ANNUAL REPORT 2012
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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.
As of 31 December 2012, the Federation had more than 19,000 corporate members, with SMEs comprising 70% of the membership base.
IN-COMING DELEGATIONS FROM MORE THAN 50 COUNTRIES

117

IN-COMING
DELEGATIONS
FROM MORE THAN
50 COUNTRIES

470 EVENTS & ACTIVITIES

MORE THAN 70,000 PARTICIPANTS

OUT-GOING BUSINESS MISSIONS TO 24 COUNTRIES

21 OUT-GOING BUSINESS MISSIONS TO 24 COUNTRIES
MESSAGE FROM THE CHAIRMAN

2012 was a breakthrough year for SBF. It took on a more prominent role in business advocacy, engaging its members and the government on issues that impacted Singapore businesses.

The Federation inaugurated several key initiatives during the year, such as the formation of the SME Committee to look into the concerns and aspirations of small and medium-sized enterprises. Eight of its recommendations for Singapore Budget 2012 were accepted by the government.
Manpower, productivity and rising business costs continue to be key concerns for businesses. The Federation held numerous consultations with members and government agencies during the year that concluded in the SME Convention in October, where Acting Minister for Manpower Mr Tan Chuan-Jin engaged the business community in a dialogue on manpower issues. SBF was also invited to be a member of the National Productivity and Continuing Education Council, chaired by DPM Tharman Shanmugaratnam, to galvanise the national effort to boost skills and enterprise productivity.

SBF was privileged to be invited by the National Population and Talent Division in the Prime Minister’s Office to provide a Position Paper on Population, citing the business community’s perspective on workforce matters. Our Position Paper reiterated the importance of sustaining a pool of high quality manpower to continue driving Singapore’s economy and competitiveness.

During the year, the Federation organised and supported some 470 events and activities that were attended by more than 70,000 participants. It led 21 business missions overseas, with special focus on Myanmar and Africa. It also received 117 incoming business and official delegations keen to explore trade and investment opportunities with members.

As part of its 10th anniversary celebrations, SBF put together a series of high-level events throughout the year that concluded with a Gala Dinner in recognition of a decade of service to its members. The Federation organised a business dialogue with Emeritus Senior Minister Goh Chok Tong, and also arranged for its members to be updated on the global economic outlook by executives from Temasek Holdings.

The GES Business Leaders’ Summit and the Russia Singapore Business Forum continue to hold great interest for ‘C’ level executives, enabling them to converge, exchange views and share growth strategies.

During the year, the Federation welcomed Ms Fang Ai Lian as the new Chairman of the SBF Board of Trustees and Mr Lucien Wong as Member. I thank Mr Sat Pal Khattar for his leadership, invaluable guidance and great commitment during the 10 years that he served as Member and Chairman of the Board of Trustees.

A new council was elected at the 10th AGM for the 2012 – 2014 term. I would like to take this opportunity to thank Mr Desmond Hill, immediate Past-President, Singapore Contractors Association Ltd for serving on the Council. I would also like to welcome Mr Graham Lee, President, Australian Chamber of Commerce (Singapore), and Mr Shanker Iyer, Chairman Singapore International Chamber of Commerce as new members of the SBF Council.

During the AGM, members consented to the formation of the SBF Foundation which aims to help lower wage workers, assist members in corporate social responsibility and sustainability efforts, and spur corporate philanthropy.

In the next phase of its development, SBF aims to be a stronger voice and value creator bridging the business community and government for the longer term growth of Singapore. I urge members to give their full support to the Federation’s initiatives to serve them better.

Tony Chew Leong-Chee
Chairman
Singapore Business Federation
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 Mrs. Fang Ai Lian as the Chairman. Mrs. Theresa Foo-Yo Mie Yoen and Mr. Lucien Wong are the other two members of the Board.

FANG AI LIAN
Chairman
- 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, British Malayan Trustees Ltd
- Chairman, Viva Foundation for Children with Cancer Limited
- Member, Singapore Business Advisory Consultants & Council
- Member, Income Tax Board of Review, Ministry of Finance
- Member, Board of Trustees of Singapore National Employers Federation
- Board Director, Ecquaria Limited

LUCIEN WONG
Member
- Chairman and Senior Partner of Allen & Gledhill LLP, Advocates & Solicitors, Singapore
- Director, Hap Seng Plantations Holdings Berhad
- Director, Singapore Airlines Limited
- Director, Singapore Press Holdings Limited
- Director, Singapore Health Services Pte Ltd
- Chairman, Maritime and Port Authority of Singapore
FEDERATION
PROFILE

COUNCIL MEMBERS
(2012 – 2014)

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

ABDUL ROHIM SARIP PBM
Vice Chairman
- President, Singapore Malay Chamber of Commerce & Industry
- Lawyer and Managing Partner, A Rohim Noor Lila & Partners
- Member, SBF-led SME Committee
- Member, Malaysia Singapore Business Council
- Board Member, Malay Heritage Foundation
- Member, Muslim Law Practice Committee
- Director, Institute of South East Asian Studies
- Board Member, Singapore Corporation of Rehabilitative Enterprises (SCORE)
- Member, Malay Language Learning and Promotion Committee under Ministry of Education

GAUTAM BANERJEE
Vice Chairman
- Senior Advisor to the Blackstone Group and Chairman of Blackstone Singapore
- Board Member of the following:
  - APEC Business Advisory Council
  - Economic Development Board
  - Government of Singapore Investment Corporation Pte Ltd
  - Singapore Airlines Limited
  - Straits Trading Company Limited
- Board of Governors, Yale-NUS College
- Board of Trustee, Singapore Indian Development Association
- Member, Indian Heritage Centre, National Heritage Board
- Member, Singapore Business Advisors and Consultants Council
- Former Nominated Member of Parliament
SHABBIR H. HASSANBHAI
Vice Chairman
- Singapore’s Non-Resident High Commissioner to the Federal Republic of Nigeria, MFA
- Director (Finance & Investment), Indo Straits Trading Co (Pte) Ltd & related companies, S’pore and Al Badawi General Trading LLC, UAE and Oman
- Director, 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
- Member, Oman-Singapore Joint Committee, MFA
- Member, Asean-India Business Council, MTI
- Vice Chairman, SINDA
- Member, Finance and Investment Committee, Ang Mo Kio-Thye Hua Kwan Hospital

RANGARAJAN NARAYANAMOHAN
Vice Chairman
- Chairman, Singapore Indian Chamber of Commerce & Industry
- Senior Partner, Natarajan & Swaminathan, Certified Public Accountant
- Board-of-Trustees of the Institute of South east Asian Studies (ISEAS)
- Member of People’s Association’s Talents Advisory Council
- Member, National Wages Council
- Council Member, Indian Business Leaders Roundtable (SINDA)
- Vice Chairman, Tamil Language Council (MCYS)
- Patron, The Institute of Chartered Accountants of India (Singapore Chapter)
- Singapore Council Member, Malaysia-Singapore Business Council (MSBC)
- Singapore co-chair of MSBC Services Committee
- Member, SBF-led SME Committee

TANG KIN FEI
Vice Chairman
- Group President & CEO, Sembcorp Industries Ltd
- Director, Sembcorp Marine Ltd and various other Sembcorp companies
- Council Member, Singapore Chinese Chamber of Commerce & Industry
- Co-chairman, Saudi-Singapore Business Council
- Member, Abu Dhabi-Singapore Business Forum and Saudi-Singapore Economic City Business Forum
- Chairman, Ngee Ann Polytechnic Council
- Vice Chairman and trustee, Kwong Wai Shiu Hospital

TEO SIONG SENG
Vice Chairman
- President, 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 Yixing 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
• Founding Chairman of Supply Chain Asia
• Council Member, Singapore-Zhejiang Economic and Trade Council (SZETC), Singapore-Tianjin Economic & Trade Council (STETC), Singapore-Sichuan Trade & Investment Committee (SSTIC), Singapore-Jiangsu Cooperation Council (SJCC) and Singapore-Guangdong Collaboration Council (SGCC)
• Board Member, ASEAN SME Advisory (SPRING)
• Board Member, International Enterprise Singapore (IES) & Maritime and Port Authority of Singapore (MPA)
• Board Advisor to Singapore Customs & School of Information Systems in SMU

PHILIP NG CHEE TAT
Honorary Secretary
• Chief Executive Officer, Far East Organization
• 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
• Member, Board of Directors of the Lee Kuan Yew Exchange Fellowship
• Member, Climate Change Network
• Member, Board of Trustees of the Chinese Development Assistance Council (CDAC)
• Member, Board of Trustees of MIT Corporation

OLIVIA LUM
Deputy Honorary Secretary
• Executive Chairman & Group CEO, Hyflux Group
• Member of the Singapore-Oman Business Council, Singapore Business Federation
• Member of the Singapore-Tianjin Economic & Trade Council, Singapore-Jiangsu Cooperation Council and Singapore-Zhejiang Economic and Trade Council, IE Singapore
• 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

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 of Singapore National Employers Federation
• Board Member and Chairman of Audit Committee, Ong Teng Cheong Labour Leadership Institute
• Member of NTUC Club Management Council
• President, Singapore Golf Association
• General Committee Member and Captain, Sentosa Golf Club
CHONG SIAK CHING
Deputy Honorary Treasurer
- 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
- 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

CHAN CHONG BENG
Member
- President, Association of Small and Medium Enterprises (ASME)
- Chairman, Goodrich Global Pte Ltd
- Member, SBF-led SME Committee (SMEC)
- Chairman, Rising Business Costs Sub-committee, SMEC
- Top Entrepreneur of the Year

PIYUSH GUPTA
Member
- Current Chairman of the Association of Banks in Singapore
- 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
- Board Member of the Institute of International Finance, Washington
- Director of The Institute of Banking & Finance
- Board 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

GEORGE HUANG CHANG YI
Member
- President, Singapore Manufacturing Federation
- Managing Director, Amoy Canning Corporation, (S) Ltd
- Honorary Consul-General of the Federal Democratic Republic of Ethiopia
- President, Chartered Management Institute Singapore Branch (CMI)
- Chairman, Business Practices Committee, Consumers Association of Singapore (CASE)
- Chairman, Singapore Business Advisors & Consultants Council
- Chairman, Advisory Committee, Singapore Environment Council (SEC)
- Member, Board of Governors, Temasek Polytechnic
- Chairman-School Advisory Committee, Balestier Hill Secondary School
SHANKER IYER
Member
- Chairman, Singapore International Chamber of Commerce
- Chairman, The Iyer Practice, Accountants and Business Consultants
- Chairman, International Fiscal Association (Singapore Branch)

SIMON KAHN
Member
- Chairman, American Chamber of Commerce in Singapore
- CMO, Asia Pacific, Google Inc

KAY KUOK OON KWONG
Member
- President, Singapore Hotel 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

KIYOFUMI KUSAKA
Member
- President, Japanese Chamber of Commerce & Industry (JCCI) Singapore
- Council Member, Singapore National Employers Federation
- Associate Senior Vice President, NEC Corporation
- Chief Executive Officer, NEC Asia Pacific Pte Ltd
- President, NEC Philippines, Inc.
- Board Member, NEC STEE Cloud Service Pte Ltd
GRAHAM LEE
Member
- President, Australian Chamber of Commerce, Singapore
- Partner, PricewaterhouseCoopers LLP
- Fellow, Institute of Certified Public Accountants, Singapore and Member, Institute of Chartered Accountants in Australia

LAWRENCE LEOW CHIN HIN
Member
- Immediate Past President, Association of Small and Medium Enterprises
- Executive Chairman of the Crescendas Group
- Chairman, SBF-led SME Committee (SMEC)
- Vice Chairman, SBF ASEAN Business Group
- Deputy President, Singapore Badminton Association
- Member of Customs Advisory Committee, Singapore Customs
- Patron of Singapore Taekwondo Federation
- Patron of Yew Tee Citizens’ Consultative Committee and Constituency Sports Club
- Former Nominated Member of Parliament

STEFANO POLI
Member
- President, European Chamber of Commerce (Singapore)
- Chairman, EU-ASEAN Business Council, Asean
- CEO & Shareholder, ELECTRO Power Systems Spa, Italy
- Board member, Italian Chamber of Commerce in Singapore
- Member, Economist’s Intelligence Network, Asia Pacific
- Member of Aspen Institute, Italy

ALVIN YEO
Member
- Senior Counsel
- Senior Partner, WongPartnership LLP
- Member of Parliament
- Chairman, Government Parliamentary Committee for Home Affairs and Law
- Member, Appeals Advisory Panel of the Monetary Authority of Singapore
- Member, ICC Commission on Arbitration
- Member, Singapore International Arbitration Centre’s Council of Advisors
- Director, United Industrial Corporation Ltd
- Director, Singapore Land Ltd
- Director, Tuas Power Ltd
- Director, Keppel Corporation Ltd
## SBF-Led SME Committee (SMEC)

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<tr>
<th>No</th>
<th>Name</th>
<th>Sector</th>
<th>Organisation/Company</th>
<th>Designation</th>
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<tr>
<td>1</td>
<td>Lawrence Leow</td>
<td>Real Estate</td>
<td>Crescendas Group</td>
<td>Executive Chairman</td>
</tr>
<tr>
<td>2</td>
<td>Tony Chew</td>
<td>Overall</td>
<td>Singapore Business Federation</td>
<td>Chairman</td>
</tr>
<tr>
<td>3</td>
<td>Douglas Foo</td>
<td>Employers</td>
<td>Singapore National Employers’ Federation</td>
<td>Council member</td>
</tr>
<tr>
<td>4</td>
<td>Chan Chong Beng</td>
<td>SMEs</td>
<td>Association of Small &amp; Medium Enterprises</td>
<td>President</td>
</tr>
<tr>
<td>5</td>
<td>George Huang</td>
<td>Manufacturing</td>
<td>Singapore Manufacturing Federation</td>
<td>President</td>
</tr>
<tr>
<td>6</td>
<td>Lau Tai San</td>
<td>Chinese Enterprises</td>
<td>Singapore Chinese Chamber of Commerce and Industry</td>
<td>Vice-President</td>
</tr>
<tr>
<td>7</td>
<td>Abdul Rohim Sarip</td>
<td>Malay Enterprises</td>
<td>Singapore Malay Chamber of Commerce and Industry</td>
<td>President</td>
</tr>
<tr>
<td>8</td>
<td>Rangarajan Narayanamohan</td>
<td>Indian Enterprises</td>
<td>Singapore Indian Chamber of Commerce and Industry</td>
<td>Chairman</td>
</tr>
<tr>
<td>9</td>
<td>Edwin Khoo</td>
<td>Bank/Finance</td>
<td>The Association of Banks in Singapore</td>
<td>Senior Advisor &amp; Managing Director of DBS Bank Ltd</td>
</tr>
<tr>
<td>10</td>
<td>Ho Nyok Yong (Dr)</td>
<td>Construction</td>
<td>Singapore Contractors’ Association</td>
<td>President</td>
</tr>
<tr>
<td>11</td>
<td>Roderick Chia</td>
<td>Infocomm</td>
<td>Singapore Infocomm Technology Federation</td>
<td>Chairman, Digital Media Chapter</td>
</tr>
<tr>
<td>12</td>
<td>Quek Keng Liang</td>
<td>Logistics</td>
<td>Singapore Logistics Association</td>
<td>Chairman</td>
</tr>
<tr>
<td>13</td>
<td>Ricky Souw (Dr)</td>
<td>Precision Engineering</td>
<td>Sanwa Plastic Industry Pte Ltd</td>
<td>CEO</td>
</tr>
<tr>
<td>14</td>
<td>Wong Sioe Hong</td>
<td>Retail</td>
<td>Singapore Retailers Association</td>
<td>Vice President</td>
</tr>
<tr>
<td>15</td>
<td>Melvin Tan</td>
<td>Engineering, System Integration</td>
<td>Cyclect Group</td>
<td>Managing Director</td>
</tr>
<tr>
<td>16</td>
<td>Susan Chong</td>
<td>Environment/ Sustainability</td>
<td>Greenpac (S) Pte Ltd</td>
<td>CEO</td>
</tr>
<tr>
<td>17</td>
<td>Glenndle Sim</td>
<td>Marine</td>
<td>Mencast Holdings Ltd</td>
<td>Executive Chairman &amp; CEO</td>
</tr>
<tr>
<td>18</td>
<td>Cynthia Phua</td>
<td>Retail</td>
<td>Knight Frank Pte Ltd</td>
<td>Executive Director &amp; Head, Retail Services</td>
</tr>
</tbody>
</table>
SBF celebrated its 10th anniversary in 2012 with a series of signature events and activities from March, concluding with a Gala Dinner on 10th October with President Tony Tan Keng Yam as Guest of Honour. Other notable events included a Business Dialogue with Emeritus Senior Minister Goh Chok Tong, the SBF-Temasek Forum, GES Business Leaders’ Summit, International Cleantech Network (ICN) Asia meeting, and Singapore Sustainability Awards.

It published a 20-page 10th anniversary commemorative supplement in the Business Times which included its 10-year milestone and congratulatory messages from public and private sector organisations from Singapore and overseas. SBF also published a special edition of Business Quotient (BiZQ), its flagship magazine for members, on the 10th anniversary theme.

To remember the occasion, SBF produced a 10th anniversary video, capturing its progress through the years. Screened at the Gala Dinner, the video also included sharing and well wishes by four founding fathers who played significant roles in the formation of SBF. They are Emeritus Senior Minister Goh Chok Tong who, as Prime Minister, mooted the idea of an apex business chamber in 1998; Mr Kwek Leng Joo, President of the Singapore Federation of Chamber of Commerce and Industry, who was instrumental in getting members to support the formation of the new Federation; Mr George Yeo, the then Minister for Trade and Industry who facilitated the passing of the SBF Act in Parliament in 2001; Mr Stephen Lee, President of the Singapore National Employers Federation who was appointed the pro-tem Chairman of SBF and subsequently its Chairman for three consecutive terms from 2002 to 2008. They each received a specially commissioned photo book which highlighted their involvement with SBF.

The Gala Dinner also saw the launch of The SBF Distinguished Partner Awards, at which five notable partners were recognised for their contributions to the Federation. The five are:

- Mr Poh Choon Ann, Chairman and CEO of Poh Tiong Choon Logistics. He led numerous SBF business missions overseas, received business delegations from China, and acts as a mentor to younger entrepreneurs in the SBF network.
Mr Wong Fong Fui, Group CEO of Boustead Singapore. He led several business missions, is a mentor to SBF members, and is also an active member of the Malaysia-Singapore Business Council which promotes trade and bilateral economic relations between the two countries.

The Singapore National Employers Federation (SNEF). It has been collaborating with SBF since the latter’s founding in 2002. Through briefings and surveys, SBF and SNEF update members and convey their feedback to the Government on important human resource issues such as the Employment Act, foreign worker policies and National Wages Council guidelines.

Public accounting firm, RSM Chio Lim. It supports SBF initiatives, such as the annual SBF seminar on the Singapore Budget, at which it shares with SBF members key strategies, incentives and practical tax-planning measures. It is also an active partner of SBF’s Global Asia Hub Programme.

Standard Chartered Bank. Since 2010, SBF has tapped on the bank’s expertise and its network of contacts and clients in Africa to help open doors and create networking and match-making opportunities for SBF members.

Earlier in the year, the 10th SBF Annual General Meeting saw 23 business leaders from business chambers, trade associations and businesses in Singapore installed as SBF Council Members for the 2012 – 2014 term. At the AGM, members consented to the formation of the SBF Foundation which aims to help lower wage workers, assist members in corporate social responsibility and sustainability efforts, and spur corporate philanthropy.
SBF’s flagship event, Global Entrepolis @ Singapore (GES) Business Leaders’ Summit 2012 attracted close to a thousand delegates from some 40 countries. The event, the ninth in the series, featured 132 international speakers and saw the participation of eight Singapore government ministers. Themed “Capitalising on Fast Changing Markets”, the aim of the Summit was to propel fresh ideas and business exchanges amid a highly dynamic and volatile global economic environment.

As part of the 10th anniversary initiative, the Federation firmed up its Strategic Plan 2012 – 2016. The plan outlines SBF’s aim to be a more issue-centric organisation, with stronger engagement of the business community and the government. It will be a credible voice of business and a value creator helping businesses to build capability to access international markets.
SBF A DECADE OF SERVING THE BUSINESS COMMUNITY

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

- 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
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

Hosted the APEC CEO Summit and the APEC Business Advisory Council (ABAC) meetings in Singapore, held in conjunction with the APEC Leaders’ Summit

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

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
VOICE REPRESENTATION

FACILITATING DIALOGUE AND FEEDBACK ON IMPROVING SINGAPORE’S BUSINESS ENVIRONMENT

REPRESENTING ENTERPRISES ON THEIR BUSINESS NEEDS AND CONCERNS

PROMOTING ENGAGEMENT BETWEEN THE BUSINESS COMMUNITY AND POLICYMAKERS

SERVING AS A UNIFIED VOICE FOR THE BUSINESS COMMUNITY
YEAR IN REVIEW

ADVOCACY/VOICE REPRESENTATION (LOCAL)

SBF-LED SME COMMITTEE (SMEC)

SBF took a significant step in advocacy and voice representation with the setting up of the SBF-led SME Committee (SMEC) in December 2011. The Committee, which looks into the needs and concerns of SMEs in light of mounting challenges, serves as a key platform for engagement between the SME community and policymakers. It will also facilitate dialogue, feedback, research and analysis on SME business issues to effect business-friendly policies in Singapore.

Mr Lawrence Leow, SBF Council Member and Immediate Past President of the Association of Small and Medium Enterprises, was elected Chairman of SMEC, supported by a Secretariat headed by SBF CEO Mr Ho Meng Kit. Minister of State for Trade & Industry Mr Teo Ser Luck agreed to serve as its advisor, to engender public sector support for the work of SMEC. The 18-member SMEC is comprised of representatives from key business chambers and trade associations, as well as prominent business leaders across wide-ranging industry sectors. Four sub-committees were set up as follows:
Rising Business Costs Sub committee
• Chairman: Mr Chan Chong Beng, President, Association of Small and Medium Enterprises (ASME)

Manpower and Productivity Sub committee
• Chairman: Mr Lau Tai San, Chairman, Industry & Commerce Committee, Singapore Chinese Chamber of Commerce and Industry (SCCCI)

Internationalisation and Market Access Sub committee
• Chairman: Dr Ricky Souw, Chairman, Singapore Precision Engineering & Tooling Association (SPETA)

Finance Sub committee
• Chairman: Mr Edwin Khoo, Senior Advisor & Managing Director of DBS Bank Ltd

SMEC Budget 2012 Wish-list
SMEC got off to an early start in January 2012 with the submission of its recommendations for Singapore Budget 2012 to government. It sought assistance and relief in four areas affecting SMEs – cost of doing business, productivity and manpower, financing, and internationalisation and market access. Its recommendations were aggregated from feedback from its members who represent major local trade associations and business chambers, as well as qualified individuals representing SME interests.

SMEC found early traction, with eight of its 17 recommendations accepted in Budget 2012. Deputy Prime Minister and Minister for Finance Tharman Shanmugaratnam commended the SME Committee in his budget speech noting that “We have received useful suggestions on how we can improve the Productivity and Innovation Credit scheme further, from business groups such as the Singapore Business Federation – SME Committee”.

Following the budget announcement, outreach sessions were held with members of trade associations, as well as SBF members, drawing 137 and 1,200 participants respectively. Participants were briefed on the highlights of the budget and dialogue on the assistance and incentive schemes by representatives from various government agencies. The sessions for SBF members also included sharing by private sector knowledge partners.

SBF-led SME Committee (SMEC) facilitates dialogue, feedback, research and analysis on SME business issues to effect business-friendly policies in Singapore.
SMEC Advocacy Efforts

During the course of the year, SMEC met for five main committee meetings, whilst the four sub-committees met on 20 occasions. The extensive deliberations at these meetings, in addition to consultation sessions with government agencies and dialogue with businesses throughout the year, enabled SMEC to gain a more in-depth and comprehensive perspective of SME issues.

The sessions with government agencies were useful in helping SMEC clarify issues raised by its sub-committees. Consultations were held with Ministry of Trade and Industry, Ministry of Manpower, IE Singapore, SPRING Singapore, Jurong Town Corporation, National Productivity Association, Workforce Development Authority, Singapore Business Advisors and Consultants Council, and National Productivity and Continuing Education Council.

A key outcome of the many months of dialogue with government and businesses was the submission of 33 recommendations by SMEC for the Singapore Budget 2013, covering a spectrum of business issues.
Position Paper on Population

In December 2012, SBF made public its Position Paper on Population. This was in response to an invitation by the National Population & Talent Division in the Prime Minister’s office to present its views and suggestions on Singapore’s population and related policies. The Paper emphasised the importance of a sustainable pool of high-quality manpower for Singapore to continue driving its economy and competitiveness in the years ahead.

The Paper, which was put together based on consultations and feedback from members of the SBF-led SME Committee, SBF Council, roundtable discussions, seminars and feedback from members, generated a great deal of buzz among the business community, government and media. Trade associations and chambers also weighed in on the manpower issue, resulting in nine foreign business chambers representing American, European, Japanese, Canadian, Australian and New Zealand interests writing to Acting Minister for Manpower Tan Chuan-Jin in February 2013, endorsing the SBF Position Paper on Population. The Paper also provided SMEC with the basis to formulate its recommendations for Budget 2013 which was forwarded to government in December 2012.

A major event held was the inaugural SBF SME Convention in October at which Acting Minister for Manpower, Tan Chuan-Jin engaged some 300 participants and explained the government’s position on foreign manpower policy. He stressed on the importance of SMEs to the Singapore economy and the need for businesses to raise productivity.

A key outcome of the many months of dialogue with government and businesses was the submission of 33 recommendations by SMEC for the Singapore Budget 2013, covering a spectrum of business issues. The 54-page document outlined specific recommendations on assistance sought by businesses and also asked for the government to address long-term competitiveness and survival issues faced by SMEs.
SBF-Temasek Forum, 15 June 2012

Aside from outreach sessions, SMEC also organised other activities such as surveys and seminars. When the situation in the Eurozone turned for the worse in early 2012, SMEC organised a briefing for SBF members on the latest situation there. At the SBF-Temasek Forum, a high level team from Temasek Holdings shared insights with members on their assessment of the situation in the Eurozone, the US, China, as well as the topic of global inflation.

Policy Engagement

As part of its role to be a bridge between businesses and the government, SBF organised numerous policy engagement sessions, including briefings on Budget 2012, the enhanced Productivity and Innovation Credit scheme, National Wages Council Guidelines 2012/2013, consultation session on review of the Employment Act, Changes to Employment of Foreign Manpower Act, Community Engagement Programme, National Security Convention, and Pro-Enterprise Panel dialogue, amongst others.
ADVOCACY/VOICE REPRESENTATION (INTERNATIONAL)

During the year under review, SBF in its role as apex business chamber, provided secretariat support to Singapore’s representatives at the ASEAN and Asia Pacific Economic Cooperation (APEC) Business Advisory Council meetings. SBF also represented the interests of the business community in other regional and international fora including the East Asia Business Council, Asian Business Summit, and the International Chamber of Commerce for which it serves as the Singapore National Committee. SBF Chairman Tony Chew led a delegation to the Asian Business Summit in Thailand in August.

APEC Business Advisory Council (ABAC)

Singapore’s participation at APEC Business Advisory Council (ABAC) was led by Mr Gautam Banerjee, Executive Chairman of PricewaterhouseCoopers (PwC) Singapore; Mr Jackson Yap, Group MD and CEO of United Engineers Limited and Mr Ho Meng Kit, CEO of SBF. As the national secretariat for ABAC Singapore, SBF played an important role in providing the linkage between the business community and the government on issues discussed at ABAC.

ABAC made progress on its priorities for 2012. On advancing regional economic integration to realise a Free Trade Area of the Asia-Pacific, ABAC urged APEC Leaders to take resolute action to guard against financial and sovereign risks and the rise of protectionism. It also advocated the pursuit of trade liberalisation and robust growth. Separately, ABAC’s proposal to establish an Asia-Pacific Financial Forum was endorsed by APEC Finance Ministers. The forum will serve as a platform for stronger public-private partnership in the development and integration of the region’s financial markets that are vital to the sustainable funding of infrastructure, expansion of enterprises, growth of domestic consumption and the region’s resilience to external shocks.

On food security, ABAC urged concrete action to expand global food supply, nutritional capacity and facilitate trade in food. On transportation infrastructure and supply chains connectivity, it proposed a comprehensive set of practical recommendations to APEC leaders on harmonisation of customs requirements and measures, introduction of the single window concept and standardised codes for marking and tracking goods.
Business Outreach on the Trans Pacific Partnership (TPP) Negotiations

As part of its support for the Trans Pacific Partnership, SBF and the US National Centre for APEC organised a seminar in May attended by representatives from local and foreign enterprises. Speakers included H.E. Peter Hamilton, High Commissioner of New Zealand, Ng Bee Kim, Director General (Trade) at Singapore’s Ministry of Trade and Industry, Nick Reilly, Chairman Emeritus of the National Centre for APEC (NCAPEC), amongst others.

The TPP, which aims to be a high-quality FTA that is broader in scope, depth and membership compared to bilateral FTAs, will go beyond tariff reductions into behind-the-border issues, providing companies with a more conducive environment to operate in.

During the seminar, SBF and the NCAPEC signed a cooperation agreement to raise awareness about APEC, strengthen ties between the regional business communities and encourage greater trade and investment through the APEC forum.

ECONOMIC INTEGRATION TOWARDS AN ASEAN ECONOMIC COMMUNITY

In preparing Singapore companies for an integrated ASEAN economy through the introduction of the ASEAN Economic Community (AEC) in 2015, SBF has been actively engaging its members on the ASEAN platform.

ASEAN Business & Investment Summit (ASEAN-BIS), 17 – 18 November 2012

SBF led a 21-member delegation to ASEAN-BIS, which was attended by political and business leaders from the region. Delegates participated in discussions on ASEAN connectivity, ASEAN as a competitive investment hub, its renewable energy potential and greater connectivity with markets in East Asia.

A highlight of the summit was the ASEAN Business Advisory Council Business Awards. Singapore companies clinched nine awards for their achievements in establishing and promoting ASEAN-wide business operations.

Participants also took part in the Business Roundtable Session on ASEAN Single Window (ASW). SBF noted that knowledge of ASW was mainly confined to MNCs based in Singapore. It will share with Singapore companies the opportunities arising from the ASW in 2013.

The activities conducted in 2012 were critical in creating greater headway in SBF’s efforts to prepare Singapore companies to exploit new and many business opportunities created by the onset of AEC 2015. The Chairmanship of ASEAN by Myanmar in 2014 also augurs many more new opportunities for Singapore companies in extending their intra-ASEAN business into the newly opened Myanmar economy.
Singapore business delegation at the ASEAN Business & Investment Summit.
PROVIDING MEMBERS WITH NUMEROUS OPPORTUNITIES TO NETWORK AND TAP INTO EMERGING MARKETS

>19,000 MEMBERS IN 2012
BUSINESS NETWORKING & FACILITATION

During the year, SBF led 21 overseas business missions and received 117 incoming business and official delegations keen on exploring trade and investment with members. The Federation broke new ground by mounting three missions to Myanmar and continued to assist members to explore opportunities in the frontier markets of Africa, Asia, Latin America, the Middle East and Central and Eastern Europe.

AMERICAS, EUROPE, MIDDLE EAST & AFRICA

EXPANDING SINGAPORE’S FOOTPRINT IN SUB-SAHARAN AFRICA

SBF led six missions to 11 African economies in 2012 to help Singapore businesses explore opportunities in new markets. These included Congo and DR Congo, Togo, Djibouti, and some of the world’s fastest growing economies – Ghana and Ethiopia.

Through these missions, the Federation endeavored to increase market access for businesses by requesting foreign governments to appoint Honorary Consuls in Singapore to facilitate the waiver of visas for Singaporean citizens.

Cape Verde-Singapore Business Forum, 21 September 2012

The Forum was held in conjunction with the inaugural visit of H.E. Jose Maria Pereira Neves, Prime Minister of Cape Verde, and was attended by some 120 members from the business community. During the forum, SBF signed an MOU with the Cape Verde Investment Promotion Agency to increase business exchanges and promote trade and economic relations between both countries.

This initial engagement also resulted in both the Singapore and Cape Verde governments signing the Open Skies Agreement, which allows unlimited passenger and cargo services between both sides. Both countries are also embarking on discussions to ink a Double Tax Deduction and Investment Guarantee Agreement (IGA). Separately, SBF successfully requested for a visa waiver for Singaporeans into Cape Verde.
2nd Africa-Singapore Business Forum (ASBF), 29 – 30 August 2012

Over 500 participants attended the Forum, with some 200 participants from 34 Africa countries, double the number of countries represented in the 2010 forum. Seven ministers from six Africa countries were also present.

Two MOUs were signed at ASBF: International Enterprise Singapore with the International Finance Corporation, where both agreed to extend assistance to Singapore companies keen to venture into Africa; and Singapore Cooperation Enterprise with the Government of Congo to jointly develop the National Programme of Industry Redeployment.

LEVERAGING ON THE IMPORTANCE OF TURKEY

Turkey’s location at the crossroads of Asia and Europe is generating strong interest from Singapore businesses keen to tap into the unique business opportunities there. The mutual interest by business communities of both countries has spawned four rounds of engagements throughout the year, involving more than 400 Singapore businessmen.

Turkey Business Mission, 28 May – 3 June 2012

The business mission comprising 27 Singapore company representatives was jointly led by SBF Chairman Mr Tony Chew and IE Singapore CEO Mr Teo Eng Cheong. Held in conjunction with the visit of DPM Tharman Shanmugaratnam to Turkey and the opening of an IE Singapore Overseas Office, participants also attended the SBF-organised Turkey-Singapore Business Forum which saw the participation of over 80 Turkish businessmen.

SBF also deepened its engagement with Turkey, making direct contact for the first time with the Izmir Metropolitan Municipality and the Aegean Region Chamber of Industry. Izmir is Turkey’s second largest commercial centre.
Turkey-Singapore Business Forum, 23 July 2012

The Forum was organised in conjunction with the visit of H.E. Zafer Caglayan, Minister of Economy of the Republic of Turkey and an accompanying business and government delegation. Over 220 Singapore and Turkish participants attended the session graced by Mr S Iswaran, Minister in Prime Minister’s Office and Second Minister for Home Affairs and Trade & Industry, and Mr Teo Siong Seng, Vice Chairman of SBF.

Held in conjunction with the visit of DPM Tharman Shanmugaratnam to Turkey and the opening of an IE Singapore Overseas Office, participants also attended the SBF-organised Turkey-Singapore Business Forum which saw the participation of over 80 Turkish businessmen.
CREATING PLATFORMS FOR ENDURING PARTNERSHIPS

3rd Singapore-Oman Business Council Meeting, 7 November 2012

33 Singapore and Oman businessmen congregated to discuss business partnerships between both countries and solutions to market entry challenges. The meeting was co-chaired by Mr Shabbir Hassanbhai, SBF Vice Chairman and Director of Indo Straits Trading Co Pte Ltd, and Mr Saud Ahmed Al Nahari, CEO of Port Services Corporation. The meeting focused on promoting cooperation for SME development and sectorial partnership between both countries.

The Oman Investment Forum, convened on the sidelines of the meeting, attracted close to 170 attendees. It brought together proposals from Oman to seek partners for Omani projects, in transport, infrastructure and special economic zones.

4th Singapore-Saudi Business Council Meeting, 17 September 2012

The meeting was chaired by Mr Shabbir Hassanbhai, Vice Chairman of the Business Council and Director of Indo Straits Trading Co Pte Ltd, and Mr Abdullah Z. Almelehi, Co-Chairman and CEO of Al Ramez Group. It was attended by 17 Singapore and Saudi business representatives.

Some of the proposed initiatives included assisting Singapore and Saudi companies to collaborate on integrated projects in Asia and Africa; setting up a Singapore section in a supermarket chain to build awareness of the Singapore brand, thereby facilitating entry by food companies; and partnering the Council of Saudi Chambers to organise the first Saudi women business owners delegation to explore partnerships with Singapore companies.
INCREASING MINDSHARE OF RUSSIA WITH SINGAPORE

Russia-Singapore Business Forum (RSBF), 24 – 27 September 2012

The 7th edition of the forum was organised in conjunction with the 3rd Russia-Singapore Inter-Governmental Commission (IGC) and played host to over 800 participants from 23 countries. Highlights included the Ministerial Dialogue Session featuring the co-chairs of the IGC, Mr Tharman Shanmugaratnam, Deputy Prime Minister of Singapore, and Mr Igor Shuvalov, First Deputy Prime Minister of Russia, as well as an ‘In Conversation’ segment featuring Mr Lee Kuan Yew, Former Prime Minister of Singapore.

Three feature events on Industrial Parks, Technology and Innovation, and Real Estate facilitated sector-specific networking opportunities for participants. 31 business matching meetings were organised on the sidelines of RSBF.

“Russia and Singapore have a huge potential for cooperation. Today, we discussed with our Singaporean counterparts a number of specific projects, such as agriculture and innovation. Singapore can play an important role by sharing its experience of good governance. The Russian government is ready to consider the interests of Singaporean investors and offer them a stake in the companies that they will manage.”

– Mr Igor Shuvalov, First Deputy Prime Minister of Russia
Mr Tony Chew, Chairman of SBF, opened the forum proceedings and hailed Russia’s recent ascension to the WTO as a positive step for increasing global trade and investment.

In conjunction with the high-level Russia-Singapore Inter-Governmental Commission, Deputy Prime Minister of Singapore Tharman Shanmugaratnam and 1st Deputy Prime Minister of Russia Igor Shuvalov took part in the first-ever Ministerial Dialogue at RSBF.

RSBF 2012 also included three feature events across Real Estate, Industrial Parks and Innovation/R&D. These sector-specific sessions presented more in-depth discussions and facilitated synergistic networking opportunities.

The “In Conversation with Mr Lee Kuan Yew” segment at RSBF.

In conjunction with the high-level Russia-Singapore Inter-Governmental Commission, Deputy Prime Minister of Singapore Tharman Shanmugaratnam and 1st Deputy Prime Minister of Russia Igor Shuvalov took part in the first-ever Ministerial Dialogue at RSBF.
ASIA

EXPLORING EMERGING MARKETS AND DEEPENING RELATIONSHIPS

Slowing demand from key export markets and the growth impetus in Asia led to an increase in Singapore companies’ participation in business missions to emerging markets in Asia.

Myanmar Business Mission, 12 – 18 February 2012

Following the visit of Myanmar’s President Thein Sein to Singapore and the signing of the Singapore-Myanmar Technical Cooperation Programme, SBF organised its inaugural business mission to Myanmar with a record 115 delegates.

The delegation, led by SBF Chairman Tony Chew, met with President Thein Sein, key Union Ministers and senior government officials and were briefed on Myanmar’s plans for growth and development. An MOU to promote closer trade and economic relations between both business communities was signed with the Federation’s counterpart chamber, Union of Myanmar Federation of Chambers of Commerce and Industry.

Two subsequent missions were organised in June and November involving 267 businessmen from 178 companies in total.

MOU-signing session between SBF and its counterpart chamber, Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI).

8th Joint Meeting of Malaysia-Singapore Business Council (MSBC), 4 June 2012

Co-Chaired by Dato Lim Say Chong from the Federation of Malaysian Manufactures and Mr Cheng Wai Keung from SBF, the session led to the formation of a Services Committee focusing on six sub-sectors; a Tourism and Hospitality Sub-committee to explore areas of joint cooperation; and emphasis on Iskandar Malaysia as an investment destination for Malaysia-Singapore collaborations. The MSBC facilitated a number of Singapore companies such as Old Chang Kee and Kingsland Development in setting up operations there.

Singapore Chairman of MSBC Mr Cheng Wai Keung with Malaysia Chairman Dato Lim Say Chong.
India Business Mission, 10 – 13 July 2012

In conjunction with Prime Minister Mr Lee Hsien Loong’s state visit, SBF Vice Chairman Mr Gautam Banerjee led a 28-strong delegation to New Delhi. The delegation engaged the Indian business community in a ‘Business Meeting’ session helmed by Prime Minister Lee. SBF also renewed its existing MOU with the Federation of Indian Chambers of Commerce & Industry (FICCI) to further strengthen and develop economic relations between both countries.

Prime Minister Lee Hsien Loong chairing the ‘Business Meeting’ session with the Indian business community.

Renewal of the SBF-FICCI MOU between Mr Gautam Banerjee and Ms Naina Lal Kidwai.

The delegation engaged the Indian business community in a ‘Business Meeting’ session helmed by Prime Minister Lee.
Sri Lanka Business Mission, 26 – 31 May 2012

Organised in response to the sustained interest of members, a 21 member delegation visited Sri Lanka in conjunction with the official visit of Minister of Foreign Affairs and Law Mr K. Shanmugam. Led by SBF Vice Chairman Mr Teo Siong Seng, the delegation participated in the inaugural Sri Lanka-Singapore Business Forum, which was graced by Minister Shanmugam.

SBF also signed an MOU with the Sri Lanka-Singapore Business Council (SLSBC) to foster closer bilateral business links. SLSBC plans to lead a delegation to Singapore and convene the second forum here.

Mongolia Business Mission, 30 July – 4 August 2012

Mr Poh Choon Ann, Vice Chairman of the SBF China Business Group led a 35-member delegation to Mongolia. Participants met with the Mongolian Foreign Investment and Foreign Trade Agency and local banks, and also called on the newly appointed Mayor of Ulaanbaatar. In response to interest from companies, SBF will facilitate the formation of a ‘consortium’ for businesses to better explore opportunities with a local representative in Mongolia.

An MOU was signed between SBF and SLSBC, which was presided over by Minister K. Shanmugam.
Democratic People’s Republic of Korea (DPRK) Business Mission, 27 August – 4 September 2012

32 Singapore businessmen participated in SBF’s third visit to DPRK. The mission was led by Ms Dorothy Seet, Chairperson of SingCham. Whilst largely an exploratory trip for many, a visit to the Chinese border city of Danong provided companies with the option of tapping on its connectivity to facilitate business ventures.

To expedite market access for Singapore companies, SBF also worked with the DPRK Embassy in Singapore to issue ‘Letters of Confirmation’ for businessmen to enter and stay in DPRK for 30 days. This arrangement commenced on 1 July 2012. 40 such letters were issued in 2012.

9th China-ASEAN Exposition (CAEXPO), 21 – 25 September 2012

Coordinated by SBF as the lead agency for Singapore’s representation at CAEXPO, the 9th CAEXPO saw the participation of 18 Singapore companies, of which 13 were new participants. These companies generated some 360 business contacts with confirmed sales of S$2.39 million and further expected sales of $6 million.

Ten leading Singapore companies showcased their capabilities under the CAEXPO theme “Science and Technology Cooperation”.

VIPs gracing CAEXPO included Chinese Vice President Mr Xi Jinping, Myanmar President U Thein Sein, Prime Ministers of Lao PDR and Vietnam, Deputy Prime Ministers of Malaysia and Thailand, in addition to 107 ASEAN ministerial leaders.
INCREASING EFFORTS TO ASSIST MEMBERS IN MANAGING RISKS AND ENHANCING THEIR RESILIENCE AND COMPETITIVENESS
CAPACITY BUILDING

BUSINESS CONTINUITY MANAGEMENT

‘Risk’ as a Growing Concern across Industries

Uncertainty in the global economic landscape has led to an emphasis on risk mitigation, monitoring and management across business functions and industries. In response, SBF increased its efforts to help its members cope with these changes by focusing on several targeted areas.

National Security Conference, 22 August 2012

Some 650 business representatives attended the Federation’s annual National Security Conference which addressed cyber security and preparedness. Private and public sector speakers shared on the risks posed by increasing interconnectedness, and attacks on critical infrastructure through cyberspace impacting businesses and day-to-day life.

Supply Chain Leadership Forum, 25 October 2012

Local and international thought leaders shared their insights with over 150 senior businessmen on the future trends, business value extraction and sustainable practices of supply chain from a crisis management perspective.

Discussion panel comprising business leaders from the private and public sectors.

Dr Robert Yap, SBF Vice-Chairman, sharing his experience on supply chain logistics.

Participants at the Supply Chain Leadership Forum.
bizSAFE
Apart from making safety an integral part of business processes, proper Workplace Safety and Health management also helps drive productivity. An increasing recognition of this correlation spurred demand for the certification course, which had nine runs in 2012.

SBF was also reappointed as the Risk Management Assisted Fund agent for a second two-year term to help businesses achieve bizSAFE status. The Federation processed 56 applications in 2012.

Financial Management
To help members improve their financial management capability, resilience and knowledge, a series of conferences, seminars and workshops were conducted with knowledge partners, attracting over 350 senior management executives. Positive response resulted in eight runs of financial workshops, which catered to managers from 60 companies.

SBF benefitted over 350 senior management executives through its financial workshops.

SBF also launched its Financial Management Journal, ‘Shrinking Liquidity in an Inflationary World’. It comprises insights from industry experts, and highlights the latest financial strategies, services, innovation and best practices businesses can employ in managing their finances. 5,000 copies have since been distributed.

The inaugural Financial Management Journal, of which over 5,000 copies have been distributed.
HUMAN CAPITAL, MENTORSHIP & PRODUCTIVITY

Driving Productivity-led Growth

Singapore’s shift into a new economic paradigm calls for businesses to restructure to reduce reliance on foreign workers. Helping companies to transform and achieve productivity-led growth is a key national agenda. Through its representation on the National Productivity and Continuing Education Council, SBF provides leadership in driving national productivity improvement.

To enhance companies’ innovation and productivity, SBF partnered the Singapore Workforce Development Agency (WDA) to raise industry capability and competitiveness through the Empowering Efficiency and Excellence (3E) Productivity programme. The programme focuses on training “productivity champions” and helps companies to improve productivity and quality through business process improvement in key areas that impact costs, cycle-time, quality, productivity and customer satisfaction.

Companies and PMEs (professionals, managers, and executives) who attended the programme found it beneficial and effective in improving work processes.

Ms Lee Ching, Operations Director of ValueMax Group said “ValueMax recognises the importance of improving productivity at our operations level and hence, took up the 3E productivity programme. It has greatly benefitted ValueMax in terms of improving the quality of processes and streaming our operations. The programme has helped to empower efficiency and excellence in our organisation.”

Launch of PRIME Initiative, 25 May 2012

To further our effort to drive productivity, SBF collaborated in a private-public partnership with the Singapore WDA, Employment and Employability Institute (e2i), and Human Capital Singapore (HCS) – in a Productivity, Resilience and Innovation for Manpower Excellence (PRIME) programme. The launch of the programme was graced by Guest-of-Honour Mrs Josephine Teo, Minister of State for Finance and Transport.

PRIME is a one-stop holistic platform for companies to seek consultancy, human capital management and training to cultivate the culture and skill sets to sustain productivity growth.
Sustaining Leadership and Productivity amidst Population Challenges, October 2012

The seminar was organised by SBF, together with its PRIME Programme partners WDA, e2i and HCS at the Global Entrepolis @ Singapore 2012 Summit. Attended by some 130 business leaders, the seminar stimulated ideas and feedback through a panel discussion, which featured leading industry players such as SBF Mentors Mr Lim Soon Hock, Founder and Managing Director of PLAN-B-ICAG Pte Ltd and Chairman of National Family Council, and Mr Colin Low, President & CEO of Singapore Investment Development Corporation.

Guest-of-Honour Dr Amy Khor, Minister of State for Health and Manpower, shared on the importance of building capabilities, leveraging on older workers and productivity-driven initiatives.

“While the full impact of the ageing population, or the ‘silver tsunami’ as some may say, may still be some 10 years away, some companies have already come to the realisation that their best and most experienced workers are getting older. Companies need to start building up the capabilities to tackle these challenges now. Companies can automate work process or redesign jobs to reduce the physical strain among older workers.” said Guest-of-Honour Dr Amy Khor, Minister of State for Manpower and Health.

Enabling Business Leaders and Accelerating Growth

In support of the Economic Strategies Committee’s recommendations to grow globally competitive companies, SBF has been collaborating with SPRING Singapore on a Mentorship Programme that aims to match successful business mentors to promising companies. The purpose is to accelerate business growth through mentoring roundtable sessions and one-to-one matching. The programme has attracted family run businesses which share unique challenges, such as succession planning and organisational professionalisation. SBF Mentors who helped family businesses include Mr Poh Choon Ann, Chairman & CEO of Poh Tiong Choon Logistics Ltd, Mr Shabbir H Hassanbhai, Director of Indo Straits Trading Co Pte Ltd, and Mr Tan Puay Hiang, Chairman of Highvest Pte Ltd.

In view of the significance of family businesses to our economy, SBF will continue to assist and enhance their capabilities for the benefit of succeeding generations. As such, SBF also conducted a SBF-BDO Family Business workshop series aimed at enhancing the capabilities of family business owners.

Vietnam-Singapore Family Business Owners Networking Dinner, 21 June 2012

SBF hosted a business networking dinner for over 60 Vietnam and Singapore family business owners as part of a programme on family business management. Participants shared best practices and explored potential partnerships.

The session was graced by Guest-of-Honour Mr Tran Hai Hau, Ambassador of the Socialist Republic of Vietnam. Mentors from the Mentorship Programme Mr Shabbir Hassanbhai and Mr Poh Choon Ann were also present and shared their views.

SBF hosted a business networking dinner for Vietnam and Singapore family business owners.
SUSTAINABLE DEVELOPMENT BUSINESS GROUP (SDBG)

More Singapore industries and sectors adopting sustainable practices

Singapore Sustainability Awards, 3 July 2012

The third Singapore Sustainability Awards saw the participation of 39 companies from 18 sectors. 17 local companies were recognised by Guest-of-Honour Minister S Iswaran for their outstanding business practices and green business solutions in the Sustainable Business Awards and Green Technology Awards categories.

To help businesses improve their environment impact and empower industries to improve collectively, SBF will also be introducing a series of sustainability diagnostic workshops. This knowledge will help companies benchmark existing sustainability efforts against other companies and industry best practices.

Opportunities in the Asia Region and Cross-Country Collaborations

International Cleantech Network Managers’ Meeting, (ICN), 22 – 24 October 2012

As the Singapore Sustainability Alliance’s Secretariat, SDBG hosted delegates from 10 countries at the region’s first ICN Managers’ meeting. Organisational sharing and inter-country collaborations were discussed, resulting in Hyflux being invited by Copenhagen to participate in a large-scale European trust demonstration site for water.
Asia Pacific Sustainability Leadership Forum, 25 October 2012

Over 30 speakers and 140 participants from the region congregated at the forum which focused on green growth integration. Panel discussions included commercialisation and collaboration strategies, technology and energy systems and future projections which showcased Singapore’s urban development model, ‘living laboratory’ projects and innovations to meet resource constraints. A special feature was the sharing of business opportunities with attendees by experts from 12 countries, including the US, Europe and Asia.

“By the end of this (APSLF) session, we hope that you will have visited us, seen us through unfiltered eyes, and be able to go home and say: ‘I have seen the future and it works’.”

– Dr Vivian Balakrishnan, Minister for the Environment and Water Resources.

GLOBAL ASIA HUB PROGRAMME

Singapore is well positioned at the centre of Asia’s rising consumer and production base. Singapore has consistently been ranked as the world’s easiest place to start a business and is home to many foreign enterprises. The SBF Global Asia Hub (GAH) Programme assists foreign companies to establish their presence in Singapore and expand into Asia.

GAH has developed a strong network of partners and in-market multipliers to promote Singapore as a base for foreign enterprises. It also refers foreign companies looking for local partners to SBF’s membership base of more than 19,000 companies.

Extensive Outreach to Foreign Enterprises

In 2012, GAH reached out to over 1000 foreign enterprises through 44 local and overseas outreach events. 58 of them were global mid-sized companies with more than S$100m turnover; 16 established their presence in Singapore during the year.

Global In-Market Outreach

GAH deepened its in-market outreach engagement activities with the launch of “Singapore Day” seminar series in China, India and Japan to tap foreign enterprises keen to expand into Asia through Singapore.

GAH conducted five in-market seminars in 2012:

a. April 2012 – Seminar on “Singapore: Gateway to ASEAN for Chinese Companies” at the CCPIT 6th Chinese Enterprises Outbound Investment Conference in Beijing to engage Chinese companies venturing overseas. More than 100 Chinese companies attended the seminar.

b. June 2012 – Seminar on “Singapore: Gateway to Asia for Indian Companies” to a group of more than 50 Indian companies in New Delhi. The event was held in conjunction with PM Lee’s visit to India.

c. September 2012 – “Singapore Day Seminar” in conjunction with the 9th China-ASEAN Expo in Guangxi, Nanning attended by more than 60 Chinese companies.

d. November 2012 – Joint seminar with CROSSCOOP Singapore and Japan Chamber of Commerce and Industry (JCCI) to brief approximately 300 Japanese companies on the benefits of using Singapore as their Asia hub.
Creating New Opportunities Through Business Matching

In 2012, GAH facilitated four *business matching sessions* between Singapore enterprises and the following visiting delegations:

a. Japan Die and Mould Industry Association – 20 Japanese companies and 70 Singapore companies


c. US Commercial Office (2 events) – 50 American companies from mainly the aerospace and other high-tech sectors with 60 Singapore companies.

Helping Representative Offices Upgrade

GAH partnered business providers in tax/advisory, legal, HR and financial services to brief senior management from Representative Offices (RO) on the process, requirements and benefits of incorporating a company in Singapore. GAH organised seven RO briefings attended by 127 representatives. In 2012, some 60 ROs have upgraded their presence in Singapore to either a subsidiary or a branch company.

Deepening Singapore’s Value Proposition as a Business Hub

GAH conducted more than 20 seminars for visiting foreign delegations from China, Russia, the Commonwealth of Independent States, Vietnam and Japan to familiarise them with doing business in Singapore.

a. In January 2012, GAH hosted a group of 25 delegates from the All-China Federation of Industry and Commerce (ACFIC), at which Singapore Manufacturing Association, Association of Small and Medium Enterprises and Singapore Furnitures Industries Council were invited to connect and interact with the delegates.

b. Hosted a 30-strong delegation from Aigo Entrepreneur Alliance looking for a Southeast Asian country as a business hub for their companies’ expansion. Delegates were given a presentation on “Setting Up Business Operations in Singapore”, followed by a networking session with leading corporate advisory, tax and legal firms.

c. Facilitated business networking sessions for delegations from Yiwu and Lianyungang, as well as 30 C-Level executives from Kingdee, one of China’s largest software firms.

d. Hosted a group of 30 Vietnamese family businesses in June 2012 to a presentation on doing business in Singapore, followed by a networking dinner with Singapore companies.

Networking session with visiting delegation from All-China Federation of Industry and Commerce.

Dialogue with C-Level executives from Kingdee.
Developing Tools to Engage Foreign Companies

Business Services Resource Guide

To facilitate better understanding of Singapore’s business environment, GAH published the Business Services Resource Guide in English, Chinese and Japanese. The Guide, which provides essential information on doing business in Singapore, was published in collaboration with GAH’s partners – RSM Chio Lim, OCBC Bank, Knight Frank, Wong Partnership and JCCI.

The Chinese and Japanese Guides were published to cater to the rising number of Chinese and Japanese companies exploring Singapore as their regional business hub.

Singapore Top Enterprises Directory

SBF also published an inaugural Business Reference of SBF Member Companies titled “Singapore – Top Enterprises”. Ranked by paid-up capital, the directory is a handy reference for foreign companies looking for business partners in Singapore.
SINGAPORE BUSINESS FEDERATION’S 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 Development Corporation
- 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

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

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

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
- Federation of Korean Industries
- Hong Kong General Chamber of Commerce
- Hong Kong Trade Development Council
- Korea International Trade Association

CENTRAL ASIA
- Chamber of Commerce and Industry of Uzbekistan
- Kurdistan Chamber-Sullimaniah
- 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
- Cape Verde Investment Promotion Agency
- 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
- Macao Chamber of Commerce
- Nippon Keidanren
- The Chinese International Economic Cooperation Association, Taiwan
MIDDLE EAST
- Abu Dhabi Chamber of Commerce and Industry
- Ajman Chamber of Commerce and Industry
- 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
- Swiss Business Federation Economiesuisse
- 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
- The Union of Chambers and Commodity Exchanges of Turkey
- Ukrainian League of Industrialists and Entrepreneurs
- Ukrainian Chamber of Commerce and Industry

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
- National Center for APEC
- Russia National Business Centre for APEC
SEMINARS, WORKSHOPS, DIALOGUE SESSIONS ORGANISED BY SBF

VOICE REPRESENTATION

JANUARY
• ASEAN – India CEO Business Outlook Forum 2012: Economic Growth Opportunities & Business Prospects in Southeast Asia & India
• Briefing on Enhanced Guidelines on Fair Employment Practices

FEBRUARY
• ASEAN Single Window Roundtable Session
• International Business Fellowship: 10th Executive Programme on Vietnam Pre-departure Briefing
• ASEAN Feedback Session with Singapore Food Manufacturers Association
• ASEAN Feedback Session with Association of Small and Medium Enterprises
• Seminar on Budget 2012
• Briefing on Budget 2012 for Business Chambers & Trade Associations
• Consultation on Implementation of Import Requirements for Wood Packaging Materials

MARCH
• Consultation Session on ACRA XBRL Requirement Study
• Briefing on Budget 2012: Implications on HR

APRIL
• Briefing on Amendments to Work Injury Compensation Act and Enhanced Guidelines on Fair Employment Practices
• Lunch with Visiting Vietnam Minister for Planning and Investment Mr Bui Quang Vinh
• Singapore Sustainability Alliance Meeting (Quarterly)
• Briefing on the Enhanced Productivity & Innovation Credit (PIC) Scheme for Construction Sector
• Briefing on the Enhanced Productivity & Innovation Credit (PIC) Scheme

MAY
• Briefing on National Wages Council (NWC) Guidelines 2012 / 2013
• Briefing on Productivity Incentives for Training Service Providers
• Trans Pacific Partnership: Towards a Seamless Commercial Environment in the Asia-Pacific
• Seminar on Work, Family & Wellness – A Business Imperative

JUNE
• SBF-Temasek Forum
• National Climate Change Strategy Community Dialogue
• Briefing on the Proposed Enhanced XBRL System and Public Consultation Paper

JULY
• 2nd Briefing on National Wages Council (NWC) Guidelines 2012/2013

AUGUST
• Seminar on Tax Saving and Incentive Opportunities for the Food Services & Manufacturing Industries

SEPTEMBER
• Dialogue with Emeritus Senior Minister Goh Chok Tong
• Briefing on CPF Contribution Rate Changes 2012 and the Capability Development Grant
• Briefing on Enhanced Construction Safety Orientation and Workplace Health Promotion
### OCTOBER
- SBF SME Convention
- Sharing on Country Information in Emerging Markets – Myanmar & Nigeria
- Briefing on the Construction Productivity and Capability Funds (CPCF) and the Enhanced Productivity and Innovation Credit (PIC) Scheme

### NOVEMBER
- PEP-SBF Pro-Enterprise Awards 2012 & Dialogue: Fostering Closer Private-Public Partnership to Enhance Business Sustainability
- Consultation Session on Review of the Employment Act
- Focus Group on Enhancements to the Productivity Innovation Credit (PIC) Scheme

### BUSINESS FACILITATION & NETWORKING

#### JANUARY
- Dialogue Session with All-China Federation of Industry & Commerce
- Networking Session with JCCI / Tokyo Business Chamber
- Business Networking with Korean Medical Device Industry

#### MARCH
- South Africa Economic & Business Landscape 2012 Forum
- Seminar on Business Opportunities In Kazakhstan’s Transport & Logistic Sector
- Business Matching Session with Japan Die & Mold Companies
- Dialogue Session with Chinese CEOs Delegation
- Dialogue with German Food Delegation

#### APRIL
- Middle East Series: Spotlight on Qatar
- Brazil 2012: Market Outlook, Business and Investment Opportunities
- Luncheon with Visiting New Zealand Prime Minister
- CCPIT Overseas Investment Forum (Beijing)
- IE – SBF Business Opportunities in Sri Lanka Seminar
- Middle East Country Briefing and Update Seminar: Spotlight on the Kingdom of Saudi Arabia

### MAY
- CEO Breakfast Talk: Netherlands as a Strategic Partner in Europe
- Portugal – Singapore Business Forum 2012
- Networking Session with US Trade Delegation
- Networking Session with Jiangsu Provincial Water Conservancy Committee Delegation
- Mongolia Business Forum

### JUNE
- Business Seminar on Islamic Banking & Opportunities in Qatar
- Vietnam – Singapore Family Business Networking Dinner

### JULY
- Turkey-Singapore Business & Investment Forum 2012
- Iran – Sanctions and Export Controls: What It Means for Businesses?
- Networking Session with Danish Delegation – Water Sector
- Singapore-India Business Forum
- Networking Session with Delegation from Kunshan, China
- Singapore Sustainability Awards 2012
- Europe and China Seminar: How to Protect Your business and Trade Safely, While Minimizing Risks
AUGUST
• Spotlight on Cameroon – Roundtable on Trade and Investment (including Opportunities in Djibouti)
• Networking Session with H.E. Mesfin Seyoum, Ambassador of Ethiopia to Singapore
• Indonesia-Singapore Business Forum
• Access2Success Integrated Programme: Market Entry to Vietnam Health Sector Workshop
• Networking Session with Delegation from Yiwu, China
• Networking Session with Delegation from Hebei, China
• Dialogue on Future Pakistan – Business Today

SEPTEMBER
• Russia-Singapore Business Forum
• Tomsk Region Seminar (Russian Federation) – Business Seminar and Networking Session
• Cape Verde Singapore Business Forum
• Saudi Arabia Business Matching Session
• Singapore-Myanmar Luncheon Dialogue
• Networking Session with Hainan Delegation

OCTOBER
• Global Entrepolis @ Singapore 2012
• Global Entrepolis @ Singapore – Middle East (Sharjah Segment) Forum
• Global Entrepolis @ Singapore – Ukraine Forum
• Global Entrepolis @ Singapore – Supply Chain Leadership Forum
• Global Entrepolis @ Singapore – Sustaining Leadership and Productivity amidst Demographic Challenges
• Asia Pacific Sustainability Leadership Forum
• The 7th Korea Singapore Business Roundtable – Business Networking with Korean Medical Device Industry
• International Cleantech Network Manager’s Meeting
• Breakfast Talk with Autodesk
• SBF 10th Anniversary Gala Dinner

NOVEMBER
• Innovative Sweden: Business Seminar & Networking
• 6th Uzbekistan-Singapore Business Forum
• Oman Investment Forum
• Spotlight on Zambia Forum
• Networking Session with Chinese Delegation from Xinjiang
• Networking Session with Russian Skolkovo Delegation
• Networking Session with Chinese Delegation from Tianjin Dongli

DECEMBER
• Networking Session with Delegation Lianyungang, China

CAPACITY BUILDING
JANUARY
• Workshop on Letter of Credit – An In-depth Understanding for Importers & Exporters
• Workshop on NEW Incoterms 2010
• Seminar on Simplified Financial Reporting Standards for SMEs
• Workshop on Preparation of Financial Statements using FS Manager

FEBRUARY
• Profit-Maximization Strategies: Using Financial Engineering and Other Tools
• SBF – BDO Family Business Workshop – Succeeding Generations, Preserving Ties
• Community Engagement Programme Workshop: The Key to Protect Your Business – A Harmonious and Resilient Workplace

MARCH
• SBF – Hay Group Workshop: Think Reward – Rewarding Talent for High Performance Growth
• The Principles of BCM & The SS540:2008 BCM Training Course
• SBF Global Asia Hub Representative Office Seminar
• Breakfast Talk on High Performance Companies
• SBF Workshop on Letters of Credit: An In-depth Understanding for Importers & Exporters
• Workshop on Employment Termination & Dismissal
APRIL
- Sovereign Debts, Emerging Asia & Corporate Payment Risks Workshop
- Workshop on The Art of Drafting an Employment Handbook

MAY
- Managing Financial Risks: Protecting Your Bottom-Line from Erosion
- Component Business Modelling: Identifying Strategic Capabilities of Your Core Business
- When Disaster Strikes, It’s Still Business As Usual: Building Resilient Recovery Blueprint with IBM
- Mentoring Roundtable Sessions with Mr Tan Puay Hiang
- Workshop on Goods & Services Tax: Understanding GST to Avoid Common Pitfalls and Manage Audit Queries
- Business Resilience Champions Course

JUNE
- CEO Workshop – BizSafe Level 1
- Workshop on Case-Studies on 30 Pitfalls, Tricks & Traps in Letters of Credit Transactions
- Workshop on Securing Project Funding from International Financial Institutions

JULY
- 24 x 7 Business Continuity: The Cost-effective IBM Cloud-based Solution for Your Business
- Seminar on Corporate Governance and Directors’ Duties & Liabilities

AUGUST
- Workshop on Marine Cargo Insurance
- Workshop on PRC Employment Law

SEPTEMBER
- Risk Management Course – BizSafe Level 2
- Workshop on Retirement and Re-Employment Act
- Workshop On Understanding The UCP 600 & ISBP 2007
- Strategic Risk Leadership Workshop
- Seminar on “I Should Not Have Assumed! How to Provide a Conducive and Safe Environment”
- Corporate Social Responsibility Trends, Threats And Opportunities

OCTOBER
- Business Continuity Management Manager Course

NOVEMBER
- Workshop on Employment of Foreign Workers – Legal Obligations
- SBF – WDA Efficiency and Excellence Programme (3E Programme)
- Workshop on Accounting for the Effects of Foreign Exchange Rates

DECEMBER
- CXO Networking Lunch: Where is the Commercial Property Market Heading in 2013?
- Association Management Executive Certificate Course
# EVENTS SUPPORTED BY SBF

## JANUARY
- Meet the Expert – Start it Right and Start it Right Now
- Regional Outlook Forum 2012
- Diversity @ Work: Developing Cross-Culture Competence
- Pre-Budget 2012 e-Townhall Webchat with REACH

## FEBRUARY
- Peru Pisco Festival – Networking Session
- iAdvisory Seminar Series: Doing Business in South Africa
- 14th APCChE Industrial Seminars (Sustainability in Practice Seminar and Process Safety Management Seminar)
- Corporate Social Responsibility: Building Business Resilience

## MARCH
- Dubai Airport Freezone Connecting Middle East & Asia
- Europe’s Economy: Between Crisis and Recovery, Risks and Opportunities
- Japanese Kabuki – Organized by SOTA and Vivid Creations
- IE Singapore – SBF Bangladesh Seminar
- 2012 –13 India Budget and Prospects for the Indian Economy
- India Budget 2012 Seminar

## APRIL
- Building Organisational Leadership Through Executive Development
- Business Mission to Brazil
- iAdvisory Seminar Series: Emerging business opportunities in Bangladesh
- Asia Pacific ICT Summit 2012: Success with Digital Engagement
- Cairo International Fair 2012
- SME-SMP Forum 2012: Small and Medium-Sized Businesses: How to Grow Amidst Market Uncertainties
- Work-Life Excellence Award 2012
- Business Mission to India
- Singapore Brand Conference

## MAY
- SCCCI Exploratory Trip to Bintan Industrial Estate
- iAdvisory Seminar Series: Doing Business in Vietnam
- Seminar on Myanmar and Vietnam: Understanding Business & Investment Legal Framework
- AEIS Business Mission to Hanoi
- Europe Day Celebration Luncheon
- Singapore XBRL National Conference 2012
- Business Matching with U.S. companies / Trade Winds Forum Asia
- Volunteerism Conference
- AmCham TransPacific Partnership (TPP) Networking Night

## JUNE
- KPMG – SPRING CEO Roundtable: Building Up Your Financial Management Capability
- iAdvisory Seminar Series on Canada: Trade and Investment Opportunities in Canada

## JULY
- SIWW Southeast Asia Business Forum
- Jakarta Investment Forum
- The World Cities Summit
- German-Singapore Business Forum 2012
- Opportunities For Business In China’s Regional Cities
- Information Security Seminar
- Inter-Association Networking Night 2012
- Singapore Competition Law Conference 2012 – Antitrust, Business & Compliance – As Easy as ABC?

AUGUST
- Africa Singapore Business Forum
- 5th ASEAN and Asia Forum
- Tax and Transfer Pricing and Foreign Contractor Tax Seminar
- “Football With a Heart” – Executive Football Charity Fund-raiser
- National Security Conference (Securing your Business in the Cyber Future)
- Future Pakistan – Business Today
- CrisisAsia Executive Development – Crisis Simulation Exercises
- Vietnam’s New Regulation on Foreign Contractor Tax and the DTA with Singapore

SEPTEMBER
- Spotlight Singapore Young Entrepreneur Series – Bratislava and Prague Mission
- IE Singapore iAdvisory Seminar Series: Thailand Beyond Bangkok
- Biomass-to-chemicals Industry Forum
- National Day Rally 2012 – Feedback Exercise
- Business Intelligence Asia Pacific Summit & Awards 2012
- Singapore Business Mission to Chile and Peru

OCTOBER
- Myanmar 2012 Tax & Investment Conference
- Case Studies on Market Exit, Divestment and Repatriating Trapped Cash from Indochina
- Workshop on Workplace Inclusion and Job Accommodation for Persons with Disabilities

DECEMBER
- Bloomberg Global Green Business Summit
- Briefing on Fair Employment
- Inaugural Bangladesh Investment Summit Unlocking Opportunities for Asian Investors
- Philippines Singapore Business Council Seminar
- Trans-Pacific Partnership (TPP) Negotiations
- Italian Chamber of Commerce and Industry Singapore (ICCS) Breakfast Talk on Lombardy Region
- 2nd INDIA – ASEAN Business Fair (IABF) and Business Conclave
DELEGATION VISITS HOSTED BY SBF

JANUARY

• Roundtable with Chairman of Oman Tender Board
• Courtesy Call on SBF Chairman by Singapore Ambassador to Thailand
• Networking Session with Chinese CEOs Delegation All-China Federation of Industry and Commerce

FEBRUARY

• Dialogue and Dinner with French Business Leaders
• Dialogue and Networking Session with HE Antonio Villegas, Ambassador of Mexico to Singapore
• Courtesy Visit by Sabah State Minister for Industrial Development, Datuk Raymond Tan

MARCH

• Luncheon with H.E. Edmond Haxhinato, DPM of Albania
• Visit of Her Excellency Mrs Cristina Duarte, Minister of Finance and Planning of the Republic of Cape Verde and Her Delegation
• Visit of the Eastern Black Sea Develoment Agency
• Luncheon with H.E. Serzh Sargsyan, President of Armenia
• Courtesy Visit by Newly Appointed Indonesia Ambassador Andri Hadi

APRIL

• Roundtable with Public Authority for Investment Promotion and Export Development – Oman
• Roundtable with AfBG and Singapore Companies in Africa for International Press Tour
• Roundtable with Singapore companies with Existing Business Interests in Angola
• Meeting of Singapore Members of the Malaysia-Singapore Business Council

MAY

• Roundtable with Ambassador of the Republic of Angola
• Courtesy Call by Incheon Free Economic Zone
• Courtesy Call by Representative of Taipei Representative Office in Singapore Mr Fadah Hsieh

JUNE

• Visit by Steve Bodjona, Charge d’Affaires for Togo Embassy in Japan
• Visit by Paulo Gomes, President and Managing Partner of Constelor Investments Holding
• Dialogue Session with HE Hussain Al Shahristani, Deputy Prime Minister for Energy for the Republic of Iraq

JULY

• Chile: Trade and Investment Roundtable
• Site Visit by Port Sultan Qaboos (Oman)
• Dialogue Session with HE Umaru Tano Al Makura, Governor of Nasarawa State of Nigeria
• Courtesy Call on CEO by Singapore Ambassador to Vietnam
• Incoming Delegation from Soc Trang, Vietnam
• Incoming Delegation from Cambodia
• Discussion Session with incoming Indonesia Tax Treaty Focus Group
• Delegation from Kunshan, China

AUGUST

• Roundtable on Trade and Investment Opportunities in Djibouti
• Dialogue Session with H.E. Luc-Adolphe Tiao Prime Minister of Burkina Faso
• Delegation from Yiwu, China
• Delegation from Hebei, China
• Delegation Lianyungang, China
• Courtesy Call by ICC Immediate Past President, Mr Raghu Mody on SBF Chairman

SEPTEMBER
• Roundtable Meeting with Cllr Kgosientso Ramokgopa, Executive Mayor, Tshwane
• 4th Singapore Saudi Business Council SSBC
• Roundtable Meeting with Mr John Manzella
• Visit by Hainan Delegation

OCTOBER
• AfBG Roundtable with China – Africa Development Fund
• Roundtable with H.E. Sheikh Sultan Bin Ahmed Al Qassimi and Sharjah Delegation

NOVEMBER
• 3rd Singapore Oman Business Council Meeting
• 1st Meeting of MSBC Services Sub-Committee for Singapore Members
• Chinese Delegation from Xinjiang
• Russian Skolkovo Delegation
• Chinese Delegation from Tianjin Dongli

DECEMBER
• Dialogue on Slovak Republic
• Delegation from Lianyungang, China

OVERSEAS BUSINESS MISSIONS

FEBRUARY
• Business Mission to Congo and DR Congo
• Business Mission to Penang
• IE – SBF Business Mission to Myanmar

MARCH
• International Business Fellowship: 10th Executive Programme on Vietnam
• Business Mission to Europe

MAY
• Business Mission to Nigeria and Benin
• Business Mission to UAE & Kuwait
• Business Mission to Turkey
• Business Mission to Sri Lanka

JUNE
• Business Mission to Myanmar

JULY
• 19th Southern African International Trade Exhibition
• German Singapore Business Forum: Business Mission to Indonesia: Jakarta & Batam
• Business Mission to Mongolia
• Business Mission to India

AUGUST
• SBF & SMa Joint Mission to Pyongyang, DPR Korea & Dandong, China

SEPTEMBER
• Business Mission to Ethiopia and Djibouti
• Business Mission to Ghana and Togo
• Business Mission to 9th China-ASEAN Expo, Nanning, China

OCTOBER
• Business Mission to Zambia and Zimbabwe

NOVEMBER
• Business Mission to Myanmar
• Business Mission to Cambodia (Phnom Penh)