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DIAMOND AND GOLD MEMBERS





Prudential Assurance Company Singapore (Pte) Ltd is one of the top life insurance companies in Singapore, serving the financial and protection needs of the country's citizens for 88 years. The company has an AA- Financial Strength Rating from leading credit rating agency Standard & Poor's, with S\$36.7 billion funds under management as at 31 December 2018. It delivers a suite of well-rounded product offerings in Protection, Savings and Investment through multiple distribution channels including a network of more than 5,000 financial consultants.

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Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. We help organizations maximize their performance and achieve their vision.

We develop and implement technology solutions to improve our clients' productivity and efficiency — and may run parts of their operations on their behalf. Ultimately, we enable our clients to become high-performance businesses and governments.

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BNP Paribas is a leading bank in Europe with an international reach. It has a presence in 72 markets, with more than 202,000 employees. In Asia Pacific, BNP Paribas is one of the best-positioned international financial institutions with an uninterrupted presence since 1860. Currently with over 18,000 employees* in 13 markets, BNP Paribas offers a wide range of financial services covering corporate & institutional banking, wealth management, asset management, insurance, as well as retail banking and consumer financing through strategic partnerships. In Southeast Asia, BNP Paribas has core banking licences in all five markets in which it operates – Indonesia, Malaysia, Singapore, Thailand and Vietnam. Singapore is the Bank's hub for Southeast Asia, where it has been present since 1968.

* excluding partnerships

20 Collyer Quay
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 T: +65 6210 1288
 W: www.bnpparibas.com.sg



Founded in 1856, Credit Suisse is a global bank with operations in about 50 countries and 46,720 employees of 150 nationalities. Our broad footprint helps us to generate a geographically balanced stream of revenues and net new assets, and to capture growth opportunities around the world.

We serve our clients through three regionally focused divisions: Swiss Universal Bank, International Wealth Management and Asia Pacific. These regional businesses are supported by two other divisions specializing in investment banking capabilities: Global Markets and Investment Banking & Capital Markets.

We seek to follow a balanced approach to wealth management, capitalising on both the large pool of wealth within mature markets as well as the significant growth in Asia Pacific and other emerging markets. We also serve key developed markets with an emphasis on Switzerland.

1 Raffles Link
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 T: +65 6212 2000
 W: www.credit-suisse.com



DHL is the leading global brand in the logistics industry. Our DHL family of divisions offer an unrivalled portfolio of logistics services ranging from national and international parcel delivery, e-commerce shipping and fulfillment solutions, international express, road, air and ocean transport to industrial supply chain management. With about 550,000 employees worldwide in more than 220 countries and territories worldwide, DHL connects people and businesses securely and reliably, enabling global trade flows. With specialized solutions for growth markets and industries including technology, life sciences and healthcare, energy, automotive and retail, a proven commitment to corporate responsibility and an unrivalled presence in developing markets, DHL is decisively positioned as "The logistics company for the world".

DHL is part of Deutsche Post DHL Group. In 2018, the Group generated revenues of more than €1 billion euros.

1 Tai Seng Drive
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W: www.dhl.com



FrieslandCampina is one of the largest dairy companies in the world with a cooperative tradition of almost 150 years. The company processes the milk from dairy farms, whose owners are members of Zuivelcoöperatie FrieslandCampina U.A., into a wide assortment of dairy products. Together with member dairy farmers, FrieslandCampina manages the complete production chain: from grass to glass. FrieslandCampina supplies consumer products, such as milk, yogurt, cheese, infant nutrition and desserts. Products for the professional market, include cream and butter products. For producers of infant nutrition, the food industry and the pharmaceutical sector, FrieslandCampina supplies raw ingredients and semi-finished products. The 18,261 member dairy farmers in the Netherlands, Germany and Belgium own 100 percent of Royal FrieslandCampina N.V. through Zuivelcoöperatie FrieslandCampina U.A. All member dairy farmers are independent entrepreneurs.

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T: +65 6419 8488
W: www.frieslandcampina.com



As a science driven global healthcare company, we strive to be one of the most innovative, best performing and trusted healthcare companies in the world. And our mission is to ensure that people do more, feel better and live longer. The medicines, vaccines and consumer healthcare products that we research and develop, improve people's health and well-being, and contribute to the prosperity of their communities. As the first global healthcare company and one of the biggest contributors to Singapore's biomedical science industry, we employ more than 1,900 people in Singapore and invested in excess of S\$1.5 billion. GSK has significant manufacturing presence in Singapore, comprising two global manufacturing supply sites and a vaccines manufacturing facility.

23 Rochester Park
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W: www.sg.gsk.com



Moët Hennessy Diageo Singapore is a joint venture between luxury group LVMH, represented in the Wines & Spirits business by Moët Hennessy, and Diageo.

Moët Hennessy is the global leader in luxury Wines & Spirits because many of our Maisons are centuries-old Houses with a unique character, and are synonymous with the most prestigious origins and terroirs. Known for the premium quality of our products, and our constant pursuit of excellence and innovation, we embody the French Art de vivre. The company's values of "Sharing", "Elegance", "Epicureanism", "Integrity" and "Spirit of Conquest", drive our passion to enrich people's memories, celebrate their moments and inspire their dreams.

Established in 1970, the Singapore office markets and distributes an unrivalled portfolio of quality and luxury wines and spirits from both companies.

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W: www.mhdsg.com



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1 Kim Seng Promenade
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 T: + 65 6235 5055
 W: www.pernod-ricard.com



Roche was founded in 1896, headquartered in Basel, Switzerland. Roche is a leader in research-focused healthcare with combined strengths in pharmaceuticals and diagnostics. Roche is the world's largest biotech company with truly differentiated medicines in oncology, virology, inflammation, metabolism and CNS. Roche is also the world leader in in-vitro diagnostics, tissue-based cancer diagnostics and a pioneer in diabetes management. Roche's personalised healthcare strategy aims at providing medicines and diagnostic tools that enable tangible improvements in the health, quality of life and survival of patients. In 2009, Roche had over 80,000 employees in more than 150 countries worldwide and invested almost 10 billion Swiss francs in R&D.

1 Paya Lebar Link
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 W: www.roche.com.sg



Sanofi is dedicated to supporting people through their health challenges. We are a global biopharmaceutical company focused on human health. We prevent illness with vaccines, provide innovative treatments to fight pain and ease suffering. We stand by the few who suffer from rare diseases and the millions with long-term chronic conditions. With more than 100,000 people in 100 countries, Sanofi is transforming scientific innovation into healthcare solutions around the globe.

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Siemens is a global technology powerhouse that stands for engineering excellence, innovation, quality, reliability and internationality; and focuses on the areas of electrification, automation and digitalization. In 1908, the company established a Technical Bureau in Singapore as a sales office of the London-based Siemens Brothers Dynamo Works Limited. More than 100 years on, Siemens has grown with Singapore, and helped to develop the Lion City into the modern, economic powerhouse it is today. It is one of the largest European companies in Singapore. In fiscal 2019 (October 1, 2018 – September 30, 2019), sales to customers amounted to EUR 296 million and new orders totaled EUR 344 million.

60 Macpherson Road
 The Siemens Centre
 Singapore 348615
 T: +65 6490 6000
 W: www.siemens.com.sg



Headquartered in Zurich, Switzerland, where it was founded in 1863, the Swiss Re Group operates through a network of around 80 offices globally. Our approximately 14,500 employees provide a wide range of technical expertise, enabling us to develop unique solutions and drive growth. Swiss Re is organised into three Business Units, each with a distinct strategy and set of objectives contributing to the Group's mission: Together, we apply fresh perspectives, knowledge and capital to anticipate and manage risk. That's how Swiss Re creates smarter solutions for our clients, helping the world rebuild, renew and move forward. Today 75% of insurance risks – from natural catastrophes and climate change, to ageing populations and cybercrime – remain uninsured. We aim to change that.

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We ensure the highest levels of certainty and satisfaction through a deep-set commitment to our clients, comprehensive industry expertise and a global network of innovation and delivery centers. Our mission is to help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services and to make it a joy for all stakeholders to work with us. We function as a full stakeholder to business, offering a consulting-led approach with an integrated portfolio of technology-led solutions that encompass the entire Enterprise value chain. Our Customer-centric Engagement Model defines how we do engage with you, offering specialized services and solutions that meet the distinct needs of your business.

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Volkswagen

Volkswagen AG with its headquarters in Wolfsburg is one of the world's leading automobile manufacturers and the largest car maker in Europe. The Group operates 120 production plants in 20 European countries and a further 11 countries in the Americas, Asia and Africa.

In 2007, the Group established a direct dealership in Singapore and today, Volkswagen Group Singapore remains the only dealership here to manage its retail business directly. Since inception, Volkswagen Group Singapore has remained one of the top dealerships in Singapore. The commitment to continue meeting customers' wishes for individual and affordable mobility remains a key focus for the Group. Today, its portfolio of brands includes ŠKODA, Volkswagen Passenger Cars, Volkswagen Commercial Vehicles and its used car division, Das WeltAuto.

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 W: www.volkswagen.com.sg

MESSAGE

from the Minister for Communications and Information, and Minister-in-Charge of Trade Relations, Mr S. Iswaran



I am confident that the EU-Singapore relationship has been set on a stronger trajectory for the future.

2019 has been a significant year for EU-Singapore bilateral relations. We saw the entry into force of the EU-Singapore Free Trade Agreement (EUSFTA) on 21 November 2019 after almost a decade of hard work from both sides. This marks an important milestone in our bilateral relationship and demonstrates our strong commitment to upholding the open and rules-based global trading system.

Singapore is currently home to over 14,000 European companies, many of whom can now enjoy a wide range of benefits under the EUSFTA. Small and medium enterprises, in particular, will benefit from the enhanced market access when expanding and diversifying their operations overseas. Beyond the trade in goods and services, the EUSFTA also includes forward-looking provisions on sustainable development, which will create new opportunities for businesses in environmental services and green technology.

As the EU's first bilateral trade agreement implemented with an ASEAN country, the EUSFTA is a pathfinder to an eventual EU-ASEAN free trade agreement. ASEAN is the fifth largest economy in the world, with 65% of its population projected to be middle class by 2030. There is a market of nearly half a billion consumers with a growing demand for quality products and services, which Europe is well positioned to meet.

Even as we commemorate the entry-into-force of the EUSFTA, Singapore and the EU must continue to look for new ways to take our partnership forward, particularly in addressing the trade challenges of the future economy. Digitalisation has increased the scale, scope and speed of trade, and will be an integral part of international trade moving forward. Both Singapore and the EU have made digital transformation for our businesses a priority which will open up numerous avenues of cooperation. We must build on the momentum created

by the EUSFTA and embark on meaningful collaborations that will aid our businesses in reaping the full benefits of the digital economy.

Singapore and the EU share a longstanding and robust relationship that has deepened over the years. With the EUSFTA now in force, I am confident that the EU-Singapore relationship has been set on a stronger trajectory for the future. I thank EuroCham for your steadfast efforts in bridging European companies with Singapore stakeholders and I look forward to realising the full potential of the EUSFTA with your continued support. I wish you yet another fruitful year ahead.



MESSAGE

from the European Union Ambassador to Singapore, H.E. Barbara Plinkert

This FTA is the EU's first bilateral trade agreement with a Southeast Asian country and it constitutes a significant building block towards a future region-to-region trade and investment agreement between the EU and the entire ASEAN region.

2019 marked a new milestone in EU-Singapore relations as we agreed to strengthen the foundation of our trade and economic ties. After the overwhelming consent given by the European Parliament in February to the three EU-Singapore landmark agreements, i.e. the Free Trade Agreement (EUSFTA), the Investment Protection Agreement (EUSIPA), and the Partnership and Cooperation Agreement (ES-PCA), the entry into force of the EUSFTA in November 2019 is a clear proof of the commitment of two like-minded partners to multilateralism, as well as free, open and rules-based trade.

When looking at trade in goods and services combined between the EU and Singapore, an annual record high of more than €100 billion has already been reached in 2018. This positive trend will be further strengthened with the entry into force of the EUSFTA, as all remaining tariffs on EU products are removed and the current duty-free access for all other products to Singapore remains unchanged. The agreement also provides new opportunities for EU service providers, among others in sectors such as telecommunications, environmental services, engineering, computing and maritime transport. In addition, it addresses a number of key provisions related to technical barriers to trade, customs and trade facilitation, intellectual property rights and trade and sustainable development.

This FTA is the EU's first bilateral trade agreement with a Southeast Asian country and it constitutes a significant building block towards a future region-to-region trade and investment agreement between the EU and the entire ASEAN region.

Underpinning our strong partnership, in the course of 2019, we welcomed several high-level visits of European senior officials to Singapore which contributed to further strengthening our bilateral agenda.

Key highlights included the visits to Singapore by Commissioner for Agriculture and Rural Development, Phil Hogan, in February, and the participation of the EU High Representative for Foreign Affairs and Security Policy and Vice-President of the European Commission, Federica Mogherini, in the IISS Shangri-La Dialogue in June, with a view to deepening our economic and strategic bilateral and regional relations.

The opening of the Registry for Geographical Indications in Singapore in April 2019 allowed for the registration of 139 European Geographical Indications, protecting key European agri-food products and giving assurance to consumers that the product they buy comes from a particular place with the unique characteristics it is associated with. A high-level seminar on Geographical Indications organized in July in Singapore highlighted the economic opportunities in Singapore for agri-food products.

In the context of Singapore's Year Towards Zero Waste, the first ever EU Circular Economy Mission to Singapore was conducted during Singapore's Ecosperity Week, with the participation of 40 representatives of companies, as well as European and national business organisations from 14 Member States. In addition, five SME business missions as part of the EU Business Avenues Program were welcomed in Singapore with the participation

of more than 250 companies covering strategic sectors such as environment and water, information and communication technologies, healthcare and medical technologies, organic food and beverage, as well as construction and building technologies.

Trade and investment flows between the EU and Singapore continue to increase steadily and are a clear indicator that the presence of European business in Singapore is very active and dynamic. Singapore remains the EU's main partner in Southeast Asia for trade in goods and services while the EU's investment in Singapore remains the largest in ASEAN reaching a stock of €226 billion in 2017.

The EUSFTA and the continued support of EuroCham to strengthen European business networks in Singapore will further increase business and trade opportunities for companies, especially for SMEs, supporting growth and jobs.

EuroCham has continued to be a strong supporter of EU business in Singapore throughout the year. Together we have engaged in a number of joint events which have contributed to promote our trade and economic agenda. I look forward to another year of fruitful cooperation ahead.



MESSAGE

from the President of EuroCham, Mr Federico Donato

EuroCham reaffirms its belief on the fundamental importance of a robust collaboration between Singapore and the European Union.

Dear Members and Friends of EuroCham Singapore,

It is with enormous satisfaction that I present to you the 9th edition of EuroCham's Annual Magazine.

EuroCham reaffirms its belief on the fundamental importance of a robust collaboration between Singapore and the European Union. As the voice of European businesses in Singapore, EuroCham's role is that of strengthening bilateral exchanges between these two partners by promoting stronger trading links. Our work and our mission is to advocate on behalf of European companies operating in the city-state so that they can reach their fullest potential and thus generate opportunities of growth for both sides.

The ratification of the EU-Singapore Free Trade Agreement by the European Parliament last February represents a milestone in the bilateral relationship and it is for us at EuroCham the culmination of several years of hard work. Our extensive trail of advocacy activities in support of this free trade agreement attests to EuroCham's longstanding commitment to freer trade between the two parties along the framework of the international rules-based order. Crucially, the EUSFTA is a watershed agreement, since it will act as a benchmark for the negotiation of other bilateral FTAs with ASEAN countries, eventually leading up to our enduring ambition of a region-to-region FTA in the future.

Naturally, I could not fail to mention the 35 new corporate members who joined EuroCham during the past year and notably our

3 new Gold Members – Accenture, BNP Paribas and Credit Suisse. I would like to extend you all my warmest welcome, and assure you that EuroCham will do its utmost to represent your business interests here in Singapore. I would also like to welcome a new National Business Group, the Central and Eastern European Chamber of Commerce (CEECC), that has received the endorsement of the Registry of Societies and has officially started its activities this year.

In our AGM last April, we also elected new executive members to our Board of Governors and I am pleased to welcome in particular those representing National Business Groups (NBGs): Mr Lars Rönquist, President of the Swedish Chamber of Commerce (Singapore), Mr Alberto Martinelli, President of the Italian Chamber of Commerce Singapore, and Ms Tiina Haikola, Chair of the Finnish Business Council.

Aside from our expanding membership, a special word of thanks to our 13 committees is in order. The tireless work and dedication of our Chairs, Co-Chairs and Vice-Chairs, who have spent countless hours supporting EuroCham's advocacy work through a number of events and various positioning papers, will not go unnoticed.

EuroCham's work would not be complete, of course, if not for our constant engagement with our strategic partners and stakeholders from both Europe and Singapore, an engagement irrevocably conducted in the spirit of open and constructive dialogue. On the Singaporean side, I would like to mention the help and support of the Ministry of Trade and Industry,

the Singapore Business Federation, the Monetary Authority of Singapore, the Economic Development Board, the National Environment Agency, Singapore Customs and Police Force, AI Singapore, the National Climate Change Secretariat, the Singapore Tourism Board, the Singapore Nightlife Business Association, the Intellectual Property Office of Singapore, and the Ministry of Finance. On the European side, my thoughts and my gratitude go to the EU Delegation to Singapore, the EU-ASEAN Safety Agency, the European Commission, the Council of the EU, the EU IPR Helpdesk and the EU Centre in Singapore.

It is also my great pleasure to announce that EuroCham was given a seat at the EU-ASEAN Business Council's Advisory Board and that I am now representing EuroCham at the EU-ASEAN Business Council's Executive Board. In addition, EuroCham has been given the great privilege of securing representation at the Council of the Singapore Business Federation.

Allow me to underline once more that our achievements in 2019 could not have been attained without the crucial help of our main stakeholders: the EU Delegation and the Ambassador providing political guidance, NBGs sharpening our vision for the future, and our gold and corporate members making sure that advocacy remains our focus by keeping our interests aligned with the private sector.

With trust and dynamism, I look ahead to another productive year of cooperation with our members, our partners, the Singapore Government and the business community.

BOARD OF GOVERNORS



FEDERICO DONATO

President

*Senior Relationship Manager, Credit Suisse Private Banking
Council Member, Singapore Business Federation (SBF)
Secretary, EU ASEAN Business Council (EU-ABC)
Vice President, Assocamerestero (Association of Italian Chambers of Commerce abroad)*

- Prior experience in New York and Singapore with major financial institutions including Sanpaolo IMI Bank, UBI Capital; Founder & CEO of multi-family office FFA Asia, advising clients on liquid investments, corporate transactions, cross border M&A
- Former President of the Italian Chamber of Commerce in Singapore for five years
- Several years of experience in wealth management industry at large, accumulated in the years of advising clients on both liquid and non-liquid assets, and working for major global financial institutions and as an entrepreneur
- Graduate Degree in Money, Banking, and Financial Markets at Bocconi University, visiting student at New York University
- +14 years in Singapore



ASGER DAUGBJERG

Treasurer

*Representing Danish Business Association in Singapore (DABS)
1st Vice President, DABS and Director & Co-Owner of IME Singapore Pte Ltd*

- 20+ years of experience in the advertising industry, consultancies and a think tank
- 10 years of experience working as an entrepreneur
- Working experience in Europe and Asia
- M.Sc. in International Business, Copenhagen Business School, DK; and MBA, Henley Management College, UK
- +3 years in Singapore



LARS RÖNNQUIST

Secretary

*Representing Swedish Chamber of Commerce, Singapore (SwedCham)
President, SwedCham and Head of Saab Singapore Pte Ltd*

- Previously Treasurer of the Swedish Chamber of Commerce in Singapore. Have served as a board member at the Swedish Security and Defence Industry Association
- Since 2017, Head of Saab Singapore Pte Ltd, responsible for all Saab activities in Singapore. Since 1990, been engaged in numerous submarine technology programmes at Saab Kockums, holding different managerial positions within the Project Management and Marketing & Sales offices
- Member of the Royal Society of Naval Sciences in Sweden
- Master of Science in Naval Architecture from Chalmers University of Technology in Gothenburg, Sweden



PHILIPPE VAN HOOFF

Vice President

*Representing ING Bank N.V., Singapore Branch
Managing Director & Head of Financial Institutions (FI)
Asia, ING Bank N.V., Singapore Branch*

- Over 25 years of banking experience, including 12 years in Singapore, Korea and Japan
- Member of the Asia Senior Management Team of ING Wholesale Banking
- Chairman of EuroCham Financial Services Committee
- Master in Business Administration, IC-HEC Brussels, BL; Post-Graduate Degree in Intercultural Management; Executive Management Programme, INSEAD
- +7 years in Singapore



WILF BLACKBURN

Vice President

*Representing Prudential Assurance Company Singapore (Prudential Singapore)
CEO, Prudential Assurance Company Singapore (Prudential Singapore)*

- Since November 2016 Chief Executive Officer of Prudential Assurance Company Singapore (Prudential Singapore)
- Close to three decades of diverse life insurance experience - joined Prudential Corporation Asia in Hong Kong 2012, appointed CEO of Prudential Vietnam in July 2014, and subsequently as Vietnam Country Head
- Fellow of the Institute of Actuaries (FIA), MBA (University of Bath), BSc, Mathematics - 1st Class Hons. (University of Newcastle upon Tyne). Postgraduate studies at the City University, SAID Business School, Oxford University, and Harvard Business School
- +3 years in Singapore, 19 years in Asia



DR KNUT UNGER

Vice President

*Representing Austrian Business Association (ABA) in Singapore
2nd Vice President, ABA and Partner and Solicitor, Luther LLP*

- Prior Partner and Solicitor at Thümmel, Schütze & Partners LLP in Singapore (2006-2008)
- Prior Partner and Solicitor at Haarmann, Hemmelrath in Munich (2000) and in Singapore (2001-2006)
- PhD, Doctor of Laws, University of Freiburg, DE
- +18 years in Singapore



LINA BAECHTIGER

Board Member

Representing Philip Morris International, Head of Illicit Trade Prevention External Engagement for Asia

- Joined Philip Morris International in October 2017 as an Illicit Trade Strategies & Prevention Manager, promoted to Head of Illicit Trade Prevention External Engagement for Asia
- Worked at the European Chamber of Commerce, Singapore (2012 - 2017) and was EuroCham's Executive Director in early 2015
- Previously Events and Communication Manager, Swatch Group
- Worked at the Ecole Hôtelière de Lausanne, Switzerland
- Bachelor and Master in Political Science from Université de Lausanne, Switzerland
- +10 years in Singapore



ISABEL ALVAREZ FERNANDEZ

Board Member

*Representing Belgium-Luxembourg Business Group (BLBG) in Singapore
President, BLBG and Managing Director of Victor Buck Services Asia Pte Ltd*

- Since July 2014 Managing Director of Victor Buck Services Asia in Singapore and previously Chief Operations Officer of Victor Buck Services in Luxembourg (2009-2014)
- More than 10 years in the banking sector managing operations and improving reporting and communications technologies
- Master Coach in Corporate and Life Coaching
- Bachelor and Master's Degree in Commercial Engineering, University of Liege, Belgium
- +5 years in Singapore



MARK GABEL

Board Member

*Representing Sipura Enterprises Pte Ltd
President & CEO Sipura Enterprise Ptd Ltd and CEO MSM Group LLC*

- For over 16 years in Senior Management Positions in Asia
- Over 20 years Automotive & Industrial Industry experience; Eurocham Singapore Board & Supervisory Board Member for over 7 years
- Founding Member & Chairman of the Commercial Vehicle Committee
- Masters in Automotive Engineering, IHK Würzburg-Schweinfurt, DE; Masters in Business Economics, IFW University of Hannover, DE
- +10 years in Singapore



TIINA HAIKOLA

Board Member

*Representing Finnish Business Council (FBC) in Singapore
Chairman of the Board, FBC and Executive Director Asia Pacific, Aalto Executive Education Academy Pte Ltd (part of Aalto University, Finland)*

- 13+ years of experience in executive education and customised corporate training, working with clients across several industries in 20 different countries
- Prior Project Director and Programme Manager at Duke Corporate Education, global customised leadership solution provider, in Singapore (2013-2018) and in London (2006-2013)
- M.Ed., University of Jyväskylä, Finland
- +6 years in Singapore



AD KETELAARS

Board Member

*Representing ADB-Dutch Chamber of Commerce (Singapore) (ADB-DutchCham)
President, ADB-DutchCham and CEO, Spinta Pte Ltd*

- +30 years of experience as CEO in the Telecom, Electronics and IT industry, working for Dutch, French, American, Japanese and Israeli companies
- Since January 2015 an investor and advisor for BtB Tech Start-Ups in Singapore; Venture Partner for Entrepreneur First
- Degree in Industrial Engineering, Technical University Eindhoven, NL; MBA, INSEAD, FR
- +5 years in Singapore



ALBERTO MARTINELLI

Board Member

*Representing Italian Chamber of Commerce in Singapore (ICCS)
President, ICCS and Managing Director Senior Advisor at Julius Baer & Co Ltd*

- Currently Team Head and Managing Director, Senior Advisor at Bank Julius Baer & Co Ltd with experience in portfolio management, investment strategies and knowledgeable across all asset classes including options, bonds, FX, funds and equities
- Previously worked for Corner Bank and UBS with +20 years experience as a Manager and Senior Private Banker, with a proven track record of managing talent, developing new markets and increasing profitability of mature businesses
- Graduated from the University of Pavia, Italy (Bachelor in Business Administration, Finance and Financial Management Services, Degree work diploma: "The Italian Motorcycle Industry dynamics and competitiveness")



DAVID MONAGHAN

Board Member

*Representing Irish Chamber of Commerce (Singapore)
President, Irish Chamber of Commerce (Singapore) & Managing Director at PM Group (Singapore)*

- Prior Associate Director; former Projects Department Manager, PM Group
- Prior Vice President, Irish Chamber of Commerce (Singapore)
- B.Eng (Hons) Mechanical Engineering, MBS International Business and Asian Studies, PMP Project Management Institute
- +8 years in Singapore



NICOLAS RICARD

Board Member

*Representing French Chamber of Commerce in Singapore (FCCS)
Board Member, FCCS and Country Manager, Air France-KLM, Singapore*

- +18 years of experience in the aviation industry in Corporate Planning, Scheduling & Network, Revenue Management, Sales and Marketing
- FCCS Board member since 2016
- Master of Science in Aeronautical Engineering from the Ecole Nationale de l'Aviation Civile (ENAC, France) and Master of Economics from the Toulouse School of Economics (TSE, France)
- +9 years in Singapore



JENS RÜBBERT

Board Member

*Representing Singaporean-German Chamber of Industry and Commerce (SGC)
Board Member, SGC and Regional Head Asia/Pacific, Landesbank Baden-Württemberg, Singapore Branch*

- +28 years at Deutsche Bank until 2017, former positions in Germany, Hong Kong, Singapore, Turkey, China and Vietnam
- Named Head Global Banking/ Large Caps Coverage, Stuttgart Hub in 2005. Subsequently, held management positions as Chief Operating Officer for Deutsche Bank in China and Chief Country Officer in Vietnam
- Former Vice Chairman of the European Chamber of Commerce in China (2011 – 2014), Former Chairman of the German Business Association in Vietnam (2015 – 2017) and Former Chairman of European Chamber of Commerce in Vietnam (2017)
- Degree in Business Administration, VWA Leipzig, DE
- +6 years in Singapore



PETER SASI

Board Member

*Representing Central and Eastern European Chamber of Commerce, Singapore (CEEC)
President, CEEC, and Founder and CEO of Multipass Asia*

- Founder and CEO of Multipass Asia, championing mid- and back-office transformation for traditional financial institutions, led the expansion of the company into Asia
- Founding board member and president of the Central and Eastern European Chamber of Singapore; where one of his main objectives is fostering FinTech cooperation
- Works on digital asset compliance solutions connecting the world of tokens and smart contracts to the real world financial and legal compliance frameworks
- 5+ years in Singapore



LEONARD OPITZ STORNES

Board Member

*Representing Norwegian Business Association Singapore (NBAS)
President, NBAS and Managing Director, NHST Media Group Asia*

- Asia Advisor to Antler & Advisory Board Member at Investigate Group
- Board Member of Harvard Business School Club of Singapore
- MBA, Henley Business School, UK; Advanced Management Program, Harvard Business School, USA
- +24 years in Singapore



GEORG VON WATTENWYL

Board Member

*Representing Swiss Chamber of Commerce and Industry in Singapore
Chairman, SwissCham and CEO, Vontobel Singapore*

- Vice President, Fixed Income Derivatives at Credit Suisse (1993 - 1998), Global Head Financial Products, Advisory & Distribution at Vontobel (1998 - 2018), Head EAM Asia & Global Family Offices at Vontobel (2019 - present)
- Prior President of a Swiss Financial Industry Association (Schweizerischer Verband für Strukturierte Produkte) (2014 - 2019)
- Federal diploma in banking (today Banking & Finance), Executive Program of the Swiss Banking School, International Executive Program at INSEAD in Fontainebleau and Singapore
- +1 year in Singapore

EUROPEAN NATIONAL BUSINESS GROUPS



ADB - Dutch Chamber of Commerce (ADB-DutchCham)

ADB-DutchCham informs, inspires and connects Dutch and Singaporean businesses and professionals. We aim to create and leverage business opportunities in Singapore for our members and promote Dutch-Singaporean collaborations. We do so by offering a variety of social and business-specific events and enable our members to connect and share their (particular) industry skills, knowledge and expertise through several platforms. www.adb-dutchcham.sg

"As a small country you have to act smart and be pragmatic. Therefore, ADB-DutchCham values the work of EuroCham and supports its complementary activities such as its advocacy work and knowledge sharing."

Mr Ad Ketelaars, ADB-DutchCham President



Belgium-Luxembourg Business Group (BLBG)

BLBG, the Belgium - Luxembourg Business Group in Singapore, supports Belgian and Luxembourg businesses and professionals in Singapore. Our goal is to expand business opportunities between those parties and to develop business relations with local and regional actors. We focus on exchanging information and best practices on how to do business in Southeast Asia and aim to improve Belgian and Luxembourg export opportunities. We also represent the interests of the Belgian and Luxembourg business communities in the city-state (both companies and individuals) and offer a wide range of networking opportunities. www.blbg.org.sg

"Belgium and Luxembourg relations with Singapore continue to expand and BLBG plays a big role in this phenomenon by offering support to companies and exclusive and diverse networking opportunities. In 2019 the continuous growth of our organisation saw our members agree on the decision to transform the business group in a full-fledged Chamber of Commerce that will go in the following months by the name of BLCC (Belgium and Luxembourg Chamber of Commerce).

We can truly say that 2018-2019 has been a flourishing business year for our group: we have never been more active with new European, Singaporean and international companies/professionals joining BLBG; not to talk about the multiple events organised (the double compared to the previous year) with thousands of participants."

Ms Isabel Alvarez Fernandez, BLBG President



Austrian Business Association (ABA)

Austrian Business Association (ABA) is an association of Austrian companies, businessmen and Austrian citizens as well as friends and supporters of Austrian business in Singapore. ABA is dedicated to promote and support the business of Austrian companies in Singapore and is a registered association with elected committee members. Members will have access to a variety of activities beneficial to the development of their company in the Singapore business environment. Regular meetings give members the opportunity to present their company to the Austrian Business Community providing a communication platform creating and enhancing personal contacts. ABA provides an ideal symbiosis between Austrian business and Austrian culture. www.aba.sg

"European Businesses and therefore Austrian Businesses are a relevant and integral part of what forms the business community in Singapore enjoying the open market environment of Singapore and access to the markets of the entire ASEAN economic zone, especially after the coming into effect of the FTA."

Dr Oskar Sigl, ABA President



Central and Eastern European Chamber of Commerce (CEEC)

Central and Eastern European Chamber of Commerce - CEEC (Singapore) will assist and promote business, trade, investment, finance, services, industry, economic and commercial interests between CEE and Singapore; as well as to assist Singaporean business interests in the CEE region. CEEC (Singapore) aims to create a platform in Singapore for individuals and companies to connect, network, discuss, develop and strengthen common business ties, interests and opportunities related to CEE, Singapore, and Southeast Asia. www.ceec.org.sg

"CEEC's key focus is to create awareness and to help enhance the business relationships between Singapore and Central-Eastern Europe. The two regions present a great opportunity for collaboration in various sectors, some of the most exciting being technology and innovation. At CEEC (Singapore) we believe that the EUSFTA will also play an important role in our mission and we will continue to work closely with EuroCham (Singapore) in order to promote this."

Mr Peter Sasi, CEEC President



Danish Business Association in Singapore (DABS)

The vision of DABS is to be a leading business association in Singapore recognized for its ability to provide value-adding services for its members in close cooperation with the Royal Danish Embassy and other relevant organizations in Singapore. Value-adding service means:

- » To be a relevant speaking partner towards the governments in Singapore and Denmark and other business organizations, aiming to promote and develop the interests of Danish businesses in Singapore.
- » To organize events that provide relevant business information and knowledge to our members in support of their growth and development in Singapore.
- » To strengthen the network of Danes in Singapore through social events such as the Annual Ball, luncheons and joint events with the Danish Seaman's Church and other Danish networks. Our basic position is that networking with other Danes our members will get a stronger foothold and better opportunities to develop and be successful in the very competitive Singaporean business environment.

www.dabs-singapore.com

"Spanning more than 50 years of bilateral relations, Singapore and Denmark's relations are strong and still growing from strength to strength. Both countries take an innovative, 'smart nation' approach towards its industries and societies and both have much to learn from each other."

Ms Stine Martinussen, DABS President



French Chamber of Commerce in Singapore (FCCS)

Established in 1979, the French Chamber of Commerce in Singapore belongs to a worldwide network of 123 French Chambers (CCIFI) in 92 countries with over 35,000 companies. One of the most active Chambers in Asia, the French Chamber is a private association that promotes mutually beneficial trade relations between Singapore and France. We represent a dynamic business platform of over 750 companies and individual members representing a total network of 5,000 contacts in Singapore. Official "Team France Export representative", we are the one-stop shop for French companies in their export and development in Singapore.

www.fccsingapore.com

"Celebrating its 40th anniversary this year, the French Chamber continues to actively support and open up opportunities for collaboration between France and Singapore."

Mr Pascal Lambert, FCCS President



Italian Chamber of Commerce in Singapore (ICCS)

The Italian Chamber of Commerce in Singapore (ICCS) is a non-profit association recognised by the Italian Government and is a member of Assocamerestero, the apex body of over 70 Italian Chambers abroad. The Chamber aims to strengthen bilateral relations between Italy and Singapore in coordination with strategic partners from the two countries. ICCS is geared to provide a wide range of business services tailored to the requirements of its members, as well as Italian

and Singaporean companies. Thanks to strategic partnerships with Institutions, Chambers of Commerce and Agencies in the ASEAN Region, ICCS is a springboard for business in Southeast Asia beyond Singapore. ICCS is present in Singapore and has two branch offices in Milan and Yangon.

www.italchamber.org.sg

"The signing of the EUSFTA confirms the role of Singapore as first partner for the European Union in ASEAN Region. In the current volatile political and economic climate, Singapore continues to be an effective regional hub for European companies in SEA Region."

Mr Alberto Martinelli, ICCS President



Finnish Business Council Singapore (FBC)

The Finnish Business Council's (FBC) mission is to promote trade between Finland and the various countries of Southeast Asia on an organized and continuing basis, and in collaboration with the Embassy of Finland in Singapore. It exists to provide an invaluable forum for members to meet, network and exchange views and experiences on doing business in Singapore and the region. FBC welcomes any organization or individual with direct or indirect business links to Finland as members.

www.fbcsg.org

"Since 1985 FBC has been supporting our members to become successful in business in Singapore. Creating relevant networks to other FBC members, Nordic chambers/associations, EuroCham members and Singaporeans is crucial as ultimately business success is all about people."

Ms Tiina Haikola, FBC Chair



Irish Chamber of Commerce (Singapore)

The Irish Chamber of Commerce (Singapore) is a network of business professionals whose aim is to strengthen business connections in Singapore, and between Ireland and Singapore. The Chamber has an extensive reach and while there is a select committee focus on four core areas, people representing all sectors in Singapore are members of the Irish Chamber. These sectors include financial services and banking, medical, food, pharmaceuticals and life sciences, information communication technology and construction services.

www.irishchamber.com.sg

"The Irish Chamber of Commerce in Singapore is very pleased by the recent progress on the European Union-Singapore free trade agreement (EUSFTA) and we look forward to the opportunities it will provide the many first-rate Irish companies looking to do business with Singapore and the ASEAN region."

Mr David Monaghan, Irish Chamber President



Norwegian Business Association of Singapore (NBAS)

Close to 200 Norwegian companies are currently established in Singapore. These companies represent one of the highest concentrations of Norwegian business interests in any city in the world outside Norway. The Norwegian Business Association (Singapore) - NBAS was founded in 1993. The main objectives are to provide a forum on an organised and continuing basis where people from the Norwegian business community in Singapore can exchange views and information within the Norwegian business community and other business communities in Singapore and the region.
www.nbas.org.sg

"It is of great value for The Norwegian Business Association in Singapore to be part of The European Chamber of Commerce, the association brings positive synergies, knowledge and information sharing that is of value and importance for the Norwegian business community in Singapore."

Mr Leonard Opitz Stornes, NBAS President



Swedish Chamber of Commerce (SwedCham)

The Swedish Chamber of Commerce in Singapore, SwedCham, is a chamber of commerce representing Swedish businesses in Singapore. Our members range from large multinational corporations to SMEs and startups. SwedCham is part of Team Sweden, joining the Swedish Embassy and Business Sweden in advocating Swedish business interests towards relevant stakeholders. SwedCham also offers an extensive range of networking and learning opportunities to its members.
www.swedcham.sg

"Singapore is an important gateway to the Asia region for an increasing number of Swedish companies. SwedCham in Singapore is an active platform that gives its members insights and relevant content aiming to support their business success in the region."

Mr Lars Rönquist, SwedCham President



Singaporean-German Chamber of Industry and Commerce (SGC)

The Singaporean-German Chamber of Industry and Commerce (SGC) is part of a network of 140 offices of the German bilateral Chambers of Industry and Commerce abroad (AHKs) in 92 countries. The AHKs are institutions of German foreign trade promotion. The SGC is one of the largest national Business Chambers in Singapore with a membership of close to 550 representatives from a variety of industries from Germany and Singapore. The SGC is a valuable and well-established networking platform and well connected with authorities in Singapore and Germany. Through its active industry committees SGC gives a voice to businesses.

With its distinct service unit and trade fairs arms - DEInternational and Fairs & More respectively - the SGC builds a primary source for receiving reliable information on the German and Singapore business environment as well as bilateral trade relations. DEInternational serves clients in their business needs e.g. searching for business partners, organizing business missions and business trips, finding staff members and providing market analysis. DEInternational has worked in many areas such as Energy Efficiency, Education, Industrie 4.0, Finance, Research and Development and many more. Moreover, the SGC provides services in the public interest of the Federal Republic of Germany.

www.sgc.org.sg

"We are here to enhance German-Singaporean business relations. We achieve this by informing companies, connecting them to relevant partners, provide professional services, and to help companies if there should be any challenges."

Dr Claus Trenner, SGC President



Swiss Chamber of Commerce (SwissCham)

Our association was founded on October 3rd, 1988 by a few Swiss-Singaporean businessmen. Today SwissCham Singapore counts more than 220 members from all kinds of different sectors. We offer our members a wide range of benefits, such as invitations to events, access to the detailed members directory and useful resources, a job board and much more. Whether multinational companies, medium sized and small enterprises or individuals, all are welcome to join SwissCham Singapore.
www.swisscham.sg

"Switzerland and Singapore are a sort of a successful couple; With over 40 billion direct investments in Singapore, Switzerland is the seventh-largest investor in Singapore. About 400 Swiss companies create more than 25,000 jobs. In our role representing the diverse Swiss Community, the Swiss Chamber of Commerce is an essential player serving as a bridge-builder between various institutions and authorities and is providing an ideal platform for networking in both professional and social events."

Mr Georg Von Wattenwyl, SwissCham Chairman

CHAMPAGNE
PERRIER-JOUËT
MAISON FONDÉE EN 1811



Since its foundation in 1811, Maison Perrier-Jouët is one of France's most historic and distinctive champagne houses, renowned for its elegant floral champagnes which reveal the true essence of the Chardonnay grape. This quest for perfection guarantees Perrier-Jouët its rightful place at the most prestigious tables, like the royal courts of Napoleon III or Queen Victoria. Since Princess Grace of Monaco declared the bottle with the iconic anemone to be her favorite champagne, Perrier-Jouët Belle Époque has accompanied the Rose Ball for many years.

MESSAGE

from the Executive Director of EuroCham, Ms Nele Cornelis

It has been an exciting year for the European Chamber of Commerce, Singapore - a year when my team and I centred our efforts in revitalising the Chamber and striving to serve our members better each day. 2019 was marked by multiple changes. For one, we changed premises and moved to a new office at 138 Robinson Road. Our open office reception was officiated by Mr Zaqy Mohamad, Minister of State for National Development and for Manpower, and H.E. Barbara Plinkert, EU Ambassador to Singapore.

We also rolled out two brand new types of events: the C-Suite Lunches where we gather senior business leaders of European MNCs in Singapore for engagement sessions to discuss thematic topics within business development, and the EuroCham Business Classes where we cover in a series of workshops, topics like AI and blockchain or even business book reviews.

For the first of our C-Suite lunches, we were pleased to have hosted Mr Desmond Kuek, Vice Chairman of UBS Global Wealth Management and prior President & Group CEO of SMRT Corporation Ltd, Permanent Secretary in the Ministry of Environment & Water Resources and Chief of Defence Force Singapore, Mr Goh Choon Phong, CEO of Singapore Airlines, and Mr Loh Chin Hua, CEO of Keppel Corporation.

2019 also marked the launch of our revamped website, with a modern and user-friendly interface. Finally, our staff team has also been renewed with three fresh faces: Gloria Ishiekwene, Communications and Administration Manager, Johanna Tay, Marketing and Events Manager and Melissa Holck, Marketing and Events Executive. New office, new events, new website, new team – renewed EuroCham.

Our programme was packed throughout 2019 with impressive events, starting with the annual Gold Members' Dinner hosted by H.E. Barbara Plinkert. In January, our outreach event on the EU-Singapore Free Trade Agreement organised together with the European Union Delegation to Singapore, the Ministry of Trade and Industry, Singapore

Business Federation and Enterprise Singapore drew a considerable number of participants. In May, the Deputy Prime Minister and Minister for Finance, Mr Heng Swee Keat, graced us with his presence at our flagship event, the Europe Day Luncheon, and his speech on the robust economic ties between Europe and Singapore raised echoes in the media. In November, we were honoured by Mr Tan Chong Meng, Group CEO of PSA International, for accepting our invitation to be the keynote speaker at our EuroCham Biztalk event.

Apart from our flagship events, we continued organising a series of breakfast talks on a variety of different and innovative subjects that interest our members, from emerging CSR practices to the politics of trade, from artificial intelligence to IP infringements. Having surpassed a total of 40 events, we could not have succeeded without the indefatigable support of our 13 committees. But we also have to thank the European National Business Groups, with whom we deepened our collaboration by maintaining the quarterly networking nights as well as a string of informative business seminars such as a session on traceability, which we co-organised with the Irish Chamber of Commerce and a lunch discussion with Norwegian Deputy Minister, Liv Lønnum, from the Ministry of Petroleum and Energy, in collaboration with the Norwegian Business Association of Singapore.

Our advocacy agenda has also increased and our dialogue with decision-makers strengthened throughout dialogues we made in 2019. On the European side, we had a series of closed-door meetings with officials from the European Commission such as Mr Henrik Hololei, Director-General for Mobility and Transport, and officers from the Directorates-General for Trade, Agriculture, and Economic and Financial Affairs. On the Singaporean side, we stepped up our engagement with local government agencies through position papers on subjects such as insurance and tax on e-commerce, driven by our sectoral committees and the endearing support of all our committee chairs and co-chairs.



2019 was marked by multiple changes.

This year, we also launched a survey on digital transformation to better understand the needs of our members and devise advocacy strategies in this transversal topic of great relevance. At the same time, we carried on with our work in two special projects: on the one hand, the training of Singaporean customs officials, with our IP Committee, on issues such as trademark infringements and counterfeiting; on the other, the responsible drinking campaign, with our Wine and Spirits Committee, granting EuroCham representation in a joint platform together with the Singapore Tourism Board, the Singapore Nightlife Association, Clarke Quay Management and Singapore Police.

I am also pleased to announce that, as Executive Director of EuroCham Singapore, I was asked to serve on the Board of Governors of the European Business Organisation – Worldwide Network, the sole organisation representing European business interests in markets outside the European Union, comprising a network active in over 35 key markets. Far from just a personal achievement, this nomination secures a stronger voice for EuroCham Singapore vis-à-vis the European institutions.

The achievements of EuroCham over the past year could not have happened without the generous support of our members, sponsors and partners with whom we have worked very closely. Special thanks go to our Gold Members, who have accompanied us at every step of this eventful year. To all our members, I would like to express my most sincere gratitude. My team and I look forward to another year of closer collaboration and strengthened partnership so that EuroCham can best represent the business interests of your organisations in Singapore.

ABOUT EUROCHAM



Vision

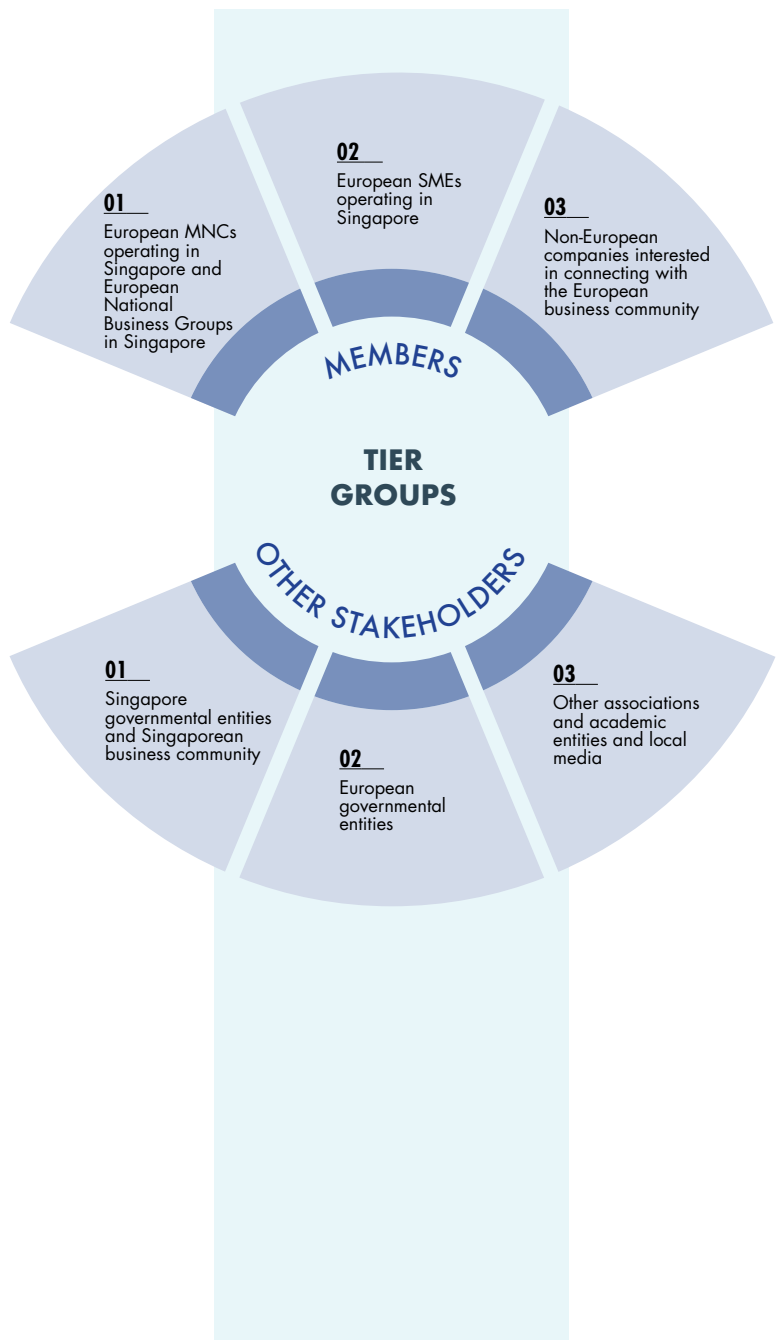
Strengthen bilateral exchange between Europe and Singapore and contribute to the fullest potential of European businesses in Singapore.



Mission

To represent, as an independent non-profit organisation, the common interests of our members and to promote bilateral trade, services and investments between Europe and Singapore. We do this by facilitating advocacy and providing educational and networking platforms.

-  Mobility
-  Digital Economy
-  Financial Services
-  Healthcare
-  Human Resources (HR)
-  Intellectual Property Rights (IPR)
-  Regional Tax
-  Regional Trade
-  Supply Chain
-  Sustainability
-  Wine & Spirits
-  Aerospace
-  Packaging



EUROPEAN EXCELLENCE

in Singapore



ALSTOM

New forms of mobility with Alstom



As a promoter of sustainable mobility, Alstom develops and markets systems, equipment and services for the transport sector.

Headquartered in France, Alstom is present in over 60 countries and employs 36,300 people. It offers a complete range of solutions (from high-speed trains to metro systems, tramways and e-buses), passenger solutions, customised services (maintenance, modernisation), infrastructure, signalling and digital mobility solutions, and is a world leader in integrated transport systems. The company recorded sales of €8.1 billion and booked €12.1 billion of orders in the 2018/19 fiscal year.

Present in Singapore actively for transport activities for over 20 years, Alstom is a major supplier of integrated metro system, signalling, rolling stock, infrastructures and services for all Singapore MRT lines except two LRT lines. So far, Alstom has designed and built Singapore's Circle Line MRT system. In addition, Alstom has successfully delivered over 100 Metropolis trains (450 metro cars) to Singapore, serving the Circle Line and North East Line. In April 2018, Alstom signed a contract with the Singapore Land Transport Authority (LTA) to supply 17 additional trains for the

extensions of these two lines. Last but not the least, Alstom has supplied signalling systems for a total of over 100 km for these lines, as well as the upcoming Thomson-East Coast Line.

GREEN AND SMART INNOVATION

With demand for global mobility on the rise, cities and countries need transport solutions that help decrease greenhouse gas emissions, congestion, pollution and improve public health for the years to come. Alstom is convinced that access to transport is an essential factor of social progress and economic development. This is true for Singapore and all of Asia-Pacific markets. Its mission is thus to support the transition towards global sustainable transport systems that are inclusive, environmentally friendly, safe and efficient while implementing a socially responsible business model.

In order to support this bold mission, Alstom prescribes value creation through innovation as one of the five pillars of its strategy. With more than 7,000 engineers, 6,500 pat-

ents and 30% of orders to come from newly-developed products by 2020, the company emphasises smart innovation as a way to create a smarter mobility with added-value for rail transport passengers and operators. Due to ongoing R&D investment and partnerships, it unveiled new solutions such as the zero-emission Coradia iLint regional train, the electric bus Aptis and the multimodal management system for urban transport Mastria.

Alstom promotes open innovation, partnering with a number of universities, research centres and start-ups. It has fostered public/private research initiatives like System X (digital solutions for future transport services), SuperGrid (new power conversion technologies) and Railenium (railway system technologies). And it is also involved in competitiveness clusters specialising in embedded systems and transport solutions for the future. Moreover, since 2010, Alstom has been a sponsor of Aster Capital, a venture capital fund in innovative technologies. Through this proactive approach, Alstom creates a complete ecosystem with diverse stakeholders dedicated to innovation.

Alstom also supports its R&D efforts by fostering a strong culture of innovation within the company, embodied by the annual "I NOVE YOU" competition. Open to all employees across all business lines and sites, the competition rewards creativity in every shape and form, spanning products, systems, processes, sustainable development, Open Innovation and more. In 2018, 600 projects were submitted.

Indeed, green and smart mobility is encouraged by customers' and passengers' expectations. It is leading to a transformation of the market. In this changing context, innovation is fundamental to the future growth of the company. Alstom has therefore set priority areas to confirm their leadership: green traction and energy performance; road electromobil-

ity; eco-design and manufacturing; autonomous train; data driven rail mobility for more connected products and services; and multimodality and flow management. Alstom will rely on sustained R&D investments, constant in percentage of sales, with an earmarked portion dedicated to innovation. Alstom's innovation priorities will be green and smart solutions.

The growing recognition that the planet must face up to the calamitous effects of climate change is already leading to an acceptance that rail is the most efficient, sustainable and safe transport mode. The rail transport sector must put technology to work to ensure sustainability and innovation. Consistent with the growing impact of technology on every aspect of the global economy, the trends in the transport industry are towards digitalisation. This means the application of technologies like advanced data analytics, the Internet of Things and artificial intelligence, leading to new mobility solutions. At Alstom, the constant drive for innovation is focused on a new concept that merges rail-guided mobility and the world of private vehicles. The new mobility will be shared, connected and autonomous, secure and green. Multimodality will blur the boundaries between different ground transportation modes, and advanced digital technologies will address everything from predictive maintenance to cybersecurity.

SINGAPORE PARTNERS WITH ALSTOM

Along with more than 10,000 other European companies, Alstom sees Singapore as the logical location for its regional headquarters and the driver of its regional activities. Ease of doing business, global connectivity, highly educated workforce and a congenial society are all factors that contribute to its decision to base its regional operations here.

Singapore has one of the world's most business-friendly governments. From the encouragement of start-ups



and the incentives and grants available for smaller businesses, to a level playing field and attractive commercial conditions offered to major enterprises like Alstom, the government has a clear long-term vision of what must be done to secure and expand the country's economic future. That is why Alstom enjoys such a long-standing collegial, professional and positive relationship with agencies such as Land Transport Authority (LTA).

Indeed, in February 2012, LTA ordered 42 driverless trains from Alstom, for the MRT's Circle Line and North East Line. At the time, this was the company's largest order in the Asia-Pacific region. It delivered the first of these trains in July 2014. LTA has continued to place orders with Alstom and it has now supplied almost 120 trains, including the most recent order earlier this year for 12 new trains to cater for the expected increase in passengers when the Circle Line is fully operational. These trains will be delivered progressively from 2024, and are in addition to the 11 trains that were procured in April 2018 for Circle Line Stage 6.

These will feature a predictive monitoring system for a more robust maintenance regime, and some of the cars will be fitted with an Automatic Track Inspection (ATI) System, which enables monitoring of running rails, track equipment and sleepers while the trains are in operation.

Economic growth in Singapore and ASEAN demands expanded rail transport, from high-speed cross-border networks to safe, efficient, multi-modal urban solutions. There is also an acceptance across the region that transport must be environmentally friendly. Alstom is a leader in sustainable mobility and it sees a bright future for the company in the region. It is here to stay.

ASIA PACIFIC BREWERIES SINGAPORE (APB SINGAPORE)

Innovative beer at APB

Beginning as a joint venture between HEINEKEN and F&N in 1931, Asia Pacific Breweries (APB) now brews the freshest beers for Singaporeans and exports its products worldwide.

APB Singapore is home to the world-acclaimed Tiger Beer – an iconic Singapore brand, born and brewed on local soil since 1932, as the world's first tropical lager. Tiger Beer is now available in more than 50 markets around the world. In addition to Tiger Beer and Heineken, APB Singapore's portfolio of beers includes ABC Stout, Anchor Beer, Baron's Strong Brew, Guinness, and the entire range of Archipelago craft beers.

In 1990, the brewery relocated to a state-of-the-art operations in Tuas, where it currently resides. 2012 then marked a new chapter for APB Singapore as a wholly owned subsidiary of HEINEKEN. The brewery has expanded over the years. From adding a new canning line in 2013 to being HEINEKEN's first cider production in Asia in 2015, APB Singapore has never stopped taking on new challenges to innovate for the evolving consumer landscape. In 2018, they launched Asia's first zero



alcohol beer Heineken® 0.0, and in April 2019, they debuted Tiger Beer's first global experiential concept store – Tiger Street Lab at Jewel Changi Airport.

INNOVATION: CONSUMER-DRIVEN AND SUSTAINABLE

APB Singapore places consumers at the heart of its innovation efforts—they want to deliver a great drinking experience for everyone, which is why they embark on new product innovations and constantly invest in their supply chain operations. These innovations do not stop at their brewery either, they extend to e-commerce, retail, and on-premise drinking experiences.

Take for example Tiger Street Lab, their first global experiential concept store which combines food, beer, fashion and design.

Sustainability is another driver of innovation at APB Singapore where they challenge themselves to brew beers that are not only refreshing, but also environmental friendly. With their sustainability strategy 'Brewing a Better World' as the backbone of





their operations, APB has embarked on ambitious and sometimes ground-breaking projects. They are one of the world's largest solar-powered breweries (picture of solar panels attached), they collect glass bottles from the market to be washed and reused, and even repurpose their brewer's spent grains as edible chips.

APB IN SINGAPORE

Singapore is commonly known as the innovation hub of Asia and APB Singapore also explores many innovations in this market. With a stable and favourable business climate and an agile workforce that is adaptable to change, APB Singapore has developed a reputation for being flexible and a testbed for many innovative brews. This also means that Singapore consumers are often the first to enjoy new and fresh brews that they bring to the region.

With the support of the Economic Development Board (EDB), APB Singapore has also embarked on a digitalisation journey. Some initiatives they have explored include a B2B e-commerce platform, smart dashboards and augmented reality

(AR) to boost safety training efficacy. Digitalisation also offers an exciting opportunity to upskill their employees and boost their competitiveness.

Another innovation project they took on in 2017 was to partner with the Public Utilities Board and National University of Singapore to build an on-site water reuse treatment plant. Recycling water is a big part of Singapore's water story and the technology is mature in Singapore. APB was also one of the first Fast Moving Consumer Goods companies to build an on-site water reuse treatment plant to reuse its water for cooling and landscaping.

APB Singapore is appreciative of the government's support of their efforts to improve brewery productivity and sustainability, as this support has enabled them to remain competitive and innovative.

LOOKING AHEAD TO THE FUTURE

From a consumer standpoint, variety is the name of the game. Consumers are always looking for something novel, and will expect brewers to give them more options. APB Singapore is ready to take on the chal-

lenge, whether it is with non-alcoholic beer, or more variants of their signature brands. After Tiger Black and White, and Tiger Crystal, more exciting innovation on taste and packaging can be expected in the near future.

Likewise, consumers are constantly looking for a more experiential drinking environment – a glass of beer will always be enjoyable by itself, but more consumers are expecting to pair beer with good music, good ambience and good food. That is another reason why APB Singapore thinks concept stores like Tiger Street Lab at Jewel Changi Airport will thrive. By combining the works of local artists like Amos Ananda and elevating the street food experience, concept stores like Tiger Street Lab reimagine an immersive consumer's journey.

Finally, sustainability is a key driver in building business success. The question will not be what APB Singapore is doing or how much they are doing, but how much more they can do. APB Singapore can be expected to set and deliver on their ambitious targets to brew a better world.

Asia Pacific Breweries (Singapore) Pte Ltd
459 Jalan Ahmad Ibrahim | Singapore 639934
W: www.apb.com.sg
T: +65 6861 6200

APB Singapore is home to the world-acclaimed Tiger Beer – an iconic Singapore brand, born and brewed on local soil since 1932, as the world's first tropical lager.

BMW

BMW and its innovative mobility services

The BMW Group is the world's leading manufacturer of premium automobiles and motorcycles, and provider of premium financial and mobility services.

Today, the BMW Group counts with over 134,000 employees across 31 production and assembly facilities in 15 countries. In 2018, the company delivered almost 2.5 million automobiles to its customers, and obtained 97.480 billion euros in revenue.

Based in Singapore, BMW Group Asia is the regional hub overseeing the East Asia region comprising 13 markets including Singapore, Philippines, Indonesia, Vietnam, Brunei, Sri Lanka, Bangladesh, New Caledonia, Tahiti, Guam, Cambodia, Laos and Myanmar. Established in 1985, the office in Singapore is the regional base for key corporate functions like corporate audit, corporate sales, direct sales and special vehicles, government affairs and corporate affairs. The regional office is also home to the BMW Group IT Service Managements, BMW Asia Treasury Centre and BMW Group Financial Services, as well as the Asia-Pacific regional office for BMW Motorrad, MINI and Rolls-Royce Motor Cars. Other functions include market re-

sponsibility and the management of BMW Group subsidiaries in Singapore and Indonesia, as well as the supervision of all importers across East Asia.

CHANGE DRIVEN BY CUSTOMERS AND TECHNOLOGY

The products and technology of the BMW Group came from a fascinating history of inventors, pioneers and brilliant designers. Christopher Wehner, Managing Director of BMW Group Asia, is keen to show how the industry is changing and how BMW is changing with it. "What you currently see in the automobile industry is a lot of change. From electrification and digitalisation to autonomous driving, our business model is altering in fundamental ways. On the one hand, we need to think not only about how to move people from point A to point B, but also what we can offer our customers while they are inside the car driving. People want to have full connectivity now via tools such as apps. On the other, some customers

wish to have mobility, but that doesn't necessarily mean that they wish to own a car. That's why we have started offering mobility services, such as ParkNow, DriveNow or ShareNow, which are responding to present and future consumer demands."

"Customers are at the heart of everything we do. They are the drivers of innovation in our company and they are the ones who impel us to modernise. BMW invests a considerable amount of money in market research to understand both worldwide and region-specific trends in consumer preferences. We want to understand what our customers want to have in their cars in terms of tools, equipment, design, services. This is an enormous task, because it takes about 5 years to develop a car and a car's lifecycle is about 7 years. Therefore, our market research teams are always looking at a 12-year horizon, and they constantly project their research into the future."

"Technology change is another driver of innovation. A good example is 3D printing: this technology allows us to produce parts in lower quantities which we use for prototypes but also to personalise cars according to a given customer's preference, inscribing their name into their car for exam-



On the other, some customers wish to have mobility, but that doesn't necessarily mean that they wish to own a car.



ple. In this way, technology-induced innovation also helps us to serve our customers better who, as I have mentioned before, are at the centre of our efforts."

But it is not only in the area of car production that BMW is innovating, Wehner pointed out. In logistics, too, digitalisation and Industry 4.0 are crucial to BMW's operations. Within BMW's production halls, tigger trains or smart transport robots (STR) are increasingly used to transport parts, with 30 STRs set to be in operation this year. Another future technology being piloted is the Smart Watch, which supports logistics staff while they are changing over parts containers. The device announces an approaching tigger train via a vibration alarm. The employee can then read which containers should be uploaded and send the tigger train on to its next destination by tapping the display.

In addition, BMW is using ConnectedDrive technology to integrate all of its new cars into the Internet of Things (IoT) and enable remote software updates. Navigation is a core aspect of the ConnectedDrive

service, as the car's embedded SIM enables the vehicle to transmit GPS and speed information to a cloud server and, in return, receive real-time traffic information based on the same data from phones in other cars on the road.

CHANGE IN AND BY SINGAPORE

Singapore, a city-state that Mr Wehner aptly described as "the capital of the future", serves as an important hub for BMW's operations. "From here we manage 12 other markets, but it is also where we have established a considerable number of our corporate services such as our IT department. This is because Singapore offers a pool of international talent, of highly-skilled people who hail from all over the world. Additionally, Singapore has an impressive history of development, and its political and economic stability as well as its respect for intellectual property are attractive for companies in general and for BMW in particular."

Singapore is the place where BMW first tests its innovative products. It was the first market in Asia and the second in the world where BMW

launched 'Access by BMW', a new vehicle subscription service that provides members with flexible access to a diverse fleet of BMW vehicles through a single monthly subscription. The launch of this subscription service is integrated into BMW's strategy of truly becoming a 'mobility provider', and Singapore plays a crucial role in this journey due to the availability of partnerships with both the public and the private sector that exist here.

Other projects that BMW is currently undertaking in Singapore are, for example, a partnership with Tribe Accelerator which aims at developing new business models through the use of blockchain technology, and a project with NTU whose objective is to create post-quantum protocols that prevent autonomous-driven cars from hacking. "Singapore is a fantastic regional base for BMW for the many opportunities it offers, and we hope to keep on growing here and in this region", concluded Christopher Wehner.

FRIESLANDCAMPINA

Dairy innovations with FrieslandCampina

Every day Royal FrieslandCampina provides millions of consumers all over the world with food that is rich in valuable nutrients. With an annual revenue of 11.6 billion euros, FrieslandCampina is one of the world's largest dairy companies with a cooperative tradition going back almost 150 years, and their products find their way to more than 100 countries.

FrieslandCampina supplies consumer products, such as milk, yogurt, cheese, infant nutrition and desserts, products for the professional market, such as cream and butter products, ingredients and semi-finished products for producers of infant nutrition, the food industry and the pharmaceutical sector.

In Asia, FrieslandCampina has a long and established heritage. Underscoring its commitment to consumers in the region, FrieslandCampina established an office in Singapore in 2011. The corporate office is strategically located close to local operations in China, Hong Kong, Indonesia, Malaysia, the Philippines, Thailand and Vietnam.

Today, FrieslandCampina has a presence in 11 countries around Asia, dating back to 1920 when its products were first exported from the Netherlands to Indonesia. Throughout Asia, its brands such as Black and White, Dutch Lady and Foremost have endeared themselves to local consumers.

INNOVATING IN SINGAPORE

Innovation is an important part of FrieslandCampina's strategy. The strategy is aimed at sustainable growth as well as added value. Their innovation, in turn, is focused on dairy ingredients and the categories dairy-based beverages, nutrition for children and branded cheese.

FrieslandCampina focuses its innovation on producing healthy, nutritious, well-balanced and tasty food, in which the dietary advantages of milk in particular are made optimum use of and the costs and emission of CO₂ are minimised.

One of the key pieces of FrieslandCampina's innovation is the FrieslandCampina Development Centre in Singapore which focuses on the development of dairy-based beverages and infant and toddler nutrition, tailored specifically for consumers in Asia.

The Development Centre operates as an extension of FrieslandCampina's Innovation Centre in Wageningen (the Netherlands). This allows the company to tap into Singapore's integrated ecosystem of capabilities such as market research, branding and marketing. And of course food & nutrition research expertise which helps in the development of products that cater to the nutritional needs of diverse consumers.

The centre underscores FrieslandCampina's commitment to Asian consumers. It is their ambition to offer people essential nutrients with natural dairy products. The development centre, located in the Singapore Science Park, houses FrieslandCampina's nutritional expertise and product development for its Consumer Products business group.

OPEN INNOVATIONS

One of the fundamental ways in which FrieslandCampina innovates is by being open. FrieslandCampina



has a great deal of knowledgeable about milk and its derivative products, and they are proud of their innovations. But they are fully aware that there are also people and businesses with complementary capabilities outside of FrieslandCampina who can support and accelerate their innovation processes. This is why they are seeking active cooperation with third parties, because they believe open innovation can lead to great things.

Most recently, FrieslandCampina launched FRISO TrackEasy, an industry-first smart packaging innovation that enables mums to experience the journey of FRISO's formula milk at their fingertips, starting from their Holland-owned farms. The innovation leverages FrieslandCampina's full-chain control to provide mums with tin-specific information around FRISO's dairy farming, milk collection, production process, quality auditing, packaging and export. This offers mums a greater transparency of formula milk products, empowering them to make well-informed decisions for their children.

By scanning a QR code on the tins of FRISO Gold, FRISO Prestige or FRISOMUM formula milk, mums can now journey through FRISO's milk farming and production processes.

TRACEABILITY INNOVATIONS

FRISO TrackEasy was introduced in Hong Kong as the first market in August 2019, followed by Mainland China in September 2019, with Singapore and other markets to follow. The global initiative seeks to lead the trend of greater transparency in the baby food industry worldwide.

According to a survey conducted by Nielsen, 93% of mums in Mainland China and Hong Kong find that current information on product packaging is insufficient, and they often need to search for more. The Chinese government has put substantial effort into improving their Food Safety systems in general and for infant formula in particular. From a global perspective it can be seen that more and more countries, including Singapore, increasing the attention to traceability.

FrieslandCampina is on a mission to bring safe and sustainable products to their consumers. With the TrackEasy solution, they do just that. Consumers can scan the products using their phone and experience the grass-to-glass journey of the exact product in hand. They can check authenticity, learn more about the product and origin, whilst eliminating concerns regarding fraudulent products in-market.

Through open innovation, FrieslandCampina aims to bring better products for all across the region!

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GERMAN EUROPEAN SCHOOL SINGAPORE (GESS)

European Foundations for Tomorrow's World

The German European School Singapore (GESS) is a not-for-profit international school in Singapore whose humble beginnings can be traced back to 1971 when the school started off with just a handful of students and teachers. Today over 1750 students of 65 different nationalities, from 18 months to 18 years (toddler programme to high school) are part of the GESS community.

Through a three-way partnership between the school, students and parents, GESS has established itself as a home away from home for many expatriate families. Given that it is helmed by a Board of Governors comprising solely parents in the school, it is no surprise that the school has continued to be a warm, family-centered school throughout its almost 50 years of operation.

From unique academic offerings to over 90 different co-curricular activities, pastoral care and student-focused teaching methodologies, and an impressive campus, there are just so many ways in which the school caters to the specific needs of children constantly on the move.

CORE PRINCIPLES: 2 CURRICULA, STRONG VALUES AND NON-SELECTION

GESS is the only international school in Singapore to offer a choice between 2 highly sought-after curricula: the IB curriculum taught in English and the German curriculum. GESS' IB results have always exceeded the global average and graduates have been accepted into world-class universities all around the world, particularly in the UK, US, Netherlands and Germany. The Abitur results have often also been exemplary and helped

graduates gain access to top universities in Germany.

Owing to its European and German foundations, the school has at its core the European values of respect, openness and inclusiveness. These values are reflected in everything the school does: from hiring teachers with strong multicultural sensibilities who know how to handle third culture kids, to encouraging students to proudly display and celebrate their cultural origins, and also engaging in Singapore's community life through exchange programmes with local schools and service programmes with local charities.

In the spirit of inclusiveness, GESS maintains itself as an academically non-selective school where students of varying abilities will be able to discover their personal strengths and interests, to find the paths best suited to their personal growth. There is room for every interest and talent at GESS, regardless of whether this is in science, music, sports, research, design or more. GESS is delighted to go on a journey with the children at their pace and at their time.

A STATE-OF-THE-ART CAMPUS: WHERE DREAMS TAKE OFF

In August 2018 GESS moved to a brand-new purpose-built campus which features state-of-the-art facilities that cater to a whole spectrum of interests. These facilities set the stage for students to pursue their interests and dreams further.

From sports amenities like an Olympic-sized swimming pool, a full-sized football field and a multifunctional indoor sports hall to performance spaces like a 400-seater auditorium, a black box theatre, music studios and other key features like a cooking



studio, design and technology laboratory, maker spaces, 3 age-specific libraries and sensory garden, there is so much on offer.

The facilities encourage students to push their limits, practise harder, become braver by performing before bigger audiences, be more creative and breathe life into their ideas. They have a wonderful space to learn, experiment, research, rehearse and celebrate.

WORLD'S FIRST JUNIOR ENGINEER ACADEMY PROGRAMME OUTSIDE EUROPE

While being academically non-selective, the school also ensures that gifted students have opportunities to grow. In that spirit, GESS has become the first ever school outside of Europe to offer the esteemed Junior Engineer Academy programme, which to date has only been offered by schools in Europe.

The Junior Engineer Academy network was inceptioned by the Deutsche Telekom Stiftung (German Telecom Foundation) in 2005 to promote early interest in technical and engineering sectors among young students between the ages of 13 and 14 (typically in Grade 8 and 9).

One of the key highlights of the programme is that it goes beyond the classroom and the school setting. Students work with university academics, scientific bodies and industry experts like NUS Pomeroy Studio, XentiQ, Bosch, Pepperl&Fuchs who are partnering with GESS.

The core focus of the programme at GESS will be on sustainable urban living spaces in the context of Singapore's dense urban environment. Students will not just acquire knowledge and skills but they will get the opportunity to take concrete action as they build GESS' very own green wall.



The facilities encourage students to push their limits, practise harder, become braver by performing before bigger audiences, be more creative and breathe life into their ideas.

LANGUAGE PROGRAMMES FOR STRONG CULTURAL IDENTITY AND GLOBAL CITIZENSHIP

The language programmes at GESS reflect the school's commitment towards enabling students to achieve as much balance as possible between growing into global citizens while also maintaining their cultural heritage which is important to their sense of cultural heritage and identity.

To promote mother tongue language retention, the school has offerings such as the Dutch Mother Tongue Programme and Danish Mother Tongue Programme available to students from Primary School through to High School and help students delve deep into their family languages and attain native level proficiency.

There are also opportunities for students to gain exposure to their mother tongue languages within more informal and immersive settings through the school's unique Language Enrichment Programme (LEP) that provides a very fun and organic environment for students to speak their mother tongue as they engage in other activities such as arts and crafts, cooking and more. Some of the languages on offer include Spanish, Mandarin, Japanese, Korean, Italian etc.

For those looking to pick up a completely new language, all students get the chance to learn German while at GESS and later students in the Middle Years Programme can also opt to learn Mandarin, Spanish and French.



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LEGO

Building innovation with the LEGO Group

The LEGO Group, headquartered in Billund, Denmark, is one of the world's leading manufacturers of play materials. The name 'LEGO' is an abbreviation of the two Danish words "leg godt", meaning "play well".

The LEGO Group, headquartered in Billund, Denmark, is one of the world's leading manufacturers of play materials. The name 'LEGO' is an abbreviation of the two Danish words "leg godt", meaning "play well".

The company was founded in 1932, the year when founder Ole Kirk Kristiansen began making wooden toys. Today, the LEGO Group is well-represented around the world through a vast number of local offices, with more than 17,000 employees working globally to bring LEGO® play to children everywhere and guided by their mission to inspire and develop the builders of tomorrow. The company is still owned by the Kirk Kristiansen family who see it as an obligation to make a positive difference to children all over the world via Learning-through-Play.



Singapore is home to one of the five main global hubs of the LEGO Group. The other easily accessible global hubs of the company are located in Billund, Denmark; Enfield, USA; London, UK, and Shanghai, China. LEGO Singapore started as a sales office in 1979, but it now goes well beyond its original functions. Currently, the Singapore hub has slightly more than 300 employees from various functions. LEGO



Singapore focuses on innovation and houses the Creative Play Lab team, the APAC regional marketing team, the LEGO Agency (an in-house creative agency), the Emerging Asia team looking into new markets in Asia-Pacific, the Moulding team as well as the Engineering and Quality team.

INNOVATION ROOTED IN A MISSION AND IN A WORK CULTURE

Announced as one of the most innovative companies in 2018 by Fast Company, the LEGO Group was praised because it boosts children's coding and creativity skills. Two significant innovations were particularly noted for their role in bridging the divide between physical and digital play: LEGO® BOOST and LEGO® Life.

LEGO BOOST is a super-charged LEGO set that allows children as young as seven years old to bring their LEGO creations to life through a simple, app-based coding language. Embracing a "fun-first" vision, LEGO BOOST empowers children in both the physical and digital creation of the outcome – first by building a model, followed by coding its behaviour and personality. The coding language was developed specifically to be fun and accessible to children, making it easy to experience instant success, master basic commands and move on to more complex coding and behaviours in a continuous cycle of build, code and play.

LEGO Life, a safe, app-based social network for kids, inspires builders to connect with a community of like-minded peers to express their cre-

activity, share their LEGO creations, interact with other LEGO characters, and inspire one another to build. LEGO Life bridges physical and digital play experiences, innovating on the best of today's social network features to add a social layer to the LEGO play experience. With millions of children sharing their pride of creation in the "Cool Creations" section of the LEGO Magazine, a dynamic social media experience was a natural next step in the evolution of digital engagement. Since the launch of the app, it has recruited nearly six million kids from 26 different countries who share the love of building.

Indeed, the LEGO Group sees the innovation it brings forward as rooted in two crucial features: their mission and their collaborative work culture. The LEGO Group's mission is to "inspire and develop the builders of tomorrow". Their fundamental belief is that 'children are our role models' because of their natural hands-on, minds-on approach to learning. Through generations, the LEGO Group has been working for the cause of children and their development and Learning-through-Play. The LEGO Group also recognizes the importance of having creativity, curiosity, critical thinking, collaboration and engagement to tackle future challenges. It is within their future brand vision to deliver the necessary 21st century skills to children to help them navigate and thrive in an uncertain world.

In addition, at the LEGO Group, a collaborative work culture among teams is crucial for innovation to happen. Different teams and functions are encouraged to cross collaborate with each other to resolve common challenges. It is vital that individuals spar with peers before making a decision and that is built through an environment of mutual trust and commitment to each other's success. Their physical workspaces across their key offices or hubs are also a

great example of a reflection of their innovative work culture – open work floor plan offices sans individual offices, with areas for collaboration and areas for focused work.

THE LEGO GROUP INNOVATES IN SINGAPORE

One of LEGO Creative Play Lab locations is in Singapore. The LEGO Creative Play Lab is a department within the LEGO Group, focusing on inventing the future of play. The main hub is situated in Billund, with smaller hubs in Singapore, London and Los Angeles. It is a strategic approach that fosters open innovation, test ideas and concept experiences through pilot projects. The department works together across these locations to develop new LEGO products and play experiences for children.

The LEGO Group considers Singapore a suitable test bed for new products within the region because of its strong concentration of business talents. Having a Creative Play Lab (CPL) based in Singapore will help to develop play concepts derived from insights from the Asian markets because of Singapore's development as the gateway to ASEAN.

Furthermore, they believe that the Singapore government is very supportive. In our interview, they mentioned a few reasons for this belief: "The tax system in Singapore has been investor friendly and there are many tax incentives in place. Singapore also has a strong regulatory framework and stable political environment. With Singapore as a cosmopolitan city, it is attractive to skilled and ambitious workers from all over the world. The relevant work visa schemes and immigration policies have also helped to facilitate the movement of labour with the necessary skill sets to support our business in Singapore. In addition, the local talent pool is highly skilled and multilingual."

The LEGO Group is supportive of the EU-Singapore free trade agreement and views it as a positive development: "It will further reinforce the existing predictable regulatory environment through the enhanced provisions of the new investment protection agreement under the EU-SFTA. Besides ensuring continued predictability in the regulatory environment to protect our investment in Singapore, the EUSFTA also includes provisions on the protection and enforcement of intellectual property. Specifically, the commitment for the protection of copyrights and trademarks, as well as the implementation of procedures for authorities to act upon their own initiative to suspend the release of intellectual property infringing products would potentially be beneficial to us."



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PHILIPS

Philips innovating healthcare

Philips is a leading health technology company focused on improving health, headquartered in the Netherlands.

Founded in 1891, the company has operations around the world, and is a global leader in patient monitoring and health informatics, consumer health and home care, as well as diagnostic imaging and image-guided therapy. They deliver integrated products and services for consumers and the healthcare industry by leveraging their clinical expertise and consumer insights, as well as advanced technology to enable better outcomes across the health continuum – from healthy living and prevention to diagnosis, treatment and home care.

Philips started its operations in Singapore in 1951, as a trading firm with just four staff that imported and sold lighting products, radios, and gramophones. Over the last six decades, Philips has grown in tandem with Singapore's economy and, as a pioneer investor, they have created jobs and contributed to the development of the country's infrastructure and

technology base. Singapore has always been an important market for the company and they reaffirmed their commitment to the country, and the region, in 2016 with the opening of their regional headquarters, the Philips APAC Center, in the city-state.

TRANSFORMING WITH TECHNOLOGY

In our interview with Ivy Lai, Country Manager of Philips Singapore, we affirm that the healthcare industry is rapidly transforming with the help of the latest technology. Globally, the industry faces unprecedented challenges to improve healthcare standards and manage rising costs due to aging populations, rising rates of chronic diseases and healthcare resource constraints. In addition, it is evident that there is an increasing use of technology in a range of industries and everyday devices. Ultimately, it is about resolving these issues and

challenges in order to improve patient outcomes.

"At Philips, we believe technology can play a critical role in helping to address some of the biggest healthcare challenges of today and tomorrow. For example, artificial intelligence can help people make sense of large amounts of data, while also having the potential to adapt to the needs of healthcare professionals and people, extend their abilities, and help them achieve better health outcomes," Ivy explains.

At the root of technological innovation stands the company's vision: to improve the lives of 3 billion people a year by 2030. In order to achieve this goal, the company has invested €1.8 billion in 2018 alone in R&D, ensuring that their innovations have maximum impact and are fully scalable. Ivy pointed to three recent projects that Philips was involved in to illustrate this:

First, the company recently launched the 2019 Future Health Index, an annual global study (in its fourth year)



that evaluates healthcare systems on their future readiness and highlights the role that digital health technologies play in delivering affordable, integrated, and sustainable healthcare. They brought Singapore-specific insights to the forefront of conversations through the media and other platforms to better understand current constraints and future opportunities for Singapore's healthcare sector.

Second, for their Health Systems business, Philips launched Southeast Asia's first Sleep and Respiratory Education Center in Singapore in March 2018, a first-of-its-kind facility to bring to light seldom discussed, under-diagnosed sleep issues, and to upskill healthcare professionals on sleep-related problems.

Finally, at the 7th Philips Interventional Symposium held at the Philips APAC Center, the company launched the Azurion 7 with FlexArm in ASEAN Pacific, setting a new standard for the future of image-guided procedures. The industry-leading Azurion platform opens up new imaging and patient positioning opportunities to enhance patient care in ASEAN Pacific.

PARTNERING WITH SINGAPORE

As part of Singapore's digital transformation across 23 key industry sectors, the government launched the Healthcare Industry Transformation Map (ITM) in late 2017. Ivy believes that "the three-pronged strategy of enhancing jobs and skills, raising productivity and catalysing innovation provides a strong backdrop for Philips to work closely with the Singapore government as an ecosystem partner to enhance the future of healthcare in Singapore."

She adds that "there is strong government commitment to finding new solutions to enable better health for Singapore's population, as well as rapid digitalization of Singapore's healthcare system as it transitions towards higher-value, data-enabled delivery of healthcare." Indeed, Philips considers that the strong sup-

port from the government over the years has been instrumental for the growth of Philips' business in Singapore – since their first factories were set up in the 1970s, right till today where they are a global health technology leader. "Philips' APAC regional headquarters is located in Singapore to leverage the business-friendly climate, a trusted regulatory and institutional framework, and to tap into the talented workforce," Ivy Lai states.

Regarding the signing of the EU-Singapore FTA, Ivy Lai makes reference to the visit of the Singapore Business Federation – one of EuroCham's strategic partners – to the Netherlands in November 2018. "We were honoured to welcome Her Excellency President Halimah Yacob in Eindhoven, the city where Philips was founded, where she was introduced to our latest health solutions that are advancing patient care delivery in leading hospitals and new consumer innovations that help millions of households across the world to live, eat, and be healthier."

CHANGING WITH AI

One of the areas of future exploration for Philips is that of artificial intelligence. Ivy Lai explains that "applying AI to healthcare and personal health requires more than technology alone. First and foremost, it requires a deep understanding of the clinical, operational, or personal context in which such methods are used." She adds, "we believe the needs of the healthcare provider and the patient or consumer should always be at the forefront. Technology should adapt to their needs, extend their abilities, and help them achieve better outcomes. That is why Philips uses the term 'adaptive intelligence' to talk about applying AI in a meaningful way that improves people's lives."

Ivy pointed at three ways in which AI can help. First, clinicians can make sense of large amounts of data about individual patients, in a quicker and more integrated way, also providing insights that may not be visible to the human eye. Second,

workflows in hospitals can be made more efficient, standardizing and speeding up the most repetitive and cumbersome work. Third, patient deterioration in acute care can be identified using predictive analytics, allowing for timely interventions.

In today's increasingly connected world, the convergence of Philips' consumer technologies that facilitate healthy living, medical technologies that help clinicians to deliver better diagnosis and treatment, and cloud-based technologies that support data sharing and analysis, will be a key enabler of more effective, lower-cost integrated health solutions, Ivy concluded. "By addressing healthcare as a 'connected whole', we can unlock gains and efficiencies and drive innovations that help deliver on the 'quadruple aim' of enhancing the patient experience, improving health outcomes, lowering the cost of care, and improving the work life of care providers."



In today's increasingly connected world, the convergence of Philips' consumer technologies that facilitate healthy living, medical technologies that help clinicians to deliver better diagnosis and treatment, and cloud-based technologies that support data sharing and analysis, will be a key enabler of more effective, lower-cost integrated health solutions, Ivy concluded.

PIRELLI

Pirelli transforming tyres

Pirelli is among the world's leading producers of tyres and suppliers of associated services.



Established in 1872, Pirelli is the only pure consumer tyre company with a distinctive positioning in High Value tyres, products made to achieve the highest levels in terms of performance, safety, silence and road grip, characterized by high level technological content and customization. With around 31,500 employees, 19 factories located in 12 countries, with more than 15,900 points of sale in over 160 countries, Pirelli had a turnover of more than €5.19 billion in 2018.

Pirelli Asia was established in Singapore in 1995 as the headquarters for car and motorcycle tyre business in SEA and APAC. Additionally, Pirelli Asia is the center of rubber purchasing globally. Pirelli Asia focuses on providing operational support to importers and dealers in the region as well as delivering the best Pirelli products and services to end consumers. Over the years, Pirelli Asia has grown into a reputable multinational

corporation and is on track for further growth and expansion in the region.

ADAPTING TO THE NEW MARKET THROUGH INNOVATION

The automotive industry is evolving in four main directions: electric, connected, share and autonomous. Correspondingly, tyre industry is acting in response to these rapid changes. Pirelli is continuously undergoing research on these topics to develop technologically-advanced products and solutions that meet the demands of future mobility.

"In the past 3 to 5 years, the whole automotive industry – including the tyre industry – has experienced great transformations with the introduction of electrical and autonomous vehicles. We at Pirelli are following these transformations, and we now see ourselves as not just a commodity provider but also a mobility provider. By installing sensors in our tyres

and shaping them to the needs of our individual customers but also of commercial vehicles who wish to enhance efficiency through tracking, we are adapting to the new realities of the market," explains Adrian Thio, Managing Director at Pirelli Asia.

Technological innovation is an essential element of the Pirelli strategy and plays a central role in the company's business model, in particular with respect to High-Value products. In recent years Pirelli's investment in R&D has been over 6 percent of its revenues from High Value products, one of the highest levels among the world's major tyre producers.

The company has more than 6,500 patents and in 2018 spent over €219 million on R&D. In 2016 and 2018 it received the Oscar Masi Award for Innovation from the Italian Association for Industrial Research. Some 1,900 people are involved in R&D for Pirelli (approximately 6 percent of the group's employees) in 11 countries including Italy, Germany, Romania, the UK, Brazil, the US, Mexico, China and Russia.

Pirelli also has in place a series of R&D collaborations and Joint Development Agreements with external players such as suppliers, universities and car manufacturers. It has 33 collaboration projects with Universities, 20 Joint Development Agreements and more than 50 NDAs with suppliers and universities, over 150 outsourced projects in materials, processes, software and electronics and over 100 R&D collaborations with Premium car manufacturers in innovative technologies.

In the coming ten years there will be huge innovations in the automotive world such as electric cars and driverless ones. With its strong, long-standing relationships with car manufacturers, Pirelli has for some time been working on these future

trends, in particular developing tyres for electric vehicles and solutions and services for connected vehicles. Pirelli provides the only part of the vehicle that comes into direct contact with the road – the tyre. It can use data gathered by the tyres to provide solutions and services for connected vehicles that can be helpful to customers, dealers and car manufacturers by maximizing safety, minimizing operating costs, enabling a vehicle's full performance potential and reducing their development time.

PIRELLI IN SINGAPORE AND ASEAN

One of Pirelli's most recent initiatives took place in the region of Indonesia and Thailand where Pirelli launched the project "Being Fast Takes Time" which aims to promote awareness of the world of natural rubber. It is a journey through images that begins at the rubber tree and ends with the production of a tyre, passing through a description of the farmers' lives and their cultivation and processing techniques, fundamental phases of natural rubber's production and supply cycle. The project seeks to help understand how precious the natural equilibrium is and follows the path on which Pirelli embarked in 2017 with its Sustainable Natural

Rubber Policy, born of the ongoing multi-stakeholder dialogue conducted by the company to govern the sustainable and responsible supply of natural rubber along the whole value chain. The policy's goal is to promote and develop a sustainable and responsible natural rubber supply chain involving farmers, traders, processors, sellers and producers.

Back in Singapore, they are also working towards a more sustainable future by taking small steps in accordance to their global direction on the topic of sustainability. Though the benefits are yet to be seen at the moment as it is a long-term strategy and approach, Pirelli believes they are on the right track.

Furthermore, Pirelli will continue to strengthen their presence in Singapore and in ASEAN by expanding sales network, introducing exciting high-value products to the end consumers and at the same time bringing the Pirelli brand closer to them through exceptional service and experiential events.

Indeed, over the years Pirelli has received great support from the Singapore government and Singapore has had a conducive business cli-

mate for Pirelli. For this reason, the company has been able to organise a series of successful activities in Singapore throughout the year such as event collaborations with high-end automotive brands for their customers to experience the various product offerings as well as their most important annual event at the Singapore Grand Prix.

Adrian Thio, Managing Director at Pirelli Asia, added that "Singapore is an incredibly open place, where companies from abroad are welcome, and where we can develop pilot programmes for the whole of Asia. The pool of talent we can find here and the transfer of technology that takes place in the city-state means that Pirelli privileges Singapore as the best base in the region."

Technological innovation is an essential element of the Pirelli strategy and plays a central role in the company's business model, in particular with respect to High Value products.

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PHILIP MORRIS INTERNATIONAL (PMI)

Creating a smoke-free future with PMI

Philip Morris International (PMI) is a leading international tobacco company, with a diverse workforce of around 77,000 employees who hail from every corner of the globe.



Tracing its history to nineteenth-century London, the company has been around for more than 100 years. But today, it is experiencing the biggest shift in the industry's history. PMI is now dedicated to a mission which it describes as "dramatic": replacing cigarettes with smoke-free products. This new and bold mission is rooted in the belief that, whilst the best option for smokers is to quit completely and for non-smokers not to start at all, less harmful alternatives should be made available to consumers who do. In order to achieve this mission, PMI has more than 400 scientists, engineers and technicians working round the clock, and the company has invested more than USD\$6 billion to date in developing less harmful alternatives to cigarettes.

Singapore is particularly important to PMI's vision of a smoke-free future. Since 2010, Singapore has been home to one of the company's two global R&D facilities dedicated to the development and scientific assessment of smoke-free alternatives. In addition, the company runs a direct sales and distribution operation in Singapore since 1998, even though PMI's brands have been on the market here for many years, and Singapore is also a base for PMI's operations in duty-free.

A CHANGING INDUSTRY AND A CHANGING COMPANY

PMI is evolving and it is committed to change. Their renewed mission is to become the driver of disruption in an industry which has been relatively unchanged for the past decades, moving from a traditional tobacco company to a technology-driven, consumer-centric and science-based company. This move is centred around a common-sense approach: according to the World Health Organisation, over a billion people will smoke in 2025, despite campaigns to quit. While PMI firmly believes that there is no substitute for quitting, the company wishes to have a big impact on public health by offering adult smokers who would otherwise continue to smoke cigarettes better alternatives. PMI sees it as giving a choice to adult smokers who are looking for less harmful alternatives to smoking. The end goal? – to create a smoke-free future for their customers, their company, their shareholders and society at large.

PMI's 2018 Sustainability Report outlines the ways in which the company is truly accelerating efforts to accomplish their smoke-free vision. The aim is to reduce smoking among PMI consumers more than four times fast-

er than the target set by the World Health Organisation. PMI's aspiration is that at least 40 million people who would otherwise have smoked cigarettes will have switched to PMI's smoke-free products by 2025, reducing the total number of PMI cigarette smokers by 55 million.

Through intensive research and development, PMI has created a breakthrough heated tobacco system, which in many countries around the world offers smokers who continue to consume tobacco, as a better option to cigarettes. The heated tobacco system heats tobacco rather than burning it, therefore eliminating the smoke and reducing the number of harmful and potentially harmful constituents by 95% compared to cigarette smoking.

SINGAPORE AT THE CENTRE OF CHANGE

Singapore is truly at the centre of PMI's bold and ambitious vision of a smoke-free future. Established in 2010, the Singapore R&D facility has approximately 90 employees, including 68 Singapore nationals, with expertise across various fields of science and engineering. This includes chemical and biomedical engineering, and life sciences specialities in



inhalation sciences, toxicology, cancer research, neurobiology, molecular biology, analytical chemistry, systems biology and bioimaging. The conducive business environment, Singapore's push in the area of biomedical science, technology and innovation as well as the talent pool and expertise available here has made it an attractive choice to set up their R&D facility.

PMI in Singapore also sees an immense opportunity in harnessing the benefits of digital technologies to better serve their retailers. They are committed to innovate constantly and improve their order system in order to create a pleasant and convenient experience for retailers. With this in mind, PMI intends to progressively introduce an e-commerce platform to provide retailers with more autonomy in their ordering experi-

ence. Singapore serves as a strong base to support this initiative with its technologically literate population, high mobile penetration rate and robust IT infrastructure. Indeed, in the area of e-commerce, it is estimated that 73% of the population has purchased a product or service online before.

In being interviewed for this article, PMI's company spokesperson, Anthea Jackson, wished to conclude the article on this note: "we share the vision of Singapore being a Smart Nation, a leading economy powered by digital innovation and supported by evidence-based policy making."

Singapore is particularly important to PMI's vision of a smoke-free future. Since 2010, Singapore has been home to one of the company's two global R&D facilities dedicated to the development and scientific assessment of smoke-free alternatives.



PRUDENTIAL

Prudential protects families

Prudential Singapore is a leading life insurer and a subsidiary of UK-based Prudential plc.

Prudential has been serving the financial and protection needs of Singapore's residents for over 88 years, delivering a suite of offerings in protection, savings and investment-linked insurance plans. Today, they have over 1200 employees, more than 5000 financial consultants, close to a million customers, and more than 2 million policies in force.

For their customers, Prudential is a trusted partner in some of their biggest life decisions – how to protect their families against life's uncertainties, save enough for their children's education and plan for retirement. Beyond insurance, they also want to be a partner to them throughout their lifespans, to help them prepare for increased longevity and stay fit so they may enjoy their golden years. Underpinning Prudential's efforts is their AA-rating awarded by Standard & Poor's which is testament to their financial strength and stability to support their various stakeholders through economic cycles.

PRUDENTIAL INVESTS IN THE FUTURE

Insurance is undergoing a transformation. Big data, analytics and AI are changing the traditional face of the industry by making the purchase of insurance simpler and more accessible for customers. However, many people are still under insured. With life expectancy rising and a growing number of people being diagnosed with chronic conditions, it has become more pressing for a population to be adequately protected.

That said, Prudential is turning their focus beyond protection to prevention. Their research programme, Ready for 100, has shown that over

half (55%) of Singapore's residents are not prepared to live to 100 from a health and wellness perspective. While they continue to provide financial solutions to help their customers manage medical expenses and build their retirement nest eggs, Prudential also wants to help them take care of their health proactively, so that they can prevent illness or postpone its onset.

Prudential is doing this by investing in three key areas: wellness and fitness management; health risk assessment, symptom checking and pathway to early detection and intervention; and chronic disease management. These investments are being made not just in technology, but also in helping to build a broader ecosystem of healthcare providers, professionals, online and offline activities and support services.

INNOVATION TO LIVE WELL

Prudential innovates to help everyone live well, especially as people are living for longer. Today, Singapore has the world's highest life expectancy at 84.8 years as a result of a high standard of living and healthcare. However, while people are living for longer, they do not live necessarily healthier lives. More and more people are being diagnosed with multiple chronic conditions today, adding to the burden of increasing healthcare cost.

Prudential's study on longevity, "Ready for 100", revealed that Singaporeans are not healthy or wealthy enough to manage the costs of living to a hundred years. This lack of preparedness will impact quality of life, and incur both social and business costs.

As a leading life insurer serving over a third of the country's population, solving these challenges to help people live well, for longer is essential for Prudential. They want to move away from the traditional role of underwriting a life, collecting a premium and paying for treatment when the person falls sick. Their aim is to go from being a traditional insurer to a wellness company and to be a partner with their customers on their health journey.

To do this, Prudential is investing in technologies and services for our customers that will help them manage their health proactively. They are currently building a tech powered ecosystem of healthcare providers, professionals, online and offline activities and support services. This solution will have a symptom checker, allow for virtual doctor consultations and offer interesting fitness challenges. It helps detect diseases early, intervene at the right time, and promote overall healthy living – ultimately enabling Prudential's customers to enjoy better health and fitness.

UPSKILLING AND COLLABORATION IN SINGAPORE

Singapore has the distinction of being one of the most conducive environments in the world for business. This is possible due to continuous government efforts in investing in infrastructure, growing talent and encouraging collaboration. Prudential supports the government's efforts in upskilling its workforce and fostering collaboration in the industry on several fronts.

For instance, Prudential has a partnership with SkillsFuture Singapore, where they offer employees the op-

portunity to take up courses in data analytics, social media and cyber security to build up their digital skills. More than a third of Prudential's workforce has attended SkillsFuture Advice workshops. They are also the first insurer to partner Ngee Ann Poly on an online course, "AI in Finance" that teaches the basic applications of AI in finance. Last year, Prudential conducted more than 2,100 training sessions in 2018 for employees.

On the collaboration front, Prudential works with the wider technology community to develop new tools and services that will transform their business beyond insurance. Their flagship digital innovation programme is the PRU Fintegrate Partnership programme, where Prudential collaborates with FinTech, InsurTech, Health-

Tech and MedTech companies with the goal of building an ecosystem of partners to solve business challenges through digital innovation.

Prudential has also engaged in strategic partnerships with the Singapore FinTech Association, I4E Limited and the Infocomm Media Development Authority of Singapore's Accreditation@SG programme. Through these platforms, they are co-developing solutions which will address the areas of improving customer engagement and expanding their data analytics capabilities. Prudential is also a grand sponsor of the Singapore FinTech Festival, the largest of its kind in the world with more than 45,000 participants.



Prudential innovates to help everyone live well, especially as people are living for longer. Today, Singapore has the world's highest life expectancy at 84.8 years as a result of a high standard of living and healthcare.



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SANOFI

Challenging the status quo through innovation

Sanofi is a global healthcare company dedicated to improving the lives of people across the world and focused on transforming scientific innovations into healthcare solutions.



Sanofi prevents illnesses through vaccines and offers support & treatment options for life-threatening & chronic diseases, daily ailments as well as rare diseases. Present in more than 100 countries, Sanofi's 100,000 employees provide healthcare solutions in more than 170 countries across the world.



For over 60 years, Sanofi has been contributing towards building a healthier future for the 2 billion people living in Asia. Singapore serves as the regional headquarters for Sanofi in Asia. With a workforce of more than 500 people, Sanofi in Singapore has a strong clinical research unit that oversees clinical trials conducted in 150 centres across South-east Asia and a manufacturing facility that is responsible for producing pharmaceutical active ingredients, used in key Sanofi products globally.

John Cairns, Head of Multi-Channel and Digital Innovation in Asia and Japan at Sanofi, explains "At Sanofi, applying health technologies to empower patients, solve pain points or capitalise on opportunities is very important to us. In order to make a difference by having the right innovative mindset, we strive to work closely with partners, stakeholders and digital health tech start-ups."

This approach of creating innovative solutions by challenging the status quo is why Sanofi has been an integral part of international innovation hubs such as VivaTech that link start-ups, healthcare professionals and other stakeholders.

Onduo Virtual Diabetes Clinic – an outcome of a joint venture between Sanofi and Verily Life Sciences (formerly Google Life Sciences), is an example of Sanofi's commitment towards using innovation to improve the quality of patients' lives. Aimed at helping patients take control of diabetes, this initiative aids in finding the right combination of device, software, medicine, and care for the patient.

"At Sanofi, applying health technologies to empower patients, solve pain points or capitalise on opportunities is very important to us. In order to make a difference by having the right innovative mindset, we strive to work closely with partners, stakeholders and digital health tech start-ups."



SANOFI BELIEVES IN AN OPEN AND CONNECTED SINGAPORE

For Sanofi, Singapore constitutes a source of great opportunity in the field of innovation. As stated in the latest report 'Making the most of opportunity: Pharmaceutical strategy in Asia' by the Economic Development Board (EDB), 8 of the top 10 pharmaceutical companies have facilities in Singapore, manufacturing 4 of the top 10 drugs by global revenue. Over 6,000 people, more than double since the early 2000s, in the skilled workforce are employed in the biopharmaceutical sector.

Based on these trends, Sanofi considers Singapore to be well placed to take a leading role in the development of new medical advances for the 21st century. Indeed, at a public policy level, Singapore has done much to create an environment amenable to innovation-dependent industries. For one, it offers access to a large, dynamic pool of world-class researchers. Second, it is on the right path to creating a broad-based R&D ecosystem, which allows exchange of information through networks. Third, it encourages international collaboration. Finally, it provides a robust intellectual property framework.

"According to Healthtech Investment Landscape 2018 from Galen Growth Asia, there are an estimated total of about \$6.3 billion going across 294 deals in Asia. This explains both the importance of partnerships and open innovation, as well as the importance of this region," mentions John. "And Singapore is one of the most important players in the region, representing 11% market share of healthcare start-ups, only behind India with 27% and China with 25%," remarks John. Given the vast geographical and populational dimension of these two countries, it is not hard to conclude that Singapore is attracting a surprisingly large number of innovators who see the city-state as a central hub for the wider ASEAN region.

"Singapore is unique in that it offers a stable ground to serve Southeast Asia and, due to its innovative-prone policies, it is a great place to incubate start-ups," John asserts. He also emphasises the need for Singapore to keep its spirit of openness and connectivity by stepping up efforts to maintain and develop an innovative ecosystem in the healthcare space, and by making sure that companies can easily attract and recruit talented individuals.

TRANSFORMING HEALTHCARE WITH DIGITAL AS AN ENABLER

"I believe that this industry is going through an exciting transition. Patients are expecting equivalent experiences in healthcare akin to other parts of their lives and thus, we are striving to build sustainable healthcare models. Technology and the use of data are becoming increasingly important as an enabler and can help solve complex challenges. At Sanofi, we are pushing ourselves every day to innovate and become more relevant to our patients and stakeholders," states John Cairns.

Indeed, John identifies a shift in Asian markets, where patients are increasingly seeing healthcare as a commodity and placing themselves as consumers. "We strongly believe in providing patients, consumers and stakeholders with 'integrated care' – emphasising not only on treating with medicines but also on managing and fighting the disease. We are focused on providing solutions that achieve larger benefits to patients through input from more and different actors, and building processes that improve engagement. The consumer field is moving fast, and digital will be a key enabler for Sanofi to move with it."

SHELL

Providing more and cleaner energy

Energy is a fundamental need in society. It is essential for survival, for health and the benefits of modern life. We need it for cooking, heating and cooling, for travel and all forms of economic activity.

Shell has provided energy to people for over 125 years, and is one of the world's leading energy companies. Shell continues to meet customers' evolving energy needs: from kerosene, to oil, to natural gas and, increasingly, low-carbon biofuels and renewable energies such as wind and solar power.

By 2050 the number of people on the planet is forecast to grow to 9 billion – that's nearly 2 billion more of us than today. Around three-quarters of the world's population will live in cities by mid-century, putting more pressure on the food, water and energy resources essential for our shared well-being and prosperity.

Shell is well-positioned to seize the opportunities and meet the challenges. Shell's business has been built on a foundation of innovative technology and skilled employees. Shell's know-how, technology and innovations are helping to deliver more and cleaner energy.

INNOVATING IN URBAN GROWTH

Shell's ambition is to reduce the Net Carbon Footprint of its energy products by around half by 2050 in step with society's progress towards achieving the goals of Paris. The Shell New Energies business is part of this transformation. In July 2019, Shell New Energies launched the company's first global City Solutions Living Lab in Singapore. This is aligned with the city-state's active push for energy transition and sustainability, its pro-business environment and Shell's long-standing presence in Singapore.

The new Shell City Solutions Living Lab will have a dedicated team with multi-disciplinary expertise that focuses on helping cities move people and goods with lower emissions, switch to cleaner energy options and embed sustainable features in built environments.

It will adopt a user-centric approach of co-creating and experimenting

with city stakeholders such as the government, the private sector and local communities, on innovative concepts, technologies and business models in actual living environments. Energy solutions that Shell develops successfully in Singapore can potentially be replicated in cities around the world.

Shell City Solutions has worked with the Port of Singapore Authority (PSA) Singapore to understand the energy needs of the Pasir Panjang Terminal and the future Tuas Port, and together, they have identified opportunities for carbon reduction such as switching to cleaner fuel options and the study of a near net-zero energy building.

INNOVATING WITH SOLAR POWER

Shell has a significant manufacturing presence in Singapore. There are plans to install a solar photovoltaic (PV) power generation system with a combined peak capacity of around three megawatts at three of the Shell sites in Tuas, Jurong Island and Pandan.

The first and largest of the three Shell solar farms will be atop the Shell lubricants plant in Tuas. With more than 6,500 panels, the solar farm is expected to produce approximately





3,300 megawatt hours of renewable energy annually, enough to power about 700 four-room Housing Development Board households. This can result in the avoidance of a third of the plant's greenhouse gas emissions from electricity use, or approximately 1,200 tonnes on a carbon dioxide-equivalent basis per year. This is also equivalent to taking about 700 cars off the road for one year. The generated solar energy will be used to help power operations at the lubricants plant.

Installations at Shell's sites in Pandan and Jurong Island are expected to start in late 2019 and early 2020 respectively. Shell is also exploring more solar installations at other Shell sites in Singapore.

As part of our efforts to trial low carbon solutions, Shell has signed a Memorandum of Understanding with the Energy Market Authority of Singapore (EMA) to jointly work on growing the adoption of energy storage systems. This could include piloting commercially viable business models with innovative solutions that integrate storage systems and solar power to Shell sites in Singapore.

INNOVATING WITH ELECTRIC VEHICLE CHARGING

Shell has also launched electric vehicle (EV) charging with Shell Recharge – a first for Singapore and Southeast Asia. This new service al-

lows drivers to charge their cars on the go at Shell service stations.

The Shell Recharge 50kW rapid direct current (DC) chargers typically provide from 0% to 80% charge in approximately 30 minutes and are compatible with most electric vehicles in Singapore. Shell Recharge will be available at 10 Shell stations by the end of 2019. This represents close to 20 per cent of Shell's retail network in Singapore.

Shell Recharge is one such example of how the company is making it more convenient for customers to embrace cleaner mobility. Beyond private EV car owners, Singapore's growing fleet sector also stands to benefit as they now have access to reliable rapid chargers at easy-to-access locations. With Shell Recharge, fleet companies can embark on the transition to electric vehicles in a simple and cost-effective manner, reducing their emissions in the process.

ABOUT SHELL

Headquartered in The Hague, Netherlands, Shell has an average of 86,000 employees in more than 70 countries. Shell's purpose is to power progress together with more and cleaner energy solutions. We believe that rising standards of living for a growing global population are likely to continue to drive demand for energy, including oil and gas for years to come. At the same time,

technology changes and the need to tackle climate change means there is a transition underway to a lower-carbon, multisource energy system. We aim to meet the energy needs of society in ways that are economically, socially and environmentally viable, now and in the future.

Shell has been in Singapore since 1891. The company has more than 3,100 employees and is one of Singapore's largest foreign investors. For 125 years, Shell has contributed to Singapore's social and economic growth, and helped to build its talent and intellectual capital. One of the reasons for Shell's success in Singapore is its good working relationships and long-term partnerships with staff, the union, customers, community and the government. Today, with a New Energies business focused on solar, wind, hydrogen and biofuels, Shell is also actively investing in partners that are providing cleaner energy solutions to Singapore and the world.



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OUR COMMITTEES














WHAT WE DO

EuroCham represents the voice of the European business community in Singapore. We provide our members with a forum for advocacy, networking and knowledge sharing with the European and Singaporean business communities.

OUR NETWORK

EuroCham gives you access to a large networking pool, consisting of European National Business Groups (NBGs), European companies operating in Singapore, the Singaporean government, the Singapore business community, the diplomatic circle and key partners across ASEAN.

EuroCham Singapore's advocacy initiatives span across 13 different industries.

 Mobility	 Digital Economy	 Financial Services	 Healthcare
 Human Resources	 Intellectual Property	 Regional Tax	 Regional Trade
 Supply Chain	 Sustainability	 Wine & Spirits	 Aerospace
 Packaging			

"Trade associations and chambers play an important role in helping businesses overcome the challenging economic environment".

*Former Minister in Prime Minister's Office,
Minister Chan Chun Sing, 2017*



EuroCham represents and advocates for the common interests of the European business community by promoting bilateral trade and investments between Europe, Singapore and the region.

Established in 2001, we are your trusted partner in bridging you with local government bodies and other reputable stakeholder organisations.



**ADVOCACY
IS OUR
BUSINESS**



MEMBERS INCLUDE

Volkswagen
 BMW Group
 Scania
 Volvo
 Daimler
 Goldbell Engineering
 Pirelli
 Continental

MOBILITY

OBJECTIVES

- Creates a platform for our corporate members and transport authorities to share information and address challenges
- Provides feedback and consultation to government bodies and stakeholders
- Aligns the Committee with Singapore's goals of taking a pole position in smart mobility, driverless solutions and electric vehicles
- Holds consultation sessions to overcome the barriers of a mobility future
- Stimulates collaboration through design thinking across government and business

HIGHLIGHTS

- Meeting with Head of Mobility of Economic Development Board (EDB)
- Sept 2019: revamping of the Commercial vehicles committee to the Mobility Committee
- Sept 2019: Brainstorming session with EuroCham members in the automotive industry

TOPICS

- Transport
- Technological revolution
- Electrical vehicles
- Autonomous transport
- Future mobility
- Infrastructure

STAKEHOLDERS

- Land Transport Authorities (LTA)
- Smart Nation Singapore
- A*Star
- Economic Development Board (EDB)

LEADERSHIP



Mr Ricky Tay, Co-Chair
 Managing Director
 Volkswagen Group Singapore Pte Ltd



Mr Alessandro Motta, Co-Chair
 Digital Consultant in Marketing,
 Communication & E-Commerce
 Pirelli Asia, Singapore



Mr Darren Ng, Co-Chair
 General Manager, Future Mobility
 Mercedes-Benz Singapore
 Daimler South East Asia

DIGITAL ECONOMY

OBJECTIVES

- Centers around the topic of digital transformation
- Shares experiences and learning about transformative technologies, business models and leadership styles across sectors
- Provides cross-sectoral platform for engagement in field of digital transformation with government agencies in Singapore
- Aspires to be forward-thinking forum & act as an advocate for initiatives that will most benefit the business community

HIGHLIGHTS

- 2018: Launch of the committee
- 1 Feb 2019: Breakfast Event on "The Digital Readiness Blueprint"

LEADERSHIP



Mr Daniel Callaghan, Chair

Head of Adecco Group X
Adecco



Mr Anjaney Borwankar, Co-Chair

Advisor, IESE Business School



Ms Janice Cowley, Co-Chair

Chief Strategy and Marketing Officer
SCOR

TOPICS

- Understanding Singapore's Digital Blueprint
- The potential of transformative frontier tech - blockchain, AI, IoT etc.
- Digital mindset and restructuring of organisations
- Societal repercussions and opportunities
- The impact of digitalization in different industries: transportation, healthcare, pharma and HR

STAKEHOLDERS

- GovTech
- Ministry of Communications and Information
- Infocommunications Media Development Authority (IMDA)
- Ministry of Trade and Industry (MTI)



Mr Antonio Feraco, Co-Chair

VP, Digital Service, Managing Consultant
Industrie 4.0, TÜV SÜD



Ms Elisa Mallis, Co-Chair

Managing Director and Vice President
Asia-Pacific at Centre for Creative
Leadership (CCL) Pte Ltd



Ms Claudia Chan, Co-Chair

Senior Director, Digital Government,
Southeast Asia
SAP Asia Pte Ltd



MEMBERS INCLUDE

Adecco

Center for Creative
Leadership (CCL)

TÜV SÜD

SCOR

IESE Business School



MEMBERS INCLUDE

Allianz
 Prudential
 AXA
 SCOR
 Swiss Re
 ING Bank
 Deutsche Bank
 Natixis
 Commerzbank
 DNB
 Nordea
 UniCredit
 Rabobank
 BNP Paribas
 Credit Suisse

FINANCIAL SERVICES

OBJECTIVES

- Represents European Financial Institutions (FIs) operating in Singapore - banking, insurance and asset management
- Seeks to advocate on behalf of its members for an open and competitive regulatory environment
- Serves as an effective platform between industry and regulators in Singapore, ASEAN and the European Commission

HIGHLIGHTS

- Banking Position Paper on “Enhancing EU- Singapore Regulatory Dialogue”
- Round-table and submission to the EU High Level Expert Group on sustainable finance
- Briefing by Mr Bruno Gencaralli, Head of Data Flows and Protection Unit at the European Commission (DG Justice and Consumers)
- 2016: Climate Change Finance Event - “How can green projects be better financed today in Asia?”
- Biennial Briefing with the Monetary Authority of Singapore (MAS)
- Dialogue with Mr Olivier Guersent, Director-General of DG FISMA, European Commission
- Closed-door dialogues with regulators on banking and insurance regulations
- Annual Cybersecurity Panel Seminar

TOPICS

- Banking & insurance regulations (MiFID II, EMIR, Benchmarks, Basel, RBC2, IFRC)
- Green & sustainable finance
- Data protection & privacy; cybersecurity
- Digital payments innovation
- FinTech & RegTech

STAKEHOLDERS

- Monetary Authority of Singapore (MAS)
- European Commission (DG FISMA, DG JUSTICE)

LEADERSHIP



Dr Ruediger Schaefer, Chair

Head of Special Projects & External Affairs
 Asia Pacific
 Allianz SE



Mr Boon-Hiong Chan, Co-Chair

Director & Head of Market Advocacy
 APAC & MENA
 Deutsche Bank



HEALTHCARE

OBJECTIVES

- Acts as a facilitator for knowledge sharing for pharmaceutical, insurance and medical device companies
- Serves as a medium for addressing challenges in Singapore's healthcare industry
- Provides feedback and consultation to relevant government bodies and stakeholders

HIGHLIGHTS

- Nov 2018: Joint Event on "Interventions for a Healthy Life" with SwedCham and guest speaker, Professor Mai-Lis Hellénus from the Karolinska University Hospital in Stockholm, Sweden
- Position Paper on "Collaborative Opportunities to Address Healthcare Transformation in Singapore"
- Industry seminar on International Healthcare Technology Assessments

TOPICS

- Rising healthcare costs
- Technology, innovation & disruption
- New methods of healthcare delivery

STAKEHOLDERS

- Ministry of Health (MOH)'s Office for Healthcare Transformation
- Health Promotion Board (HPB)

LEADERSHIP



Mr Ti-Hwei How, Chair
Country President
AstraZeneca Singapore



Ms Ada Wong, Co-Chair
Asia Public Affairs Lead
Sanofi-Aventis Singapore



Mr Low Cheaw Hwei, Co-Chair
Head of Design, Philips ASEAN & Pacific
Head of Government & Public Affairs
Philips Singapore



MEMBERS INCLUDE

Bayer
AstraZeneca
Sanofi-Aventis
Roche
GlaxoSmithKline
IPSEN Pharma
Fresenius Medical Care
Siemens
Philips
Prudential
Allianz
AXA
SCOR





MEMBERS INCLUDE

Danone
 ASEAN Human Development Organisation (AHDO)
 Center for Creative Leadership (CCL)
 Siemens
 Adecco
 Universum
 Cegos
 Carlsberg
 Daimler
 DHL
 Essilor
 Robert Bosch
 Randstad
 Chartered Institute of Personnel and Development (CIPD)
 National University of Singapore (NUS)
 Nanyang Technological University (NTU)
 Singapore Management University (SMU)

HUMAN RESOURCES

OBJECTIVES

- Enables for senior level executives to share best practices and common concerns in HR
- Communicates updates on regulatory developments to members
- Discusses matters pertaining to human capital including talent and leadership acquisition and retention, employee growth, internships, productivity growth and continuing education

HIGHLIGHTS

- 2018 Closed-Door dialogue with former NTUC Secretary-General Chan Chun Sing on HR and talent management
- 2018 Post-budget dialogue with Manpower Minister Mrs Josephine Teo
- Visiting the transformational workforce at Grab
- Panel discussion on Women in Leadership in Asia with Lean In Singapore
- Presentation and dialogue with CEO of Workforce Singapore
- 2018 Closed-door discussion with members of European Parliament (MEPs) on labour in Singapore
- 2014 "The Internship Imperative White Paper"
- 2016 "Human Development Priorities for the ASEAN Economic Community White Paper"

TOPICS

- Transformational and contingent workforce
- Productivity and skills upgrading
- Diversity and women in workforce
- ASEAN manpower and talents

STAKEHOLDERS

- Workforce Singapore
- Ministry of Manpower (MOM)
- Ministry of Trade and Industry (MTI)
- SkillsFuture
- Human Capital Leadership Institute
- NTUC
- Institute for Human Resource Professionals

LEADERSHIP



Dr Bob Aubrey, Chair

Founder and Strategic Advisor, ASEAN Human Development Organisation (AHDO)



Mr Michael Haberzettl, Co-Chair

Head of HR, ASEAN Siemens



Ms Elisa Mallis, Co-Chair

Managing Director Asia Pacific Center for Creative Leadership



Ms Bhawna Gandhi, Co-Chair

Head of HR Danone Singapore

INTELLECTUAL PROPERTY

OBJECTIVES

- Promotes best IP practices & protect IP rights in Singapore and ASEAN
- Aligns the committee with Singapore’s goal of being an IP hub in the region

HIGHLIGHTS

- 2016 Publication of "Illicit Trade Environment Index", in collaboration with The Economist Intelligence Unit
- Annual Product Training session with Singapore Customs, Immigration and Checkpoints Authority (ICA) and IP branch of the Singapore Police Force
- IP Key project grant with EU IP Office to promote IP research and capacity building
- Annual Dialogue with ASEAN Customs Officials
- Industry collaboration with Singapore authorities on IP best practices and anti-illicit trade prevention.

TOPICS

- Anti-illicit trade education & awareness
- Border enforcement (passenger & cargo)
- Digital enforcement with platform operators
- Free Trade Zones monitoring & enforcements

STAKEHOLDERS

- Intellectual Property Office of Singapore (IPOS)
- Singapore Customs
- Immigration and Checkpoints Authority (ICA)
- Singapore Police Force, IP branch
- EU IP Office
- South-East Asia IPR SME Helpdesk

LEADERSHIP



Mr Simon Jim, Chair
Managing Director
Brand M.O.



Ms Sharmini Lohadhasan, Co-Chair
Counsel for Trade Marks & Copyrights
BP Singapore



MEMBERS INCLUDE

- BP Singapore
- BMW Group
- Chanel
- Louis Vuitton
- Lego
- Pernod Ricard
- Diageo
- DHL
- Roche
- International Trademark Association (INTA)
- World Intellectual Property Organisation (WIPO)





MEMBERS INCLUDE

Rémy Cointreau

Zuellig Pharma

Michelin

BP Singapore

Allianz

KPMG

Deloitte

PwC

Danone

ING Bank

Siemens

REGIONAL TAX

OBJECTIVES

- Provides a platform for constructive dialogue, advocacy, and active engagement with stakeholders
- Offers members a channel of communication to the relevant enterprise promotion authorities in Singapore, Europe, and ASEAN

HIGHLIGHTS

- Sharing of Singapore tax incentives by EDB
- Presentation by Director of Malaysian Customs Department
- Transfer pricing development updates with IRAS
- Briefing on the impacts of implementation of Malaysian GST on European companies in Singapore
- Annual feedback submission to the Singapore budget
- Discussion with IRAS on mutual agreement procedures and advance pricing arrangements

TOPICS

- Transfer pricing developments and updates
- Regional implementation of GST
- OECD Base Erosion and Profit Shifting
- Tax incentives policies of Singapore
- Tax and mobility strategies for expats and Asian executives in Asia

STAKEHOLDERS

- Internal Revenue Authority of Singapore (IRAS)
- Singapore Tourism Board (STB)
- Monetary Authority of Singapore (MAS)
- Ministry of Finance (MOF)
- Economic Development Board (EDB)

LEADERSHIP



Mr Jordi Bonabosch, Chair
Regional Tax Manager
Rémy Cointreau



Mr Noe Denis, Co-Chair
Regional Tax Officer, Asia Pacific
Allianz SE



Mr Adnan Begic, Co-Chair
APAC Head of Transfer Pricing
Michelin Asia-Pacific Pte Ltd



Ms Listryarinie Ongko (Lis), Co-Chair
Senior Indirect Tax Advisor
BP Singapore Pte. Limited



Mr Oliver Farnworth, Co-Chair
Corporate Head of Taxation
Zuellig Pharma Holdings Pte Ltd



REGIONAL TRADE

OBJECTIVES

- Advocates for open trade with bilateral and multilateral partners between Singapore, Europe, and the region.
- Promotes a competitive trade environment
- Addresses issues relating to the elimination of tariffs and non-tariff barriers
- Serves as a platform for the sharing of information and dialogue with stakeholders.

HIGHLIGHTS

- Workshop on understanding the CPTPP and its key provisions
- Presentation by Deborah Elms, Asian Trade Centre (ATC) on the impacts of RCEP on businesses in the region
- Roundtable discussion with members on Singapore's new national trade infrastructure (TradeNet®, TradeXchange® and eCustoms)
- Members feedback and discussion on the EUSingapore FTA
- Workshops preparation for post-ratification of EUSingapore FTA
- Presentation by Japan External Trade Organisation (JETRO) on RCEP impacts
- Presentation by U.S. Customs and Border Protection Attaché on origin laundering

TOPICS

- EU-Singapore FTA, RCEP, CPTPP, AEC
- APEC and economic integration in Asia Pacific
- Rules of origins
- Market access studies and workshops

STAKEHOLDERS

- Ministry of Trade and Industry (MTI)
- EU-ASEAN Business Council (EU-ABC)
- Asian Trade Centre (ATC)
- World Trade Organisation (WTO)
- EU Delegation to Singapore

LEADERSHIP



Mr Domenico Ferrari, Chair
Counsel – Global LNG
BP Singapore Pte. Limited



MEMBERS INCLUDE

Control Risks

DHL

Swiss Re

Deutsche Bank

Lego

PwC

ST Microelectronics





MEMBERS INCLUDE

GlaxoSmithKline

Nestlé

Lego

Roche

DSM

DHL

SUPPLY CHAIN

OBJECTIVES

- Promotes "Supply Chain Innovation"
- Aims to contribute to strengthening the supply chain management hub in Singapore
- Complements and supplements the existing framework by ensuring applicable technologies can flourish in Singapore.
- Brings diversity and makes it well equipped to represent the voice of the industry in Singapore and APAC as a cross sectoral committee

HIGHLIGHTS

- 2018: Launch of the committee
- First steering group meeting Q4 2018
- 28 Feb 2019: Breakfast Event on "Block Chain Meets Supply Chain"

FOCUS AREAS

- Distribution
- Logistics
- Planning
- Contract manufacturing

STAKEHOLDERS

- Singapore Logistics Association (SLA)
- Supply Chain Asia
- Ministry of Transport
- Ministry of Trade and Industry (MTI)
- Economic Development Board (EDB)
- Ministry of Manpower (MOM)
- National University of Singapore (NUS)
- Nanyang Technological University (NTU)
- Singapore Management University (SMU)
- Supply Chain Committees of NBGs
- EU Delegation to Singapore

LEADERSHIP



Mr Prateek Jain, Chair

Head Supply Chain, Nutrition & Digestive Health Global Category
GlaxoSmithKline



Ms Wei Ling Kong, Co-Chair

Operating Model Director
Lego Singapore



Mr David Ringrose, Co-Chair

Vice-President, APAC Region - Service Logistics
DHL Supply Chain

SUSTAINABILITY

OBJECTIVES

- Focuses on climate change mitigation and adoption
- Works with the Singapore government to make their climate change objectives achievable and to ensure a smooth roll out
- Establishes a common voice for the European business community in Singapore in the area of environmental sustainability

HIGHLIGHTS

- 2018: Launch of the committee
- Exploratory meeting with the National Environment Agency (NEA)
- Roundtable discussion with the National Climate Change Secretariat (NCCS) on Singapore's climate change targets and collaboration opportunities

TOPICS

- (Industrial) Energy efficiency
- Carbon footprint
- Carbon offset mechanisms
- Circular economy

STAKEHOLDERS

- National Climate Change Secretariat (NCCS)
- National Environment Agency (NEA)
- Ministry of the Environment and Water Resources (MEWR)
- Ministry of Trade and Industry (MTI)
- Economic Development Board (EDB)

LEADERSHIP



Mr Lionel Steinitz, Chair
CEO
LYS Energy



Mr Yen Peng Kuan, Co-Chair
Government Relations Lead, Singapore
Shell Eastern Petroleum



Mr Alain Borne, Co-Chair
Supply Chain Director, Asia
Remy Cointreau



Ms Sharmane Tan, Co-Chair
Government & Public Affairs Associate
Lego Singapore



Ms Cherine Fok Suk, Co-Chair
Director, Sustainability Services
KPMG Singapore



MEMBERS INCLUDE

LYS Energy
Siemens
Shell
Rémy Cointreau
Lego
KPMG



MEMBERS INCLUDE

Pernod Ricard

Edrington

Diageo

Rémy Cointreau

Gruppo Campari

Moët Hennessy Diageo

William Grant & Sons

Bacardi-Martini

WINE & SPIRITS

OBJECTIVES

- Seeks to represent the international wines & spirits industry
- Serves as an effective platform for raising issues affecting trade & investment promotion, market access, taxation, intellectual property & public health and safety

HIGHLIGHTS

- MOU Partnership with Singapore Nightlife Business Association (SNBA) for the Alliance for Responsible Drinking (SARD)
- 2015 Industry-led campaign for Responsible Drinking with DrinkWise Australia during Rugby Sevens at Clarke Quay
- 2015 Position Paper on "A Holistic Strategy for Alcohol Management in Singapore"
- 2016 Position Paper on "Traceability: A Cornerstone of Food Safety Policy in Singapore"
- TIPS Bartender Training Programme
- Annual submission to Singapore Budget public feedback session

TOPICS

- Taxation
- Responsible consumption
- Traceability & decoding

STAKEHOLDERS

- Ministry of Trade & Industry (MTI)
- Ministry of Home Affairs (MHA)
- Singapore Tourism Board (STB)
- Singapore Police Force
- Singapore Food Agency
- Singapore Nightlife Business Association

LEADERSHIP



Mr Cedric Retailleau, Chair

Managing Director
Pernod Ricard Singapore



Ms Victoria Chua, Co-Chair

Manager – Public Affairs & Regulatory Compliance
Rémy Cointreau International Pte Ltd

AEROSPACE

OBJECTIVES

- Contributes to enhancing the air hub in Singapore by engaging with the Singapore government
- Advocates for Singapore's adherence to international best practices on regulations and initiatives in the aerospace sector
- Offers input and support (as a common voice) for the development and/or reform of key laws and policies
- Provides thought leadership on various segments of the aerospace and transport industry in APAC, including airlines, air freight, space, logistics, maintenance and manufacturing companies

HIGHLIGHTS

- 2018: Launch of the committee
- Sharing session with the European Aviation Safety Agency (EASA)
- First meeting: current status of aerospace in Singapore and to understand the most urgent issues
- The second part will look at MRO activities in the region and knowledge sharing of big and small players in this space
- Dec 2018: Meeting with Mr. Patrick Ky, Executive Director, European Aviation Safety Authority (EASA)

FOCUS AREAS

- Harmonization of standards
- The role of low-cost carriers
- Talent and training across the value chain
- Technology and digitalization
- Sustainability
- Regulatory developments in Singapore and the region

STAKEHOLDERS

- Civil Aviation Authority of Singapore
- Ministry of Transport (MOT)
- Ministry of Trade and Industry (MTI)
- Economic Development Board (EDB)
- European Aviation Safety Agency (EASA)
- Singapore Space and Technology Association

LEADERSHIP



Mr Tom De Geytere, Co-Chair
Managing Director
AJW Aviation



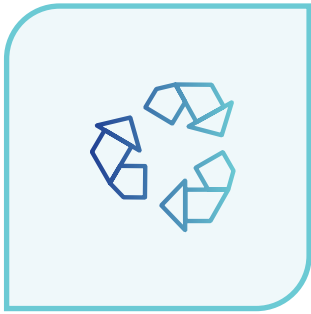
Ms Nicole Leong, Co-Chair
Deputy Head of Business Development
Airbus



MEMBERS INCLUDE

Airbus
Rolls-Royce
AJW Group





MEMBERS INCLUDE

BASF
 GlaxoSmithKline
 Rémy Cointreau
 FrieslandCampina
 Carlsberg
 Lego
 Edrington
 Danone
 Asia Pacific Breweries

PACKAGING

OBJECTIVES

- Addresses issues relating to sustainable packaging solutions, including single use packaging, waste management, and the circular economy
- Represents members from a wide range of industries, to work (as a cross-sectoral committee) closely with relevant government authorities and to provide an exchange of information and feedback

HIGHLIGHTS

- 2015 Position Paper on "Degradable Packaging & Plastic Ban as a Solution to Littering"
- 2016 Position Paper in response to upcoming mandatory packaging reporting legislation
- Closed-door discussion with NEA on packaging reporting
- Industry presentation on packaging waste mitigation
- Committee support for the Singapore Packaging Agreement (SPA)
- Committee support for 2018 joint event with the EU Delegation in Singapore: "Acting together for a plastic free Ocean – what role for policy makers and business?"

TOPICS

- Packaging waste and single-use packaging
- Waste management and recycling
- Circular economy

STAKEHOLDERS

- Ministry of Environment and Water Resources (MEWR)
- National Environment Agency (NEA)

LEADERSHIP



Mr Lloyd Lowe, Chair

Senior Regional Manager, Biopolymers
 Sales APAC
 BASF Singapore



OPSOLUTIONS

Digital Transformation

Digitize

Simplifying operations through digital enablement tools for teams to become more efficient and effective.

Transform

Integrating systems and transforming data to provide deep context for the business.

Store

Scaling up businesses by using advanced technologies placing data at the heart of digital strategy.

Analyze

Embracing the power of analytics to understand customers and provide better experience.

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THE EU-SINGAPORE FREE TRADE AGREEMENT

THE EU-SINGAPORE AGREEMENTS EXPLAINED IN SIMPLE LANGUAGE

DECIPHERING THE PROCESS

Why has the EU negotiated a trade agreement with Singapore?

During the past decade the world economy's centre of gravity has shifted to the Asia Pacific region. The Association of South East Asian Nations (ASEAN) – of which Singapore is a member – has emerged as one of the most dynamic growth engines of the world economy.

ASEAN is a €2.2 trillion economy with growth rates above 5.5% for the past 15 years. It represents a market of over 650 million consumers with a growing taste for western products and rising purchasing power.

Southeast Asian countries have moved towards closer economic integration within ASEAN and have further developed a dense network of trade agreements with third countries. ASEAN is the EU's third largest trading partner outside Europe, after the US and China.

In 2006, the European Commission identified ASEAN as a priority region with which to forge stronger economic ties. Negotiations for a region-to-region trade agreement with ASEAN began in 2007. In 2009, the EU and ASEAN agreed to pause the talks and instead negotiate bilateral trade agreements as building blocks towards a future region-to-region agreement.

In 2010, the EU launched negotiations for the first such agreement, with Singapore.

Who decided to launch negotiations for a trade and investment agreement with Singapore?

After the European Commission had identified the Association of Southeast Asian Nations (ASEAN) as a priority region with which to forge stronger economic ties, the

Council – where representatives of EU Member State governments sit – authorised the Commission to negotiate a trade agreement with ASEAN and issued negotiating directives ('mandates') for the future negotiations in April 2007.

Although negotiations for a region-to-region trade agreement with ASEAN were launched in 2007, the EU and ASEAN agreed to pause the talks in 2009 because they had reached a stalemate.

In December 2009, the Council authorised the Commission to pursue talks for bilateral trade agreements negotiations with individual ASEAN countries, starting with Singapore. Negotiations with Singapore were then launched in March 2010.

In 2011, after the Lisbon Treaty had made the EU responsible for negotiating investment agreements, the Council instructed the Commission to include investment protection in the agreement with Singapore. The negotiations on the investment protection agreement were concluded in December 2017.

Why in 2015 did the Commission request the Opinion of the European Court of Justice on competences in trade policy?

The EU institutions – the European Commission, the European Parliament and the Council – and the EU's Member States have for many years regarded most issues in EU trade agreements as coming under 'exclusive EU competence'. In other words, to be negotiated, agreed and ratified at EU level.

However, the European Commission and the EU's Member States have had different opinions regarding who was responsible for transport services, sustainable development and investment when these were included in trade and investment agreements.

The Commission believed it was in everyone's interest to get legal clarity. So on 10 July 2015 it asked the European Court of Justice to clarify on the division of responsibility between the European Union and the Member States.

How will EU-Singapore trade and investment agreements be adopted?

On 18 April 2018, the Commission presented the two draft agreements to the Council together with recommendations for Council decisions for their adoption. On 15 October 2018, the Council adopted the decisions on the signature of both agreements, which were then signed on 19 October 2018 in the margins of the ASEM Summit in Brussels.

Following the European Parliament's consent to the agreements on 13 February 2019, each agreement will now follow its own adoption process. These will be slightly different, taking into account the European Court of Justice's *Opinion 2/15*.

The EU-Singapore Free Trade Agreement (EUSFTA), which covers only matters that fall under EU exclusive competence, will require the approval of the Council before it can enter into force. It will also require the finalisation of Singapore's internal administrative procedures and the conclusion of the final formalities of each party.

On 13 February 2019, the European Parliament gave its consent to the EUSFTA, EU-Singapore Investment Protection Agreement (EUSIPA) and EU-Singapore Partnership and Cooperation Agreement (ESPCA) by vote and on 21 November 2019, the entry into force of the EUSFTA followed.

THE EUSFTA IN DETAIL

The EU-Singapore trade agreement will create new opportunities for EU businesses to export to Singapore. Every extra €1 billion in EU exports supports 14,000 higher-paying jobs in Europe, so the agreement will help create jobs too.

1. Trade in services

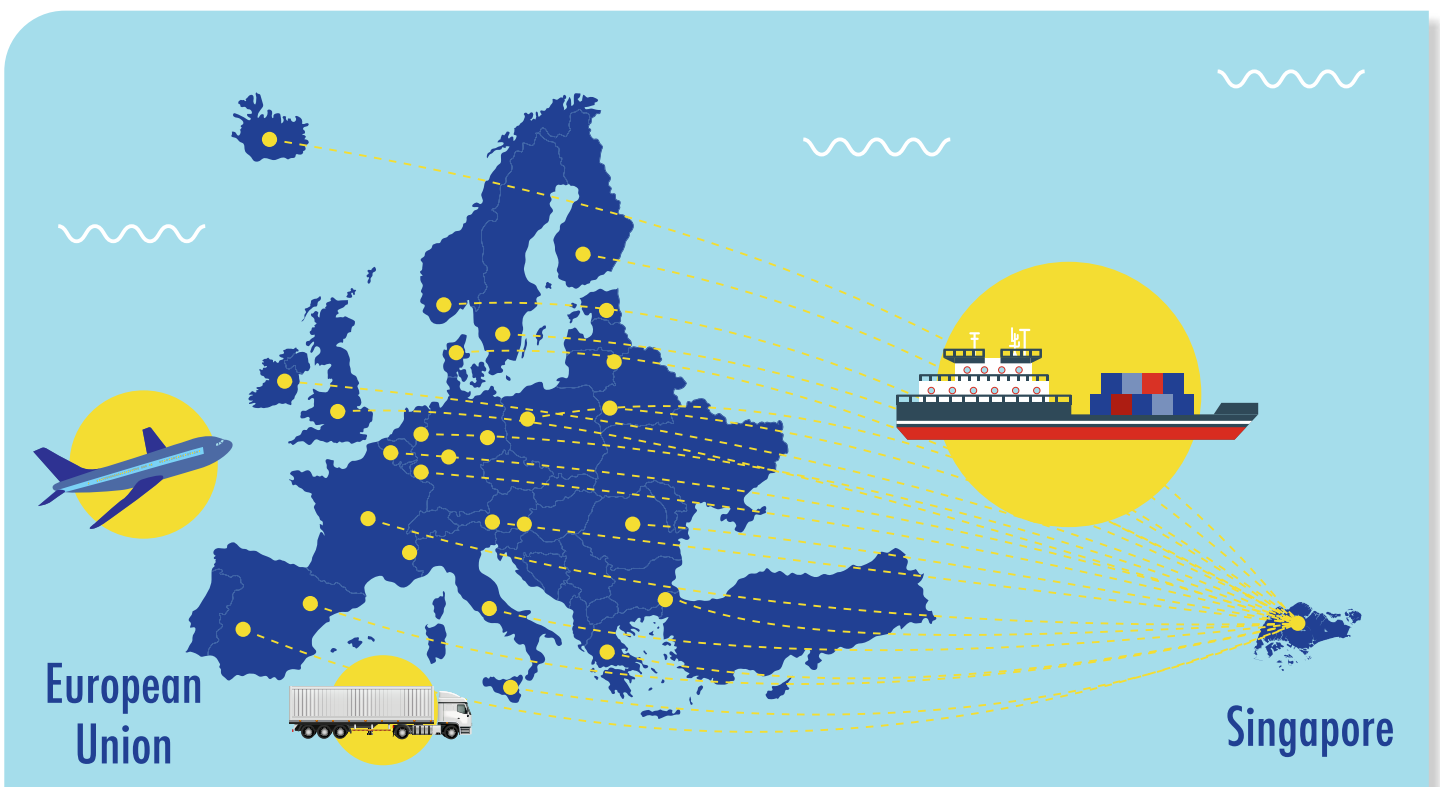
Singapore will now offer better access to its market to EU companies than it does to firms from elsewhere, in a number of sectors:

- Financial services
- Telecommunications
- Information technology
- Postal and courier
- Transport
- Environmental services

For sectors like computer or legal services, the Singaporean government will treat EU suppliers in just the same way as ones from Singapore.

The agreement also provides a framework for the EU and Singapore to recognise each other's qualifications in certain regulated professions:

- Accountants
- Architects
- Engineers
- Lawyers



2. Labelling and safety testing

Singapore has agreed to make it easier for the EU to export a wide range of goods on its market, by easing several obstacles to trade besides tariffs:

EU Product	What will Singapore do?
Clothing and textiles	Singapore will accept the labels and markings that the EU uses on its products.
Cars and car parts	Singapore will recognise the EU's standards and safety tests
Certain electronics	Singapore will recognise the EU's safety tests
Meat, dairy and other animal products	Singapore will evaluate the EU's inspection systems rather than individual abattoirs or food processing plants

3. Renewable energy

The agreement will make it easier to export and invest in equipment to generate renewable energy. It also tackles various barriers to trade in such products that go beyond customs tariffs.

4. Customs procedures

The agreement brings in new rules covering:

- customs - simplifying and speeding up paperwork and physical checks
- supply chains – working together more closely with Singaporean customs to ensure safety and security.

5. Public procurement

The agreement guarantees access for EU suppliers to Singapore's market to supply goods and services to the government.

Singapore's Government spends €20 billion each year on goods and services.

6. Intellectual property

The agreement improves the protection in Singapore of intellectual property owned by EU individuals or companies.

This includes:

- the results of research and development which EU companies invest in
- the work which EU artists produce.

7. Smaller companies

The agreement helps small EU firms export more by:

- simplifying procedures at Singaporean customs
- putting in place more compatible technical requirements and testing for products.

8. Environment and labour rights

The agreement promotes sustainable development: economic growth going hand in hand with strengthening of people's rights at work and protecting the environment.

It does so by setting out strong, legally-binding commitments on:

- environmental protection
- respect for people's rights at work (labour rights).

It also promotes schemes that:

- encourage firms to operate responsibly and with accountability (corporate social responsibility)
- allow companies to show they make their products in a way that respects people and the environment (sustainability assurance)
- certify that businesses are using natural resources in a way that preserves them for future generations.

9. Trade in goods

a. Manufactured goods

The EU is already a major exporter of goods to Singapore.

Before the agreement, almost all goods from the EU could already enter Singapore free of customs duties.

The new agreement will cement this free access. It will also scrap customs duties on the remaining products within five years after the agreement came into force.

b. Food and drink products

Singapore is the fifth biggest export market in Asia for EU food and drink exports, with annual exports coming to around €2 billion.

The agreement will make it easier for EU producers to export their products to Singapore not only by cutting customs duties, like the one on beer, but also by addressing issues not related to customs tariffs.

Geographical Indications (GIs) are distinctive food and drink products from specific regions in the EU.

Singapore has agreed to strengthen its existing (GI) regime by setting up a system to register GIs in Singapore.

Once registered in Singapore, around 190 GIs for wines, spirits and certain agricultural products will enjoy levels of protection equal to those in the EU.

Better protection for such products will also improve Singapore consumers' awareness of authentic top-quality EU GI products.

Examples of GIs that could be protected thanks to the agreement

Wine, beers, spirits	Spain	Jerez
Cheese	France	Comté
Meat	Germany	Nürnberger Bratwürste
Fruits, nuts, sweets	France	Pruneaux d'Agen
Flavourings	Italy	Aceto balsamico di Modena

THE EUSIPA IN DETAIL

The EU-Singapore Investment Protection Agreement sets out rules that give EU investors and their investments in Singapore a high level of protection, while safeguarding EU governments' right to pass new laws and update existing ones. It will replace the investment treaties that 13 EU countries currently have in place with Singapore. And it will include innovative provisions that are not found in those treaties.

1. Encouraging investment

The EU and Singapore have already invested a lot in each other. The investment agreement will encourage EU companies to invest more in Singapore, and Singaporean companies to invest more in the EU.

It will do so by:

- replacing old-style investment treaties between individual EU countries and Singapore with a single set of modern rules to protect investments that will apply to all 28 EU countries
- ensuring that governments in the EU and Singapore treat each other's investors equally and fairly and do not discriminate against them
- offering investors a modern Investment Court System for resolving investment disputes – with all the innovations of the EU's new approach in this area.

2. Ensuring governments treat foreign investors fairly

The agreement will give EU and Singaporean investors more certainty and predictability when they invest in each other's markets.

HOW THE EU-SINGAPORE FTA COULD HELP SMES

Minister-in-charge of Trade Relations, Mr S Iswaran commented, during a business reception in Brussels in September 2019, that the EUSFTA would be particularly helpful for SMEs, most of which are struggling to cope with the dismal global economy as of late. While large firms are able to find their way around the world, smaller companies need assistance in navigating new markets and to gain access to them.

Chairman of the European Services Forum (ESF), Mr Noel Clehane agreed and added the following benefits: (i) improved market access for a range of services, and (ii) the facilitation of mobility for professionals between the EU and Singapore, which would be vital in assisting with staff secondment and transfers.

EUSFTA SERVES AS A PATHWAY TO A POTENTIAL FUTURE EU-ASEAN TRADE AGREEMENT

Mr Iswaran also noted that the rising of the middle class in Southeast Asia meant that there is also a rising demand for high-quality goods and services, education, and healthcare; all of which are a specialty of Europe. In addition, the EUSFTA deals in the movement of goods and services in a traditional sense, but firms today deal in the digital movement of data too, so he emphasised that "we should really focus now on digital economy initiatives," and these could include rules governing the movement of data across borders, or those around cross-border e-payments.

IN SUMMARY: BENEFITS OF THE EU-SINGAPORE FTA (EUSFTA)

- Offers both parties better commitments on services and government procurement
- Agrees on an advanced regulatory framework for many services sectors
- Fosters and protects foreign direct investment
- Removes many technical barriers to trade, such as duplicative testing requirements for motor vehicles, electronics or certain green technologies, nearly all customs duties and get rid of overlapping bureaucracy
- Facilitates meat exports based on modern audits of national systems
- Agrees on a high level of protection and enforcement of intellectual property rights as well as, based on a register of geographical indications (GI), a higher level of GI protection
- Makes a special effort to use the EUSFTA as a means to stimulate green growth in Europe and Singapore

It will do so by ensuring that governments on both sides treat foreign investors fairly. In the agreement both sides offer basic guarantees to each other that they:

- won't discriminate against each other's investors, but instead
- will treat them in line with some basic principles known as 'standards of investment protection'.

3. Improving mechanisms for resolving investment disputes

The agreement includes mechanisms to settle disputes between investors and states.

These include a new Investment Court System (ICS), which will replace an old system for dealing with conflicts, known as investor-state dispute settlement (ISDS). This is part of many existing bilateral investment agreements between Singapore and individual EU countries.

Main features of the new ICS:

- **Permanent**
Permanent tribunal to ensure legal correctness and certainty.
- **Transparent**
Hearings held in public.
Documents relating to cases published online.
- **Fair**
Clearly-specified grounds on which an investor can challenge a state.

4. Protecting governments' right to make new laws or update existing ones

The agreement enshrines governments' right to make new laws and regulations to pursue their goals ('right to regulate in the public interest'), including when such regulations affect a foreign investor or her investment.

It also clarifies that governments remain free to change their laws in the future, even if that means the investor can expect to make less profit as a result.



There's always a way
to **make life better**



ADVOCACY ACTIVITIES BY EUROCHAM

EuroCham participates actively in the Singapore government's industry consultation process, providing feedback from the European business community and sharing best practices from Europe. Regulatory issues faced by European companies based in Singapore tend also to be different from the issues experienced back in the European headquarters. As such, EuroCham support companies in "glocalisation", with both global and local considerations, encouraging an open and collaborative style in our advocacy work.

By representing the European business community in Singapore, EuroCham connects businesses and provides a platform to facilitate dialogue between the Singapore government agencies and European Commission.

PACKAGING COMMITTEE

ENGAGEMENT WITH NEA ON ZERO WASTE

The EuroCham Packaging committee has worked closely with the National Environment Agency (NEA) over the past 2 years and have contributed numerous quantitative and qualitative feedback from the perspectives of European producers and thought leaders that was instrumental in guiding the formulation of Singapore's enhanced waste management frameworks.

In culmination of the past two years of engagement, EuroCham was grateful to participate in the launch of Singapore's inaugural Zero Waste Masterplan that maps out Singapore's key strategies to build a sustainable, resource-efficient and climate-resilient nation.

Having participated in consultation sessions and also issued position papers on the topic on environment sustainability, EuroCham and its member companies have, and will continue to support the NEA in implementing even more ambitious environmental standards and spur companies and consumers to take a more active role in closing the loop.



REPRESENTING THE EUROPEAN BUSINESS COMMUNITY IN SINGAPORE

"Trade associations and chambers...can play important roles in developing industry-wide capabilities. They have also done well in helping firms build overseas partnerships"

*Minister Heng Swee Keat, Ministry of Finance
February 2019*

Singapore's successful economic model was built on the bedrock of an open economy that embraces foreign businesses and investments in the city-state. Recognising that the country possessed no hinterland, UN-appointed Dutch industrial economist Dr Albert Winsemius then proposed in 1960, a strategy that aimed to propel Singapore's economic growth by attracting foreign multinationals to invest in and spur the local economy.

Fast forward five decades to the present day, foreign businesses continue to drive economic production in the Singapore economy. Putting Europe in perspective, over 11,000 European companies are present in Singapore, of which many use Singapore as their regional headquarters. Singapore also remains the most important trading partner in ASEAN for the European Union.

With such a significant presence in Singapore, European businesses benefit from a collective voice represented by the European Chamber of Commerce in advocating for best practices and open dialogue vis-à-vis the Singapore government and the European Commission.

By way of the various sectoral committees, EuroCham represents and advocates for the European business community in Singapore through frequent engagement with the government authorities via position papers, partnerships, dialogues, and high-level meetings.

EuroCham offers a wide range of committees including human resources (HR), financial services, healthcare, packaging, intellectual property, regional trade, regional tax, mobility, wine and spirits; as well as new committees in the pipeline for sustainability and aerospace, that aim to promote an open and freer business environment and share best practices. The committees also work closely with the respective agencies of the Singapore government to increase mutual understanding of the business issues faced by the European business community.

"Our TACs play important roles to help companies transform their operations, enhance their competitiveness and capture new growth opportunities in domestic and overseas markets. As we move into a new phase of economic development, we must continue to evolve and strengthen the partnership between the Government and TACs."

*Minister Chan Chun Sing, Ministry of Trade and Industry
August 2018*

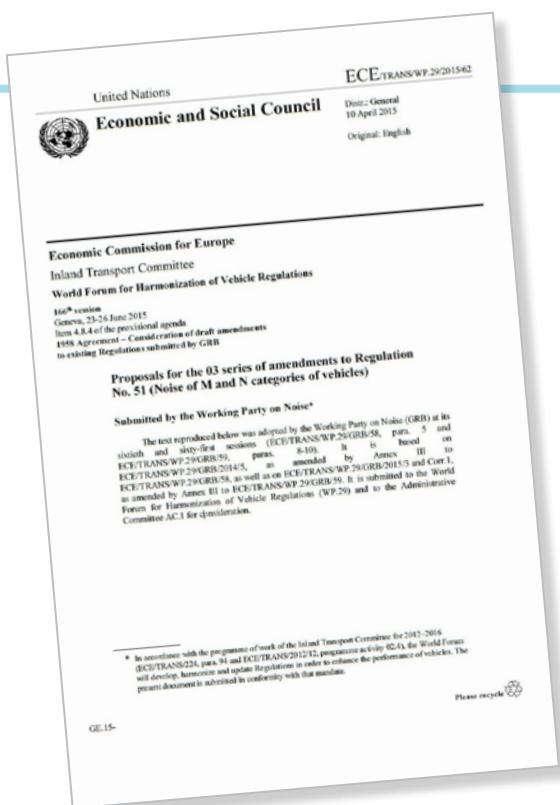
POSITION PAPER OF THE HR COMMITTEE

ENGAGEMENT WITH THE SINGAPORE MANPOWER MINISTRY

Following the meeting that the EuroCham HR committee had with Manpower Minister Josephine Teo in 2018, the chamber had continued to engage with the Ministry of Manpower on key issues that have impacted talent management in Singapore.

Based on member companies' feedback, EuroCham had raised two key issues to the Manpower Ministry with the official submission of a position paper calling for the Work Holiday Pass scheme to be expanded to include all members of the EU/EEA. This will allow firms in Singapore to hire interns based on merit rather than on nationality, while keeping the annual limit unchanged. The second proposal raised with the Manpower Ministry was for a regulatory framework to be introduced that will help facilitate regional talent mobility. This will benefit Singaporean workers as they will be able to participate in corporate

programmes that rotate their employees throughout the ASEAN region to provide experience and exposure for nurturing the next generation of Asian leaders.



INDUSTRY FEEDBACK BY THE MOBILITY COMMITTEE TO NEA

ON THE TOPIC OF VEHICLE NOISE REDUCTION

The Mobility committee frequently provides feedback with the relevant regulators in Singapore on topics relating to fuel quality, vehicular emissions, as well as vehicle noise standards.

The committee has contributed to the legislative dialogue by representing the views of the European automotive and systems manufacturers to the

Singapore government that will help pave the way for favourable implementation of the enhanced standards by international regulators. This year the committee has participated in the dialogue covering topics such as e-waste management of batteries used in electric cars as well as updated approved UN noise standards.

IPR COMMITTEE

CUSTOMS PRODUCT TRAINING AND PRESENTATION

Each year the EuroCham IPR Committee organises product training sessions with the Singapore Customs to equip enforcement officers with the knowledge to distinguish counterfeit products from their bona fide counterparts. EuroCham members from the IPR Committee have the opportunity to conduct such presentations to tackle issues relating to trademarks infringements and anti-counterfeiting. This engagement serves to be effective in building a strong partnership with brand owners and enforcers.

The interactive session includes a knowledge element and a practical component where officers will be able to see for themselves samples of genuine and counterfeit products. The session is also useful for brand owners to learn

more about the enforcement challenges faced by front-line officers including the increased difficulty of detection brought about by the savviness of criminal syndicates in copying product details.

EuroCham will continue to work closely with the Singapore authorities and deepen our engagement with our government partners in the fight against counterfeits that threaten public health and safety.

Brands that have participated in the past include Roche, BMWV, Philip Morris, BP, Lego, Moet Hennessey, Diageo, and JT International.



FINANCIAL SERVICES COMMITTEE

INDUSTRY FEEDBACK TO MAS ON THE RISK BASED CAPITAL FRAMEWORK 2 (RBC2)

Position paper on insurance regulation "Risk Based Capital 2 Framework"

An updated implementation of the second Risk Based Capital framework (RBC2) will be introduced by the Monetary Authority of Singapore due to evolving global regulatory landscapes. The new capital regime is expected to enhance risk assessments and more accurately reflect insurance companies' businesses and their risks profiles.

European insurers and re-insurers with a presence in Singapore have contributed feedback relating to treatment

of infrastructure investments and securitised assets, and calibration of the general insurance catastrophe risk requirement. In this paper, the EuroCham Financial Services committee contributed its views on areas based on the 2017 Impact Study and will continue to engage in dialogue with MAS about the latest developments on RBC2.

This position paper is made possible with the collaboration of Accenture Consulting.



REGIONAL TAX AND FINANCIAL SERVICES COMMITTEE

SUBMISSION PAPER TO MAS ON OECD PROPOSALS UNDER BEPS ACTION 1

EuroCham Singapore had the opportunity to participate in the consultation with the Monetary Authority of Singapore (MAS) on recommendations based on OECD proposals laid out in the document "Addressing the Tax Challenges of the Digitalization of the Economy".

In order to gather the views of member companies on these OECD proposals, EuroCham conducted a survey on the two-pillar approach proposed by the OECD which includes new profit allocation and nexus rules as well as a global anti-base erosion proposal.

EuroCham is cognisant of the increasing instability of the international tax system and believe that the OECD is the preeminent global forum to address such challenges through a consensus-led approach.

SINGAPORE ALLIANCE FOR RESPONSIBLE DRINKING (SARD)

EUROCHAM RESPONSIBLE DRINKING CAMPAIGN #HOWMUCHISTOOMUCH

The EuroCham Wine & Spirits Committee takes seriously its responsibility to raise awareness of the risks of excessive alcohol consumption. With a broad representation of the most famous beverages of Europe and the world, the industry has banded together to lead a joint effort in promoting safe drinking habits.

Together with the Singapore Nightlife Business Association and beer brewers, the industry established the Singapore Alliance for Responsible Drinking (SARD), with the aim of supporting a socially, culturally and economically sustainable nightlife environment in Singapore.

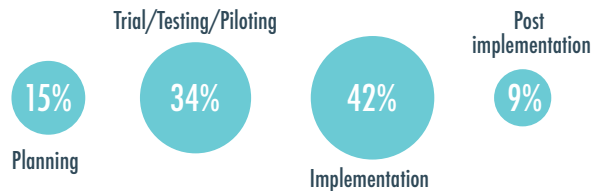
Following the success of the 2016 DrinkWise campaign in Clarke Quay, SARD ran a digital campaign (Dec 2018 – Feb 2019) #HowMuchIsTooMuch to influence young consumers (18-35 years) most at risk of binge drinking, as identified by the National Health Survey, 2010.

EuroCham Singapore together with SNBA is committed to continuing these efforts. Together with SNBA, EuroCham is also working towards an accreditation system for the responsible service of alcohol in on-premise venues.

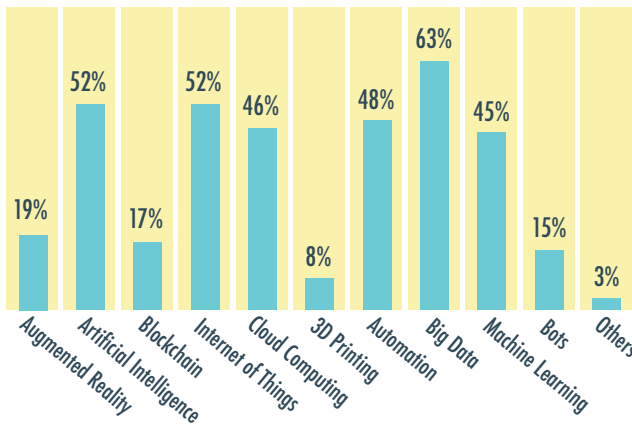


THE DIGITAL READINESS SURVEY 2019-2020

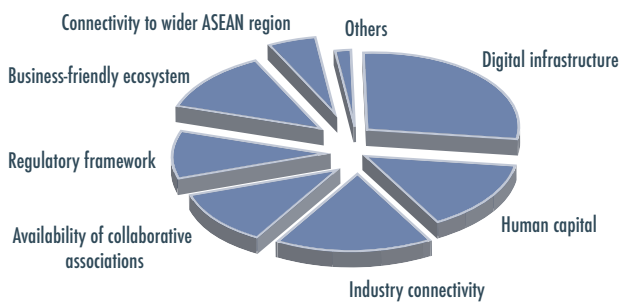
HOW WOULD YOU DESCRIBE THE STATE OF DIGITAL TRANSFORMATION IN YOUR COMPANY?



IN YOUR OPINION, WHICH TECHNOLOGIES HAVE HAD/ARE HAVING A SIGNIFICANT IMPACT ON YOUR BUSINESS?



WHAT ARE THE BIGGEST BARRIERS TO DIGITAL TRANSFORMATION IN YOUR BUSINESS?

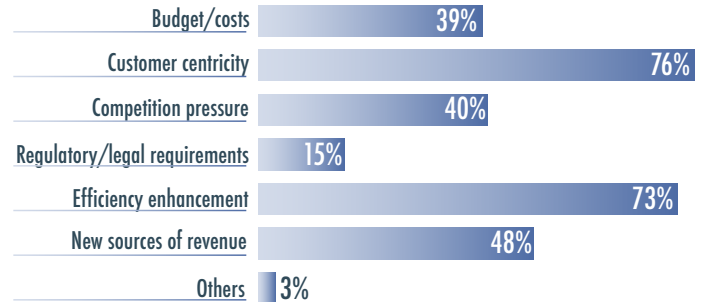


MAIN CONCLUSIONS OF THE SURVEY

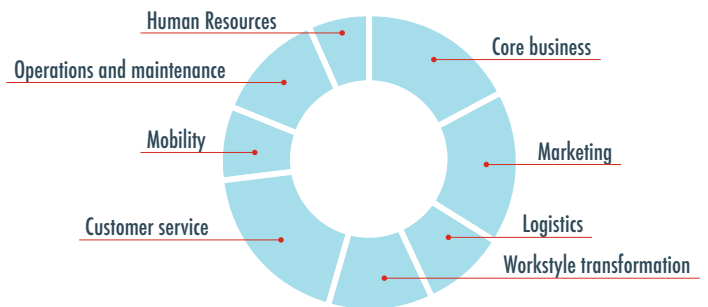
The perception of those who responded in the survey is that Singapore is doing a great job in digital preparedness for business. Infrastructure is excellent and an important building block.

The Digital Blueprint is an example of the many of the comprehensive and forward looking plans to accelerate digital within Singapore. It will create great value for Singapore and businesses operating out of Singapore to have plans that will accelerate the connectivity to the rest of ASEAN. Driving digital regulatory frameworks

WHAT ARE THE KEY DRIVERS OF DIGITAL TRANSFORMATION IN YOUR ORGANISATION?



WHICH BUSINESS AREAS IS THE DIGITAL TRANSFORMATION INITIATIVES IMPACTING THE MOST IN YOUR ORGANISATION?



WHAT ARE THE MAIN DRIVERS OF DIGITAL TRANSFORMATION IN SINGAPORE?

Too many business priorities	47%
Cyber security	22%
Internal fear of change	25%
Budget	36%
Lack of knowledge	27%
Lack of leadership vision	19%
Internal politics	12%
Lack of right tools	12%
Lack of digital strategy	23%
Lack of central coordination	15%
Regulatory/legislative/legal issues	16%
Others	5%

across the region, can for example reduce digital trade barriers in the ASEAN region and boost regional trade.

Though the survey also exposed that there are a mixed bag of reasons which are barriers to adoption or to change. One of these reasons is identified as human readiness. This is an impor-

tant area to enable this digital transformation momentum to be continued. Awareness building initiatives should be encouraged and more efforts around reskilling and freedom of movement for labour showed to be a common need among the participants of the survey.

EUROCHAM IN THE MEDIA

EU Council approves EUSFTA, agreement to enter into force on Nov 21

© SAT, NOV 09, 2019 10:50 AM

JANICE HENG janiceh@sph.com.sg @janicehengBT



Mr Hogan (left) and Mr Iswaran announced on Friday that the European Union-Singapore Free Trade Agreement has been granted final approval. PHOTO: MINISTRY OF TRADE AND INDUSTRY

Singapore

THE European Union-Singapore Free Trade Agreement (EUSFTA) has received approval from the Council of the European Union, Minister-in-charge of Trade Relations S Iswaran and European Commissioner-Designate for Trade Phil Hogan announced at the EUSFTA Gala Dinner in Singapore on...



BREAKING

10:33 PM Awarq posts 2 per cent dip in O3 net profit.



EU-S'pore trade deal: Firms need more clarity on potential perks

Ng Joo Sen and Seow Hei Yi

The final work to hammer out a trade deal between the European Union and Singapore is almost complete but some firms are still in the dark about the potential benefits. While corporate Singapore has largely welcomed the pact, there is still a lot of work to be done to get benefits across the board of detail. "Right now, we do not know anything about the free trade agreement," said Mr Roman Wong, chief operating officer of the Association of Electronic Industries in Singapore. He added that the deal's perks are still not understood by firms and his association is trying to find out more. For the landmark EU-Singapore Free Trade Agreement would mean the removal of nearly all tariffs between both jurisdictions, including electronics. The deal reversed longstanding EU law-makers on Wednesday, paving the way for ratification. Capitaland International chief executive Gerald Yong said it will provide better market access and business opportunities for both Singapore and EU organisations. Singapore companies will also be able to bid for more EU government tenders and be treated equally as European firms. Duties on around 64 per cent of Singapore exports to the 28 member countries of the EU, including Britain, will be removed once the trade deal comes into force. One effect will likely be an increase in the flow of investment, exporters and business travellers in both markets, Mr Yong said. This could generate demand for CapitaLand's lodging and commercial properties in Europe, for example. EuroCham Singapore president Frederic Denard said small and medium-sized enterprises from Europe will also gain from the deal, thanks to simplified procedures at the Singapore Customs, less burdensome technical rules and a simplification of rules of origin, among other benefits. "The agreement is even more important now with other countries becoming a bit more protectionist. For Singapore in particular, as a gateway to Asia and Africa, it's important to have a partner like the EU, which is committed to free trade," he added.

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higher-quality goods and services, from education to healthcare to consumer products. The ministers noted at Monday's official launch of the European Union-Singapore Business Roundtable that large firms "find their own way around the world", but smaller ones need help to navigate new markets. Mr Iswaran met Scottish Minister for Trade, Investment and Innovation Iain McKee at the roundtable, which was held at Scotland House, the Scottish government's Brussels base. Mr McKee noted the long history of ties between both countries, adding that Singapore is the third-largest export market for Scotland. "Beyond official talks, it's equally important that the public know that an agreed trade deal will support the



S'pore can play 'Asia 101' role for firms: DPM Heng

The economic centre of gravity is shifting globally and this will likely continue as countries in Asia transform and embrace economic development, Deputy Prime Minister Heng Swee Keat said yesterday.

Among them are major countries such as China and India, and Singapore can continue to play a role by being an 'Asia 101' that is able to help multinationals (MNCs) looking to expand in growing markets in this region, added Mr Heng, who is also Finance Minister.

Companies include European businesses that already have a base here, he told about 200 leading government representatives and leaders of major European and Singaporean Europe Day luncheon in the Grand Hyatt Hotel in Scotts Road.

"We have the rule of law, protection of intellectual property and the agreements that with the European Union on investment protection, will serve as an important base to companies that we stand by what we say and do what we have committed to," said Mr Heng.

Trade in goods and services between the European Union and Singapore hit new heights, reaching the €100 billion (S\$152 billion) mark, EU Ambassador to Singapore Barbara Winkler said in a speech at the event. Currently, more than 10,000 European companies use Singapore as their regional hub.

The Singapore Free Trade Agreement (FTA), Investment Protection Agreement, and the Partnership and Cooperation Agreement, approved by the EU Parliament in February, will strengthen economic and political ties between both sides, he added.

EUROCHAM'S POSITION

EUROCHAM AND beyond, we hope to see European companies leverage Singapore's position as a global Asian hub of technology, innovation and enterprise, to access new opportunities and achieve sustainable growth.

Mr Heng hopes the FTA can not only give the way for agreements between EU and other Asian member states, but also between the EU and ASEAN itself. The EU and ASEAN share many common positions, and both seek to integrate the economies of their member states into a single market, he noted.

DEPUTY PRIME MINISTER HENG SWEE KEAT

He added: "The rapidly growing markets in Asia present opportunities for even greater collaboration between the two communities."

Outlining three key thrusts of Singapore's economic transformation, he expressed hope that EU companies will play an active role in them. Singapore will invest significantly in research and innovation; invest in building a skilled workforce; and ensure a conducive environment for businesses to flourish.

Mr Heng stressed the importance of Singapore remaining an attractive investment destination, adding: "I want to assure you that at the core of our fiscal system is our commitment to keep the overall tax burden low."

He added, we hope to see more European companies leverage Singapore's position of technology, innovation and enterprise, to access new opportunities and achieve sustainable growth," he added.

During global growth in a question-and-answer session, Mr Heng noted the firm trade friction, adding that the competition between the superpowers is still not resolved one and for all. But, the rest of the world can take more investment certainty to businesses, he added.

Mr Heng also announced an addition to its ranks, the Central and Chamber of Commerce, which was reinstated last week.



Typhoon Lingling hits South and North Korea North Korea's Kim berates officials over



WEDNESDAY, SEPTEMBER 11, 2019 THE STRAITS TIMES

Iswaran calls for support to bolster EU-S'pore FTA

Trade deal will benefit SMEs especially, says minister to Members of European Parliament

BRUSSELS • Promoting awareness of the European Union-Singapore Free Trade Agreement will help the deal reach a full potential, especially for small and medium-sized enterprises (SMEs), said the Minister in Charge of Trade Relations S Iswaran. The Minister in Charge of Trade Relations appealed to Members of the European Parliament (MEPs) and the local business community for support in bolstering the trade deal. "Beyond official talks, it's equally important that the public know that an agreed trade deal will support the



The EU's next trade czar

From fixing the WTO to trade ties with the US, and negotiations over Brexit, Phil Hogan has his work cut out when he takes over as EU Trade Commissioner in December



Vikram Khanna
Associate Editor

Phil Hogan's 10-year tenure as EU Trade Commissioner will end in December when he is replaced by Phil Hogan, who will be the first EU Trade Commissioner to be a former member of the European Commission.



Mr Hogan will be the first EU Trade Commissioner to be a former member of the European Commission. He will be replacing the current EU Trade Commissioner, Cecilia Malmström.

The EU, a long-time advocate for GI protection, said the exclusive use of names like "champagne" and "cognac" will safeguard the rights of rural producers. The regime will also protect against counterfeit or non-authentic products, said a spokesman for the EU Delegation to Singapore. The president of the European Chamber of Commerce in Singapore, Mr Federico Donato, told The Straits Times: "Consumers are often prepared to pay more for products with certain characteristics linked to their place of origin." Several brands of produce from Australia and the United States could run afoul of the new regime if

A4 | TOP OF THE NEWS

EU-S'pore FTA to kick in on Nov 21 following European approval

By Rei Kurohi

The Council of the European Union has approved the EU-Singapore Free Trade Agreement (FTA), which will remove nearly all Customs duties between the two jurisdictions from Nov 21.

Minister-in-charge of Trade Relations S. Iswaran made the announcement with EU Trade Commissioner-designate Phil Hogan at a gala dinner last night.

Mr Iswaran said the FTA marks a watershed moment in the relationship between them. It is the first such agreement between the EU, the world's largest single market, and an Asean member state.

He also said it will be a step towards a larger relationship between the EU and Asean, which is expected to be the world's fourth-largest market by 2030.

"This is an excellent opportunity for companies on both sides, in the EU and in Singapore, and in particular in the next three to five years.

It also contains strong rules on trade and sustainable development, including the protection of labour rights and the environment, Mr Iswaran said.

Under the agreement, the EU and Singapore will remove obstacles to trade and investment in green technologies, as well as foster green public tendering and create new opportunities in environmental services.

These forward-looking provisions recognise the increasing need for trade to contribute positively towards the fight against climate change and reaffirm our commitment to the Paris Agreement."

Mr Hogan said a "European Green Deal" will be a priority for the next European Commission – the executive arm of the EU – which will take office next month.

"Singapore will be able to tap into the initiatives that will be proposed to 'green' business activities across the EU. There will be a lot of money invested in new initiatives and opportunities for environmental services, businesses and software industries that Singapore will be able to take advantage of," he said.

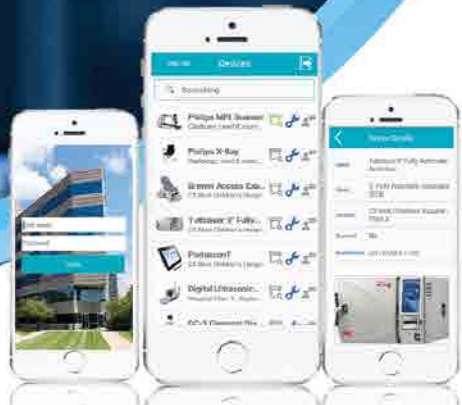
The Singapore Business Federation welcomed the FTA, saying it bears testament to both parties' belief in free and open trade. "More notably, (it) marks the first bilateral FTA where Asian food products made in Singapore can enter the EU tariff-free," it added.

re@spph.com.sg

Small text at the bottom of the newspaper page, including a table of contents and other news snippets.



Are you looking for a Reliable Software Development Partner?



We can help you with: **Service matching platform**
CRM platform
Project management system
Equipment and assets management
E-commerce platform
And many more...



MANIFERA



An aerial view of a city skyline, likely Shanghai, with numerous skyscrapers and buildings. The image is overlaid with a network of glowing blue lines and nodes, representing smart infrastructure and data connectivity. The sky is filled with soft, hazy clouds, and the overall color palette is dominated by blues and greys, with a touch of green from the trees in the foreground.

SIEMENS

Ingenuity for life

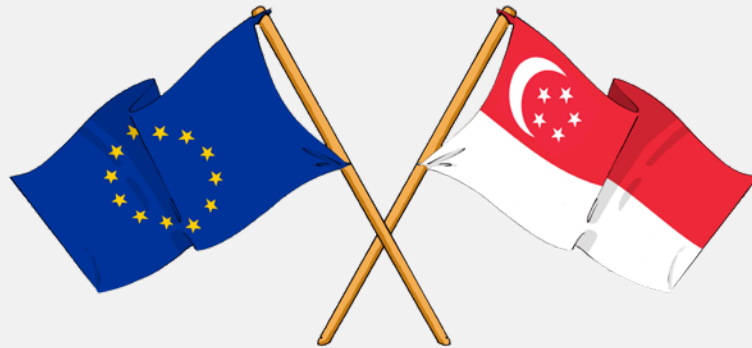
Creating environments that care.

Smart infrastructure from Siemens intelligently connects energy systems, buildings and industries to adapt and evolve the way we live and work. Working together with customers and partners, we create an ecosystem that intuitively responds to the needs of people and ensures more efficient use of resources. It helps our customers to thrive, communities to progress – all while supporting sustainable development. It's time to care.

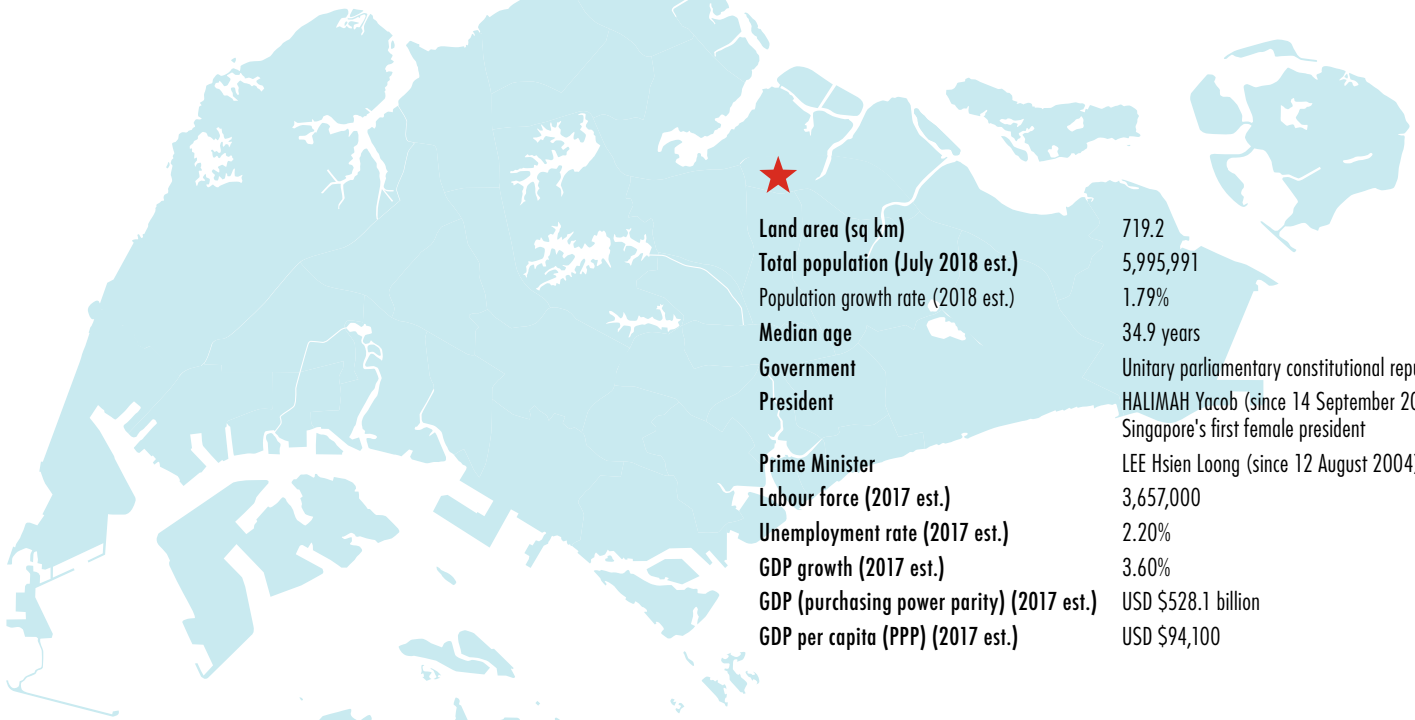
[siemens.com/smart-infrastructure](https://www.siemens.com/smart-infrastructure)



ECONOMIC OVERVIEW

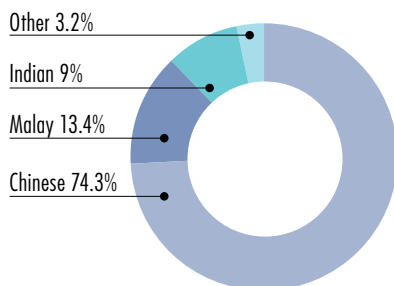


SINGAPORE IN FIGURES



Land area (sq km)	719.2
Total population (July 2018 est.)	5,995,991
Population growth rate (2018 est.)	1.79%
Median age	34.9 years
Government	Unitary parliamentary constitutional republic
President	HALIMAH Yacob (since 14 September 2017) Singapore's first female president
Prime Minister	LEE Hsien Loong (since 12 August 2004)
Labour force (2017 est.)	3,657,000
Unemployment rate (2017 est.)	2.20%
GDP growth (2017 est.)	3.60%
GDP (purchasing power parity) (2017 est.)	USD \$528.1 billion
GDP per capita (PPP) (2017 est.)	USD \$94,100

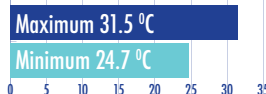
ETHNIC GROUPS (2018 EST.)



OFFICIAL LANGUAGES

English
Malay
Mandarin
Tamil

AVERAGE TEMPERATURE



INDUSTRIES



- Electronics
- Chemicals
- Financial services
- Oil drilling equipment
- Petroleum refining
- Biomedical products
- Scientific instruments
- Telecommunication equipment
- Processed food and beverages
- Ship repair
- Offshore platform construction
- Entrepot trade

CURRENT ENVIRONMENT ISSUES

Major environmental issues in Singapore include industrial pollution, limited freshwater resources, and seasonal smoke and haze resulting from forest fires in Indonesia. Limited land availability presents waste disposal problems.



ENGLISH COMMON LAW



Singapore has a highly developed and successful free-market economy. It enjoys a remarkably open and corruption-free environment, stable prices, and a per capita GDP higher than that of most developed countries. Unemployment is very low. The economy depends heavily on exports, particularly of consumer electronics, information technology products, medical and optical devices, pharmaceuticals, and on its vibrant transportation, business, and financial services sectors.

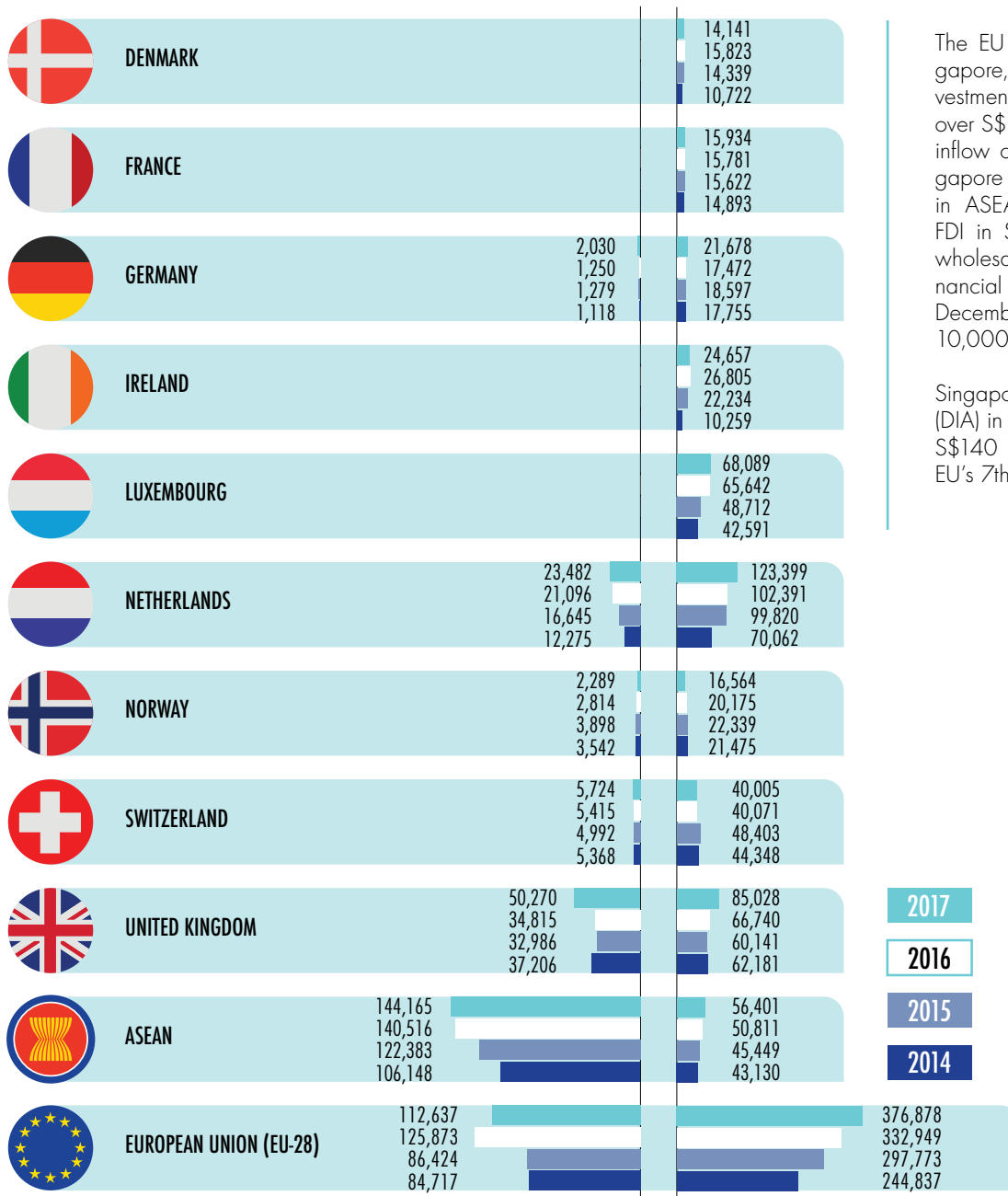
In the decades after independence, Singapore rapidly developed from a low-income country to a high-income country. GDP growth in the city-state has been amongst the world's highest, at an average of 7.7% since independence and topping 9.2% in the first 25 years.

After rapid industrialization in the 1960s catapulted the island nation's development trajectory, manufacturing became the main driver of growth. In the early 1970s, Singapore reached full employment and joined the ranks of Hong Kong, South Korea and Taiwan a decade later as Asia's newly industrializing countries. The manufacturing and services sectors remain the twin pillars of Singapore's high value-added economy.

The overall growth of the Singapore economy was 3.2% in 2018. Value-added manufacturing, particularly in the electronics and precision engineering sectors, remain key drivers of growth, as are the services sector, particularly the information and communications industries, which grew 6.0% year-on-year, and the finance & insurance industries, which grew 5.9% year-on-year. Economic growth is expected to moderate in 2019, with the government forecasting a range of 1.5% to 3.5%, projecting the rate to be slightly below the middle of the forecast range.

In the most recent World Bank Human Capital Index, Singapore ranks the best country in the world in human capital development. This means that a child born today in Singapore will be 88% as productive when she grows up, as if she enjoyed complete education and full health. Together with strong financial support from the government, the country continues to strengthen the nimbleness and flexibility of its workforce by providing continuing education such as the Skillsfuture initiative. Government spending on continuing education will nearly double, to more than \$1 billion yearly.

DIRECT INVESTMENT



The EU is the largest investor in Singapore, putting EU Foreign Direct Investment (FDI) stock in Singapore at over S\$376 billion in 2017. The robust inflow of EU FDI has also made Singapore the largest EU FDI destination in ASEAN. The top sectors for EU FDI in Singapore are manufacturing, wholesale and retail trade, and financial and insurance services. As of December 2018, there are more than 10,000 EU companies in Singapore.

Singapore's Direct Investment Abroad (DIA) in the EU stood at approximately S\$140 billion in 2017, making it the EU's 7th largest investor.

ASEAN - ASEAN includes Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, Philippines, Thailand and Vietnam.

EUROPEAN UNION (EU-28) - The European Union (EU-28) comprises Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovak Republic, Slovenia, Spain, Sweden and the United Kingdom.

Source: singstat.gov.sg

Values in Million S\$

TRADE IN GOODS

The EU is Singapore's third largest trading partner, with bilateral trade in goods exceeding S\$114 billion in 2018. Singapore is also an important trading partner for the EU, and is the largest EU trading partner in ASEAN. In 2018, Singapore's total exports in goods to the EU were approximately S\$49 billion, while imports from the EU were roughly S\$65 billion.

EUROPEAN UNION (EU-28) comprises Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovak Republic, Slovenia, Spain, Sweden and the United Kingdom.

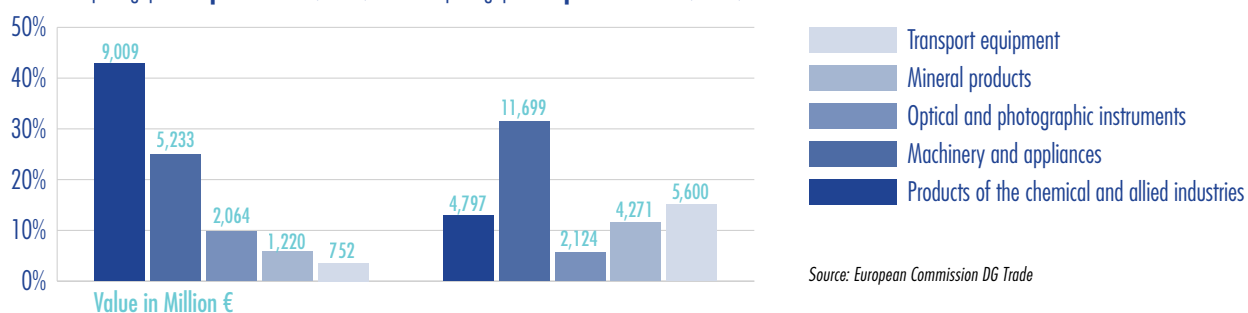
	2014		2015		2016		2017	
	EXPORTS	IMPORTS	EXPORTS	IMPORTS	EXPORTS	IMPORTS	EXPORTS	IMPORTS
European Union	40,475	55,442	38,669	52,163	40,122	53,059	43,076	55,366
Austria	150	1,635	136	1,446	151	1,304	190	957
Belgium	6,274	2,081	7,044	1,829	7,691	1,871	6,853	1,790
Czech Republic	661	399	638	400	431	420	660	487
Denmark	358	609	343	645	339	551	300	528
Finland	252	523	171	402	159	396	234	425
France	4,240	10,255	4,152	10,036	4,162	11,810	4,639	12,335
Germany	6,824	13,487	7,624	12,307	7,920	12,054	8,548	13,093
Greece	1,417	426	807	243	678	297	1,046	685
Hungary	476	392	366	367	385	754	369	416
Ireland	556	1,113	592	1,241	537	1,126	322	1,266
Italy	906	5,242	791	4,863	883	5,101	988	5,207
Luxembourg	700	55	114	69	109	89	92	72
Malta	1,899	379	1,190	341	1,153	365	1,667	622
Netherlands	9,232	5,959	8,515	5,636	9,536	5,219	10,781	4,842
Norway	n/a	1,695	n/a	1,934	n/a	1,205	n/a	1,008
Poland	240	575	277	561	314	648	369	652
Portugal	158	152	188	172	274	399	645	568
Spain	445	1,493	585	1,062	507	1,130	438	1,241
Sweden	161	1,418	189	1,600	225	1,352	272	1,555
Switzerland	2,286	12,539	2,406	12,107	4,923	10,765	3,278	12,607
United Kingdom	4,566	7,851	4,247	7,895	4,074	7,427	3,794	7,641

Source: singstat.gov.sg

Values in Million S\$

Top Singapore **Exports** to EU (2018)

Top Singapore **Imports** from EU (2018)

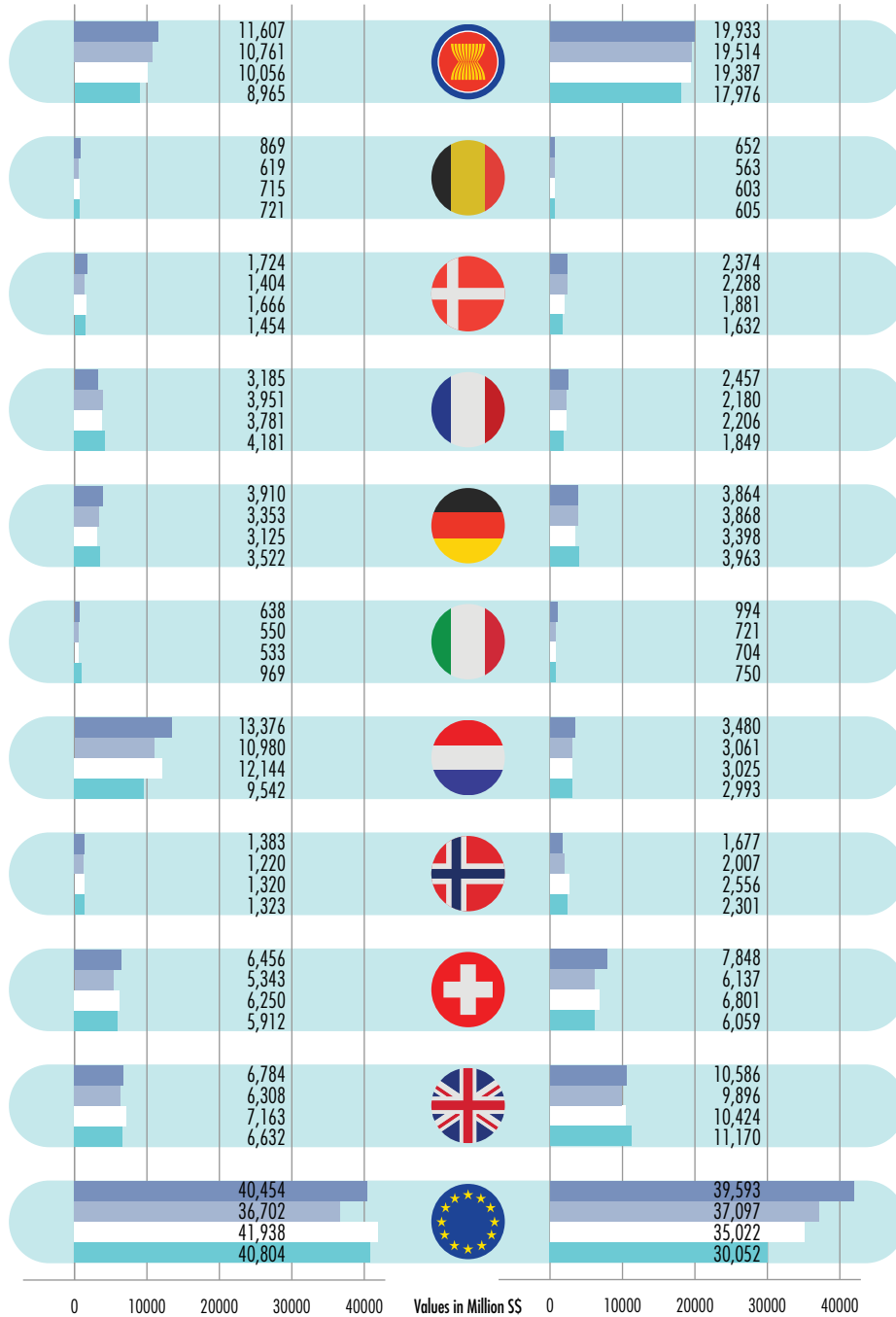


Source: European Commission DG Trade

TRADE IN SERVICES

Imports of Services

Exports of Services



The EU is Singapore's largest market for services trade, with bilateral trade in services exceeding S\$79 billion in 2017. In that year, the EU was Singapore's top destination for services exports, valued at approximately S\$39 billion. It was also Singapore's second largest source of services imports, valued at over S\$40 billion.

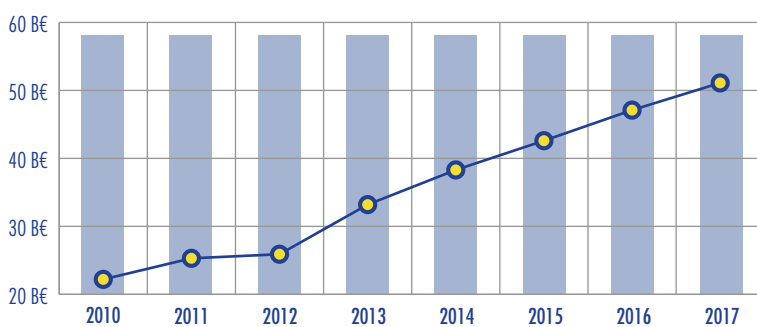
Singapore is the EU's top ASEAN trading partner in services. In 2016, Singapore was the seventh largest destination for EU services exports, and fifth largest source of services imports for the EU.

Trade in services has picked up significantly in recent years. From 2011 to 2017, trade in services between the EU and Singapore increased by more than half, reaching €51 billion or S\$79 billion in 2017. Key sectors include transport, telecommunications services, business and financial services.

*ASEAN includes Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, Philippines, Thailand and Vietnam.
EUROPEAN UNION (EU-28) comprises Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Rep, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovak Rep, Slovenia, Spain, Sweden and the United Kingdom.*

Legend: 2017 (dark blue), 2016 (light blue), 2015 (white), 2014 (teal). Source: singstat.gov.sg

Evolution of EU-Singapore Trade in Services

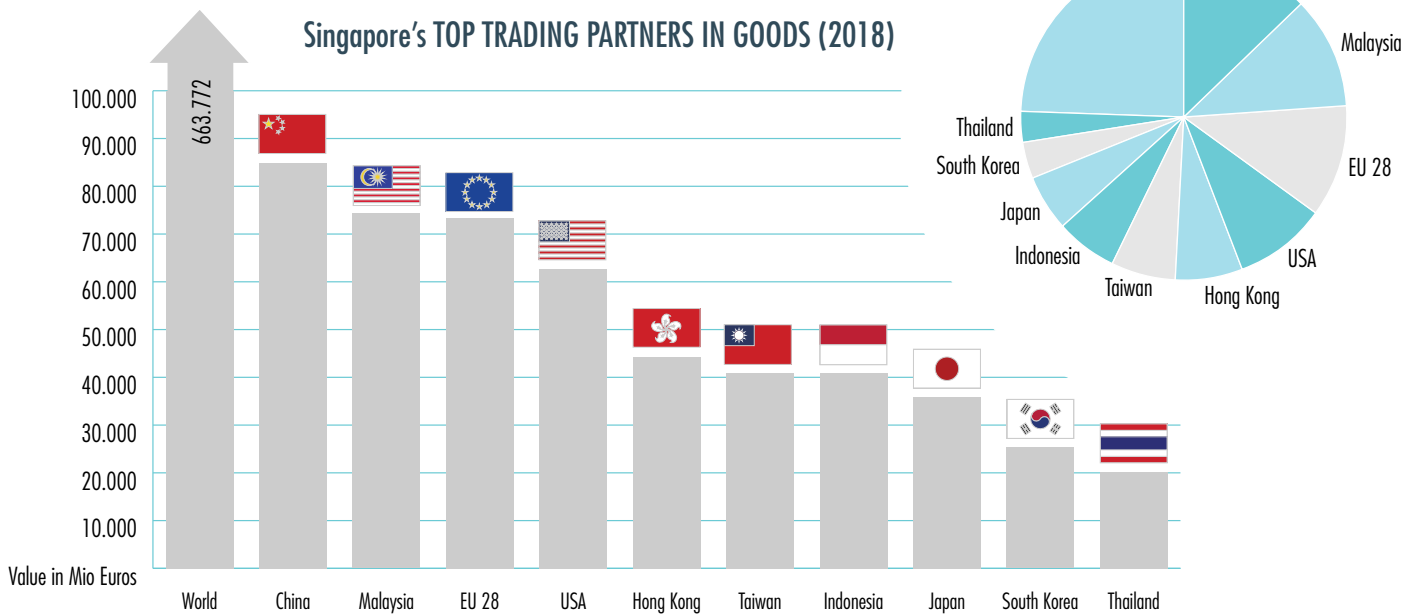


Year	Value in Billion €
2010	22.2
2011	25.3
2012	25.9
2013	33.2
2014	38.3
2015	42.6
2016	47.1
2017	51.1

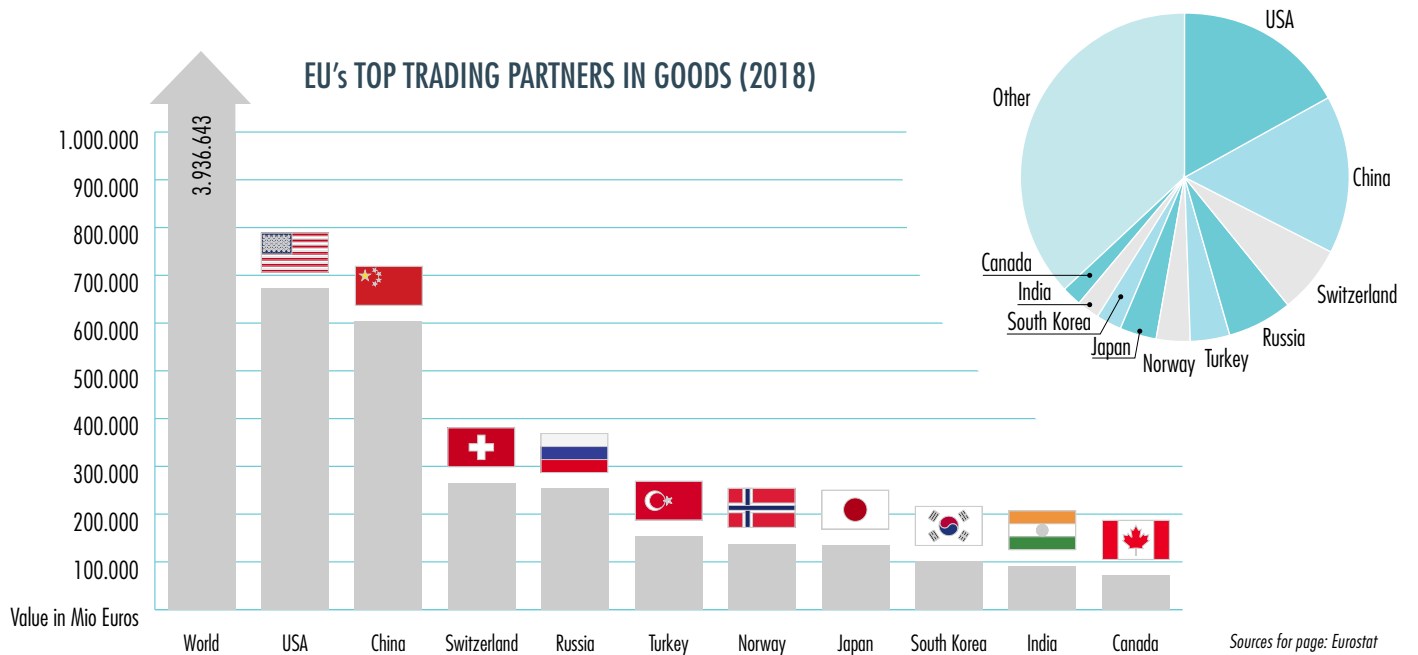
Source: Eurostat

TOP TRADING PARTNERS IN GOODS (2018)

Singapore's TOP TRADING PARTNERS IN GOODS (2018)

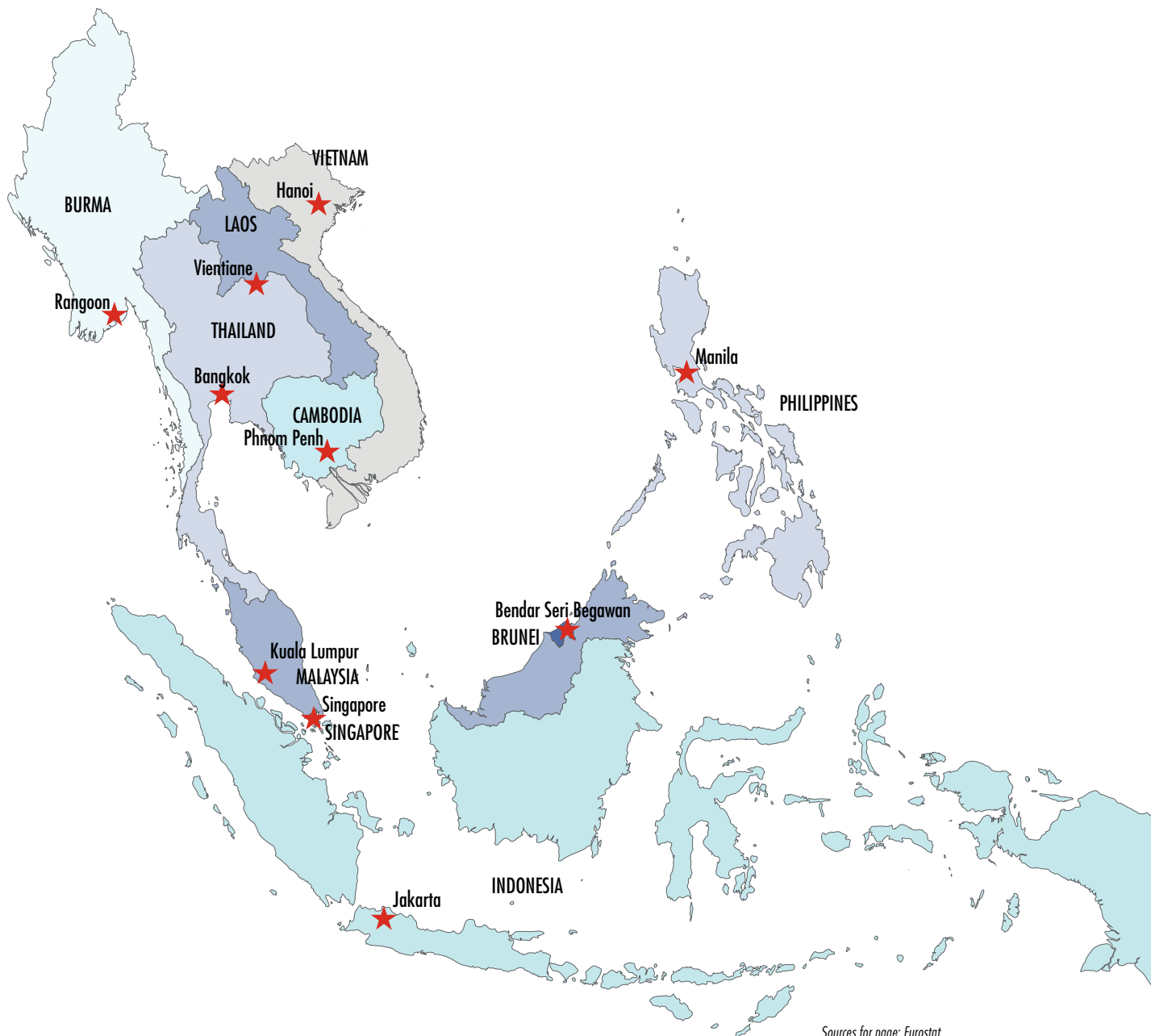


EU's TOP TRADING PARTNERS IN GOODS (2018)



Sources for page: Eurostat

THE REGIONAL PERSPECTIVE



Sources for page: Eurostat

The European Union and the Association of Southeast Asian Nations (ASEAN) continue to deepen their relationship while working towards the establishment of a Strategic Partnership. This decision to upgrade relations was taken by the EU and ASEAN countries' Foreign Ministers at the EU-ASEAN Ministerial Meeting on 21 January 2019. EU-ASEAN (consisting of Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar (Burma), Philippines, Singapore, Thailand, and Vietnam) relations date back to 1977 when official "Dialogue Relations" began. In June 2015, the EU confirmed the adoption of a new strategy "The EU and ASEAN: a part-

nership with a strategic purpose". In August 2017 during the EU-ASEAN Post-Ministerial Conference, the second EU-ASEAN Plan of Action (2018-2022) was agreed.

The EU has concluded negotiations for Free Trade Agreements (FTA) with Singapore and with Vietnam and is negotiating FTAs with other ASEAN countries (Indonesia and the Philippines). In March 2017, the EU and ASEAN agreed to take new steps towards resuming talks for a region-to-region agreement.

The EU is ASEAN's second largest trading partner and ASEAN's biggest provider of

Foreign Direct Investment. In 2018, ASEAN exported over €140 billion to the EU and the EU €97 billion to ASEAN. In 2017, the EU held an investment stock of €337 billion in the region and ASEAN a stock of over €141 billion in the EU. Each year, 10 million people travel between the two regions, of whom 7 million are EU citizens who travel to ASEAN.

EVENT HIGHLIGHTS

EUSFTA OUTREACH WORKSHOP

EuroCham Singapore kick-started 2019 with an outreach event of the EU-Singapore Free Trade Agreement (EUSFTA). This session is a follow up to the EUSFTA outreach event held on 16th of November 2018 at the Grand Hyatt Singapore.

The event aimed to provide companies with a better understanding on the specific benefits of the EUSFTA for trade in goods and services in key sectors, government procurement opportunities, as well as how to take advantage of them. Participants also had the chance to gain practical insights on business opportunities in 12 EU member States.

The full day event saw three plenary sessions and nine break-out tracks. Participants were given the opportunity to select a maximum of three tracks to attend. These sessions aimed to support participants' knowledge of a particular topic of the EUSFTA.

Over 200 attendees were welcomed. The event was co-organised with the EU Delegation to Singapore, Ministry of Trade and Industry, Singapore Business Federation and Enterprise Singapore.



DIGITAL ECONOMY COMMITTEE - THE DIGITAL BLUEPRINT

In June 2018, the Singapore's Ministry of Communication and Information released a Digital Readiness Blueprint. The blueprint contains recommendations around providing widespread access to technology, driving digital literacy, encouraging everyone to play a part in strengthening digital readiness and hardcoding digital inclusion into the design of all processes and services.

EuroCham's Digital Economy Committee organised a breakfast seminar on 1st of February for a closer look at the blueprint. A panel of guest speakers tackled questions on components of the blueprint, what it means for

businesses in Singapore and explored opportunities for European businesses here.

The event welcomed close to 30 participants and was held at the EU Delegation to Singapore.

PANELISTS:

- Mr Daniel Callaghan, Head of Adecco Group X APAC, Adecco Personnel
- Mr Low Aik Lim Director, International Relations, CIO Academy Asia
- Mr Steffen Endler, Senior Vice President, Founder & Head of Siemens Digitalization Hub, Siemens





SUPPLY CHAIN COMMITTEE - BLOCKCHAIN

Blockchain technology has been gaining increased popularity in the past few years. Companies are seeking novel ways of applying the technology. But despite public intrigue and excitement around the technology, questions still surround what it is, what it does, how it can be used, and its trade-offs.

How is this technology applicable in the supply chain? In the modern economy, supply chains are complicated as the world is globalized and there is a massive international trade framework both between and within countries.

On 27th of February, EuroCham's Supply Chain Committee organised a breakfast briefing on the topic of blockchain and supply chain. In particular, the event aimed to explore how blockchain can support supply chain requirements.

Representatives from Aetler delivered an overview of blockchain technology. This was followed by two case studies presentation from Nestlé and Zuellig Pharma.

Welcoming over 40 participants, the talk was organised in collaboration with SGINnovate.



GOLD MEMBERS DINNER

Held at the EU Ambassador's residence on the 28th of February, the Gold Members' dinner was an intimate gathering of EuroCham's top tier supporters. It was a great opportunity for attendees to connect with the representatives of a number of Europe's largest businesses which made it excellent networking. Gold members were also given a chance to share news of their businesses and their forecasts based on the current economic climate.



INNOVATIVE INTERVENTIONS FOR HEALTHY POPULATION BEHAVIOUR

On 13th of March, EuroCham, in collaboration with KPMG, organised an evening seminar on how technology can be a useful tool for healthcare professionals and policymakers alike to reduce harm, reduce disease risk and drive positive public health outcomes. Bringing together thought leaders from the healthcare sector and executives, the event enabled for an informative discussion and networking session.

PANELISTS:

- Bonnie Lau, Lead Dietician, Holmusk
- Prof Manuel Peitsch, Chief Scientific Officer, Philip Morris International
- Dr Muni Winslow, Psychiatrist and Executive Director, Promises Healthcare

Moderated by Deepa Balji, Executive Director, Publicis

Over the past decades, medical advances, improved diagnostic and therapeutic options, have enabled for an explosion of innovations designed to improve life expectancy and quality of

life. Concurrently, public health systems and healthcare organizations face unprecedented challenges to improve quality, reduce harm, improve access, increase efficiency, eliminate waste, and lower costs.

A busy and affluent lifestyle has given rise to issues such as over-eating, sedentary lifestyles and smoking. These habits increase the likelihood of non-communicable diseases (NCDs) such as cancer and cardiovascular diseases, which lead to a poorer quality of life and add to the burden of the healthcare system, and social support structures.

In this context, innovation and technology are becoming a major focus for both healthcare practitioners and regulators. Patient management has moved beyond the four walls of the clinic; clinicians can now work with the patients in accessible interventions like diet and lifestyle changes to manage their health better.



LONG TERM OUTLOOK OF CHINA

EuroCham was pleased to host Mr Chris Leung, Chief China Economist at DBS Bank, who shared his insights about the Sino-US trade rivalry.

The business insights seminar welcomed close to 30 attendees and was held at EuroCham's office premise. Sponsored by DBS Bank





AGM

On the 8th of April, EuroCham held its Annual General Meeting at the Grand Hyatt. As the former Board dissolves after two years of their contributions, EuroCham members were required to elect new corporate board members and the President for the term 2019-2021.

Mr Federico Donato, Senior Relationship Manager at Credit Suisse, Singapore Branch was unanimously voted in as President.

In addition, a vote was conducted for Corporate Board Representatives. These representatives will represent corporate interests within EuroCham governance. The following members were elected:

- Mr. Federico Donato, Senior Relationship Manager, Credit Suisse, Singapore Branch

- Ms. Lina Baechtiger, Head of Illicit Trade Prevention, External Engagement for Asia, Philip Morris International
- Mr. Mark Gabel, President and CEO of Sipura Enterprise Pte Ltd
- Mr. Philippe Van Hoof, Managing Director and Head of Fls, ING Bank N.V. Singapore Branch
- Mr. Wilfred Blackburn, CEO, Prudential Assurance Company Singapore

Ms Nele Cornelis, Executive Director, delivered an update of the organisation's activities. The meeting was held in the presence of H.E. Barbara Plinkert, EU Ambassador to Singapore and Head of the EU Delegation to Singapore.



UNDERSTANDING E-COMMERCE OPPORTUNITIES AND CHALLENGES IN APAC REGION BUSINESS ENVIRONMENT



E-commerce has gained tremendous traction over the years with 4 in 10 purchases made using only an online channel for searching and buying. One of the key enablers of e-commerce is the agility and efficiency of the supply chain. With the shift towards online channel, there must also be a relook into the traditional supply chain to identify gaps and explore potential opportunities for success.

On 25th of April, EuroCham's Supply Chain Committee welcomed a guest panel of speakers to address key trends and challenges of the e-commerce industry. The event was well received, with an attendance of over 50 participants.

PANELISTS:

- Mr Andrew Staples, The Economist
- Mr Sam Too, Qoo10 Division Leader, General Manager
- Mr Paul Goh, DHL Express



ENHANCING BUSINESS VALUES AND PERFORMANCES

On the 25th of June 2019, EuroCham held a breakfast talk in its premises focusing on sustainable productivity and green KPI's.

The speakers gave their insights on climate change, environmental sustainability and consumer preference for green products and how these are key factors driving organisations to meet new requirements and targets.

Corporate Social Responsibility (CSR) programmes, UN Sustain-

able Development Goals, green procurement, supplier criteria, carbon footprint disclosure, tax on carbon emissions, are today placed at heart of all corporations. Ability to implement these green KPI's and meet these requirements would boost company's performances.

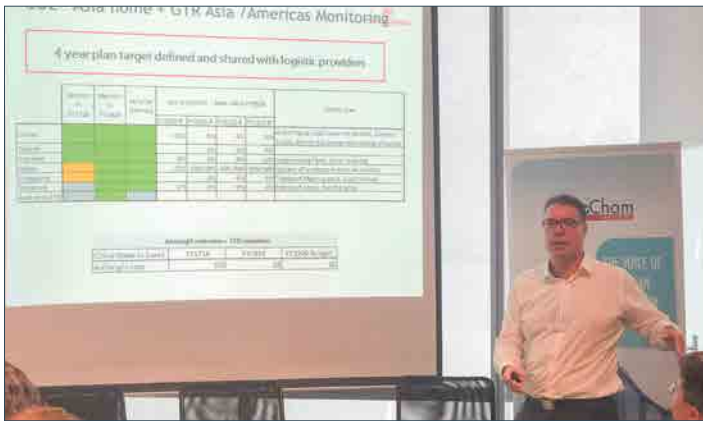
The participants could learn how to propel their business and enjoy sustainable productivity growth to stay ahead of the competition. They could hear about the Euro-

pean experience on their transition to a low-carbon economy and uncover successful stories on how companies establish their carbon footprint baseline and strategic improvement plan that effectively strengthen their competitiveness.

Mr Benedict Chia, with National Climate Change Secretariat and Mr Lionel Steinitz, with LYS Energy Solutions gave their perspectives on 'How to build a Green Market Orientation'. Mr Alain

Borne, with Remy Cointreau International Pte Ltd and Ms Ann Bernal, with Green Freight Asia shared their experience and advise. Dr Isabelle de Lovinfosse, with NOW HOW Pte Ltd talked on the topic of 'Transition to a Low Carbon Economy: Experience from the European Union'.

The event finished off with an interesting panel discussion and networking.



BUILDING A ROBUST AND SECURE FOOD SUPPLY CHAIN

EuroCham hosted a session dedicated to the topic of traceability and consumer safety, bringing together stakeholders from different industry sectors to discuss about traceability systems and their critical importance in providing confidence and assurance to consumers.

Participants spoke extensively about working with regulators to set up an effective and robust traceability mechanism that is fit for purpose. The message was

loud and clear: the task of ensuring traceability from farm to table, from producer to consumer, not only falls on manufacturers and retailers, but also on regulators who have the responsibility of establishing robust national legislative frameworks, and imposing punitive penalties against those who fail to comply or deliberately breached the rules.



AI IMPLICATIONS SINGAPORE WORKFORCE

On 4th of September, event participants showed up in full force at AI Singapore and we heard from Laurence Liew (Director, AI Singapore) who gave us a concise overview of what Singapore wishes to achieve with its investment in Artificial Intelligence (AI). Rudy Abrahams (Vice President, Digital Transformation Office, SAP) showed us what the future looks like - emphasizing that we need to build an inclusive future with AI powering our workforce. Last but not least, we heard from Martin Saerbeck (Principal Technology Consultant at TÜV SÜD) who gave us some directions on how to ask or what kind of questions we should have when facing concerns of deploying artificial intelligence. Paul Galante (Director, Center for Creative Leadership) acted as the moderator at the panel session.



MANAGING IP INFRINGEMENTS ECOMMERCE PLATFORM

As the world becomes even more interconnected by trade, so does the scourge of counterfeits as it flows through legitimate supply chains and undermine consumer confidence. What are the mechanisms available to brand owners and consumers to tackle this problem?

Collaborating with South-East Asia IPR SME Helpdesk, EuroCham hosted a seminar on how to manage IP infringements on e-commerce platforms and the experts invited included Nora

Bihari, Project Manager (South-East Asia IPR SME Helpdesk) at EuroCham Vietnam, Sven-Erik Batenburg, Director of Legal & International Affairs at EuroCham Korea, as well as Max Ng, Managing Director of Gateway Law Corporation who shared with us some quick notes on copyright and trademark infringements, remedies as well as the challenges commonly faced in different jurisdictions.



NAVIGATING CHANGES IN HEALTH TECHNOLOGY ASSESSMENTS

With the rising costs of care due to aging population and elevated burden of chronic disease, there has been an increasing momentum for innovation in healthcare payment and delivery systems. Healthcare systems across the world have adopted Health Technology Assessments ("HTA") to drive value-based care and developing real-world evidence for care innovation.

EuroCham with Deloitte as venue host held an industry information sharing seminar where Industry and Health Economics experts shared insights, best practices and organisational experiences from working with HTA systems in other jurisdictions. The seminar also included a panel discussion where industry experts discussed challenges and opportunities in developing HTA based submissions and the required organizational capabilities and competencies.

Well-attended by pharmaceutical and medical technology industry professionals, the event ended on a high note with Robert Bowers from Singapore Association of Pharmaceutical Industries (SAPI), Anthony Morton-Small of Vista Health Pte Ltd, Alice Morgan of Deloitte Australia, Patrick Tung from AstraZeneca and Mohit Grover of Deloitte Singapore fielding numerous questions from the audience.



LUNCH WITH NORWEGIAN DEPUTY MINISTER LIV LØNNUM

Deputy Minister Liv Lønnum led a lively discussion after her brief introduction of the Norwegian energy policies, together with Ambassador Anita Nergaard. EuroCham, co-organised this event with the Norwegian Business Association (Singapore) where attendees discussed their observations of the struggle to shift energy consumption from methods that

are causing environmental harm and gave their insights on how policies and which policies can assist entire industries in adopting new processes in response to the inevitable changes brought about by new technologies and climate demands.



CLOSED DOOR EU COMMISSIONER PHIL HOGAN

Humorous, insightful, intimate the closed door session with EU Commissioner Phil Hogan (8th November) covered the scope of work that lies ahead of him, the concerns of the European companies in this region, as well as the focus on sustainability that EuroCham has for the coming year.

(Singapore), LBBW, Pernod Ricard, Philip Morris International, Philips, Swiss Re, Tata Communications, and TÜV SÜD for participating in this lively discussion of the EUSFTA.



We thank European Union in Singapore and the EU Ambassador Barbara Plinkert for this opportunity and the representatives of Accenture, Asia Pacific Breweries (Singapore) Pte Ltd (Part of the HEINEKEN Company), AstraZeneca, BASF (South East Asia), Bayer (South East Asia), BNP Paribas (Singapore), BrownsCo Pte Ltd, Crédit Agricole CIB, Credit Suisse (Singapore), DHL, Evonik (SEA), FrieslandCampina, Hamburg Commercial Bank, ING



WHERE POLITICS AND TRADE COLLIDE

An invigorating talk, joined by attendees with diverse backgrounds (technology, banking, politics) who listened with great interest as Chris Leung (DBS Bank, Chief China Economist) and Steven Okun (Senior Advisor, McLarty Associates) elaborated on the two countries' plans for the future as well as their stance on the present trade war (China's plans on Self-Sufficien-

cy, US sentiments on Made In China 2025). "Where Politics and Trade Collide: Shifting Dynamics of US & China and its impact on Southeast Asia" was held at DBS Sparks Studio with DBS Bank playing the venue host.





LUNCH AT PRUDENTIAL: READY FOR 100

At EuroCham's roundtable on public health, longevity, digital health technology and behavioural science, on 19th of September - distinguished guests of EuroCham heard presentations from Mike Wells (Group Chief Executive, Prudential), Ping Ping Tan (Head of Corporate Affairs, Prudential Assurance Company Singapore), as well as Kalai Natarajan (Head of Strategic Engagements and Ecosystems, Prudential Assurance Company Singapore), Neil Doyle (Director, DeltaMV Knowledge Solutions), and many other experts in their fields including Sze-Yunn Pang (Head of Population Health Management, Philips).

Dr. Sidharth Kachroo, (Head of Medical Portfolio Management, Prudential Assurance Company Singapore), as the moderator, asked many insightful questions, contributing to a multi-disciplinary, multi-angled conversation that will no doubt help shine light on the different approaches and solutions available for overcoming challenges in public health with a population that's looking to enjoy longevity. Prudential was the venue host for this intimate event.

CLOSED DOOR DG HOLOLEI

EuroCham welcomed Mr. Hendrik Hololei (Director General for Mobility and Transport, DG MOVE, European Commission) and Mr. Bruno Julien-Maly (Counsellor, Head of Economic and Trade, EU Delegation to Singapore) at the EuroCham office on 23rd of October as the former gave his observations and updates to the representatives of the mobility and transport industry.



OPEN OFFICE RECEPTION

Our new workspace was officially launched in June!

Thank you to all our members and non-member who joined us at the reception, celebrating our new office at Tanjong Pagar. We had the pleasure to have the Minister of State for Manpower and National Development, Mr Zaqy Mohamad, officially launching our new workspace together with EU Ambassador, Ms Barbara Plinkert, and Eurocham's President Mr Federico Donato.



Pernod Ricard Singapore



C-SUITE LUNCH WITH DIVISIONAL VICE CHAIRMAN UBS GLOBAL WEALTH MANAGEMENT DESMOND KUEK

EuroCham held its first C-Suite Networking Lunch on 5th of May at Artemis Grill & Sky Lounge with special guest Mr Desmond Kuek, Divisional Vice Chairman, UBS Global Wealth Management. Prior President & Group CEO of SMRT Corporation Ltd and Prior Chief of Defence Force, Singapore. These C-Suite Lunches target business leaders of European MNCs in Singapore for engagement sessions to discuss thematic topics within business development.

For each C-Suite Networking Lunch, EuroCham brings in a special guest speaker with the relevant expertise to contribute to the session. Guest speakers include thought leaders, best-in-class practitioners or business players, and consultants or researchers with niche offerings, especially new knowledge and progressive science.



C-SUITE LUNCH WITH CEO OF SINGAPORE AIRLINES GOH CHOON PHONG

Held on the last day of October at the residence of the EU Ambassador to Singapore, H.E. Barbara Plinkert, the second edition of C-Suite Lunch had Mr. Goh Choon Phong (CEO, Singapore Airlines) speaking about "Aviation Innovation: How Singapore continually enhances its connectivity to boost trade and travel between Singapore and countries throughout the world."



C-SUITE LUNCH WITH CEO OF KEPPEL

Another intimate C-Suite Lunch was organised on 20th of November with CEO of Keppel, Mr. Chin-Hua Loh. The topic addressed was Sustainable Urbanisation. Mr Loh spoke with great

authority on this topic. EuroCham was honoured by the presence of H.E. Barbara Plinkert who reminded the audience that the date of EUSFTA coming into force would be the next day.



EUROPE DAY LUNCHEON 2019



The Schuman Declaration of 1950 has been a silent cornerstone of many activities organised by EuroCham Singapore. The flagship Europe Day Luncheon is one such event, where take time to commemorate the values that have bound and still bind the European Union (EU) today.

Held on 3rd of May 2019, we had the honour and pleasure of welcoming Guest-of-Honour Minister Heng Swee Keat, Deputy Prime Minister and Minister for Finance in Singapore. The luncheon took place at the Grand Hyatt and received over 200 guests.

In his capacity as the newly appointed Deputy Prime Minister, Minister Heng reaffirmed the strong ties between the EU and Singapore. Minister Heng also added that the EU-Singapore Free Trade Agreement (EUSFTA) will open more opportunities for both regions in terms of business and economy. Minister Heng expressed his hope for the EUSFTA to eventually find and pave the way for an EU-ASEAN FTA, sharing the benefits of open, rules based trade with the region.

In his speech, Minister Heng

identified three key pledges: research and innovation, people investment and global partnerships. These pledges serve to maintain Singapore's business competitiveness and remain an attractive investment hub for foreign businesses.

EuroCham President, Federico Donato mentioned the Central and Eastern European Chamber of Commerce (CEEC), a project that grew out of EuroCham in order to encompass and offer better representation of European countries.

The luncheon was featured in the Straits Times online of 3 May 2019

Article Link: <https://www.straitstimes.com/business/economy/singapore-can-help-eu-firms-looking-to-expand-in-asia-amid-shifts-in-global-economy>



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SCHUMAN BIZTALK WITH GROUP CEO OF PSA INTERNATIONAL TAN CHONG MENG

Starting with an early breakfast on 14th of November, incredible insights were shared by Mr. Tan Chong Meng (Group CEO of PSA International Pte Ltd) on the megashifts which are affecting everyone, and on how complex digitalisation can be in the logistics landscape and what drives convergence in supply chain. Peppared with interesting facts, the talk ended with a lively discussion moderated by Captain Jitesh.

EuroCham uses the Schuman BizTalk series to feature prominent business leaders who are eager to inspire and to empower the future of business leadership in Europe, Singapore and the rest of the world.

Schuman Lecture
BIZTalk



Schuman Lecture Gala Dinner

The 'Singapore Schuman Lecture Series' is the flagship event of the European Chamber of Commerce, Singapore. It celebrates the remarkable achievements of European integration since its modest beginnings, announced in the declaration by French Foreign Minister Schuman. The Schuman Lecture focuses on an economic and political vision for Europe, with particular attention on economic integration.

It welcomes one European personality to address a high-level

audience with a keynote speech followed by a question and answer session. The speaker is invited to share his or her views on Europe and its individual member countries and their relations with Singapore and the other ASEAN countries. The event takes place in form of a prestigious gala dinner and welcomes about 200 guests, including Singaporean government representatives, foreign ambassadors, CEOs and managing directors of major European and local companies as well as leading academics.

PAST DISTINGUISHED SPEAKERS INCLUDE



ROMANO PRODI, 7 DEC 2009

Former President of the European Commission
Former Prime Minister of Italy
1st Schuman Lecture



CHRISTINE LAGARDE, 25 FEB 2011

Former French Minister,
Economy, Finance & Industry
2nd Schuman Lecture



LORD MANDELSON, 20 SEPT 2011

UK Secretary of State for Business
First Secretary of State & EU Trade Commissioner
3rd Schuman Lecture



PASCAL LAMY, 21 SEPT 2012

Former Director General
World Trade Organisation
4th Schuman Lecture



HERMAN VAN ROMPUY, 17 NOV 2014

President of the European Council
5th Schuman Lecture



JEAN-CLAUDE TRICHET, 21 APR 2015

Former President of the European Central Bank
6th Schuman Lecture



JOSÉ MANUEL BARROSO, 5 DEC 2017

Former President of the European Commission
Former Prime Minister of Portugal
7th Schuman Lecture

EU SEMINAR

EuroCham supported on 16th of July the EU Seminar on Geographical Indications for Agri-food products, arranged by the European Commission. The objective of the event was to present EU policy for Geographical Indications for agri-food products from a regulatory and from a business and economic perspective. It also served to highlight opportunities and challenges of the EU-Singapore FTA related to agri-food GIs.

Mr Federico Donato, President of EuroCham, and H.E. Barbara Plinkert, EU Ambassador to Singapore, welcomed and opened the seminar, together with Mr John Clarke, Director DG Agriculture, European Commission, and representatives from the Ministry of Trade and Industry (MTI).



EUROPEAN NETWORKING NIGHTS

The European Networking Night occurs once every quarter (March, May, September and November) and each Networking Night differs greatly from the others in terms of venue, size and theme. They are however, aligned with the Chamber's mission to create value for members and stakeholders, and are great for facilitating and encouraging business connectivity.

The success of European Networking Nights cannot have happened without the kind support of the following sponsors and partners listed here:



Date: 19 March 2019



Date: 30 May 2019



Date: 17 Sep 2019



Date: 20 Nov 2019





OUR STRATEGIC PARTNERS



EU DELEGATION IN SINGAPORE

The European Union Delegation to Singapore is one of almost 140 fully-fledged diplomatic missions that represent the EU across the globe. Since its opening in 2004, the Delegation has worked to foster closer economic and political ties between the EU and Singapore. It represents the EU in dealings with the Singapore government in areas that are part of the EU's remit. By actively engaging with leaders, the media, academia, business and civil society, the Delegation raises awareness of EU issues and concerns, and promotes the importance of the EU-Singapore relationship at various levels. The Delegation covers a range of issues including Trade, Foreign Policy, Climate Change, Aviation, Education & Culture. The European Union manages its trade and investment relations with non-EU countries through its trade and investment policy.

Trade outside the EU is an exclusive responsibility of the EU. This means that the EU institutions make laws on trade matters, negotiate and conclude international trade agreements on behalf of the Member States. The EU's responsibilities cover trade in goods and services, the commercial aspects of intellectual property, such as patents, public procurement and foreign direct investment. Trade agreements let European businesses:

- Access more easily and at lower prices the raw materials and other inputs they need. This helps them stay competitive.
- Compete more effectively abroad and export more to countries and regions outside the EU.

This increase in trade leads to growth in the economy and helps create jobs. It also gives consumers a wider choice of products at lower prices. In addition, projecting rules and values in trade agreements helps the EU shape globalisation, especially on issues like human rights, working conditions and environmental protection.

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EUROPEAN COMMISSION

The European Commission is the EU's politically independent executive arm. It is alone responsible for drawing up proposals for new European legislation, and it implements the decisions of the European Parliament and the Council of the EU.

What does the Commission do?

- **Proposes new laws**
The Commission is the sole EU institution tabling laws for adoption by the Parliament and the Council that:
 - protect the interests of the EU and its citizens on issues that can't be dealt with effectively at national level;
 - get technical details right by consulting experts and the public.
- **Manages EU policies & allocates EU funding**
 - Sets EU spending priorities, together with the Council and Parliament.
 - Draws up annual budgets for approval by the Parliament and Council.
 - Supervises how the money is spent, under scrutiny by the Court of Auditors.
- **Enforces EU law**
 - Together with the Court of Justice, ensures that EU law is properly applied in all the member countries.
- **Represents the EU internationally**
 - Speaks on behalf of all EU countries in international bodies, in particular in areas of trade policy and humanitarian aid.
 - Negotiates international agreements for the EU.

Composition

Political leadership is provided by a team of 28 Commissioners (one from each EU country) – led by the Commission President, who decides who is responsible for which policy area.

The College of Commissioners is composed of the President of the Commission, its six Vice-Presidents, including the First Vice-President, the High Representative of the Union for Foreign Affairs and Security Policy, and 21 Commissioners, each responsible for a portfolio.

The day-to-day running of Commission business is performed by its staff (lawyers, economists, etc.), organised into departments known as Directorates-General (DGs), each responsible for a specific policy area.

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EU CENTRE IN SINGAPORE

The European Union Centre (EU Centre) in Singapore was set up in 2008 by the National University of Singapore (NUS) and Nanyang Technological University (NTU) with generous co-funding from the European Union. The first grant from the European Union was for the period from mid-2008 – December 2012. Supported by contributions from the two host universities, NUS and NTU, the EU Centre was able to carry out an impressive range of outreach activities to promote better understanding of the European Union (EU) and its policies, and more importantly, to build up knowledge about the EU through dialogue, research and publications on policies and on EU relations with Singapore and Southeast Asia.

The EU Centre is very broad based and works with different partners and institutions, from embassies, government agencies to research organisations, think tanks and business federations. We organised a variety of activities and events, from public talks and lectures to academic seminars and conferences and also training workshops in order to reach out to different audiences. We make particular efforts to reach out to the youths through our schools outreach programme, and also through different competitions – from photography to films, essays to infographics.

In 2014, the EU Centre in Singapore has been “reconfigured”. The EU Centre in Singapore is now supported by the Nanyang Technological University (NTU) and the Singapore Management University (SMU) together with funding from NUS and the EU for the Jean Monnet network. With this new arrangement, the EU Centre in Singapore will be more focused on education, policy dialogue and research. Together with its external Jean Monnet partners – Universitas Indonesia, University of Malaya and Maastricht University, the EU Centre is committed to programmes and activities revolving around two research themes – Multiculturalism and Multilateralism.

The EU Centre will build a platform for both intra-ASEAN and EU-ASEAN exchange, to strengthen research collaboration and policy dialogue. More importantly, we want to build and grow a network of institutions and researchers/experts in Southeast Asia and Europe that would sustain an ongoing dialogue, build up the knowledge base and promote policy-relevant research into the common challenges we face in Southeast Asia and Europe and between ASEAN and the EU.

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FRIENDS OF SINGAPORE IN THE EUROPEAN PARLIAMENT

Friends of Singapore Group in the European Parliament was formed in 2016 to reaffirm the relations between the European Union and Singapore, and stock-taking of political and economic developments in the EU, Singapore, as well as in each respective region. At the formal launch of the Group in a ceremony at the Singapore Ministry of Foreign Affairs officiated by the Singapore Minister for Foreign Affairs, H.E. Dr. Vivian Balakrishnan it was discussed to put special emphasis on the best ways and means to promote the expeditious ratification of the EU-Singapore Free Trade Agreement (EUSFTA). The discussions benefited fully from the diversity of political and policy expertise of all FoS members present. The FoS delegation expressed their wish to help strengthen the political, economic and people-to-people ties between Singapore and the EU.

EBO WORLDWIDE NETWORK

The EBO Worldwide Network stands as the sole organisation representing European business interests in markets outside the European Union. It represents a network active in over 35 key markets that serves European multinationals, as well as micro, small, medium and large enterprises. European chambers of commerce and European business associations within the EBO Worldwide Network work on a daily basis with European Union delegations across the globe in the shared interest of supporting European companies.

The vision is to be the leading voice of European Business in third markets and champion "Team Europe Abroad".

The mission is to provide a platform for European Business Organisations at global and regional levels to share best practices, and to advocate for European business in third markets.

EU-ASEAN BUSINESS COUNCIL

The EU-ASEAN Business Council (EU-ABC) is the sole voice for European business within the ASEAN region, formally recognised as such by the European Commission and the ASEAN Secretariat. Established to help promote the interests of European businesses operating within ASEAN and to advocate for changes in trade and investment policies and regulations, the EU-ABC raises the profile of European businesses in the region through formal events and high-profile dialogues.

The EU-ABC has established, and continues to develop, a series of Advocacy Groups covering both individual commercial sectors (e.g. Automotive; Insurance; Healthcare; Financial Services) and cross-industry issues (e.g. IPR/Illicit Trade; Human Capital; Customs Procedures & Trade Facilitation). These Advocacy Groups are made up from leading MNCs in each area plus Committee representatives from our European Chamber of Commerce members.

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SINGAPORE BUSINESS FEDERATION

As the apex business chamber, the Singapore Business Federation (SBF) champions the interests of the business community in Singapore in trade, investment and industrial relations. Nationally, SBF acts as the bridge between businesses and government in Singapore to create a conducive business environment. Internationally, SBF represents the business community in bilateral, regional and multilateral fora for the purpose of trade expansion and business networking.

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ENTERPRISE SINGAPORE

Enterprise Singapore is the Singapore government agency championing enterprise development. It also supports the growth of Singapore as a hub for global trading and startups. The agency attracts global commodities traders to establish their global or Asian home base in Singapore. Today, Singapore is a leading global trading hub with a complete ecosystem for the energy, agri-commodities and metals & minerals trading clusters. Singapore is also home to many global enterprises, startups and investors that operate in its robust pro-enterprise environment.

As the national standards and accreditation body, Enterprise Singapore builds trust in Singapore's products and services through quality and standards. Renowned for their dedication to quality and innovation, Singapore companies make ideal business partners.

With Enterprise Singapore's global network in over 35 locations spanning many developed and emerging markets, it connects businesses with relevant Singapore companies for their business expansion.

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ECONOMIC DEVELOPMENT BOARD

The Singapore Economic Development Board (EDB), a government agency under the Ministry of Trade and Industry, is responsible for strategies that enhance Singapore's position as a global centre for business, innovation, and talent. The mission is to create sustainable economic growth, with vibrant business and good job opportunities for Singapore. EDB undertakes investment promotion and industry development in the manufacturing and internationally tradeable services sectors. Industries within their purview account for more than a third of Singapore's annual GDP. Besides facilitating investments, EDB engages Singapore's existing base of companies to transform their operations and boost productivity, and to generate growth in adjacent and disruptive areas by growing new businesses out of Singapore. EDB works with companies by providing information, connection to partners and access to government incentives for their investments, as well as their transformation and growth initiatives. EDB also works closely with other Singapore government agencies to constantly improve their pro-business environment, and ensure that their industries are supported by a globally competitive workforce through talent development.

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MEMBERSHIP

TYPES AND BENEFITS

The benefits package of the Diamond Membership is customised. Please contact us for more details.

	GOLD	Regular LARGE	Regular SMALL
Usual membership price 2020	\$7,000	\$2,000	\$1,000
Exclusive access to private receptions and events with VIPs (i.e. Ministers, Commissioners, CEOs, Ambassadors)	✓		
Complimentary access of up to 3 EuroCham Breakfast Events (Chief Rep and Nominees only)**	✓		
Logo placement on EuroCham website landing page and one complimentary email blast to EuroCham mailing lists	✓		
Logo on all EuroCham online platforms (website, business directory, monthly e-newsletter, EuroCham email signatures)	✓		
Logo on all EuroCham offline platforms (annual magazine and back of EuroCham business cards)	✓		
First right of refusal for sponsorship and advertising opportunities	✓		
One-time feature, with logo and company outline, in EuroCham monthly e-newsletter	✓	✓	✓
Privileged and discounted access to EuroCham and partner events	✓	✓	✓
Access to a large networking pool	✓	✓	✓
Listing in EuroCham online business directory	✓	✓	✓
Advertising and sponsoring opportunities at discounted rates	✓	✓	✓
Participation in EuroCham committees (limited access for Associate membership)	✓	✓	✓
AGM voting rights (not applicable for Associate membership)	✓	✓	✓

Terms and Conditions:

The EuroCham annual membership runs from 1 January to 31 December.

The annual membership fee is pro-rated on a quarterly basis in a combi-package with a full membership of the following year.

The membership is automatically renewed on an annual basis.

The membership starts upon receiving the membership fee payment.

Payments are non-refundable.

Cancellation must be in writing, received by EuroCham before the 1st of November.

Join us now! ✉ info@eurocham.org.sg

European Chamber of Commerce (Singapore)

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