towards Brazil with enthusiasm for potential collaboration opportunities in order to help learn how to improve its product and service offering and contribute to further development of the country's healthcare infrastructure.

Indeed, Brazil continues to reinforce its own already high-growth medtech market.

President Dilma Rousseff recently announced a stimulus package for national medical technology companies and hospitals reassuring the expectancy of the medtech market to reach USD 20 billion by 2015 in Brazil. Consequently, many multinational corporations have developed local manufacturing capacities and many more are partnering with Brazilian firms for distribution expertise. The market is expected to continue growing at a rate of 6.1% over the next few years, driven by Brazil's rise in wealth, aging population, expansion of medical insurance coverage and government focus on healthcare infrastructure. This is a prime time for global medical device firms such as Stryker to play a key role in the development and distribution of solutions for Brazil's healthcare ecosystem.

In fact, Stryker's recently appointed International Group President, Mr. Ramesh Subrahmanian, points out that the full range of Stryker's product portfolio is already available in Brazil. Stryker's products are already in most of Brazil's largest public and private hospitals, helping healthcare professionals to improve patient outcomes. A number of those hospitals have chosen Stryker's integrated operating rooms (iSuites) as their standard for improving OR flow, endoscopy's image quality and connectivity with other imaging equipment that helps to improve surgeries' accuracy and outcome. Therefore, one of Stryker's goals in Brazil is to further

collaborate with the Brazilian government and other stakeholders in the Brazil healthcare industry. While surgeons, scientists and healthcare providers are the most logical natural partners for Stryker, Mr. Subrahmanian envisions "a broader business partnership across the entire ecosystem of healthcare" as the appropriate way to partner. Indeed, Mr. Subrahmanian believes "there is a lot we could learn" as it relates to healthcare access and how to "continuously improve regulatory regime, intellectual property and trade flows with a common objective to raise healthcare standards."

Stryker has a proud history of over 75 years of innovation and Brazil is a priority focus today. Stryker seeks ways to engage in the Brazilian market to make sure that its broad product and service portfolio can be accessed and used effectively. The firm also aims to learn from Brazil where continuous improvements can be made to help make balanced business decisions in order to provide beneficial solutions to improve the quality of care. Mr. Subrahmanian acknowledges that what worked in Europe, Canada and Asia may not be the solution for Brazil; he believes that if Stryker and various Brazilian organizations work together to find synergies and shared learning, there is an opportunity to help the country grow as a leading economy with modernized healthcare standards and enhanced patient care.

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DEEPBLUE: A Story of Strategic Success

Yves De Leeneer founded DEEPBLUE over five years ago, but his story began long before the company was established. Arriving in Asia as a naval architect, his wide range of pre-management level experiences found him in a unique position to be entrusted with a great deal of responsibility very early in his career. What also set Yves apart was his understanding of the value of politeness and humility in the Asian culture. Yves was not afraid to make mistakes, but knew to be humble and turn those mistakes into lessons that helped create a dynamic company supporting the energy and offshore industries.

Today, Yves relies upon his technical knowledge around mooring, risers, subsea, umbilical and offshore installation and the fact that he was part of the conversion of



Yves De Leeneer
Managing Director, DEEPBLUE

ten FPSO's either as Subsea manager or project manager for 18 years. However, running DEEPBLUE has also called upon his management skills in order to best leverage the niche knowledge and nimbleness that bigger companies may not have. For this reason, DEEPBLUE partners with larger companies to fill knowledge-gaps and support successful solutions. Recent partnerships include Chevron, Petrofac, ONGC, BWO, DPS and work on the Brazil-based POLVO in partnership with Prosafe.

"DEEPBLUE's simulation programs and latest class-approved software are similar to those seen in SURF engineering companies and oil majors," noted Yves, "yet because of its smaller size, DEEPBLUE offers greater flexibility and the ability to move quickly on projects."

With such systems in place ensuring project success, DEEPBLUE looks to expand strategic partnerships with Brazilian firms requiring technical expertise in mooring systems, SURF, subsea simulation, mooring or even drilling riser analyses and FPSO's in general.

Most of DEEPBLUE's project partnerships have been secured based upon Yves's reputation. His clients know him and more importantly, trust him. Today, Yves's vision is supported by experienced personnel from the sub-sea, marine and offshore industries. Even as DEEPBLUE grows, its values remain the same; Yves explained, "What's important at the core is to deliver quality and good work."



Singaporean Valve Distributor

An Ideal Partner for International Firms in Asia Pacific

Headquartered in Singapore, MSD Engineering Pte Ltd ("MSD") is a well-established and well-regarded regional valve and instrumentation distributor and master stockist servicing the oil and gas, refining and petrochemical industries provides engineering integration services from upstream to downstream. It also offers technical support for its products in the areas of testing, repair and servicing.

MSD has been the niche market leader in this field and has established a strong foothold in the marketplace, characterized by comprehensive service, strong management, a wide portfolio of customers and an advantageous market position. Its main market is in Asia, primarily Singapore, Malaysia, Indonesia, Thailand, Brunei, Vietnam and China.

MSD supplies valves (e.g. butterfly valves, ball valves, gate, globe and check valves) and instrumentation equipment (e.g. pneumatic controls, pneumatic and hydraulic actuators) to customers in the oil and gas, petrochemical and water treatment industries as well as distributors servicing these industries.

"Although we represent the product, we opted



Tan Suan Hoe,
Managing Director,
MSD Engineering

to market the product as well. We also possess technical expertise with adequately trained service staff. MSD is different from many trading companies in the sense that we do not simply buy and sell," said Mr. Tan Suan Hoe, MSD's Managing Director.

MSD represents a wide range of high-quality products and brands: ball valves from Argus; PBV & AIL pneumatic controls and accessories from DSI; anti-corrosion

pipe wrapping from Serviwrap; and butterfly valves from Wouter Witzel & Shipham. It also partners with companies like Bettis and other leaders in the realm of engineering products. MSD's corporate headquarters, located in West Singapore, also houses a large warehouse, stocking various types of valves to cater to the regional needs of its customers who require a short lead time in delivery.

MSD has also supplied Wouter Witzel Butterfly Valves with limit switches to Keppel Shipyard FPSO Field Development Project (Petrobras).

Brazilian manufacturing companies specializing in equipment for the oil and gas, petrochemical, pharmaceutical and power industries, seeking representation and reach in Asia, can certainly look to MSD.

The company offers the benefits of Singaporean expertise to help promote a new partner's products and services. Manufacturers can leverage off MSD's geographical network, opening multiple avenues to enter new Asian markets. MSD offers the reliable service and broad-based connections necessary to ensure effective distribution and promotion.



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EMAS Poised and Ready for the Brazilian Market

In 2011, EMAS Marine obtained its first Brazilian charter contract for an Offshore Supply Vessel (OSV). The new business was a significant achievement for the marine construction contractor, who is the only Singaporean offshore vessel owner to operate beyond Asia.

The operating brand of Ezra Holdings, EMAS is a leading provider of integrated offshore solutions covering a broad spectrum of the oil and gas industry support supply chain. Through combined efforts across four divisions (Subsea Services, Offshore Support Services, Production and Marine Services), EMAS is truly a one-stop shop. Founded in 1992, the group is headquartered in Singapore and operates globally with 16 offices spanning five continents.

Also in 2011, EMAS made the strategic acquisition of subsea expert, Aker Marine Contractors (AMC). With the most experienced and capable people in the

industry and a long track record of successful complex projects around the world, EMAS AMC stands ready and committed to meet existing global offshore needs.



Upon obtaining the OSV contract in Brazil, EMAS subsequently set up a local office to better serve the market. The firm is poised for growth in Brazil with its young and technologically advanced fleet of OSVs and range of offshore services which can support the Brazilian market's deepwater needs.

Joining EMAS's fleet in 2014 is the Lewek Constellation, a multi-lay vessel with a hull of 178 metres. The vessel will have reeled

rigid (up to 16-inch diameter) and flexible flowline installation capability. It will also have five reel "parking bays" and will be able to carry four reels simultaneously. Additional reels can be spooled onto barges and then transferred onto the Constellation inshore. This sophisticated vessel will easily accommodate Brazil's subsea specifications and boasts a 3,000 ton crane. TRIYARDS, the shipyard under Ezra Holdings has potential to operate in the Brazilian market, which will further add to the extent of customised services that EMAS can offer to Brazil.

Captain Adarash Kumar, CEO of EMAS Marine explained, "We are a leading integrated project management and engineering company that can support the full spectrum - a global offshore contractor, shipyard owner and provider of integrated offshore solutions to the oil and gas industry. We have the right people and the right solutions."

Singapore Steel Company Sets Sights on Brazilian Market

Across industries, companies looking to provide efficient, high-quality products and services need one key material: quality steel.

Since 1971, Leong Jin Corporation has been forging its identity as a major player in the steel industry. The company was launched in Singapore as

a special steel supplier. As a partner to ThyssenKrupp Materials International GmbH, Germany, it has since grown to be Singapore's premiere steel company, expanding over the years to focus on specialized steel, forging, heat treatment, cutting, and pre-machining facilities. It has also expanded into

Our Latest Forging Facility in China



China (with two facilities handling forging, ring-rolling, and final machinery processes), Europe, Australia and the U.S.

The variety of solutions - delivered on time and with expert after-sales service - are what has made Leong Jin the one-stop steel shop for markets in Singapore, China, the U.S. and now, it hopes Brazil.

"If we are just doing plain trading, it's not adding much value to our business," said Mr. Ivan Ho, the Group General Manager and Director for Leong Jin. "What we are doing is [creating] horizontal integration, with value-added services in terms of machining and heat treatment. And we have evolved in recent years to include a wider scope of services like shape forgings, ring rolling etc."

Leong Jin has a presence in various parts of the world and hopes to expand its global reach more markets such as South America. Already an indirect supplier to major oil & gas companies, Leong Jin hopes that it can cultivate relationships with more local Brazilian partners. By bringing its high-quality manufacturing and semi-finished products to the market, the local partnerships can help Leong Jin soon have a role in the country's burgeoning economy.

"We are open to any opportunities," said Mr. Ho. "We hope to play a part in contributing to the Brazilian economy."

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