The World within Reach
Strengthening Collaborations
Annual Report 2014
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 Singapore Business Federation (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 SBF. Local chambers of commerce and industry which represent the interests and welfare of any local or foreign business group join 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.

As the apex business chamber, SBF represents the business community’s interests in Singapore and abroad in trade, investment and industrial relations.

CONTENTS

Our Beginnings 1
Chairman’s Message 2
2014 Highlights 4
• Key Initiatives & Events 6
• Key Figures 10
Voice Representation 18
Business Networking & Facilitation 32
Capability Building 40
Federation Profile
• Board of Trustees 41
• SBF Council
• SBF Council Committees & SBF-Led SME Committee 44
• SBF Secretariat 46
2014 was an eventful year for SBF. The Federation stepped up efforts in advocacy, increased business networking opportunities, deepened engagement with the various Trade Associations and Chambers (TACs) and empowered enterprises through various capability building initiatives.

Firstly, we renewed leadership for the Federation in June with several new Council Members coming on board for the 2014-2016 term. I was privileged to succeed Mr Tony Chew as Chairman of SBF. Mr Chew laid a solid foundation for SBF and I would like to acknowledge his many significant contributions in building the Federation as Singapore’s apex business chamber. At the same time, I would also like to thank the Council Members who have stepped down in 2014 for their good work. They have dedicated much of their time and effort to help shape the Federation.

During the year, we enhanced the representation of our business community through the numerous activities centred on business advocacy, expansion and capability building. While we sustained the number of outgoing missions, we welcomed a significant increase in the number of incoming delegations, from 102 in 2013 to 117 in 2014.

On the international front, the Federation led several key missions including those in conjunction with Prime Minister Lee Hsien Loong’s visits to China, Georgia and Turkey, as well as Portugal and Switzerland. SBF’s participation in the 11th China-ASEAN EXPO (CAEXPO) in September 2014 marked the largest SBF-led business delegation of companies and TACs, comprising 260 businessmen and representatives from nine leading TACs.

Locally, SBF drove key events such as the inaugural National Productivity Month (NPM) which was co-organised with the Singapore National Employers Federation to encourage businesses to boost productivity which is necessary for business growth. The NPM, a month long initiative, engaged some 14,000 participants over 15 events. It is part of a national effort for productivity push, which is for the long haul.
As part of our advocacy efforts, SBF shared key business concerns with the government to create a more vibrant and sustainable SME sector through targeted policies for strategic sectors. I am pleased to report that there was considerable alignment of our recommendations with those announced in Budget 2014.

Last September, the Council Members reviewed SBF’s goals to identify new strategies to take the Federation through 2018.

We will continue to strengthen the Federation’s role as the apex business chamber and champion the needs and aspirations of members and the wider business community. Whilst the SBF-led SME Committee has done well in its advocacy role, we endeavour to strengthen our engagement with larger companies and work towards shaping trade and investment policies.

SBF will also continue to build a conducive business environment and help businesses through Singapore’s dynamic economic landscape. We aim to provide thought-leadership on business matters, support the business community through the economic transformation and help mould the national agenda to benefit businesses and contribute to Singapore’s continued growth.

There is room for greater collaboration between the Federation and the TACs. Besides leveraging each other’s strengths, SBF aims to work more closely with the TACs to help advance the interests of the business community in Singapore and internationally.

In the pipeline, SBF plans to increase member engagements through outgoing business missions and incoming visits by business delegations. We will continue to assist our members, especially the SMEs, in extending their global footprints by tapping on opportunities in external markets particularly in ASEAN, China, South Asia and emerging markets like Africa.

As SBF continues to work hard to deepen engagement with our members, I encourage our members and partners to join us in our journey to excellence.

S. S. Teo  
Chairman  
Singapore Business Federation
SMEC Budget Recommendations
2014 & Budget Seminars
14 January, 25 & 28 February 2014

A targeted approach was proposed to the government to help SMEs in the three areas: SMEs seeking growth, SMEs in survival mode and SMEs in sectors with special needs. SBF also urged the government not to introduce additional measures that would exacerbate the already harsh conditions that SMEs were facing.

In addition, two seminars were organised, covering the highlights of Budget 2014 and implications of the new measures for businesses. The sessions were attended by over 100 TAC representatives and more than 1,000 business representatives.

ASEAN Economic Community (AEC)
2015 SME Forum
28 May 2014

Graced by Senior Minister of State, Ministry of Trade and Industry, Lee Yi Shyan, this forum attracted 340 participants keen on understanding the business issues, opportunities and challenges arising from the 2015 AEC.

12th Annual General Meeting
Grand Copthorne Waterfront Hotel Singapore
27 June 2014

Having completed three consecutive two-year terms, Tony Chew stepped down as SBF Chairman and was succeeded by S. S. Teo who was elected by the SBF Council. Eight new candidates were appointed to the 21-strong SBF Council for a two-year term from 2014 to 2016.

Council members who have stepped down in 2014 include Abdul Rohim Sarip (Vice Chairman), Rangarajan Narayanamohan (Vice Chairman), Robert Yap (Vice Chairman), Bob Tan (Honorary Treasurer), Chong Siak Ching (Deputy Honorary Treasurer), Mitsuhiro Akiyama (Council Member), Chan Chong Beng (Council Member), Piyush Gupta (Council Member), George Huang (Council Member), and Simon Kahn (Council Member).
Launch of NTU-SBF Centre for African Studies (CAS)
27 August 2014

First of its kind in South-East Asia, this think tank on Africa will enable private and public sectors to develop new insights into the continent and foster an integrated Africa-Singapore network.

11th China-ASEAN EXPO (CAEXPO)
16 to 19 September 2014

Held in Nanning, Guangxi, China, the event showcased the importance of the Maritime Silk Road of the 21st Century. The event had the largest SBF-led business delegation comprising 260 businessmen and representatives from nine leading TACs. This event also marked the first and largest overseas collaboration amongst the local TACs.

National Productivity Month (NPM) & Singapore Productivity Awards (SPA)
7 to 30 October 2014

The inaugural NPM 2014 engaged over 14,000 business associates and included 15 events involving nine government agencies, 25 TACs and 40 industry partners. To mark the close of NPM, SPA recognised six locally-based enterprises that have made significant progress in raising productivity.

Singapore Sustainability Awards 2014
8 October 2014

Into its fifth year, the Awards is now widely known as one of the top awards in Singapore that recognises organisations exemplifying business excellence in the practice of sustainability. This year, 15 organisations were recognised for their innovative sustainable business practices and green solutions at the Awards Presentation Ceremony.
**2014 HIGHLIGHTS**

**KEY FIGURES**

*as at 31 December 2014*

**North America**

- Canada
- United States of America

**2** Total Visiting Delegations

**117**

**21,504** Membership
68,500
Total number of participants engaged

530
Total number of activities

38
Total number of outgoing missions

117
Total number of incoming delegations

Europe

9
- Italy
- Russia
- Slovakia
- Spain
- Switzerland
- Turkey
- Ukraine
- United Kingdom

Middle East

6
- Iran
- Jordan
- Oman
- Saudi Arabia
- United Arab Emirates

Asia

59
- China
- India
- Indonesia
- Japan
- Laos
- Maldives
- Myanmar
- Philippines
- South Korea
- Thailand
- Vietnam

Africa

39
- Africa
- Burkina Faso
- Congo
- Cote d’Ivoire
- Madagascar
- Morocco
- Niger
- Nigeria
- Sudan
- Togo
- Tunisia
- Zambia

Australia

2
- Myanmar
- Philippines
- South Korea
- Thailand
- Vietnam
2014 HIGHLIGHTS

KEY FIGURES
*as at 31 December 2014

Share Capital Breakdown of SBF Members

- **19.7%** $10m & above
- **29.7%** $0.5m to less than $1m
- **42.5%** $1m to less than $5m
- **8.1%** $5m to less than $10m
Industry Profile of SBF Members

- 23.3% Wholesale Trade
- 2.4% Hotels, Restaurants & Accommodations
- 3% Real Estate Activities
- 3.4% Retail Trade
- 3.8% IT & Related Services
- 4.8% Banking & Insurance
- 6.3% Logistics & Transportation
- 14.9% Manufacturing
- 12.9% Others (e.g. holding/investment companies)
- 9.4% Services
- 8.6% Construction
- 7.3% Professional Services
A VOICE FOR THE BUSINESS COMMUNITY

It is our mandate to represent and uphold the interests of our members and promote engagement with policymakers and the government.
National Business Survey & SME Committee (SMEC) Budget Recommendations 2014
14 January 2014

Survey findings from SBF’s National Business Survey 2013/14 affirmed that more needed to be done for SMEs in the areas of high business costs, responses to the tight labour market, foreign workers regulations and taxation.

The SBF-led SMEC submitted a set of 25 Budget Recommendations to the government based on six key considerations: economic competitiveness; high business costs; realistic productivity target; financing for growth; seizing growth opportunities, and greater differentiated fiscal policies.

Business Outlook 2014
15 January 2014

Over 260 participants attended this seminar aimed at updating the business community on the current economic situation, its probable impact on Singapore businesses, as well as the schemes available for internationalisation.
Seminars on Budget 2014
25 & 28 February 2014

SBF organised two seminars for the TACs and the business community. Attended by over 100 TAC representatives and more than 1,000 business representatives, the attendees were briefed on highlights of the 2014 Budget and implications of the new measures for businesses. The participants also had the opportunity to seek advice and clarifications on the various schemes, measures and incentives.

UnConferences: Business Issues & Internationalisation
22 April & 31 July 2014

More than 330 business leaders participated in two UnConferences to share experiences and exchange ideas for the growth and survival of SMEs in the current tough business environment. The events provided participants the opportunity to shape the issues to be discussed and raise possible solutions for overcoming the challenges. Top key challenges raised were difficulties with manpower, rising business costs and expanding overseas. The sessions provided useful inputs for SMEC’s 2015 Budget Recommendations.
Rental Practices Working Group (RPWG)
4 June 2014

The RPWG was formed by the SMEC to address issues of rental and tenancy practices of businesses. Initiated in response to escalating rental costs and unfair practices, the Group will work with the government on rental data transparency. The RPWG is represented by the Singapore Retailers Association, Restaurants Association of Singapore, Association of Small and Medium Enterprises, industry experts and SPRING Singapore.

12th Annual General Meeting (AGM)
27 June 2014

Some of the achievements and milestones reported at the AGM include: the launch of the SBF Foundation, establishment of the NTU-SBF Centre for African Studies and the SBF Business Institute (SBI).

The new Council elected include Dr James Andrade (Chairman, American Chamber of Commerce in Singapore), Magnus Böcker (CEO, Singapore Exchange Ltd), Thomas Chua (President, Singapore Chinese Chamber of Commerce & Industry), Pek Lian Guan (CEO, Tiong Seng Holdings Ltd), Rachel Eng (Joint Managing Partner, WongPartnership LLP), Junichi Sasaki (President, Japanese Chamber of Commerce & Industry in Singapore), Dr R Theyvendran (Chairman, Singapore Indian Chamber of Commerce & Industry), Andrew Tjioe (President, Restaurant Association of Singapore), Samuel Tsien (Chairman, The Association of Banks in Singapore), and Zahidi Abdul Rahman (President, Singapore Malay Chamber of Commerce & Industry).
SME Forum on e-Commerce  
2 July 2014

To address the importance of e-Commerce adoption for growth opportunities, SBF organised an e-Commerce Forum at the Suntec Convention Centre. Approximately 100 representatives learnt how to take their businesses online and increase their market reach.

2014 National Security Conference: Business Continuity through Cyber Security  
1 October 2014

Attended by about 450 leaders from the business community, the conference addressed the prevention of security breaches and ways to guard against cyber threats. The event included a live demonstration of a cyber-attack and an exchange of views from both the government and private sectors.

The conference was graced by S Iswaran, Minister, Prime Minister’s Office and Second Minister for Home Affairs and Trade and Industry. It was organised by SBF and supported by the National Security Coordination Secretariat (NSCS), the Infocomm Development Authority of Singapore (IDA) and The Association of Banks in Singapore (ABS).
SME Convention 2014
8 October 2014

SBF’s annual SME convention aims to engage SMEs on their views on SMEC’s Budget 2015 recommendations and provide SMEs with a platform to raise their concerns. About 280 SME business leaders and owners participated in the convention. Teo Ser Luck, Minster of State, Ministry of Trade and Industry, was the Guest-of-Honour at the event.
PEP-SBF Pro-Enterprise Awards 2014: Smarter Regulations, Competitive Businesses
7 November 2014

The annual awards was jointly organised by the Pro-Enterprise Panel (PEP) and SBF, recognising companies, individuals and trade associations that have initiated pro-enterprise changes and provided notable suggestions. The event marked the ongoing collaboration between the private and public sectors in helping to ensure a pro-enterprise environment in Singapore.

The theme for 2014 emphasises the importance of agency support for business competitiveness. Over 260 participants from the private and public sectors attended the event.

SBF-PwC Pre-2015 Budget Roundtable
8 December 2014

The pre-Singapore Budget feedback session jointly organised by SBF and PricewaterhouseCoopers (PwC) Singapore sought to engage companies for their inputs for Budget 2015. Twenty-three high-level executives across a range of industries including IT, hospitality, chemicals, offshore, marine and the telecommunications sectors participated in the discussion.

Chris Woo, Tax Leader for PwC Singapore and PwC Myanmar, and Ho Meng Kit, SBF CEO engaging participants in the discussion
MAKING INROADS INTO NEW OPPORTUNITIES

In business, it is about making the right connections. We are committed to building bridges that give members the right opportunities to network, establish partnerships and step up onto the world stage.
As part of the Federation’s efforts to develop new markets in Africa, SBF invited President of Niger, Mahamadou Issoufou, to lead a high-level delegation to Singapore. The delegation comprised 21 senior officials and top Niger business representatives.

SBF signed a Memorandum of Understanding (MOU) with the Niger Chamber of Commerce and Industry to facilitate future exchange of information. The Federation also facilitated the signing of the MOU with Singapore Cooperation Enterprise (SCE) and the Ministry of Economic Planning, Land Management and Community Development of the Republic of Niger. This is to provide a high-level framework for public and private sector collaborations between Singapore and Niger.
Business Mission to Portugal and Switzerland
4 to 11 May 2014

Following the EU-Singapore Free Trade Agreement (EUSFTA), SBF led its inaugural business mission to Portugal and Switzerland, visiting the cities of Lisbon, Zurich and Lausanne. The visit was held in conjunction with the state visit of President Tony Tan Keng Yam.

The 16-member delegation comprised senior representatives from diverse industries including business consultancy and financial services, general trading, ICT, logistics, pharmaceuticals, port management, real estate and venture capital.

A bilateral business forum was organised in Lisbon and Zurich, and a seminar illustrating the best practices of Singapore and Switzerland across various aspects was held.

NTU-SBF Centre for African Studies (CAS)
27 August 2014

The CAS is a unique trilateral collaboration between the government, businesses and academia. First of its kind in South-East Asia, it enables public and private sectors to develop new insights into the emerging continent by providing thought leadership, capacity building for governments and executives, developing human capital, and fostering an integrated Africa-Singapore network.

As part of its inauguration, CAS inked two MOUs with Strathmore Business School and Lagos Business School in Kenya and Nigeria.
**Business Mission to Georgia and Turkey**

8 to 16 October 2014

Against the backdrop of the Turkey-Singapore FTA negotiation, SBF and IE Singapore jointly led a 20 strong business delegation to Tbilisi, Georgia and Istanbul, Turkey. The mission was held in conjunction with Prime Minister Lee Hsien Loong’s official visit to Turkey, where a declaration on a strategic partnership was signed to boost ties between the two countries.

Two Singapore companies–eurasia Strategix and Gauthamma International–each opened a company in Georgia. The trip was the first SBF visit to Georgia.

---

**2014 Asia Pacific Economic Cooperation (APEC) Business Advisory Council (ABAC)**

10 November 2014

In 2014, the APEC Chairmanship was China. ABAC was led by Frank Ning (Chairman, COFCO Corporation). The thrust of ABAC’s recommendations is for APEC Leaders to deepen regional economic integration as the means to promote resilience and sustained economic growth and recovery in the region.

SBF acts as the national secretariat for ABAC Singapore. The following ABAC Singapore members attended the Beijing meeting, — S. S. Teo (MD, Pacific International Lines Pte Ltd), Jackson Yap (Immediate past Group MD, United Engineers Limited), Lim Sim Seng (Singapore Country Head, DBS Bank) and Ho Meng Kit (CEO, SBF).
ASEAN Economic Community (AEC) 2015 SME Forum
28 May 2014

The AEC Forum attracted a total of 340 participants keen on understanding business issues, opportunities and challenges arising from the onset of AEC in 2015. Guest-of-Honour, Senior Minister of State Trade and Industry, Lee Yi Shyan, encouraged Singapore companies to continue tapping on opportunities in ASEAN.

Deepening Engagement with Philippines
April to November 2014

To increase engagement with the Philippines, SBF acting as a Secretariat of the Philippines Singapore Business Council (PSBC), led the PSBC Business Mission to Manila, Philippines. The mission was held in conjunction with President Tony Tan Keng Yam’s state visit. The delegation also had a Business Roundtable with Philippine President Benigno Aquino.

From these events, participants gained insights to the latest developments in Philippines and met with key government officials.
Business Mission to Iskandar Malaysia
10 June 2014

Organised as part of SBF’s ongoing efforts to keep Singapore-based businesses abreast of developments and opportunities in Iskandar Malaysia, the mission attracted 60 company representatives from 38 participating companies and officials from the Singapore Consulate in Johor Bahru and Malaysia Trade Commission in Singapore. The programme included a guided tour of the Port of Tanjung Pelapas and a newly developed industrial park, as well as visits to MNCs located within the park.

Business Mission to Jakarta & Semarang
24 to 27 November 2014

Twenty-five companies participated in the mission led by Minister of State, Ministry of Trade and Industry, Teo Ser Luck and SBF Council Member and President of Singapore Manufacturing Federation, Douglas Foo. The mission gave participants an opportunity to meet with key Indonesian government officials and business leaders. They also received useful updates on the economic and business outlook in the new Jokowi-administration era.

During the mission, two MOUs were sealed; one between Singapore’s Cyclect Energy Pte Ltd and PT Berkat Muunggal Jaya (BJM) and another between Tai Wai Enterprise and Triton Investment Group.

As a follow-up to this mission, a new bilateral business platform led by SBF and Kamar Dagang dan Industri (KADIN) will be formed.
Singapore India Business Symposium
28 November 2014

The symposium presented an opportunity for IE Singapore and SBF to refocus Singapore companies’ interests in India into the manufacturing sector, urban infrastructure services and the services sectors.

Attended by over 250 participants, the symposium was officially opened by Second Minister for Trade and Industry, S Iswaran. A Confederation of Indian Industry (CII) Core Group of 12 leading Indian businessmen also attended the event.
CHINA & NORTH ASIA

12th SBF-Chinese International Economic Cooperation Association (CIECA) Joint Meeting
6 May 2014

A joint meeting between SBF and the CIECA was called to foster closer economic ties between Singapore and Taiwan. The meeting also explored new business and investment opportunities in Taiwan and Singapore, providing a conducive business networking platform for leading local enterprises.

The forum was attended by 126 business representatives from Singapore and Taiwan. The Taiwanese delegation consisted of 37 companies and TACs from a range of industries including financial and legal services, logistics, construction, retail, technology, clean technology and water solutions.

3rd China Beijing International Fair for Trade In Services (CIFTIS)
28 May to 1 June 2014

With the support of the Ministry of Trade and Industry Singapore, SBF organised Singapore’s participation in the 3rd CIFTIS held in Beijing, China. Grace Fu, Minister, Prime Minister’s Office, Second Minister for the Environment and Water Resources and Second Minister for Foreign Affairs, was the Guest-of-Honour at the Singapore Day Seminar. She also toured the Singapore Pavilion and hosted a luncheon with the business delegates.

Some 100 delegates of the Singapore business delegation was led by Poh Choon Ann, Vice Chairman of SBF China Business Group. During the five-day trade fair, over 220 businessmen and senior government officials from Beijing and other provinces visited the Singapore National Pavilion.
SBF led its largest business delegation comprising 260 businessmen and representatives from nine leading local TACs to the 11th CAEXPO and CABS. The event was opened by Chinese Executive Vice Premier (EVP) Zhang Gaoli, Prime Minister Lee Hsien Loong and Guests-of-Honour from other ASEAN countries.

As the Country of Honour, PM Lee was invited to a Roundtable Dialogue with selected Chinese CEOs. Ten MOUs were signed at the 11th CABS including the MOU between SBF and China Council for the Promotion of International Trade (CCPIT) on strengthening business relations, as well as the promotion of trade and business activities between Singapore and China.
Business Mission to Japan
28 September to 3 October 2014

SBF organised a business mission to Tokyo, Japan, focusing on the silver industry which includes elder care and related services. Led by Chung Tze Khin from Raffles Medical Group (RMG), business delegates met with healthcare professionals and executives from Capita Medica Co. Ltd. One of the largest leading healthcare service providers in Japan, the company operates 17 hospitals, seven clinics, eight nursing homes, a health check-up centre and a diagnostic imaging centre.

SBF-China Entrepreneur Club (CEC) Business Round Table
29 November 2014

A lively exchange took place at the SBF-CEC Business Roundtable involving 40 business leaders from Singapore and China. The participants discussed how the two countries can mutually tap on each other’s strengths to access markets in South-East Asia, particularly when the AEC comes into effect in 2015. The 17-member CEC delegation was led by Executive Chairman Ma Weihua and included many notable Chinese business powerhouses.
1st ASEAN Korea Business Council (KCCI) Meeting
10 December 2014

As the importance of ASEAN and the Republic of Korea grows, there was a need to formulate a private sector cooperation channel to further enhance trade and investment between the two economies. Held in Busan, Korea, the 1st ASEAN-Korea Business Council (AKBC) Meeting discussed how the AKBC can be a platform to facilitate collaboration among businesses and boost co-operation between private sectors in ASEAN and Korea. It also explored ways to capitalise on the ASEAN-KOREA FTA and how to resolve challenges and barriers to business activities. An MOU was signed by representatives of 11 business federations from ASEAN and Korea at the Council Meeting.

GLOBAL ASIA HUB

Global Asia Hub (GAH)

The Global-Asia Hub programme helps global companies to set up in Singapore, serving as a base to expand into the Asian market. The programme offers advisory services to assist companies to set up quickly and seamlessly in Singapore.

In the year, GAH hosted 30 incoming delegations that comprised foreign companies and government officials with the primary objective of briefing these delegations on opportunities in ASEAN and how they can access ASEAN through Singapore. Through these meetings, GAH and the AccessAsia partners reached out to more than 400 foreign companies and government officials.
AccessAsia®Singapore Programme

The programme is an initiative by SBF that provides a single point of contact for foreign enterprises to access Asia through Singapore. It allows companies to tap on the expertise of leading professional service providers, combined with a suite of one-stop services and wide networks to support business start-ups and expansion into the region.

In 2014, AccessAsia brought together 27 leading Singapore-based professional service companies to provide services for global companies looking to set up business operations in Singapore. These services include banking, legal and taxation advice, expatriate relocation and HR strategy consulting amongst others.

Under the AccessAsia programme, a total of 39 seminars and business matching sessions in Singapore and seven overseas events were organised, reaching more than 1,100 foreign enterprises.

Helping Representative Offices Upgrade and Expand their Operations

The briefings, conducted every quarter in collaboration with IE Singapore, focused on helping representative offices upgrade their operations to a legal entity and expand their business in and from Singapore. Some 82 representative offices attended these sessions throughout 2014. They were briefed on the processes and regulations in incorporating a company and sorting manpower issues.
Promoting Singapore as the Gateway to Asia & ASEAN

Seven outreach missions to China, Taiwan and the UK were organised in the year. Themed Partnering Singapore in Asia, the missions aimed to promote Singapore as a gateway for companies looking to expand their operations in Asia. These missions involved AccessAsia partners, specifically firms from the professional services sector, providing them with a platform to profile their services and generate leads.

Outreach Mission to Xiamen in September 2014

Outreach Mission to UK in July 2014
EMPOWERING ENTERPRISES

We strive to empower businesses by focusing on the key areas of resilience and capability building, process management, leadership development and sustainability.
National Productivity Month 2014
Act now. Transform today.
Grow your future.

Official Launch of National Productivity Month 2014
7 October 2014
Suntec Singapore

Guest of Honour
Prime Minister Lee Hsien Loong
EMPOWERING ENTERPRISES

SBF BUSINESS INSTITUTE

SBF Business Institute (SBI)

Established by SBF, SBI aims to help SBF members and the wider business community build capabilities and achieve inclusive and quality-driven growth as Singapore restructures. Through training, SBI will leverage professional practitioners, certified trainers and successful Business Mentors to help companies address pertinent business challenges. This is done through training services tailored for upgrading capabilities and the up-skilling of the workforce.

In 2014, SBI ran a total of about 140 activities, engaging 1,900 participants. Some of the notable courses managed by SBI include the Certificate Programme in Association Management (CPAM), an Internationalisation Series with WDA and the Personal Data Protection Act (PDPA) Compliance and Data Protection Workshop.

The institute also signed an MOU with MIT Global SCALE Network to roll out competency-based training and continuous education programmes for professionals in the logistics and supply-chain industries.
CAPACITY BUILDING ACTIVITIES

Enhancing Enterprise Capabilities

In 2014, the Federation conducted various roundtable dialogues as part of the Business Mentorship Programme, with a focus on family-owned businesses and next generation business leaders. The programme provides a platform for businesses to tap on the pool of business leaders to seek advice on how to mitigate challenges.

National Business Continuity Management Programme (BCM) Focal Point: Enhancing Business Continuity & Sustainability

The National BCM is a $30 million initiative aimed at engaging the private sector in building economic resilience and competitiveness over a period of five years. Since its launch in 2008, SBF assisted some 200 enterprises in BCM applications and organised and supported more than 180 events attended by over 17,000 participants. In 2014, the BCM team organised eight events and workshops. These activities helped to train and promote business continuity to around 660 participants.
Productivity Initiatives: Empowering Productivity-led Growth

In line with the government’s push for productivity, SBF co-organised the National Productivity Month (NPM) with the Singapore National Employers Federation. The month-long event included conferences, overseas study trips, and exhibitions showcasing various products, processes and technology solutions to help businesses enhance productivity.

In conjunction with the NPM, the inaugural Singapore Productivity Awards (SPA) was held in the same month, recognising highly productive Singapore-based companies. The 2014 SPA winners were Holiday Inn Singapore Atrium, LF Logistics, Neo Group Limited, Pan Asia Logistics Singapore Pte Ltd, Select Group Limited and Sheng Siong Group Limited.

In addition, the 3E Programme, with the Singapore Workforce Development Agency, is aimed at helping businesses enhance their productivity capabilities. Over 40 companies and some 200 productivity champions have benefited over the last three years from this initiative. As part of the programme, the productivity champions are coached by productivity specialists, equipping them with the relevant skills and knowledge to drive continuous improvements in their respective companies.
Throughout the year, the young business leaders participated in several notable events including a Tea Session with President Tony Tan Keng Yam, a Dinner Conversation with Minister Heng Swee Keat and a Business Mission to Jiangsu Province, China.

These activities allowed the participants to share their perspectives on entrepreneurship, the Singapore education system and to participate in networking sessions with key government officials and businesses.

In October 2014, the YBLA inked an MOU with the Jiangsu Youth Federation to foster stronger relations and collaboration. The YBLA was also appointed by the Ministry of Trade and Industry to be the Singapore representative at the ASEAN Young Entrepreneur Association (AYEA). This platform allows Singapore young business leaders to explore networking and business opportunities in the ASEAN region.
The National Environment Agency (NEA) has been exploring models of collaboration to generate alternative sustainable livelihoods for smallholder farmers in the Jambi region of Indonesia. This is part of the Singapore government’s efforts to improve the haze situation.

In late 2013, SBF suggested waste management and recycling as viable recycling options for palm oil waste. Following which, a meeting was facilitated between NEA and Singapore waste management companies involved in agriculture waste recycling. As a result of the meeting, around 11 agriculture waste and recycling experts from six Singapore waste management companies gained first-hand insights into NEA’s project in Jambi, paving the way for possible collaborations with the palm oil conglomerates.

Wastes from food, agriculture and sewers are challenges that pose a strain on existing facilities in the developing regions in Asia, resulting in disposal and pollution issues. While there is good potential to convert such waste to Biomass and Biogas, not much regional progress was made in the development of these renewable resources until 2013.

This seminar was organised by SBF as a platform for parties in the Biomass and Biogas value chain to get updated with the latest developments in South-East Asia, especially on the role of government and growth potential of commercial projects in the coming years. The seminar saw over 70 participants from Singapore, Malaysia, Thailand, Uzbekistan and Myanmar.
Singapore Sustainability Awards 2014
8 October 2014

A total of 44 public and commercial organisations submitted applications for the Singapore Sustainability Awards 2014. Fifteen organisations were identified as winners in recognition of their sustainable business practices, pro-environment performance management systems, corporate responsibility and green technology initiatives.

Of the 15 winners, three organisations were accorded Top Honour in recognition of their exemplary demonstration of sustainable practices and innovative green solutions. They are City Developments Limited and Sindicatum Sustainable Resources in the Sustainable Business Awards category and Sky Urban Solutions Holdings Pte Ltd in the Green Technology Awards category.

The Singapore Sustainability Awards Ceremony was graced by Lee Yi Shyan, Senior Minister of State, Ministry of Trade and Industry and Ministry of National Development.
FEDERATION PROFILE
SBF leadership is made up of a network of dedicated individuals, working together to serve the business community.

BOARD OF TRUSTEES
*as at 31 December 2014

As prescribed by the SBF Act 2001, the Board of Trustees is responsible for ensuring that SBF strives to advance the work that has been set out in the Act and its Constitution. The Board governs the funds and assets of the Federation, making sure they are safeguarded and properly accounted for. The Board also oversees and ensures that the persons who are members of the Council are fit and proper to hold office.

The Minister for Trade and Industry has appointed Fang Ai Lian as the Chairman. Theresa Foo and Lucien Wong are members of the Board.

Fang Ai Lian
Chairman
Advisor, Far East Organization Group

Theresa Foo
Member
Chairman, Gardens by the Bay

Lucien Wong
Member
Chairman and Senior Partner, Allen & Gledhill LLP
Singapore
The SBF Council, which manages the affairs of the Federation, includes nominated, elected and co-opted representatives. The Council can have a minimum of 20 and a maximum of 26 members.

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

The rest of the Council Members are made up of nominees of local chambers, representatives from foreign chambers of commerce, elected representatives of member companies, and co-opted members.
SBF COUNCIL (2014-2016)
*as at 31 December 2014

Lawrence Leow
Honorary Treasurer
Executive Chairman, Crescendas Group

Pek Lian Guan
Deputy Honorary Treasurer
Chief Executive Officer, Tiong Seng Holdings Limited

Dr James Andrade
Council Member
Chairman, American Chamber of Commerce, Singapore

Magnus Böcker
Council Member
Chief Executive Officer, Singapore Exchange

Thomas Chua
Council Member
President, Singapore Chinese Chamber of Commerce & Industry

Rachel Eng
Council Member
Joint Managing Partner, WongPartnership LLP

Douglas Foo
Council Member
President, Singapore Manufacturing Federation

Shanker Iyer
Council Member
Chairman, The Iyer Practice, Accountants and Business Consultants

Kay Kuok
Council Member
President, Singapore Hotels Association
Graham Lee
Council Member
Partner, Pricewaterhouse Coopers LLP

Zahidi Abdul Rahman
Council Member
President, Singapore Malay Chamber of Commerce & Industry

Stefano Poli
Council Member
President, European Chamber of Commerce (Singapore)

Junichi Sasaki
Council Member
President, Japanese Chamber of Commerce & Industry, Singapore

Dr R Theyvendran
Council Member
Chairman, Singapore Indian Chamber of Commerce & Industry

Andrew Tjioe
Council Member
President, Restaurant Association of Singapore

Samuel Tsien
Council Member
Chairman, The Association of Banks in Singapore
### Council Committees

*as at 31 December 2014*

<table>
<thead>
<tr>
<th>No.</th>
<th>Committee</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Executive Committee</td>
<td>Teo Siong Seng (Chairman)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Thomas Chua</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tang Kin Fei</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shabbir Hassanbhai</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rachel Eng</td>
</tr>
<tr>
<td>2</td>
<td>Audit Committee</td>
<td>Gautam Banerjee (Chairman)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shanker Iyer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stefano Poli</td>
</tr>
<tr>
<td>3</td>
<td>Finance &amp; Investment Committee</td>
<td>Lawrence Leow (Chairman)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Graham Lee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Samuel Tsien</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pek Lian Guan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Andrew Tjioe</td>
</tr>
<tr>
<td>4</td>
<td>Member Relations Committee</td>
<td>Olivia Lum (Chairman)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dr James Andrade</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Graham Lee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Douglas Foo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Zahidi Abdul Rahman</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dr R Theyvendran</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Junichi Sasaki</td>
</tr>
<tr>
<td>5</td>
<td>Appointments &amp; Remuneration Committee</td>
<td>Teo Siong Seng (Chairman)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Magnus Böcker</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kay Kuok</td>
</tr>
<tr>
<td>6</td>
<td>Nominations Committee</td>
<td>Teo Siong Seng (Chairman)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gautam Banerjee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Philip Ng</td>
</tr>
<tr>
<td>No</td>
<td>Name</td>
<td>SMEC Title</td>
</tr>
<tr>
<td>----</td>
<td>-----------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>1</td>
<td>Teo Ser Luck</td>
<td>Advisor</td>
</tr>
<tr>
<td>2</td>
<td>Lawrence Leow</td>
<td>SMEC Chairman</td>
</tr>
<tr>
<td>3</td>
<td>Teo Siong Seng</td>
<td>Member *with effect from 28 Jun 2014</td>
</tr>
<tr>
<td>4</td>
<td>Tony Chew</td>
<td>Member *up to 27 Jun 2014</td>
</tr>
<tr>
<td>5</td>
<td>Kurt Wee</td>
<td>Member</td>
</tr>
<tr>
<td>6</td>
<td>Lau Tai San</td>
<td>Member</td>
</tr>
<tr>
<td>7</td>
<td>R. Ponnampalam</td>
<td>Member</td>
</tr>
<tr>
<td>8</td>
<td>Abdul Rohim Sarip</td>
<td>Member</td>
</tr>
<tr>
<td>9</td>
<td>Douglas Foo</td>
<td>Member</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>George Huang</td>
<td>Member *up to 18 Oct 2014</td>
</tr>
<tr>
<td>11</td>
<td>Linus Goh</td>
<td>Member</td>
</tr>
<tr>
<td>12</td>
<td>Dr Ho Nyok Yong</td>
<td>Member</td>
</tr>
<tr>
<td>13</td>
<td>Ernie Koh</td>
<td>Member</td>
</tr>
<tr>
<td>14</td>
<td>Roderick Chia</td>
<td>Member</td>
</tr>
<tr>
<td>15</td>
<td>Stanley Lim</td>
<td>Member *with effect from 17 Nov 2014</td>
</tr>
<tr>
<td>16</td>
<td>(The late) Quek Keng Liang</td>
<td>Member</td>
</tr>
<tr>
<td>17</td>
<td>Dr Ricky Souw</td>
<td>Member</td>
</tr>
<tr>
<td>18</td>
<td>Wong Sioe Hong</td>
<td>Member</td>
</tr>
<tr>
<td>19</td>
<td>Susan Chong</td>
<td>Member</td>
</tr>
<tr>
<td>20</td>
<td>Nanz Chong-Komo</td>
<td>Member</td>
</tr>
<tr>
<td>21</td>
<td>R. Dhinakaran</td>
<td>Member</td>
</tr>
<tr>
<td>22</td>
<td>Cynthia Phua</td>
<td>Member</td>
</tr>
<tr>
<td>23</td>
<td>Melvin Tan</td>
<td>Member</td>
</tr>
<tr>
<td>24</td>
<td>Glenndle Sim</td>
<td>Member</td>
</tr>
</tbody>
</table>
CEO OFFICE
1 Ho Meng Kit, Chief Executive Officer
2 Victor Tay, Chief Operating Officer

CAPACITY BUILDING
3 Koh Tat Liang, Assistant Executive Director

CORPORATE COMMUNICATIONS
4 Jinny Claire Sim, Senior Director

CORPORATE SERVICES
5 Esther Chong, Assistant Executive Director

MEMBER RELATIONS & SERVICES
6 Cheryl Kong, Assistant Executive Director
As SBF continues to work hard to deepen engagement with our members, I encourage our members and partners to join us in our journey to excellence.

S. S. Teo
Chairman
Singapore Business Federation
The World within Reach
Strengthening Collaborations
Annual Report 2014