MAKING A DIFFERENCE TO THE BUSINESS COMMUNITY

ANNUAL REPORT 2011
CONTENTS

The Year in Numbers 6
Chairman’s Message 10
About Us 12
Federation Profile
   Board of Trustees 13
   Council Members 14
SBF Committees 20
   SBF Secretariat - Key Management Team 21
Review of 2011
   Global Macroeconomic Issues and the Rise of Asia 26
   Regional Integration and Cooperation 38
   Business Voice Representation 44
   Embracing Productivity and Innovation 52
   Green Growth Opportunities 54
SBF: A Decade of Serving the Business Community 56
SBF Overseas Partners 58
List of Activities 60
THE SINGAPORE BUSINESS FEDERATION STARTED AS A RESPONSE TO A QUESTION.
Q: HOW CAN WE BETTER ORGANISE THE BUSINESS COMMUNITY TO FACE FUTURE CHALLENGES?
BY ADDRESSING THIS PROPOSITION HEAD ON.
OVER THE YEARS, THE SINGAPORE BUSINESS FEDERATION HAS ESTABLISHED ITSELF AS THE COUNTRY’S APEX BUSINESS CHAMBER WITH A STRONG COMMITMENT TO SERVING THE BUSINESS COMMUNITY WHILE CREATING VALUE FOR ITS MEMBERS.
IN NUMBERS

MEMBERSHIP PROFILE
As of 31 December 2011, the Federation had more than 18,400 corporate members made up largely of SMEs – which comprise 70% of our membership base.

BY PAID-UP/ AUTHORISED SHARE CAPITAL

- $10M & ABOVE: 15%
- $5M TO LESS THAN $10M: 7%
- $1M TO LESS THAN $5M: 41%
- $0.5M TO LESS THAN $1M: 37%

BY INDUSTRY

- TRADING: 26%
- MANUFACTURING: 15%
- BANKING & INSURANCE: 13%
- REAL ESTATE ACTIVITIES: 3%
- HOTEL & RESTAURANTS: 2%
- HOTEL & RESTAURANTS: 2%
- PROFESSIONAL SERVICES: 6%
- LOGISTICS & TRANSPORTATION: 6%
- OIL & GAS: 3%
- CONSTRUCTION: 9%
- REAL ESTATE ACTIVITIES: 3%
- OTHERS: 12%
Since 2002, over 18,400 members and 85 MOUs with chambers worldwide throughout 2011, organised over 400 events and activities benefitting some 66,000 participants.

19 out-going business missions to 15 countries.

52 in-coming delegations from 51 countries.

In 2012, the federation celebrates its 10th anniversary.
THIS YEAR MARKS AN IMPORTANT MILESTONE FOR THE SINGAPORE BUSINESS FEDERATION.

THIS IS A GOOD TIME TO REFLECT, AND GEAR UP FOR THE EXCITING JOURNEY AHEAD.
SBF ENDED 2011 ON A HIGH NOTE, PROVIDING MEMBERS WITH NUMEROUS OPPORTUNITIES TO NETWORK AND TAP INTO EMERGING MARKETS. THIS WAS DESPITE GLOBAL CHALLENGES SUCH AS THE EUROZONE CRISIS AND WEAK ECONOMIC RECOVERY IN THE US AND JAPAN. THROUGH OUR EVENTS AND ACTIVITIES, WE WERE ABLE TO REACH OUT TO OVER 66,000 PARTICIPANTS FROM OUR MEMBERSHIP AND THE WIDER BUSINESS COMMUNITY.
MESSAGE FROM THE CHAIRMAN

In 2010, businesses celebrated a good year with robust GDP growth of 14.5%. The exuberance carried into 2011, as reflected in SBF’s National Business Survey 2010/11, with members expressing a positive outlook on the Singapore economy and business prospects in 2011. However, this mood did not hold. By March, the earthquake and tsunami in Japan, coupled with the Greek debt crisis in the Eurozone, uncertain recovery in the US and the Arab Spring in the Middle East, plunged many of our traditional markets into turmoil.

DEEPER ENGAGEMENT WITH NEW MARKETS
To deal with these economic disruptions, SBF assisted members to explore nascent markets for potential business opportunities. We deepened our engagement with Chinese and ASEAN markets, facilitated forays into Francophone Africa and emerging Central and Eastern European economies and launched the South Asia Business Group. SBF made 19 outbound business missions in 2011 and received 52 incoming delegations. SBF’s signature events, the GES Business Leaders’ Summit and the Russia-Singapore Business Forum, took on an Asia-centric focus to reflect growing opportunities in our part of the world. In addition, the Federation’s Global Asia Hub Programme highlighted Singapore as a base for regional and international companies. We also made further inroads in the international “Clean-Tech” network with the launch of the Singapore Sustainability Alliance.

ADDRESSING CONCERNS OF THE BUSINESS COMMUNITY
At home, it became clear that many of our local businesses did not benefit from the recent pick-up in the economy. They were confronted by challenging domestic conditions such as increased foreign worker levies, a tight labour market and high inflation. These developments spurred us to lead the formation of the SME Committee to address the needs and concerns of SMEs and provide a sounding board for new ideas and suggestions. We established an in-house research unit to augment our current sensing of business issues through our regular surveys. These new capabilities have put the Federation in a better position to represent the voice of the business community.

Members of SBF Council and the secretariat management team participated in a retreat in early 2011 to chart the Federation’s strategic direction for the next phase of its development. This dialogue formed the basis for SBF to develop its strategic plan for the next five years.

In February 2011, we bade farewell to Mr Teng Theng Dar who served us diligently for three years, and welcomed Mr Ho Meng Kit as our new CEO in April 2011.

2012 AND BEYOND
The Federation turns 10 in 2012. Over the next decade, we aim to embark on our new direction to be a more issue-centric organisation in the service of our members. We will build up our capabilities to help our members tackle economic restructuring in collaboration with the unions and government agencies. Specifically, SBF will help businesses ramp up their productivity and tap on new opportunities in emerging markets for growth.

Tony Chew Leong-Chee
Chairman
Singapore Business Federation
**OUR BEGINNINGS**

- In the late 1990s, amid the rapidly changing global economic and business landscape, the government, in consultation and with the support of business leaders, called for a more comprehensive organisation and representation of the Singapore business community.
- With the passing of the SBF Act by Parliament in July 2001, all Singapore-registered companies with a paid-up share capital of $0.5 million and above became members of the Singapore Business Federation (SBF). Local chambers of commerce and industry representing the interests and welfare of local or foreign business groups joined as Constituent Members.
- SBF was established on 1 April 2002 and officially launched by the then Prime Minister Goh Chok Tong on 11 April 2002.

**OUR OBJECTIVES**

- To enhance the organisation of the business community in Singapore.
- To represent, advance, promote and protect, in Singapore and abroad, the major business interests (such as investment, trade opportunities and labour management) of business entities carrying on commerce and industry in Singapore.

**OUR VISION**

To be the apex business chamber championing the interests of the business community in Singapore in trade, investment and industrial relations.

**OUR MISSION**

To act as the bridge between the government and business community in Singapore to create and enhance a conducive business environment.

SBF represents the business community in bilateral, regional and multilateral fora for the purpose of promoting trade expansion and business networking.
FEDERATION PROFILE

BOARD OF TRUSTEES

As prescribed by the SBF Act 2001, the Board of Trustees is responsible for ensuring that:

- The Singapore Business Federation acts in furtherance of its objects as set out in the Act and in its Constitution;
- The funds and assets of the Federation are properly accounted for and safeguarded; and
- The persons who are members of the Council are fit and proper to hold such office.

The Minister for Trade & Industry has appointed Mr Sat Pal Khattar as the Chairman. Mrs Fang Ai Lian and Mrs Theresa Foo-Yo Mie Yoen are the other two members of the Board.

SAT PAL KHATTAR
(CHAIRMAN)
- Member of Presidential Council of Minority Rights
- Chairman of Khattar Holdings Group of companies
- Chairman of IMAA Awards Council
- Chairman of Guocoland Ltd
- Director of Guoco Group Ltd, GuocoLeisure Ltd, Haw Par Corporation Ltd, OUB Centre Ltd and Lee Kuan Yew Exchange Fellowship
- Co-Chairman of Singapore India Partnership Foundation
- Director, Institute of South Asian Studies Management Board
- Life Trustee of Singapore Indian Development Association

FANG AI LIAN
(MEMBER)
- Chairman, Great Eastern Holdings – Group
- Board Member, Oversea-Chinese Banking Corporation Limited
- Board Member, Singapore Telecommunications Limited
- Board Member, Banyan Tree Holdings Limited
- Board Member, Metro Holdings Limited
- Board Member, MediaCorp Private Limited
- Chairman of Charity Council

THERESA FOO-YO MIE YOEN
(MEMBER)
- Chairman, The Esplanade Co Ltd
- Chairman, Gardens by the Bay
- Chairman, Viva Foundation for Children with Cancer Limited
- Member, Garden City Fund (National Parks Board)
- Member, Income Tax Board of Review, Ministry of Finance
- Member, Board of Trustees of Singapore National Employers Federation
- Board Director, Ecquaria Limited
FEDERATION PROFILE

COUNCIL MEMBERS
(2010 – 2012)

The SBF Council, which manages the affairs of the Federation, includes nominated, elected and co-opted representatives. The Council has a minimum of 20 and a maximum of 26 members.

The three local ethnic chambers i.e. Singapore Chinese Chamber of Commerce & Industry, Singapore Indian Chamber of Commerce & Industry, and Singapore Malay Chamber of Commerce & Industry have permanent representation in the Council.

The rest of the Council Members would be nominees of local chambers, representatives from foreign chambers of commerce, elected representatives of member companies, and co-opted members.

TONY CHEW LEONG-CHEE
(CHAIRMAN)

- Executive Chairman, Asia Resource Corp
- Chairman, KFC Vietnam and Macondray & Co Inc
- Independent Director, Keppel Corporation
- Chairman of Governing Board, Duke-NUS Graduate Medical School Singapore
- Governing Board Member, Economic Research Institute for ASEAN & East Asia
- Member of Economic Strategies Committee
- Adviser, Singapore Institute of International Affairs
- Member, Enterprise Development Advisory Council
- Member, Chinese Development Assistance Council
- Confirmed Public Service Star in 2008

DATO' MOHD ZAIN ABDULLAH
(VICE CHAIRMAN)
IMMEDIATE PAST PRESIDENT,
SINGAPORE MALAY CHAMBER OF COMMERCE & INDUSTRY

- Vice Chairman, Middle East Business Group, SBF and Member, Malaysia-Singapore Business Council
- Director, Prestige Marine Services Group of companies (in Singapore and Malaysia)
- Board of Trustee, Rahmatan Lil Alamin Foundation Ltd
- Conferment of Dato'ship 2004 - Darjah Dato' Paduka Tuanku Ja'afar (D.P.T.J)
- Berita Harian Achiever of the Year (Jauharian) 2008, Malay Entrepreneur of the Year 1998 by Singapore Malay Chamber of Commerce & Industry

GAUTAM BANERJEE
(VICE CHAIRMAN)

- Executive Chairman, PricewaterhouseCoopers LLP, Singapore
- Chief Operating Officer for PwC Eastern Cluster (China, Australia, Japan, Korea and South East Asia)
- Board Member, Economic Development Board
- Board of Governors, Yale-NUS College
- Member, Corporate Governance Council, Monetary Authority of Singapore
- Member, Companies Act Reform Steering Committee
- Director, Singapore Arts School Ltd
- Former Nominated Member of Parliament
RANGARAJAN NARAYANAMOHAN  
(VICE CHAIRMAN) 
CHAIRMAN, SINGAPORE INDIAN CHAMBER OF COMMERCE AND INDUSTRY  
- Senior Partner, Natarajan & Swaminathan, Certified Public Accountant  
- Member, National Wages Council  
- Board of Trustees, Institute of South East Asian Studies, Member, Executive Committee & Fund Raising Committee  
- Member, People’s Association Talents Advisory Council 2009/2011  
- Honorary Treasurer, Tamil Language Council (MCYS)  
- Honorary Treasurer, Singapore Indian Association  
- Honorary Treasurer, The Indus Entrepreneurs Singapore Chapter  
- Council member, Indian Business Leaders Roundtable –SiNDA (IBR) 

TANG KIN FEI  
(VICE CHAIRMAN)  
- Group President & CEO, Sembcorp Industries Ltd  
- Director, Sembcorp Marine Ltd  
- President, Singapore Water Association  
- Co-chairman, Saudi-Singapore Business Council  
- Member, Abu Dhabi-Singapore Business Forum and Saudi-Singapore Economic City Business Forum  
- Council Member, Singapore Chinese Chamber of Commerce & Industry  
- Chairman, External Relations Committee, Singapore Chinese Chamber of Commerce & Industry  
- Vice Chairman, Director and Trustee, Kwong Wai Shiu Hospital  
- Chairman, Ngee Ann Polytechnic Council 

TEO SIONG SENG  
(VICE CHAIRMAN)  
PRESIDENT, SINGAPORE CHINESE CHAMBER OF COMMERCE & INDUSTRY  
- Nominated Member of Parliament  
- Managing Director, Pacific International Lines (Pte) Ltd  
- Chief Executive Officer & President, Singamas Container Holdings Ltd, Hong Kong  
- Chairman, The Standard Steamship Owners’ Protection & Indemnity Association (Asia) Ltd  
- Chairman, Singapore Maritime Institute  
- Director, Business China  
- Independent Non-Executive Director, China COSCO Holdings Co Ltd  
- Board Member, Duke-NUS Graduate Medical School, Singapore Governing Board  
- Board Member, Sino-Singapore Guangzhou City Investment Development Co. Ltd, Guangzhou Standing Council Member; China Overseas Exchange Association, Beijing  
- Honorary Citizen of Foshan City, Guangdong Province and Xing City in Jiangsu Province, China 

DR. ROBERT YAP CHIN KOK  
(VICE CHAIRMAN)  
- Chairman & CEO of YCH Group Pte Ltd  
- Singapore Chairman, ASEAN Business Advisory Council  
- Chairman, SBF ASEAN Business Group  
- ASEAN SME Advisory (SPRING) Board Member  
- Vice Co-Chairman, Singapore-Zhejiang Economic and Trade Council (SZETC)  
- Council Member, Singapore-Tianjin Economic & Trade Council (STETC)  
- Singapore-Sichuan Trade & Investment Committee (SSTIC) Singapore-Jiangsu Cooperation Council (SJCC) and Singapore-Guangdong Collaboration Council (SGCC)  
- Founding Chairman, Supply Chain Asia  
- Board Member, International Enterprise Singapore (IES) & Maritime and Port Authority of Singapore (MPA)  
- Board Advisor to Singapore Customs & School of Information Systems in SMU
KAY KUOK OON KWONG
(DEPUTY HONORARY SECRETARY)

- President, Singapore Hotels Association
- Executive Chairman, Shangri-La Hotel Limited, Singapore
- Managing Director, Shangri-La Hotels (M) Bhd
- Director, Kuok (Singapore) Limited
- Director, Allgreen Properties Limited
- Chairman, National Healthcare Group Pte Ltd
- Member, NUS Board of Trustees
- Chairperson, Yale-NUS College Governing Board
- Trustee, Wildlife Reserves Singapore Conservation Fund
- Member, Northlight School Board of Governors

PHILIP NG CHEE TAT
(HONORARY SECRETARY)

- Chief Executive Officer, Far East Organization
- Non-Executive Chairman, Orchard Parade Holdings Limited
- Director, Sino Group (Hong Kong)
- The Singapore-China Foundation Board of Governors
- Advisory Board for the Centre for Liveable Cities (CLC)
- Chairman, Board of Trustees of the Singapore University of Technology and Design
- Co-opted Member and Chair, Singapore Health Services Pte Ltd (SingHealth) Property Committee
- Member, Management Board of Institute of Real Estate Studies, National University of Singapore

BOB TAN BENG HAI
(HONORARY TREASURER)

- Chairman, Jurong Engineering Limited
- Chairman of the Institute of Technical Education
- Chairman, Singapore LNG Corporation Pte Ltd
- Director, SMRT Corporation Ltd
- Director, SINGEX Group of Companies
- Director, Asia Pacific Breweries Limited
- Vice President, Singapore National Employers Federation
- Board Member and Chairman of Audit Committee, Ong Teng Cheong Labour Leadership Institute
- Member, NTUC Club Management Council
- President, Singapore Golf Association
- General Committee Member and Captain, Sentosa Golf Club

LAWRENCE LEOW CHIN HIN
(DEPUTY HONORARY TREASURER)
IMMEDIATE PAST PRESIDENT,
ASSOCIATION OF SMALL AND MEDIUM ENTERPRISES

- Executive Chairman, Crescendas Group
- Vice Chairman, SBF ASEAN Business Group
- Member, Central Provident Fund Board
- Member, Customs Advisory Committee, Singapore Customs
- Patron, Singapore Taekwondo Federation
- Patron, Yew Tee Citizens’ Consultative Committee and Constituency Sports Club
- Former Nominated Member of Parliament
CHONG SIAK CHING
(COUNCIL MEMBER)

• President and CEO, Ascendas Pte Ltd
• Director of Ascendas Pte Ltd & its subsidiaries
• Deputy Chairman, SPRING Singapore
• Independent Board Director, Singapore Press Holdings
• Director, National University of Singapore (NUS) Board of Trustees
• Board Member, Jurong Health Services
• Board Member, Institute of Real Estate Studies at NUS
• Board Member Nanyang Business School Advisory Board
• Member, Yale-NUS Governing Board
• Awarded Gold Medal by the Singapore Institute of Surveyors and Values in 1981
• Conferred NUS Distinguished Alumni Service Award in 2009
• Conferred NUS Distinguished Alumni Award by the Faculty of Architecture & Building Management in 1999
• Outstanding CEO of the Year, Singapore Business Awards 2009

MICHEAL COLLINS
(COUNCIL MEMBER)
PRESIDENT, EUROPEAN CHAMBER OF COMMERCE, SINGAPORE

• Founder, Collins Kumarasinghe Associates
• Founder, EU-ASEAN Business Council
• Director, The Prep Zone, Kraken Media
• Founder, Asia Pacific Ireland Business Forum
• Former Executive Director, Irish Chamber of Commerce, Singapore

PIYUSH GUPTA
(COUNCIL MEMBER)

• Chief Executive Officer and Director of DBS Group, as well as Director of DBS’ subsidiary companies, The Islamic Bank of Asia Limited and DBS Bank (Hong Kong) Limited
• Current Chairman of the Association of Banks in Singapore
• Board Member of the Institute of International Finance, Washington
• Director of The Institute of Banking & Finance
• Governing Council Member of the Human Capital Leadership Institute
• Advisory Board Member of the Sim Kee Boon Institute for Financial Economics
• Managing Council Member of the Indian Business Leaders Roundtable
• Director of the MasterCard Asia/Pacific, Middle East and Africa Regional Advisory Board

SHABBIR H. HASSANBHAI
(COUNCIL MEMBER)

• Singapore’s Non-Resident High Commissioner to the Federal Republic of Nigeria, MFA
• Director (Finance & Investment), Indo Straits Trading Co (Pte) Ltd & related co, Singapore
• Director, Al Badawi General Trading LLC, UAE, and Gateway Distriparks Ltd & Group of companies, India
• Chairman, Africa-Singapore Business Group, Co-Chairman, Singapore-Oman Business Council, Vice Chairman of Middle East Business Group and Singapore-Saudi Business Council, SBF
• Vice Chairman, SINDA
• Board Member, National Council of Social Services, Singapore
• Member, Oman-Singapore Joint Committee, MFA
• Member, Asean-India Business Council, MTI
• Member, Finance and Investment Committee, Ang Mo Kio-Thye Hua Kwan Hospital
• Public Service Medal (PBM), 2010
DESMOND HILL
(COUNCIL MEMBER)
IMMEDIATE PAST PRESIDENT,
SINGAPORE CONTRACTORS
ASSOCIATION LTD

- Deputy General Manager, Penta-Ocean Construction Co Ltd
- President, Singapore Squash
  Rackets Association
- Council Member, Singapore
  Accreditation Council
- Council Member, National Crime
  Prevention Council
- Council Member, Advisory
  Council on Community Relations
  in Defence
- Member, Water Network Panel,
  PUB
- Member, Building & Construction
  Standard Committee, SPRING
- Chairman, Technical Committee
  on Construction Management,
  SPRING
- Treasurer, ASEAN Constructors
  Federation
- Accredited Adjudicator
  and Evaluator, Singapore
  Mediation Centre

GEORGE HUANG CHANG YI
(COUNCIL MEMBER)
PRESIDENT, SINGAPORE
MANUFACTURERS FEDERATION

- Managing Director, Amoy Canning
  Corporation (Si) Ltd
- Honorary Consul-General of the Federal
  Democratic Republic of Ethiopia
- President, Chartered Management
  Institute (Singapore Branch)
- Chairman, Business Practices
  Committee, Consumer Association
  of Singapore (CASE)
- Board Member, Singapore
  Corporation of Rehabilitative
  Enterprises (SCORE)
- Chairman, Singapore Business
  Advisors & Consultants Council
- Council Member, Malaysia-Singapore
  Business Council (MSBC)
- Chairman, Technical Committee
  on Construction Management,
  SPRING
- Treasurer, ASEAN Constructors
  Federation
- Accredited Adjudicator
  and Evaluator, Singapore
  Mediation Centre

JUNG YOUNG SOO
(COUNCIL MEMBER)
CHAIRMAN, KOREAN CHAMBER
OF COMMERCE (SINGAPORE)

- Global Business Advising Director,
  CJ Group
- Board Director, Singapore
  International Chamber of
  Commerce
- Auditor, Singapore Life Lines
- Advisor, Investment of JeJu Special
  Self-Governing Province
- Council Member, The Corean
  Dongpo News

EDWIN KHEW TECK FOOK
(COUNCIL MEMBER)

- Former Nominated Member of
  Parliament
- Director, IUT Singapore Pte Ltd;
  CEO & Managing Director, IUT
  Global Pte Ltd
- Chairman, Sustainable Energy
  Association of Singapore,
  Singapore Standards Council
  (Spring)
- Member, National Climate
  Change Committee (MEWR),
  ESCO Accreditation Committee
  (NUS), Enterprise Development
  Advisory Committee (Spring),
  German-Singapore Business
  Forum Steering Committee
  (Spring), Supervisory Board of
  Solar Energy Research Institute
  of Singapore (NUS)
- Member, ADB’s E4ALL
  Partnership Steering Committee
  and Chairman, Enterprise
  Development Working Group
- Vice President, Exco &
  Council Member of The
  Institution of Engineers
  Singapore and Chairman
  of Manufacturing Group
SEIJI KINO  
(COUNCIL MEMBER)  
VICE PRESIDENT, JAPANESE CHAMBER OF COMMERCE & INDUSTRY, SINGAPORE 2011-2012

- President, Japanese Chamber of Commerce & Industry, Singapore 2010-2011
- Managing Director, Tokio Marine Insurance Singapore Ltd
- Senior General Manager, Tokio Marine & Nichido Fire Insurance Co., Ltd (Japan)
- Advisor, Chado Urasenke Tankokai Singapore Association

OLIVIA LUM  
(COUNCIL MEMBER)

- Executive Chairman & Group CEO of Hyflux Ltd
- President, Singapore Compact for Corporate Social Responsibility
- Member of the Singapore-Tianjin Economic & Trade Council
- Member of the Singapore-Jiangsu Cooperation Council, and Singapore-Zhejiang Economic and Trade Council
- Advisor, Singapore Institute of International Affairs
- Trustee Member, Chinese Development Assistance Council
- Patron, Singapore Productivity Association
- Former Nominated Member of Parliament
- Former APEC Business Advisory Council member
- Former National University of Singapore Board of Trustees Member
- Former National University Health System Board Member

STEVEN ROYCE OKUN  
(COUNCIL MEMBER)  
BOARD MEMBER AND PAST CHAIRMAN (2008-2011), THE AMERICAN CHAMBER OF COMMERCE IN SINGAPORE

- Chairman, The Asia-Pacific Council of American Chambers of Commerce (APCAC)
- Director of Public Affairs, KKR Asia Pacific
- Chairman, PublicAffairsAsia Gold Standard Awards
- Advisor, Bedrock Hotels Pte Ltd
- Industry Advisory Panel of the SP Jain Center of Management
- Former Vice President - Public Affairs, United Parcel Service in Asia Pacific
- Served in the Administration of President Bill Clinton at the Department of Transportation as Deputy General Counsel and Aviation Advisor to the Secretary
- Former Co-Chair of the 21st Century Leaders program of the Boao Forum for Asia
- Awarded Honored Beta Gamma Sigma Inductee by the City University of New York, Baruch College

ALVIN YEO KHIRN HAI  
(COUNCIL MEMBER)

- Senior Counsel
- Senior Partner, WongPartnership LLP
- Member of Parliament
- Member, Appeals Advisory Panel of the Monetary Authority of Singapore
- Director, United Industrial Corporation Ltd
- Director, Singapore Land Ltd
- Director, Tuas Power Ltd
- Director, Keppel Corporation Ltd
- Director, Thomson Medical Centre Ltd
## SBF COMMITTEES

### EXECUTIVE COMMITTEE
- **Chairman**: Mr Tony Chew
- **Members**: Mr Teo Siong Seng, Mr Lawrence Leow, Mr Tang Kin Fei, Dr Robert Yap

### APPOINTMENTS AND REMUNERATION COMMITTEE
- **Chairman**: Mr Tony Chew
- **Members**: Mr Bob Tan, Mdm Kay Kuok

### AUDIT COMMITTEE
- **Chairman**: Mr Bob Tan
- **Members**: Mr Lawrence Leow, Mr Gautam Banerjee, Mr Micheal Collins

### FINANCE & INVESTMENT COMMITTEE
- **Chairman**: Ms Chong Siak Ching
- **Members**: Mr R Narayananmohan, Dr Robert Yap, Mr Desmond Hill, Mr Piyush Gupta, Mr Alvin Yeo

### INTERNATIONAL RELATIONS COMMITTEE
- **Chairman**: Mr Tang Kin Fei
- **Members**: Mr Cheng Wai Keung, Mr Seiji Kino, Mr Chua Thian Poh, Mr Steven Royce Okun, Mr Michael Cheok, Mr Shabbir Hassanbhai, Mr Mark Hong, Mr M. Rajaram, Mr Tan Seng Chye, Mr Philip Forrest, Mr Jung Young Soo, Mr Freddy Lam

### MEMBER RELATIONS COMMITTEE
- **Chairman**: Mr Edwin Khew
- **Members**: Dato’ Mohd Zain Abdullah, Mr George Huang
SBF SECRETARIAT – KEY MANAGEMENT TEAM

CEO OFFICE
Ho Meng Kit  
(Chief Executive Officer)
Victor Tay  
(Chief Operating Officer)

MEMBER RELATIONS & SERVICES DIVISION
Cheryl Kong  
(Assistant Executive Director)
Mabel Tang  
(Deputy Director)

GLOBAL BUSINESS DIVISION
ASEAN, Northeast Asia & South Asia
Edith Cheong  
(Assistant Executive Director)
Jeffrey Liew  
(Director)
Alan Tan  
(Director)

Americas, Middle East & Africa, Europe & Oceania
Martin Yuoon  
(Assistant Executive Director)
Cody Lee  
(Director)
Renee Koh  
(Deputy Director)

INTERNATIONAL BUSINESS ADVISORY
Juliana Giam  
(Deputy Director)

CAPACITY BUILDING DIVISION
Business Continuity & Financial Management
Touw June Wah  
(Deputy Director)
Mentorship & Productivity
Irene Chen  
(Manager)

GLOBAL-ASIA HUB
Thian Tai Chew  
(Assistant Executive Director)
Lauw Kok Keen  
(Director)

SUSTAINABLE DEVELOPMENT
Patrick Chan  
(Director)

CORPORATE SERVICES DIVISION
Esther Chong  
(Director)

FINANCE
Shirley Lim  
(Manager)

INFORMATION TECHNOLOGY
Quek Keng Oei  
(Senior Manager)

HUMAN RESOURCE
Tan Hwee Ting  
(Manager)
Q: HOW DO WE SUPPORT SINGAPORE’S ENTERPRISES IN A CHANGING GLOBAL ECONOMIC LANDSCAPE?
BY HELPING BUSINESSES TO THINK AND ACT GLOBALLY.
Encouraging Singapore-based exporters to increase exports through Free Trade Agreements

Attracting the overseas business community to set up operations in Singapore

Assisting Singapore companies to tap into opportunities in emerging markets
GLOBAL MACROECONOMIC ISSUES AND THE RISE OF ASIA

2011 was a challenging year for businesses. In addition to slowing demand from the Eurozone, US and other trading partners, the Arab Spring crisis was a dampener on the trade and investment of Singapore companies into our traditional markets. SBF responded to these challenges by helping its members explore new and emerging markets in Asia, Africa, Latin America, and Central and Eastern Europe. These forays were based on feedback to the SBF National Business Survey 2010/11 with 51% of members indicating interest in investing overseas.

The Federation stepped up its engagement of overseas markets through its six dedicated business groups, including the South Asia Business Group, launched in first quarter 2011, to better facilitate members’ interests in the region.

SBF led 19 business missions to Asia, Africa and the Americas, and received 52 in-coming delegations from across the globe. The networking and business matching that resulted from these exchanges benefitted some 683 participants and helped members tap into S$141 million worth of business opportunities.

During the year, SBF welcomed several Heads of State and Ministers from Asia, Central and Eastern Europe, Africa and Latin America. The VIPs and their accompanying delegations connected with our members at business forums and networking sessions organised by SBF. These visitors included President S. Benigno Aquino III (The Philippines), President Viktor Yanukovych (Ukraine), President Denis Sassou-Nguesso (Republic of Congo), Prime Minister Andrus Ansip (Estonia), Prime Minister Nikola Gruevski (Macedonia), Dato’ Sri Mustapa Mohamed, Minister of International Trade and Industry (Malaysia) and Mr Leonidas Cristino, Minister of Ports (Brazil).

Some of the high-level events included:
Formation of the South Asia Business Group (SABG), 13 January 2011

Increased interest in the South Asia sub-continent led to the inauguration of the SABG, to enhance trade and economic linkages, and provide members with increased business opportunities. SABG currently manages a membership base of over 1,200 business executives who are keen to engage the key South Asia markets of India, Sri Lanka, Bangladesh and Pakistan.
Eminent Leaders Lecture, 11 March 2011
In his address, H.E. Benigno S. Aquino III, President of the Republic of the Philippines, reiterated the importance of the Philippines-Singapore Action Plan in creating investment and business opportunities for companies from both sides. The lecture, which included a Presidential dialogue session, was attended by more than 300 members of the business community.

President Aquino: “Your government has already signified its willingness to help a brother nation reach the same heights that you have reached; I invite the Singaporean business community to take part in this wonderful opportunity as the Philippines rises to the sky. Partnering with us holds both tangible and intangible rewards; it means also a commitment to lifting the lives of a people who only recently had learned how to dream again.”

Singapore-Ukraine Business Forum, 29 March 2011
In March, SBF together with the Ukrainian Chamber of Commerce and Industry and the Ukrainian League of Industrialists and Entrepreneurs jointly organised the inaugural Singapore-Ukraine Business Forum 2011 in conjunction with the state visit of H.E. Viktor Yanukovych, President of Ukraine. Prior to the forum, SBF hosted a breakfast session for the Ukrainian President to meet with Singapore business leaders to discuss trade and investment opportunities.
Tianjin Eco-City Business Mission, 16 – 18 April 2011
A 23-member delegation accompanied former Senior Minister Goh Chok Tong on his visit to Tianjin Eco-City, and witnessed the signing ceremony of six companies, comprising multinationals, Singapore and Chinese firms with a total investment of S$95 million into the Sino-Singapore Tianjin Eco-City (SSTEC).

Mauritius Business Mission, 4 – 8 June 2011
In conjunction with the state visit by President SR Nathan to Mauritius in June 2011, SBF’s Africa Business Group (AfBG) led its inaugural business mission there. This mission was co-organised with the Singapore Indian Chamber of Commerce and Industry (SICCI).

An MOU was signed with the Board of Investment of Mauritius (BOI) and the Mauritius Chamber of Commerce and Industry (MCCI) to enhance business exchanges and to promote trade and economic relations between the two countries. Companies which participated in the mission made close to 120 useful business contacts. The trip also generated confirmed and expected sales of S$1.14 million and S$5.8 million respectively.

Oman Business Mission, 30 April – 4 May 2011
An 18-member delegation led by Mr Shabbir Hassanbhai, Co-Chair of the Singapore-Oman Business Council (SOBC), participated in the 2nd SOBC meeting in Muscat, Oman. Initiatives to increase opportunities for cooperation, and outreach on the benefits of the GCC-Singapore Free Trade Agreement (GSFTA) were discussed. Participants also attended briefings by Omani state agencies and visited the port cities of Sohar and Salalah.

Mr Shabbir Hassanbhai, Co-Chair of the SOBC and Vice Chairman of the SBF Middle East Business Group: “We believe that the SOBC can also be a platform to educate and inform the business communities on how they can tap on the GCC-Singapore Free Trade Agreement (GSFTA) to benefit their businesses.”

Business forum organised in honour of President SR Nathan

Mr Hassanbhai co-chairing a meeting with Mr Ali Abdullah Al-Badi, Chairman of the Oman Chamber of Commerce and Industry (OCCI – Al Batinah region) in Sohar
Congo-Singapore Business Reception, 6 July 2011

Held in conjunction with the state visit to Singapore by the President of the Republic of Congo, H.E. Denis Sassou-Nguesso, and attended by more than 200 members, the business reception saw the signing of a contract between the Singapore Cooperation Enterprise (SCE), and the Congolese Special Economic Zones. An MOU was also signed between the Ministry of Industrial Development and Private Sector Promotion and SCE for Singapore to share its experience in the development of Congo’s industrial sector.

Singapore-Vietnam Business Dialogue and Dinner, 25 September 2011

Representatives of SBF and the business community graced the dinner hosted by Mr Lim Hng Kiang, Minister for Trade and Industry in conjunction with the state visit of President Truong Tan Sang of the Socialist Republic of Vietnam. The reaffirmed commitment to strengthening bilateral business links will benefit Singapore companies, as much potential lies in this fast-growing economy with a rising middle-class.
Russia-Singapore Business Forum,  
25 – 28 September 2011

The 6th edition of the Russia-Singapore Business Forum (RSBF) 2011 was the first organised by the Federation. With its “Connecting Markets” theme, RSBF 2011 strove to promote business connections between Russia, the CIS states, Singapore and Asia. The forum was attended by more than 700 delegates from 38 countries, with 240 from Russia. As with previous editions, the “In Conversation Session” with Mr Lee Kuan Yew, Former Prime Minister, was the highlight of the forum. Other noteworthy speakers included Minister Lim Hng Kiang, Minister of State Lee Yi Shyan and Mr Herman Gref, Former Minister of Economic Development and Trade of Russia. RSBF also featured business networking and sharing sessions on industrial parks development in Russia, real estate development in Asia, and opportunities in CIS countries.

Minister Lim Hng Kiang: “The RSBF has maintained its high standards and proven itself to be a successful and highly subscribed platform for networking, insight-sharing, and the mutual exploration of business opportunities. It continues to attract strong interest from both the Russian and Singaporean business communities.”

Courtesy visit by All-China Federation of Industry & Commerce,  
6 October 2011

Mr Huang Mengfu, Vice Chairman of the Chinese People’s Political Consultative Conference (CPPCC) and Chairman of All-China Federation of Industry & Commerce (ACFIC), led a 33-member delegation to meet with Singapore business representatives. SBF and ACFIC discussed the Federation’s role in connecting Chinese enterprises to the global marketplace with Singapore as Asia’s business hub as well as third-market collaboration.
GES Business Leaders Summit: Global Trends, Asian Insights, 17 – 19 October 2011

Against the backdrop of slow growth amongst the world’s leading economies, a resurgent Asia prompted the theme “Global Trends, Asian Insights” for the GES Business Leaders’ Summit 2011. The 8th edition of SBF’s annual flagship event provided over 600 key businessmen, thought leaders, and policy makers from around the region numerous opportunities for networking, and sharing of insights on developing a blueprint to pursue sustainable growth in the Asia Pacific. In keeping with the theme, luminaries with both a global and Asian perspective, such as Mr Warren Hogan, Chief Economist, ANZ; Mr David Adelman, United States Ambassador to Singapore; Mr Charles M. Ormiston, Chairman Southeast Asia, Bain & Company; and H.E. Cesar V. Purisima, Philippine Secretary of Finance, provided a balanced view of the current global situation.

8th China-ASEAN (CAEXPO) Expo, 21 – 26 October 2011

SBF was appointed by MTI for the 6th year as the lead agency to organise Singapore’s participation at the 8th CAEXPO. Held in Nanning, China, the event was attended by Mr Lim Hng Kiang, Minister for Trade and Industry, and Mr Teo Ser Luck, Minister of State for Trade and Industry. The Singapore National Pavilion featured Singapore’s capabilities in urban planning and sustainable development, and was awarded the “8th CAEXPO Best City of Charm Pavilion Award” and the “8th CAEXPO Best Industry Organizer Award”. Through their participation in CAEXPO, several delegates were able to identify potential agents and distributors for their products and services in Southern China.
Estonia-Singapore Business Forum, 9 November 2011

The Forum was organised in conjunction with the visit of H.E. Andrus Ansip, Prime Minister of Estonia who was accompanied by a 29-member delegation led by the Estonian Chamber of Commerce and Industry (ECCI), and Estonian Logistics Cluster. Some 120 participants were updated on the latest economic and business outlook in Estonia, and they also witnessed the signing of an MOU between Tolaram Group and Estonian Energy to form a sustainable energy joint venture. A luncheon was also hosted by SBF for Prime Minister Andrus Ansip to meet key Singapore businessmen.

Prime Minister Andrus Ansip: “I would like to invite you to use Estonia as a gateway to the European Union, as a base for Europe and Russia.”

Latin America Business Mission, 9 – 17 November 2011

Tapping on the Malaysia-Singapore Third-Country Development Fund (MSBF), SBF and the Federation of Malaysian Manufacturers (FMM), under the aegis of the Malaysia-Singapore Business Council, co-organised a joint business mission to Latin America. The 15-member delegation visited the bustling economic centres of Buenos Aires, Argentina and Sao Paulo, Brazil. The delegation met with trade agencies, chambers and businesses to explore partnership opportunities and benefitted from a well-informed view of market conditions in the region. Based on feedback from the delegates, the mission is expected to generate sales of approximately S$7.9 million.

Global Asia Hub

SBF was appointed by EDB to attract global mid-sized companies and Asian enterprises to Singapore as part of the Global Asia Hub (GAH) Programme.

SBF’s GAH unit collaborated with the Singapore-German Chamber of Industry and Commerce (SGC), to organise the Baden-Wuerttemberg Healthcare Forum. The German region is renowned for its cutting-edge technologies and services in the medical field. The forum was attended by more than 100 participants; 31 companies participated in the business matching session that ensued.

Seminars, briefings and outreach sessions covering topics on doing business in Singapore were held over the course of the year. These activities engaged over 200 C-suite executives from overseas, and representatives from foreign chambers, multipliers, and existing representative offices in Singapore.
The Federation signed a Letter of Intent with the United States and Foreign Commercial Service (USFCS) to help US companies expand their presence in Singapore and Asia, and also tapped on regional platforms such as the 8th China-ASEAN Expo in Nanning, China; the World Chinese Entrepreneurs Convention (WCEC); and Global Entrepolis @ Singapore.

Ambassador Jorg Ranau of the Federal Republic of Germany addressing participants

Signing of Statement of Intent between Mr Suresh Kumar, Assistant Commerce Secretary for Trade Promotion and Director-General of the United States Foreign Commercial Service, and Mr Ho Meng Kit, CEO of SBF

Business matching session between Singapore and German companies
Q: HOW DO WE BUILD STRONG TIES WITH OUR INTERNATIONAL PARTNERS?
A BY WORKING HAND-IN-HAND WITH THEM.
Promoting two-way trade and investment flows that benefit Singapore businesses

Supporting the realisation of ASEAN Economic Community 2015

Supporting the APEC Trans-Pacific Partnership for a multilateral Free Trade Agreement
REGIONAL INTEGRATION AND COOPERATION

As part of its role to represent the interests of the business community internationally, SBF taps on its vast international network and position as apex chamber to champion an environment conducive to trade and investment and advocates a pro-business climate to help Singapore businesses access new markets and opportunities.

ASEAN Economic Community (AEC) 2015

SBF is the Singapore secretariat for ASEAN-BAC and provides administrative and organisational support for the three Singapore representatives, Dr Robert Yap, Ms Low Sin Leng and Mr Douglas Foo. In 2011, the discussion focused on developing ASEAN competitiveness and contributing to the growth and development of ASEAN enterprises. In particular, ASEAN-BAC reiterated the need for continuous support for ASEAN SMEs and their role in AEC building through a report submitted to ASEAN economic ministers. This report highlighted the results of the 2010 ASEAN-BAC Competitiveness Survey, which was conducted by the National University of Singapore Lee Kuan Yew School of Public Policy and supported by SBF.

ASEAN Green Lane Project

ASEAN economic ministers were supportive of Dr Robert Yap’s efforts in leading the Green Lane project, a private sector initiative towards an ASEAN Customs Transit System. This will first be implemented at a bilateral level between Malaysia and Singapore.

ASEAN Business and Investment Summit (ASEAN-BIS)

Singapore’s representatives also attended the annual ASEAN Business and Investment Summit (ASEAN-BIS) in Bali, Indonesia, which focused on the issues of climate change and the global food crisis; ASEAN connectivity in the context of infrastructure development; and entrepreneurship and the role of innovation in the region’s economic development.

ASEAN-BAC ASEAN Business Awards (ABA)

Inaugurated in 2007 during Singapore’s chairmanship of ASEAN-BAC and led by Dr. Robert Yap, the ASEAN Business Awards recognises outstanding and successful ASEAN companies which contribute to the region’s growth and prosperity. In 2011, Singapore companies City Developments Limited and Meritus Hotels & Resorts won in the Corporate Social Responsibility Large Company section and SME section respectively. Feinmetall Singapore was runner-up in the SME section for Growth, while Achieve Group was similarly placed in the Employment section.
APEC Business Advisory Council (ABAC) and Trans-Pacific Partnership (TPP)

ABAC, being the private sector arm of the Asia Pacific Economic Cooperation (APEC), has the role of providing advice and feedback to APEC Leaders on policies that affect the business community. It strongly supports the goal of regional economic integration through a comprehensive and high quality Free Trade Area of the Asia-Pacific (FTAAP), and views the Trans-Pacific Partnership (TPP) as a pathway in achieving it. The TPP covers issues including SMEs, competitiveness, and transparency, which are important to SBF and its members. Together with representatives from the 20 other APEC economies, the Federation via its ABAC Singapore members submitted a three-point plan to APEC Leaders. SBF also called upon TPP Leaders at the APEC Leaders Summit in Hawaii, USA, and urged them to reaffirm their countries’ commitment to a comprehensive, high-standard and ambitious TPP.

International Chamber of Commerce (ICC) and G20 Advisory Group, 23 September 2011

As the Singapore National Committee of the ICC, Mr Ho Meng Kit, CEO of SBF represented the Federation in the Asia Regional Consultation of the ICC G20 Advisory Group held in Hong Kong as part of the series of regional consultations in the lead-up to the G20 Summit. Business views on economic growth and job creation were of key consideration.

Mr Ho Meng Kit, CEO, SBF: “The TPP will address the needs of today’s business practices of integrated supply chains and create an environment to ensure continued opportunities for sustained growth in the region.”
Mr Antony Chew, Chairman, SBF:
“The representative leaders from the 14 business organisations of 11 Asian economies have come up with a valuable proposition through the Joint Statement, which will be channelled as inputs to forums, including the APEC Leaders’ Meeting and the East Asia Summit. It is heartening that our exchanges have resulted in the form of this proposal, and I hope that it will be able to move us in the right direction for Asia and the global business communities in this ‘dangerous new phase’ ahead.”

Japan Relief Fund, March 2011, and 2nd Asian Business Summit, 28 – 29 September 2011

In response to the crises in Japan in March, SBF’s Chairman, Mr Tony Chew appealed to Council Members and key corporations for donations to assist relief efforts. Over S$695,000 was raised in 24 hours, with a total of S$855,000 subsequently contributed. This was carried out in consultation with SBF’s counterpart in Japan, Nippon Keidanren, whose Chairman, Mr Yonekura Hiromasa led a high-level delegation to meet with SBF in February.

SBF continued our engagement with Keidanren, and participated in its initiative which gathered business leaders from 11 Asian economies in Tokyo on 28 – 29 September. The 2nd Asian Business Summit discussed current challenges facing the business community and issued a Joint Statement which was submitted to leaders at the APEC Leaders’ Meeting and the East Asia Summit. Amongst other issues, the statement called for infrastructure development in the Asian region through public-private partnership, and the expansion and strengthening of regional economic integration. SBF also encouraged Japan to enter TPP negotiations early, to provide global leadership between the Asian economies and the rest of the world.
Q: IN WHAT WAYS DO WE ADDRESS THE CONCERNS OF BUSINESSES?
A: BY SERVING AS A UNIFIED VOICE FOR THE COMMUNITY.
Representing enterprises on their business needs and concerns

Facilitating dialogue with businesses to share new insights on improving Singapore’s business environment

Facilitating capacity building and business growth
BUSINESS VOICE REPRESENTATION

Rising business costs, the manpower crunch and productivity issues were key concerns of businesses throughout 2011. These worries were validated in members’ response to SBF’s business needs and sentiment surveys, as well as their feedback at business policy briefings.

SURVEYS: NATIONAL BUSINESS SURVEY 2010/11 AND THE SBF-DP SME INDEX

Members’ sentiments on the economy and sharing of their business interests help SBF better align its activities to their needs. Close to 13,600 members contributed to our survey findings.

National Business Survey 2010/11

The findings indicated that companies were focusing on growth-related initiatives in 2011, which spurred several initiatives for the year, including the SBF Mentorship Programme, Productivity Programme and increased participation in emerging markets.

SBF-DP SME Index

This quarterly survey on forward-looking SME business sentiments was useful in charting members’ views on the operating environment. More importantly, it reaffirmed the recurring problems SMEs faced; that of rising costs and manpower issues, which motivated the subsequent establishment of the SBF-led SME Committee (SMEC). Over the course of the year, the overall Index score dipped from 59 to 51, signaling a decrease in optimism, and a more cautious stance from the business community.

SME COMMITTEE

The business-led SME Committee (SMEC) was formed to look into SME needs and concerns, and serve as a sounding board for new ideas and suggestions. SMEC will consolidate views and represent the voice of the SME community, by providing feedback to government agencies on policy issues that impact businesses. Its focus is to deliver an informed perspective of SME issues for constructive resolution with relevant government agencies, and will also leverage on a team of researchers to collect data, analyse issues, and provide international comparisons to lend weight to its findings and recommendations. This will contribute to more effective policies for the Federation’s 12,000 SME members and the wider SME community.

Announced at the ‘Global Outlook 2012 – What’s in it for Singapore Businesses?’ seminar in December, the needs and concerns voiced by over 200 company representatives set the agenda for the SMEC’s inaugural meeting.
OUTREACH ACTIVITIES


In light of the disasters that hit Japan in March, the operational-readiness and flexibility of businesses in dealing with crises was stressed in a panel discussion with BCM-certified enterprises. Keynote speaker, Mr Shinichi Okabe, Chief Consultant of Tokio Marine and Nichido Risk Consulting, also shared lessons from the disasters. The ensuing dialogue session with ministers saw BCM-related concerns and recommendations raised. NSD attracted some 750 participants.
FEEDBACK AND ADVOCACY CHANNELS

The Federation stepped up its engagement of government ministries at various platforms to represent the interests of the business community, in particular that of SMEs.

**SBF Strategic Workplan 2012 – 2016**

SBF took stock of its progress and achievements, and charted its strategic direction for the next five years. Extensive interviews were conducted with key stakeholders – government agencies, counterpart trade associations and chambers (TACs), members of the business community and the management team. These findings were shared at the council members’ retreat, where recommendations included the establishment of a research unit and enhancing the Federation’s branding as the apex business chamber.

Quarterly Trade Association and Chambers (TAC) Luncheon Meetings

These regular luncheons with Executive Directors of the various TACs serve as a platform for our constituent and associate members to congregate, exchange information, and discuss business-related issues that affect the local business community.

National Budget 2011

Feedback from members at 2010’s year-end global outlook seminar was shared with the relevant agencies towards Budget 2011. Post-Budget, with the support of the Ministry of Finance (MOF), SBF organised a briefing attended by some 120 representatives from 38 TACs. The session was intended to help TACs better respond to their members’ queries on the Budget. In addition, some 900 SBF members were briefed on the highlights of Budget 2011 by representatives of government ministries, and their feedback submitted to the relevant ministries.
Community Engagement Programme (CEP), 8 November 2011

As one of the tripartite partners for the CEP Business and Union Cluster, the Federation had facilitated focus group discussions where participants raised the need for CEP training courses. With funding support from the Ministry of Manpower (MOM), SBF developed the courseware and conducted the pilot workshop in November, with the objective of helping companies build a more united and resilient workforce to weather a more challenging business environment.

Pro-Enterprise Panel (PEP) Awards Presentation, 9 November 2011

SBF’s Corporate Governance and Director’s Duties & Liabilities seminar saw the presentation of five ACE (Pro-Enterprise Agencies) and three PEP (Best Pro-Enterprise Suggestions) awards to companies and individuals by ACE Chairman and Minister of State for Trade and Industry, Mr Teo Ser Luck. This followed a PEP briefing by the secretariat at one of the Federation’s policy outreach briefings in August which was attended by some 230 participants. The PEP actively solicits feedback on rules and regulations to ensure relevance and in support of a pro-business environment.

Networking Lunch with Mr Lim Hng Kiang, Minister for Trade and Industry, 2 September 2011

The Federation shared with Minister Lim its strategic direction for the next five years, including the setting up of an in-house research unit to examine business issues and trends that impact businesses. SBF also proposed the establishment of a TAC hub to foster closer linkages between trade associations and business chambers to collectively address issues faced by businesses.

Public Consultations

Members participated in feedback sessions with various government ministries and agencies, providing suggestions for a pro-business environment. These consultations included the Review of the Companies Act, Draft Customs (Amendment) Bill 2011, the General Data Protection Law and the utilisation of Free Trade Agreements. Some 213 members took part in these consultations over the course of the year.
Q: HOW DO WE HELP BUSINESSES BUILD RESILIENCE AND COMPETITIVENESS?
BY PROMOTING PRODUCTIVITY AND INNOVATION.
Helping companies adopt solutions for sustainable growth

Exposing local businesses to green growth strategies

Aiding businesses in tapping into government assistance schemes
EMBRACING PRODUCTIVITY AND INNOVATION

Slowing demand, thinning bottom lines and challenges in our operating environment prompted SBF to encourage members to enhance their human capital development, adopt productivity improvement measures and innovate to stay competitive.

PRODUCTIVITY PROGRAMME

SBF supported the government’s drive to roll out various initiatives to help companies improve productivity at the workplace. This is in line with the Economic Strategies Committee recommendation of 2 – 3% productivity growth each year to generate annual GDP growth of 3 – 5%.

Empowering Efficiency and Excellence (3E) Programme

In 2011, SBF partnered the Singapore Workforce Development Agency (WDA) and knowledge partner Motorola University to help 10 local companies enhance productivity over a three-month training and consultancy project. The outcome of the programme was positive with all companies experiencing productivity gain. One of the participating companies, Winson Press Pte Ltd, effectively enhanced its printing order processing time by 59.7%, allowing the company to increase its capacity and serve clients more efficiently.

Mr Tan Jit Khoon, CEO, Winson Press Pte Ltd:

“We participated in the Productivity Programme conducted by NexMU. During the 3 months consultancy project implementation, our people learnt and applied productivity methodologies to improve quality and productivity in work processes. The projects allow us to cut down significantly on man-hours and wastage in operations. With our people trained as “Productivity Managers”, they are currently equipped with the skills to continuously improve productivity at work.”

GROWING HUMAN CAPITAL

Human Capital Seminars

SBF together with the Ministry of Manpower (MOM) organised a seminar on 9 May 2011. Keynote speaker, Dr Bala S. Manian, CEO, ReaMatrix, shared with more than 100 participants his 30 years of experience in establishing companies, maximising the potential of his people and cultivating a culture of innovation for business growth. The seminar also featured a panel of distinguished panelists who discussed human capital management with the participants.

Panel Dialogue with over 100 participants on human capital management

SBF-Hay Group and SBF-BDO Human Capital Series

Collaborative workshops and seminars with human capital specialists, such as Hay Group and BDO, provided insights on people strategies to help companies remain competitive. Over the course of the year, seminars and workshops covering themes like ‘Structuring the Corporate Centre Model for Growth’, ‘Building a Globally Competitive Team’, ‘Rewarding for High-Performance Growth’ and ‘Growing the Family-owned Business’, were organised, reaching out to over 200 participants.

MENTORSHIP PROGRAMME

In support of the ESC recommendations to grow 1000 Singapore enterprises with revenues of over S$100 million by 2020, SBF collaborated with SPRING Singapore to help enterprises advance growth through guidance by mentors. The programme aims to develop a deeper base of globally competitive companies. SBF’s group of mentors include: Mr Ernest Wong, Chairman, Fullerton Financial Holdings Pte Ltd; Mr Wong Fong Fui, Chairman & Group CEO, Boustead Singapore Limited; Mr Kuah Kok Kim, Executive Chairman, MTQ Corporation Limited; Mr Shabbir Hassanbhai, Director, Indo Straits Trading Co Pte Ltd; and Mr Vijay Iyengar, Managing Director, Agrocorp International Pte Ltd, amongst others.
One-on-one Mentorship

Some 11 mentorship matches were established in 2011, with most of the mentees seeking guidance in leadership development, human capital management, succession planning and business development and expansion strategy. Mentee company, Aik Moh Paints & Chemicals Pte Ltd, emerged 31st in the Enterprise 50 Awards. In addition, Chairman of the company, Mr Tan Kah Moh, was awarded an Entrepreneur of the Year Award, jointly presented by The Rotary Club of Singapore and ASME.

Panel Mentoring Programme

Besides the one-to-one mentorship matching, SBF has also commenced a Panel Mentoring Programme to widen outreach and extend the benefits of the programme. In panel mentoring, a panel of distinguished mentors is invited to share their insights on business topics and conduct discussions with a select group of business leaders. Moving forward, more thematic sessions addressing the needs of business leaders will be organised.

BUSINESS CONTINUITY MANAGEMENT (BCM)

As Singapore’s BCM focal point for businesses, SBF assists members to be BCM-certified against disasters, pandemics and other threats. This will enable businesses to make the right decisions quickly, cutting downtime and minimising financial losses. In 2011, the BCM Programme received 127 applications.

Dialogue session featuring the inaugural Business Leaders Alumni Club (BLAC) Leaders Circle initiative

Nationally-unified BCM Logo

Launched during the National Security Dialogue organised by SBF, the BCM logo unifies the various BCM certification marks under a single representative symbol. This provides better branding of Singapore as a secure and trusted hub in the international business community.

The Singapore BCM Model

SBF CEO, Mr Ho Meng Kit, shared on the Singapore BCM programme and model at the APEC High Level Policy Dialogue on Disaster Resiliency attended by ministers of APEC economies in Hawaii, USA, and chaired by US Secretary of State, Hilary Clinton. This attracted much interest from many countries, in particular Japan’s Asian Disaster Reduction Centre (ADRC), which is interested in emulating the model.

Mr Johnny Soon, CEO and Chairman of Heatec Jietong Holding Ltd:

“We believe this scheme will facilitate the sharing and exchange of knowledge and experiences between mentors and mentees. Having a mentor will help the firm as he will be able to provide relevant industry advice from his past experiences in tackling the challenges that we are facing.”

bizSAFE Certification

Proper Workplace Safety and Health (WSH) management enables companies to make safety an integral part of their business and also drive productivity with WSH innovations. With the extension of the WSH Act to all workplaces in September 2011, SBF decided to set the pace with our attainment of the bizSAFE level 3 certification, and also subsequently rolled out bizSAFE courses to help members adopt the certification.
**GREEN GROWTH OPPORTUNITIES**

The SBF Sustainable Development Business Group (SDBG), set up in 2009, champions eco-friendly practices and green-growth opportunities. As a strong proponent of sustainability, it recognises that organisations develop long-term strategies for sustainable and responsible business practices.

**Singapore Sustainability Awards 2011, 11 July 2011**

Into its second year, these awards comprise the Sustainable Business Awards (SBA) and the Green IT Awards (GIT), and recognise companies for their contributions to the green cause. The nine winners out of 68 entrants included the National Library Board, Siloso Beach Resort, and Sembcorp Industries. Attended by some 280 participants, the awards gala dinner also saw the launch of the Singapore Sustainability Alliance to facilitate Singapore companies tapping into the international cleantech network.

**Asia Pacific Sustainability Leadership Forum (APSLF), 17 October 2011**

Supported by the World Business Council for Sustainable Development (WBCSD) and Global Cleantech Cluster Association (GCCA), the forum saw the congregation of some 25 top business, industry and government leaders in the field of sustainability, including Dr David Lubin, Chairman of Esty Sustainability Network, who shared their insights with more than 120 participants. Two MOUs with Copenhagen Capacity and Sumitomo Mitsui Banking Corporation, and an LOI with WBCSD, were inked to connect Singapore companies to global technological and financing networks for more market access to green growth opportunities in both Europe and Asia Pacific.
Marianna Lubanski, Business Development Director, Copenhagen Capacity: “Singapore enjoys a leading position and has a good competition system. People are well educated and internationally oriented, they speak English and they are open to bringing foreign partners into the country. So there can be major advantages for Danish companies in considering the country as a well-developed bridgehead to the rest of South East Asia.”

Singapore Sustainability Alliance (SSA Alliance)
The Alliance was initiated by SBF in 2011 as a broad-based platform which converges business, government and academic interests, and aims to address the challenges and opportunities across the various sustainability clusters in Singapore. As the Secretariat, SBF’s Sustainable Development Business Group (SDBG) represents Singapore in global networks such as the International Cleantech Network (ICN) and Global Cleantech Cluster Association (GCCA), facilitating knowledge sharing, business and technology exchange, and cross-border project collaborations between cluster members. Under the auspices of the SSA Alliance, SDBG led missions to Italy and Spain for ICN meetings. In addition to the six founding members, the Alliance currently includes 28 other partners.

Business Missions
The SDBG has some 350 members. In February 2011, the group led a business mission to Delhi and Hyderabad in India where delegates took part in the International Engineering & Technology Fair as well as Eco-Products International Fair. This was followed by a business mission to Milan, Italy, in June, where delegates attended an Italy-Singapore Networking Session on Energy and Environment, and met with the World Business Council for Sustainable Development (WBCSD). A third business mission was convened in September, which included participation in the 2nd Tianjin-Binhai International Eco-city Expo.
SBF: A DECADE OF SERVING THE BUSINESS COMMUNITY

YEAR | MILESTONES
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2002 | • Officially launched by then Prime Minister Goh Chok Tong on 11th April 2002
• Organised more than 50 events and activities, which catered to some 10,000 members

2003 | • Focused on promoting business and investment opportunities both in Singapore and abroad
• Doubled its offerings of activities and events for members

2004 | • Launched the inaugural issue of BiZQ to update members on business and industry insights
• Formation of the Malaysia-Singapore Business Council (MSBC) to forge closer economic ties between both countries
• Jointly presented Global Entrepolis @ Singapore with Economic Development Board (EDB), attracting participants from over 40 countries

2005 | • Supported the World Economic Forum (WEF) in partnership with EDB
• Participation in the Federation’s events reached 22,000, double that of 2004

2006 | • Reached out to 5,800 member companies through its activities
• Introduced the Mentoring Programme
• Recognised both locally and overseas as an apex chamber of the Singapore business community

2007 | • Launched the Middle East Business Group
• Hosted and co-organised the ASEAN Business and Investment Summit and the inaugural ASEAN Business Awards
2008
- Strengthened three-pronged focus of representing the voice of the business community, helping members build resilience and facilitating business opportunities
- Received ownership of GES from EDB

2009
- Hosted the APEC CEO Summit and the APEC Business Advisory Council (ABAC) meetings in Singapore, held in conjunction with the APEC Leaders’ Summit
- Reached out to 48,300 participants through its activities
- Inaugurated five dedicated geographic business groups to further help members gain valuable insights and tap into regional opportunities

2010
- Launched a series of initiatives in support of ESC recommendations
- Organised Singapore Sustainability Awards to recognise companies for their eco-friendly practices
- Increased its outreach, with 408 activities benefiting 62,000 participants

2011
- Reviewed and finalised SBF’s strategic plan for 2012 – 2016
- Increased engagement of emerging markets
- Established the SME Committee (SMEC) to better represent the voice of members and the wider SME community

2012 & BEYOND
- A more issue-centric organisation
- Strengthen international linkages to secure benefits for Singapore businesses
- Partner government, unions, trade associations and chambers to help companies restructure
SINGAPORE BUSINESS FEDERATION
OVERSEAS PARTNERS

TRADE ASSOCIATIONS, BUSINESS CHAMBERS & ORGANISATIONS

ASEAN
- ASEAN Business Advisory Council
- Board of Investment Thailand
- Board of Trade of Thailand
- Cambodia Chamber of Commerce and Industry
- Federation of Malaysian Manufacturers
- Iskandar Regional Development Authority
- Lao National Chamber of Commerce and Industry
- Makati Business Club, Philippines
- Malaysia External Trade Agency
- Malaysia International Chamber of Commerce & Industry
- Malaysian Investment Development Authority
- Philippine Chamber of Commerce and Industry
- Thai Chamber of Commerce
- The Indonesia Chamber of Commerce and Industry
- The National Chamber of Commerce and Industry of Malaysia
- Union of Myanmar Federation of Chambers of Commerce and Industry
- Vietnamese Chamber of Commerce & Industry

OCEANIA
- Australian Chamber of Commerce and Industry
- New Zealand International Business Forum

SOUTH ASIA
- Confederation of Indian Industry
- Federation of Bangladesh Chambers of Commerce and Industry
- Federation of Indian Chamber of Commerce and Industry
- The Association Chambers of Commerce and Industry of India
- The Board of Investment of Sri Lanka
- West Bengal Industrial Development Corporation and Confederation of Indian Industry

NORTHEAST ASIA
- All-China Federation of Industry & Commerce
- China Council for the Promotion of International Trade
- China-ASEAN Expo Secretariat
- Chinese National Federation of Industries, Taiwan
- DPR Korea Chamber of Commerce
- East Asia Business Council

CENTRAL ASIA
- Chamber of Commerce and Industry of Uzbekistan
- Kurdistan Chamber-Sullimaniyah
- The Union of The Chamber of Commerce and Industry of the Republic of Kazakhstan

AFRICA
- Algerian Chamber of Commerce & Industry
- Board of Investment of Mauritius
- Chamber of Commerce of Pointe Noire
- Confederation of Enterprises of Morocco
- Cote d’Ivoire’s Chamber of Commerce and Industry
- Gabon Chamber of Commerce and Industry
• General Authority for Investment and Free Zones, Egypt
• Libyan Business Council
• Mauritius Chamber of Commerce and Industry
• Tunisian Employer’s Association for Industry, Trade & Handicrafts

MIDDLE EAST
• Abu Dhabi Chamber of Commerce and Industry
• Ajman Chamber of Commerce and Industries
• Bahrain Chamber of Commerce
• Dubai Chamber of Commerce and Industry
• Egyptian Businessmen’s Association
• Iran Chamber of Commerce, Industries and Mines
• Jordan Chamber of Commerce
• Oman Chamber of Commerce and Industry
• Qatari Businessmen Association
• Sharjah Chamber of Commerce and Industry
• The Council of Saudi Chambers of Commerce and Industry
• The Kuwait Chamber of Commerce and Industry
• The Qatar Chamber of Commerce and Industry
• The Trade Promotion Organization of Iran

EUROPE
• All Russia Business Union “Delovaya Rossia”
• All Russia Public Organization and Small & Medium Business “Opora Russia”
• Austrian Federal Economic Chamber
• Bulgarian Chamber of Commerce and Industry
• Chamber of Commerce & Industry of Romania
• Confederation of Finnish Industries EK
• Confederation of Industry of the Czech Republic
• Economic and Commercial Office Spain
• Estonian Chamber of Commerce and Industry
• Foreign Economic Relations Board (DEIK), Turkey
• Foreign Trade Chamber of Bosnia and Herzegovina
• International Chamber of Commerce Lithuania
• Invest Macedonia
• ITD Hungary
• Polish Chamber of Commerce
• Romania-Singapore Chamber of Commerce & Industry
• The Chamber of Commerce and Industry of the Russian Federation
• The Irish Business and Employers Federation
• The Ukrainian National Committee of the International Chamber of Commerce

AMERICAS
• Asia Pacific Foundation of Canada
• Chile-Pacific Foundation
• Export-Import Bank of the United States
• National Association of Professional Employer Organizations
• ProMéxico Trade and Investment
• Sociedad de Comercio Exterior del Perú
• US and Foreign Commercial Service
• US Department of Commerce International Trade Administration

INTERNATIONAL
• APEC Business Advisory Council
• Asia-Pacific Economic Cooperation Secretariat
• Chinese Taipei APEC Study Centre
• Confederation of Asia-Pacific Chambers and Industry
• International Chamber of Commerce
• Russia National Business Centre for APEC
SEMINARS, WORKSHOPS, DIALOGUE SESSIONS ORGANISED BY SBF

**JANUARY**
- Business Continuity Management Briefing at Symrise
- Networking Session on Opportunities in Environment & Sustainability Sectors in India
- SBF-SABG Networking Dinner with CII Business Leaders
- Official Launch Ceremony of the South Asia Business Group
- Workshop on Incoterms
- Seminar on Leadership in Crisis Management
- Seminar on Corporate Governance and Directors’ Duties & Liabilities
- Buy Korea 2011
- Belgium Luxemburg Business Group Reception
- ICC and SBF Lunchtime Get-together on Arbitrating Logistics & Transportation Disputes

**FEBRUARY**
- Asia Green IT Seminar
- Seminar on Business Opportunities in the UK Renewable Energy
- CxO Networking Tea: Find Out What’s In Store for you in 2011
- Breakfast Talk on Business Risk Management: Fraud Risk
- Hands-On Workshop on Preparation of Financial Statements using FS Manager

**MARCH**
- Carbon Footprint Forum
- I-Advisory on Bangladesh
- Workshop on GST
- Briefing on New Employment Agency Regulatory Framework & Changes to Foreign Manpower Policies
- Breakfast Talk on Business Risk Management: Funding - Projects & Structured Financing
- SBF Briefing on Guangzhou Knowledge City “Mayflower” Project
- SBF-IE Eminent Leaders Lecture by President Benigno S. Aquino III
- Malaysia Business Know-How Seminar: Engaging the Southern Gateway of Johor Bahru
- East Africa Post Mission Networking & Sharing Session
- Kaluga Business Seminar & Networking Session
- Turkey-Singapore Business Forum: Hub to Eastern Europe & Middle East
- Ukraine-Singapore Business Forum: Ukraine Visit to Singapore
- Uncertainties in the MENA Region: What It Means for Singapore Businesses

**APRIL**
- BCM for Your Business: Making IT Secure
- Workshop on Operations of Business Credit Management
- Workshop on Risk Management (bizSAFE Level 2)
- Seminar on Profit Repatriation from China & China Payment Risk
- Workshop on Case Studies on 30 Pitfalls and Traps in Letters of Credits
- Mission Awareness: Opportunities in Gabon & Cameroon
- AfBG on Africa: Penetrating the South African Market
- Mexico 2011: Current Developments and Doing Business in Mexico
- AfBG on Africa Awareness Seminar: Business Networking & Highlights on Opportunities in the Republic of Congo
- Brazil: New Trade & Investment Opportunities 2010-2020

**MAY**
- BCM Manager Course
- Business Networking Session on Opportunities in Energy, Environment and Sustainability Sectors in Europe
- Workshop on Compensation & Benefits
- Seminar on Productivity & Innovation Credit Scheme & WSQ Programmes on Leadership, Business Management & HR
- Workshop on Employment Act (EA)
- Seminar on Corporate Governance
- Business Credit Management Workshop on Effective Field Visits for Quick Assessment & Debt Collections
- Korea-Singapore & ASEAN-Korea Free Trade Agreement Seminar
8th CAEXPO Tender Briefing
2011 Korea ICT & Electronic Products Business Meeting
Thailand Business Awareness Symposium: Opportunities in 5 Key Business Sectors in Thailand
Indonesia: The Next Destination on your Strategy Map - Partnering with KADIN for your next Investment
Seminar on Islamic Finance
Emerging Opportunities in Czech Republic & Networking Session

JUNE
Singapore Sustainability Awards Gala Dinner & Awards Presentation
Workshop on Letters of Credit
Seminar on Salary Trends & Business Outlook
International Partnership (iPartners) Programme Briefing
Indonesia Business Know-How Seminar
Zimbabwe: Africa’s New Promising Market
Canada ICT Partnering Forum & Marketplace 2011

JULY
Workshop on Drafting an Effective Employee Handbook
Workshop on Termination and Dismissal
Workshop on Managing Discipline in Workplace
Workshop on UCP 600 & ISBP 2007
Workshop on Retirement & Re-employment Act
Briefing on Auto-Inclusion Scheme for Employment
Sino-Singapore Tianjin Eco-city Investment Promotion Seminar
Vietnam Business Know-How Seminar: Practical Insights & Effective Strategies
Seminar on Investment Opportunities in Sabah, Malaysia
Congo-Singapore Business Reception

AUGUST
Business Continuity Manager Course (BCP Asia)
Business Networking Session on Sustainable Urban Solution Opportunities in China

SEPTEMBER
The Principles of BCM & The SS540 2008 BCM Training Course
Seminar on Comprehensive Economic Cooperation Agreement (CECA) and ASEAN-India Free Trade Agreement (AIFTA)
Workshop on Letters of Credit - An Indepth Understanding for Importers and Exporters
Workshop on Accounting for Financial Instruments
Seminar on Investing Overseas
Workshop on the Art of Drafting an Employee Handbook
Workshop on Work Injury Compensation Act
US Economy Outlook: Impact on Businesses & Global Economy
Briefing on Enhancements to the Employment Pass Framework
Briefing on Company’s Tax Obligations & Completion of Form C for YA
11th Joint Conference between SBF and CIECA
China CEOs Half Day Seminar cum Networking Lunch
Russia-Singapore Business Forum 2011
Doing Business in Russia and Investment Opportunities Seminar

OCTOBER
Briefing to Pawnshop Association
Sino-Singapore Tianjin Eco-city Briefing
Asia Pacific Sustainability Leadership Conference
Taiwan ICT & Consumer Electronics Industries Trade Mission to Singapore
KOTRA-SBF Business Matching - SBA Trade Mission
Global Entrepolis Singapore
China CEOs Half Day Seminar
Oman Investment Forum
AFBG Africa Awareness Seminar: Spotlight on Tanzania (Kenya)
US Economy Outlook Seminar: Impact on Businesses and the Global Economy
Europe Investment Opportunities in Spain

NOVEMBER
BCM Manager Course (BCP Asia)
Lunchtime Discussion - Energy and Sustainability
Workshop on Drafting Employment Contracts
CEP Workshop: The Key to Protecting Your Business - A Harmonious and Resilient Workplace
Corporate Governance and Directors’ Duties & Liabilities ACE Awards & PEP Awards
Briefing on Tax Treatment of Benefits in Kind and Other Employment Income
Pre-Budget 2012 Public Forum
Malaysia-Singapore Business Forum 2011: Enhancing Strategic Partnership
SBF Market Insight Seminar Series: Opportunities & Challenges in Myanmar
Representative Office Seminar
• AFBG Networking Dinner with Dr Mo Ibrahim
• Estonia-Singapore Business Forum
• Western Africa Singapore Business Forum
• Spotlight on Macedonia: Emerging Investment & Trade Opportunities

DECEMBER
• Briefing to ST Synthesis Business Partners
• Global Outlook 2012 - What’s in it for Singapore Business?
• Dinner hosted by Ambassador Oh Joon of the Republic of Korea
• 7th Joint Meeting of MSBC Singapore-Malaysia Logistics Networking Session
• Economic Outlook Seminar

SEMINARS, WORKSHOPS, DIALOGUE SESSIONS
SUPPORTED BY SBF

JANUARY
• Zhengzhou Singapore Logistics Park Promotion Conference
• IE Partnership Day 2011
• Guangdong Singapore Knowledge City Seminar
• Tax Planning and Regulatory Compliance for Providing Oil & Gas Services in Vietnam, Cambodia, Myanmar and Indonesia Workshop
• 5th Abu Dhabi Singapore Joint Forum
• Eurocham Discussion Round: The EU’s Free Trade Negotiations with Singapore and other ASEAN Countries - where do we stand, what to expect?

FEBRUARY
• Tianjin Eco-City Investment Promotion Seminar
• First Climate Change Summit for Asia’s Insurance Industry
• Sustainable Marine Transportation Conference
• Sustainable Manufacturing Seminar
• China Jilin Modern Agricultural Cooperation Food Zone Lunar New Year Banquet

MARCH
• SPRING Seminar Launch on ISO 26000
• Breakfast Talk on Carbon Footprint & Carbon Markets
• Carbon Dimensions
• Bioenergy & Biorefinery Conference
• Distinguished Lecture on Green Growth & the Global Economy by UK's Special Representative for Climate Change Ambassador John Ashton
• FTA Expo 2011, Seoul
• Zhejiang Business Process Outsourcing Seminar
• B2B Meetings & Business Matching Session: Delegation from Veneto Region, Italy
• CEO Networking Lunch - Spain
• Business Mission to Perth, Australia
• Business Mission to Argentina
• UK - Your Strategic Partner in Europe Seminar
• The Wealth of Iskandar Malaysia Conference

APRIL
• ENTECH Thailand Industry Networking Event in Singapore

MAY
• i-Advisory Seminar Series: Doing Business in India
• Briefing on “Current Situation of Nuclear Accident”
• The New Stock Exchanges in Laos and Cambodia, Foreign Investors Conference
• The Wealth of Iskandar Malaysia Conference

JUNE
• Energy Efficiency Symposium in Buildings
• SICCI-DBS Singapore Indian Entrepreneur Awards
• 8th CAEXPO Senior Officials’ Meeting
• iAdvisory Seminar Series - Doing Business in China
• HKTDC Design & Branding Seminar
• SBF Chairman Meeting with Dr Dileep Nair, Ambassador Designate to Lao PDR
• Chile: 4th International Investment Forum
• Business Continuity Management & ISO 27001 Information Security Management Systems
• International Disaster Management Programme
• Business Continuity Management Internal Auditor Course

JULY
• Singapore International Water Week
• WWMRAS-NEA Waste Management Symposium 2011
• 12th International Conference of the Society of Global Business and Economic Development
• India Business Forum
• Seminar on FDI and Infrastructure Development in India
• South Asia Diaspora Convention 2011
• Semarang Business Mission: Regional Investment Potential Exhibition and National Investment Seminar: Quick Win Projects of National Economic Corridors
• Asia Pacific Cities Summit Australia / Oceania
• Managing the Local Impact of Global Disaster - A Business Impact Analysis Perspective
AUGUST
- Seminar on Singapore Standard ISO 50001 on Energy Management Systems - Requirements with Guidance for Use
- Green Memory Solutions Accelerate ROI and Performance for Datacentres
- BESS Bioenergy Symposium
- GCCA Annual Conference at World Eco-city Summit in Montreal
- Business Mission to Taiwan
- Asia - Emerging Benchmark in Commodities
- Singapore Business Mission to Thailand
- 4th ASEAN and Asia Forum
- Business Continuity Management Course (TUV SUD)

SEPTEMBER
- International CSR Summit 2011
- International Green Building Conference
- Smart Grid Asia 2011
- Sustainable Cities 2011
- Asrla 10th Annual Conference in HK
- Taiwan International Cultural & Creative Industry Expo
- International Business Fellowship: Executive Programme on Vietnam

OCTOBER
- Environmental Technologies Fair
- Ngee Ann Polytechnic Centre of Innovation Open House
- Nanjing Eco Hi-Tech Island Development Project Investment Promotion Conference
- Sustainability Leadership Talk featuring Mr John Elkington, Founding Partner and Executive Chairman of Volans and Co-founder of Sustainability
- Sourcing Taiwan Online Trade Meeting
- Importers & Exporters Association of Taiwan Taoyuan County
- Ganbarou Nippon - Taste of Japan to boost new wave of Japanese food businesses in SEA
- Osaka Healthcare Robotics Seminar in Singapore with Robot Ambassador

NOVEMBER
- Visit to Iskandar Malaysia
- Latin Asia Business Forum 2011
- Commonwealth Business Forum 2011
- Market Entry Seminar & Workshop for Central & Eastern European Companies
- Invest in Georgia Forum

DECEMBER
- Sustainable Environmental Management in Urban Asia

FEBRUARY
- Green Innovation Workshop
- Energy Efficiency - The Way Forward for SEA
- Incoming Nippon Keidanren Delegation led by Chairman Mr Yonekura Hiromasa
- AfBG Singapore Africa Investment Roundtable
- Dialogue with Governor of Pskov
- SOBC Environment and Energy Cluster Roundtable - Oman

MARCH
- Anji Delegation Visit to Singapore
- CABIS Sec-Gen Visit to Singapore
- Hangzhou Qianjiang Economic Area Management Committee & Hangzhou Vanwarm Holding
- CIPA + Wuhan Delegation from China
- Ambassador Lunch Time Talks: Developments and Opportunities in Rwanda - Networking and Roundtable Session
- Mississippi Investment Promotion Roundtable
- Visit Programme and Facilitation for Wesgro Food and Beverage Industry
- Turkey-Singapore Business Council Meeting
- SOBC Infrastructure and Urban Solutions Cluster Roundtable

APRIL
- Courtesy Call by Toru Nomura, President & CEO of Itochu SG and Successor Junichi Sasaki
- PSBC Singapore Roundtable
- Courtesy Visit from MTI
- Courtesy Visit from MATRADE
- Focus Group Discussion on Alternative Financing - Islamic Finance Roundtable
- Congolese Delegation Visit Programme - Site Visits and Meetings with Singapore Agritech / Portek / CWT / ITE
MAY
- Courtesy Visit by Delegation from Chongqing Federation of Industry & Commerce
- Courtesy Visit by Delegation from Hebei Federation of Industry & Commerce
- Courtesy Visit by Beijing Fashion Mission Delegates
- Courtesy Visit by CAEXPO Secretariat
- Courtesy Call by Korea’s Ministry of Strategy and Finance
- Roundtable Discussion with H.E. Dato Sri Mustapa, MTI Minister
- 6th Joint Meeting of MSBC
- Korea SWIT Business Delegation

JUNE
- Courtesy Call by Jeong Sun Tae, Minister for Government Legislation, ROK
- Courtesy Call by Inner Mongolia Federation
- SBF-CAG Tourism Cluster Mission to Iskandar Malaysia
- Uberaba Investment Promotion Roundtable
- Meeting with HE Dede Ekoue, Minister of Planning and Development of Togo

JULY
- Courtesy Call by China Chamber of Commerce
- Courtesy Call by Kenli Officials
- Courtesy Call by Shandong Rizhao Delegation
- AFBG Ministerial Roundtable and Networking with MOS Lee Yishyan

SEPTEMBER
- Courtesy Call by Jiaxing Delegation
- Meeting with Mr Uyeno Takashi
- Courtesy Call by Hebei Delegation
- Courtesy Call by Wuxi Delegation

OCTOBER
- Courtesy Visit by ACFIC Chairman Huang Mengfu
- Meeting between SBF and Chairman of Industrial Bank of Taiwan
- Courtesy Call by Minister of Economic Affairs, Yen-Shiang Shih

NOVEMBER
- Greater Nagoya Initiative Centre Visit
- Incoming Visit from the Kanagawa Political and Economic Affairs Forum
- Courtesy Visit by CIPA Delegation
- MIDA-MATRADE Dialogue & Games
- Preparatory MSBC Meeting for 7th Joint MSBC Meeting
- Delegation from Lyon, France

DECEMBER
- 7th Joint Meeting of MSBC
- SBF Lunch Hosted by SBF Chairman for Malaysian Business Delegation

OVERSEAS BUSINESS MISSIONS

JANUARY
- HMI’s Investor Day: A Visit to Iskandar Malaysia

FEBRUARY
- Business Mission to IETF Targeting the Energy, Environment & Sustainability Sector of India

MARCH
- SBF Participation at India-ASEAN Business Fair 2011

APRIL
- Oman Business Mission

MAY
- Mission to Iskandar Malaysia
- International Business Fellowship: Executive Programme on Vietnam
- Business Mission to Gabon and Cameroon

JUNE
- Mongolia Business Mission in Conjunction with Ambassador’s Visit
- PSBC Mission to the Philippines
- Business Mission to Mauritius
- Business Mission Targeting the Sustainability Sector in Europe

AUGUST
- Mission to the Kingdom of Bhutan
- Business Mission to Taipei, Taiwan
- Business Mission to Batam

SEPTEMBER
- Business Networking Session Targeting Cleantech and Sustainability in North America
- Business Mission Targeting Sustainable Urban Solutions in China
- Second Asian Business Summit, Tokyo
- Mission to Senegal and Ivory Coast

OCTOBER
- 8th China-ASEAN Expo
- Industrial Cluster Mission to Iskandar Malaysia
- FMM-SBF Trade & Investment Mission to Argentina & Brazil

NOVEMBER
- Business Mission to Kenya and Tanzania