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FORWARD

A N N U A L R E P O R T 2 0 1 6

"The line between disorder and order lies in logistics"
– Sun Tzu



SINGAPORE
LOGISTICS
ASSOCIATION



VISION

To Represent Singapore Logistics

MISSION

To Promote Professionalism and
Excellence of the Logistics Industry



Singapore logistics
makes everything possible

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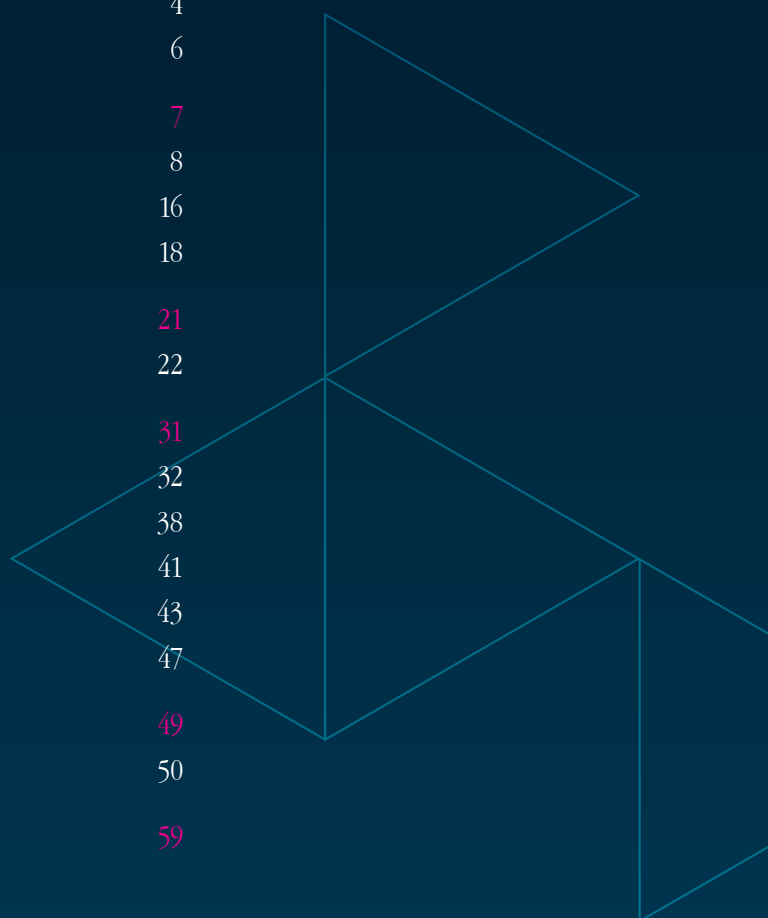
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A shared mission, a collective wisdom or a dedicated leadership, in all, it is just making **inroad** to new grounds. The Association's directive is to move with members and chart the course together in business aspirations.

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INROAD



2016 was a tough and challenging year for the logistics sector in Singapore with subdued global activity. Domestically, the Singapore economy grew 1.8 per cent, the weakest annual rate of growth since 2009, when the economy was hit by the global financial crisis and shrank 0.6 per cent. Businesses also encountered increasing complexity of supply chain management, disruptive innovation and technologies that rapidly transformed the business operations and network as well as constant changing demands of customers.

Notwithstanding, the logistics industry is expected to continue on a growth trajectory. Aimed at reinforcing Singapore's position as a global logistics hub, the government launched the Logistics Industry Transformation Map (ITM) that will support enterprise-level efforts to transform and grow through productivity and innovation. It aims to nurture a strong Singaporean core

through talent development, which will in turn help our companies, in particular, the small and medium-sized enterprises, to scale up and internationalise. The logistics industry transformation is expected to achieve a value-add of S\$8.3 billion to the sector, and introduce 2,000 jobs for professionals, managers, executives and technicians (PMETs) over a five-year period.

As part of the ITM effort, the Association together with the Economic Development Board, SPRING Singapore and Workforce Singapore published the Logistics Industry Career Guide Book. With the theme "Let the World be Your Limit", the guide features the careers of 9 logistics professionals who have risen through the ranks and developed new skills sets in areas like

Logistics Information Systems, Vertical Specialisation, Logistics Solutioning and Programme Management to take on new opportunities in the industry. It intends to attract new entrants into the industry with comprehensive view on career opportunities and progression in the logistics industry.

During the year, the Association was awarded the Local Enterprise & Association Development Programme (LEAD) Plus by SPRING Singapore. The programme aims to enhance the capabilities of trade associations that are playing a significant role in industry transformation. Through LEAD Plus, the Association aspires to increase membership by 20% and encourage more members' participation on useful initiatives on internationalization, productivity & innovation, and skills development. This award is timely as the Association wrapped up its LEAD 2 journey to a successful completion in 2016 through the 9 initiatives under 3 strategic thrusts: Productivity, Manpower Attraction and Internationalization. One of these projects, Supply Chain Challenge, 5th in the series, was again successfully rolled out. Organized jointly with SIM University, it is an event that reaches out to the young, inducting students from the five polytechnics and ITE to the industry through six mentor-companies.

To adopt the best practices of the overseas Trade Associations and Chambers (TACs), both Mr Kay Kong Swan – 1st Deputy Chairman and I joined the TAC Mission to USA - Salt Lake City and San Francisco in August

2016, organised by SPRING Singapore. Together with other TACs, we gained valuable insights into overseas TACs' governance, strategies and services. Through sharing sessions on the best practices, we also enhanced our understanding on association management and governance from the American Society of Association Executives Annual Meeting and Exposition at Salt Lake City. We hope our new knowledge will supplement the implementation of LEAD Plus to enhance the capability of the Management and Secretariat team.

As for training and upskilling of our workforce, The Logistics Academy - our training arm is constantly reviewing and developing new training programmes to equip our workers and create the avenue for skills development and lifelong learning. We have all benefited, much thanks to our proactive government agencies that spare no effort in supporting us in this effort.

A strategic review in the early part of the year pointed to a need for stakeholders in the sector to collaborate, leverage on technology to drive innovation, connectivity and value creation. The e-Logistics / Technology Committee was thus renamed as Innovation & Collaborative Technology Committee with the term of reference, "Creating synergy with industry partners and raising awareness on smart innovation and digital technology so as to benefit the members." Several ideas have been incubated, which include piloting the use of Automated Guided Vehicles in a third-party logistics setting

as well as a regional portal to drive cross border trade. Eventually, Singapore logistics service providers can leverage on the global connectivity platform to gain access to the global markets, seek new growth opportunities and create value for the logistics and supply chain industry. Works are in progress and we hope to bring these projects to fruition by next year. The year also saw the Association championed and coordinated the successful inauguration of the WSH Innovation Awards 2016 for Logistics and Transport Sector. It is a good recognition of work teams in the logistics and transport sector which have initiated innovative practices or solutions that improve safety and health in the workplace.

Each step forward made by the Association is a concerted effort of the entire membership together with stakeholders, including the government agencies, specifically SPRING Singapore, IE Singapore and Workforce Singapore, academia and industry partners. I would like to take this opportunity to convey my sincere thanks to the Council and the Secretariat for their commitment, trust and contributions to the Association. Key indicators are showing that the tide is gradually turning for 2017, with the long-awaited domestic manufacturing recovery. The future in logistics augurs well. Let us all work together to make an impact and bring the logistics industry to a new level.

Stanley Lim PBM
Chairman





Chairman
Mr Stanley Lim *PBM*
Addicon Logistics Management (S) Pte Ltd



First Deputy Chairman
Mr Kay Kong Swan
CWT Limited



Second Deputy Chairman
Mr Thomas Sim
International Freight Consultants (S) Pte Ltd



Honorary Secretary
Mr Gerry Tan
Griffin Kinetic Pte Ltd



Deputy Honorary Secretary
Mr Teo Woon Hun
InfinOps Pte Ltd



Honorary Treasurer
Mr Sharafdeen s/o Abdul Razak
Sea-Shore Transportation Pte Ltd



Deputy Honorary Treasurer
Ms Gina Tob
DAP Asia Pacific (S) Pte Ltd

COUNCIL MEMBERS



Ms Andelyn Oh

Sin Chew Woodpaq Pte Ltd



Ms Jimmy Ng

YCH Global Logistics Pte Ltd



Mr John Iversen

C.H. Robinson Project Logistics Pte Ltd



Mr Ken Koh

Yang Kee Logistics Pte Ltd



Mr Poh Key Boon

Poh Tiong Choon Logistics Pte Ltd



Mr Winston Khoo

Quickflo Logistics Pte Ltd



Mr Yap Chee Sing

SH Cogent Logistics Pte Ltd
(till 31 October 2016)



SINGAPORE LOGISTICS ASSOCIATION



The ever evolving logistics landscape presents an opportunity for the Association to **align** with the diversity of change. It is about the camaraderie of members and together, creating a synergistic environment to steer businesses.

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ALIGN

Outreach

By year end 2016, membership of the Association reached a new high of 560, with 40 new admissions during the year and 2.6% rise from the year before. The upward trend in membership since its foundation in 1973 bodes well of its representation of the logistics industry.

With sanction of general members at the SLA 41st Annual General Meeting held on 21 May 2015, the revised Constitution was approved by the Registry of Societies on 30 October 2015. The membership categories were expanded with the introduction of a new category – Qualifying Membership. The objective is to create a more inclusive community to encourage a culture of diversity within the logistics fraternity. On 25 January 2016, the Council approved the conversion of the following 21 companies from Associate Members to Qualifying Members. They all met the criteria of Qualifying Members under the revised Constitution as set out in Article 5.3.



As the unifying voice of the industry, the Association represents the needs and interests of members by actively engaging policymakers and relevant government agencies on strategic initiatives and key issues. Through company visits, the Secretariat team continued to embrace new members into the community and induct them with good understanding of the Association's activities and its training initiatives through The Logistics Academy Pte Ltd.

Convert to Qualifying Member

- △ Awot Global Logistics Singapore Pte Ltd
- △ Choice Shipping Lines Pte. Ltd.
- △ Conveyor Logistics (S) Pte Ltd
- △ Esprit Consortium Pte Ltd
- △ FLS (Singapore) Pte Ltd
- △ Goodrich Asia Pacific Pte Ltd
- △ Hong Li Logistics Pte Ltd
- △ iHub Freight Solutions Pte Ltd
- △ JAG Logistics Pte Ltd
- △ Just R Enterprise Pte Ltd
- △ Linkway Logistics Services Pte Ltd
- △ MEP Logistics Pte Ltd
- △ MG Logistical Solutions Pte Ltd
- △ Octolog Pte Ltd
- △ R.G.R. Logistics Asia Pte Ltd
- △ RSL Shipping Pte Ltd
- △ Rulewave Logistics Singapore Pte Ltd
- △ Sea Power Logistics Pte Ltd
- △ Shui Xing International Pte Ltd
- △ Tepiaob Trading & Transport Services Pte Ltd
- △ Transoceanic Development (Singapore) Pte. Ltd.

Upgrade to Ordinary Member

- △ Awot Global Logistics Singapore Pte Ltd
- △ Esprit Consortium Pte Ltd
- △ FLS (Singapore) Pte Ltd
- △ Gateway Freight & Trade Pte Ltd
- △ Goodrich Asia Pacific Pte Ltd
- △ I. Tradelogistics Pte Ltd
- △ iHub Freight Solutions Pte Ltd
- △ Just R Enterprise Pte Ltd
- △ Linkway Logistics Services Pte Ltd
- △ MEP Logistics Pte Ltd
- △ MG Logistical Solutions Pte Ltd
- △ R.G.R. Logistics Asia Pte Ltd
- △ Sea Power Logistics Pte Ltd
- △ Tepiaob Trading & Transport Services Pte Ltd

2016 Membership Admission

Ordinary Member

- △ Agape Logistics Pte Ltd
- △ AGX Logistics (S) Pte Ltd
- △ Airtropolis Express (S) Pte Ltd
- △ BSHK Logistics & Shipping Pte Ltd
- △ CWT Logistics Pte Ltd
- △ Drive Logistics Pte Ltd
- △ E&C Marine Pte Ltd
- △ FT Logistics (Asia) Pte Ltd
- △ Global Consolidators Pte Ltd
- △ JEAMS Transportation & Trading Pte Ltd
- △ Lie Yong Logistics & Engineering Pte Ltd
- △ Makeway Pte Ltd
- △ Mayor Express Freight Services Pte Ltd
- △ Meteorite Logistics Services Pte Ltd
- △ Pacific GSSA Private Limited
- △ Rejoice Container Services Pte Ltd
- △ Seafirst Marine Services Pte Ltd
- △ SIM Solutions Pte Ltd
- △ Singapore Wine Vault Pte Ltd
- △ St. John Logistics Singapore Pte Ltd
- △ Star Concord Pte Ltd
- △ Thistle Global Logistics Pte Ltd
- △ Trans Concorde Services Pte Ltd
- △ WM Logistics (Worldwide) Pte Ltd
- △ Worldwide Shipping & Logistics (S) Pte Ltd
- △ Yamato Tidiki Express Pte Ltd

Qualifying Member

- △ Apex Logistics International (S) Pte Ltd
- △ CargoSavvy Pte Ltd
- △ GLE Integrated Pte Ltd
- △ Lai Huat Seng Logistics Pte Ltd
- △ New Asia Logistic Services Pte Ltd
- △ Peck Tiong Choon Logistics Pte Ltd
- △ Pollisum Logistics Pte Ltd
- △ SBS Logistics Singapore Pte Ltd
- △ Starlog Worldwide Logistics Pte Ltd

Associate Member

- △ A-Plus Automation (S) Pte Ltd
- △ Coolasia Technology Pte Ltd
- △ SGS Testing & Control Services Singapore Pte Ltd
- △ Singapore Polytechnic
- △ Zebra Technologies Asia Pacific Pte Ltd

Membership Cessation

Ordinary Member

- △ Actlink Logistics Pte Ltd
- △ CrossTrade Logistics Pte Ltd
- △ Damco Logistics Singapore Pte Ltd
- △ Felix Relocations Pte Ltd
- △ Furness International Pte Ltd
- △ IJS Global Singapore Pte Ltd
- △ JIM Logistics Management Pte Ltd
- △ JJI Offshore & Marine Pte Ltd
- △ Lingholm Logistics Pte Ltd
- △ Lisen Logistics & Engineering Pte Ltd
- △ Nutrans Logistics Pte Ltd
- △ PQ Swiftvan Logistics Pte Ltd
- △ Seo Eng Joo Frozen Food Pte Ltd
- △ Singapore Transport Supply Service Pte Ltd
- △ SSE Marine Logistics Pte Ltd
- △ TCS Shipping & Transportation Pte Ltd
- △ Tiong Woon International Pte Ltd
- △ Titan Project Services (S) Pte Ltd
- △ Trans Global Projects (Singapore) Pte Ltd
- △ UTi Worldwide (Singapore) Pte Ltd
- △ WAP Logistics (Singapore) Pte Ltd
- △ Yang Kee Chemical Logistics Pte Ltd
- △ Yang Kee Project Logistics Pte Ltd

Qualifying Member

- △ Choice Shipping Lines Pte Ltd
- △ Transoceanic Development (Singapore) Pte Ltd

Associate Member

- △ C-Freight Solutions Pte Ltd

Membership Growth

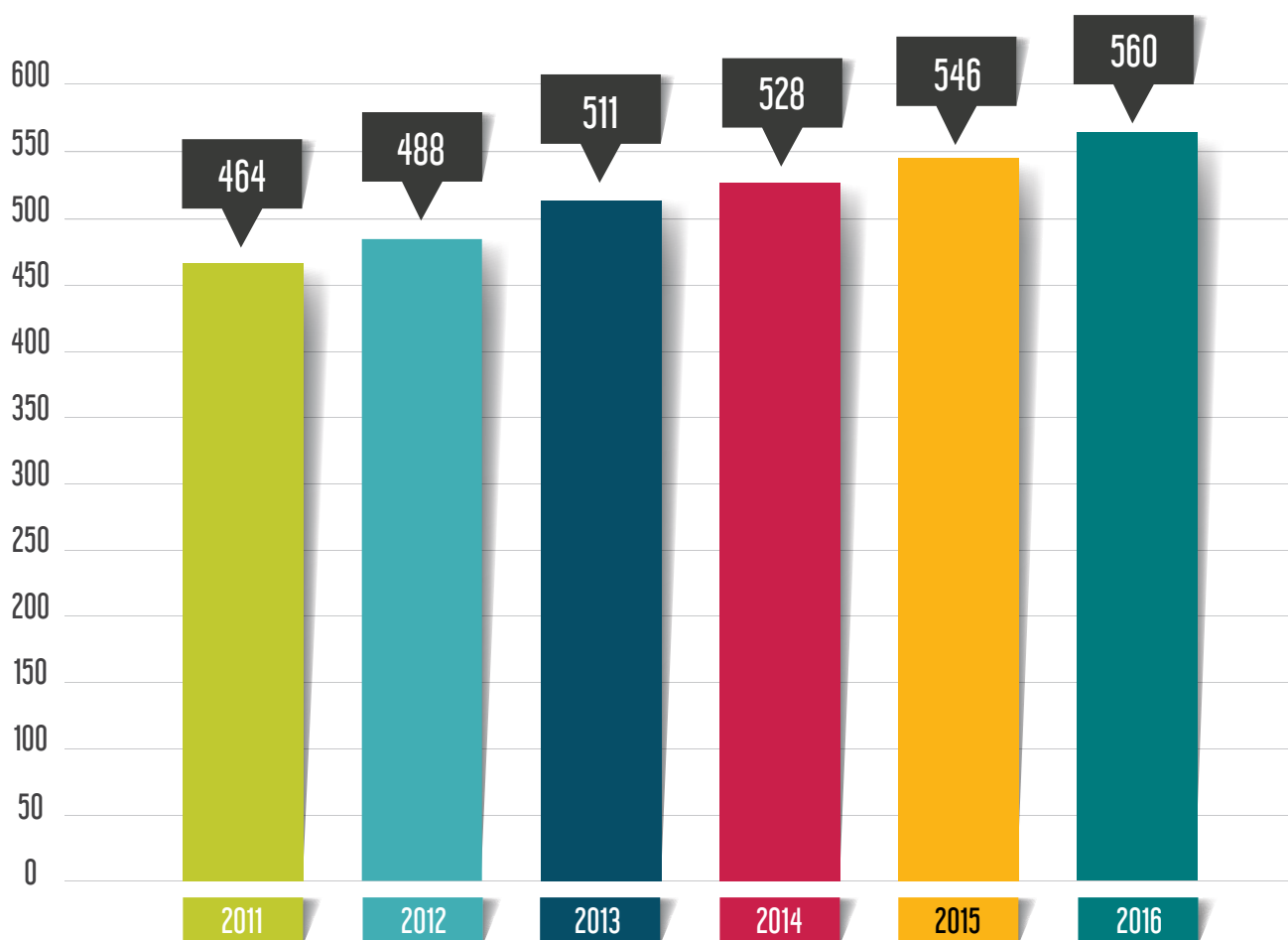
Year	2011		2012		2013		2014		2015		2016		
Membership Category	OM	AM	OM	AM	OM	AM	OM	AM	OM	AM	OM	QM	AM
Membership b/f	397	50	424	40	447	41	465	46	483	45	495	–	51
Conversion from AM to QM*	–	–	–	–	–	–	–	–	–	–	–	21	-21
New Admission	24	15	31	19	25	19	28	17	27	14	26	9	5
Cessation	-15	-7	-17	-9	-16	-5	-23	-5	-21	-2	-23	-2	-1
Upgraded to OM	18	-18	9	-9	9	-9	13	-13	6	-6	14	-12	-2
As at 31 December	424	40	447	41	465	46	483	45	495	51	512	16	32
Total	464		488		511		528		546		560		

OM – Ordinary Member

QM – Qualifying Member

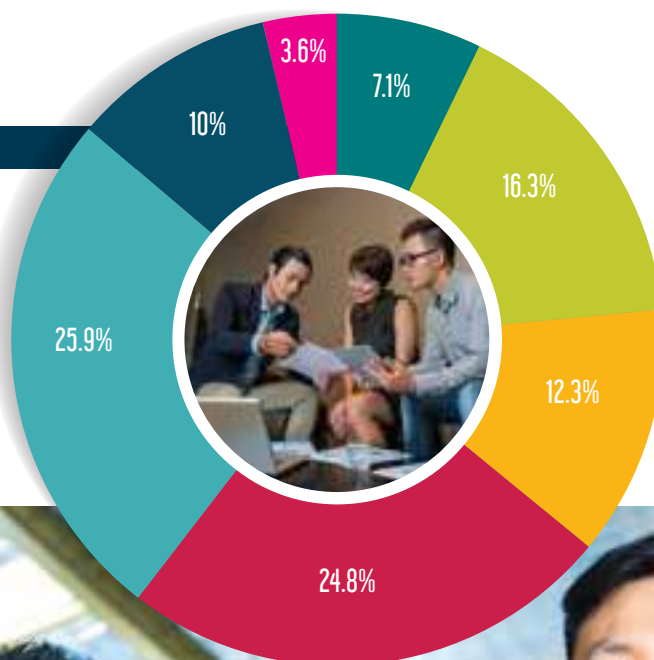
AM – Associate Member

* Conversion of 21 companies from Associate Members to Qualifying Members as per Article 5.3 of the revised Constitution.



Membership Duration

Year		Total	% of Total
Admitted in Year 2016		40	7.1
> 1 to 3 yrs		91	16.3
> 3 to 5 yrs		69	12.3
> 5 to 10 yrs		139	24.8
> 10 to 20 yrs		145	25.9
> 20 to 30 yrs		56	10
> 30 yrs		20	3.6
Total		560	100



Board of Trustees

The Board of Trustees namely Mr Stanley Lim – Chairman, Mr Sharafdeen s/o Abdul Rasak – Honorary Treasurer and Mr Poh Key Boon – Council Member / Chairman of Land Transport Committee continued to hold in trust, the Association's property situated at 153B Goldhill Centre, Singapore 307607.

Legal Counsel

The Association reappointed Ms Wendy Tan from Morgan Lewis Stamford LLC as Legal Counsel for another one year term. Ms Tan's legal advice and professional guidance facilitated the day-to-day engagements and various work projects of the Association.



42nd Annual General Meeting

Close to 100 member-representatives and observers attended the SLA 42nd Annual General Meeting (AGM) held on 27 May 2016 at Novotel Singapore Clarke Quay. In his welcome address, Mr Stanley Lim – Chairman denoted the year before as a significant year for Singapore as the nation celebrated its 50th year. Although various challenges stood in the way due to sluggish global economic conditions, companies were putting in efforts to

critically and creatively look at business transformation, and generate problem-solving ideas. One area identified is trucking and warehousing operations, where the Association would explore with solution providers to work on a productivity-driven growth model.

Another area was internationalisation where two business missions were organised in 2015 to Indonesia –

Surabaya & Jakarta, and China – Beijing, Yinchuan & Xi'an.

With the advent of the ASEAN Economic Community and the One Belt One Road initiative, these missions were timely to allow companies to explore expansion of their businesses in the global market through collaborations and new alliances. There were also continuous efforts to promote logistics



as a career amongst tertiary students as well as the workforce. The fourth series of the Supply Chain Challenge (SCC) concluded on a high note on 27 July 2015 and provided an effective platform to outreach students. Along the same thread, the Association had been invited to participate in the National Logistics Sector Manpower Study Advisory Panel and SkillsFuture Sectoral Tripartite Committee for Logistics Sector.

The Logistics Academy (TLA) too had put in place a whole suite of training programmes, including several new courses, all geared towards a holistic approach to experiential learning for the logistics community.

Several of these are listed in the SkillsFuture directory. A new website, TLA.EDU.SG was also launched to create a community of network amongst

lecturers and participants. General members present elected the SLA Council for the term 2016/2017 and approved the minutes of the 41st AGM held on 21 May 2015, report of the Council and financial statements of the association for the year ended 31 December 2015. PKF-CAP LLP was reappointed as Auditor until the next AGM.



SLA CEO Night

Graced by Mr Poon Hong Yuen – Chief Executive of SPRING Singapore, over 120 representatives and CEOs from member-companies as well as guests were present at the CEO Night held on 04 November 2016 at Orchard Parade Hotel. Amongst them were key representatives from SPRING Singapore, IE Singapore and Workforce Singapore, as well as Container Depot Association (Singapore), SAAA@Singapore and Singapore Transport Association.

In his welcome address, Mr Stanley Lim – Chairman highlighted that several industry work initiatives had been successfully carried out under 2 Local Enterprise & Association Development Programmes (LEAD) over a period of 8

years. During this period, The Logistics Academy too was incorporated and continued to deliver quality training and lifelong learning for the logistics workforce. Mr Lim also announced that SLA would be making plans to embark on LEAD Plus, a bold move strongly bolstered by SPRING Singapore.

Mr Poon highlighted the logistics industry as an important enabler for many of the industries in Singapore and the government agencies would continue to support its players despite the challenges. He commended SLA for doing a good job in driving industry change. SPRING Singapore would continue working closely with SLA to strengthen its capabilities through LEAD Plus to





help even more logistics companies take advantage of the opportunities available. The night thus commemorated the close collaboration between the industry and

government agencies. The works and activities of the Association would not be made possible without the strong support of relevant government agencies.

Mr Poon also presented mementoes to Council Members in appreciation of their unreserved and invaluable contributions during the last 2014/2015 term.

ISO 9001:2008

The yearly surveillance visit by Lloyd's Register Quality Assurance (LRQA) to the Association and TLA took place on 05 October 2016. The inspection affirmed that the Quality Management Systems of both organisations were effectively maintained in accordance with ISO 9001:2008, with a strong focus on continuous improvement to better serve their members and participants.



Chongqing Xiyong Comprehensive Bonded Zone

Coordinated by IE Singapore, a delegation headed by Mr Liu Yun – Director from China's Chongqing Xiyong Comprehensive Bonded Zone visited SLA on 02 March 2016. The visit followed the signing of a bilateral agreement between Singapore and China on strategic cooperation.

There are four strategic sectors namely transport & logistics, finance, telecoms and aerospace and business

investments will be treated with favorable policies and attractive incentives.

A round-table discussion with 9 representatives from 8 SLA member-companies was convened, touching on investments and operating of businesses in Chongqing. Mr Stanley Lim – Chairman presided the meeting together with Ms Ng Soo Hwa

– Executive Director and Mr Max Ee – Training and Development Committee Member.



Japan International Freight Forwarders Association

Mr Masaharu Nozawa – Executive Director and Secretary General of Japan International Freight Forwarders Association Inc (JIFFA) called on SLA on 27 April 2016. He was received by Mr Stanley Lim – Chairman and Mr Thomas Sim – First Deputy Chairman then, together with the Secretariat. Besides exchanging information on the activities of both associations as well as the economic situations and education systems of both countries, the discussions centered on the steps taken by both countries in preparation for the implementation of the Safety of Life at Sea (SOLAS) regulation that would take effect from 01 July 2016.

Thai Trade Centre

A total of 22 delegates from the Thai Logistics Businesses called on SLA on 16 May 2016. The delegates were on a 4-day mission to Singapore from 16 to 19 May 2016 to establish ties with Singapore logistics companies and to study the systems adopted by Singapore logistics operators that contributed in making Singapore a logistics hub of Asia. The itinerary included visits to the port and several member-companies. They were accompanied by officials from the Thai Trade Centre who also gave a brief on TILOG – LOGISTIX, an event for businesses to discover the right logistics services and solutions. Co-organized by the Department of International Trade Promotion and Reed Tradex, it would be held in Bangkok from 21 to 23 September 2016. Presided by Mr Stanley Lim – Chairman, 18 representatives from member-companies joined the roundtable, exchanged business cards and proceeded with one-to-one introductory meetings.





Thammasat University of Thailand

Mr Thomas Sim – Second Deputy Chairman, Mr Fabian Wang – Member of Training & Development Committee and the Secretariat hosted a total of 36 delegates from the Thammasat University of Thailand on 25 August 2016.

The trip to Singapore was part of the training course on Management Skills Development conducted by the University for the Port senior executives. The Association and the delegation had a lively discussion on the trends

and development in Singapore and the region.

A full set of the SLA publications – The Practitioner's Definitive Guide was presented to the mission leader.

Yamato Holdings and Deloitte Japan

Representatives from Yamato Holdings and Deloitte Japan called on SLA on 16 September 2016. And they were received by SLA representatives headed by Mr Kay Kong Swan – First Deputy Chairman. They gave an overview of Yamato Holdings and its businesses including both parcel delivery services and refrigerated parcel delivery services. The main aim of their visit was

to share a proposed initiative to develop an international standard in collaboration with the British Standard Institute, for temperature-controlled delivery services, land transportation of chilled parcels and frozen parcels with intermediate transfers. The SLA team was in support of the proposal.



The meeting held a lively discussion and exchanged on other relevant standards in Singapore.



Indonesian Logistics & Forwarders Association

The Indonesian Logistics & Forwarders Association led a delegation of some 27 freight forwarders from Central Java to Singapore and Malaysia from 19 to 21 September 2016.

In Singapore, the delegates visited PSA and called on SLA on 19 September 2016 to meet 16 member-representatives for a business match-making session. The session with SLA was hosted by Mr Stanley Lim – Chairman and the Secretariat.

CROSS INDUSTRY EXCHANGE AND EVENTS

SLA has been identified the lead trade association for logistics and played a critical role to represent the sector. Forming strategic alliances with government agencies & bodies, other trade associations, local partners and overseas organisations, the Association continues to expose members to multiple possibilities of collaborations and partnerships through active participation in a diverse range of industry exchange platforms. The aim is to enable them to develop business capabilities, embrace new technologies, innovate and raise productivity, build partnerships with local and international associates and develop their human resource.

No.	Event Date	Event Title	Organiser
1	06 Jan 2016	Annual BCM Conference	Singapore Business Federation
2	19 Jan 2016	PSA Safety Launch 2016	PSA Corporation
3	28 Jan 2016	SBF SME Convention 2016	Singapore Business Federation
4	15 Feb 2016	UAE – Singapore Business Forum	Singapore Business Federation UAE Ministry of Economy
5	19 Feb 2016	Human Resource Seminar Series: Protect Yourself from the Pitfalls of the Employment Law	Employment and Employability Institute Singapore Human Resource Institute
6	03 - 04 Mar 2016	The Last Mile Fulfilment Asia (LMFAsia) 2016	SingEx Exhibitions
7	10 Mar 2016	Programme-Based Engagement (ProBE) Plus Forum 2016	Workplace Safety and Health Council
8	01 Apr 2016	3rd SME Centre Conference 2016	SME Centres
9	26 Apr 2016	Info-Session on Verifiable Business Continuity Plan (BCP) Initiative	Singapore Business Federation
10	28 Apr 2016	SATS Dangerous Goods Awareness Workshop: Do it Right the First Time!	SATS Airport Services
11	06 May 2016	Healthcare Logistics Familiarization Workshop & Consultancy with Networking Session for Supply Chain Leaders	Singapore Manufacturing Federation Life Sciences Industry Group SeerPharma
12	09 May 2016	Tank Storage Asia 2016 Industry Briefing	Singapore Manufacturing Federation
13	18 - 24 Jun 2016	Singapore Business Mission to Washington DC In Conjunction with Select USA Investment Summit 2016	Singapore Manufacturing Federation
14	30 Jun 2016	WSH Forum - A Safe Warehouse is an Efficient Warehouse	Workplace Safety and Health Council
15	19 Jul 2016	Robotic Solutions From Korea	Employment and Employability Institute Singapore Industrial Automation Association
16	23 - 24 Aug 2016	Logistics and Transportation Conference 2016	Container Depot Association (Singapore)
17	24 - 25 Aug 2016	Africa Singapore Business Forum	International Enterprise Singapore
18	07 - 08 Sep 2016	Supply Chain Asia Forum 2016	Supply Chain Asia
19	09 Sep 2016	Joint Industry Outreach Seminar on Strategic Trade Management	U.S. Bureau of Industry and Security U.S. Export Control and Related Border Security Japan Ministry of Economy, Trade and Industry Singapore Customs



No.	Event Date	Event Title	Organiser
20	15 Sep 2016	ITE Industry Partnership Forum 2016 – Pathways to Collaborations with ITE	Institute of Technical Education
21	30 Sep 2016	SMU Post Graduate Networking Event 2016	Singapore Management University
22	12 - 14 Oct 2016	Manufacturing Solutions Expo 2016	Singapore Manufacturing Federation Sphere Exhibits Pte Ltd
23	21 Oct 2016	Boosting Logistics Business Processes Through Infocomm Technology	A*STAR Singapore Industrial Automation Association
24	28 Oct 2016	Enabling Integration through Electronic Trade Services	International Enterprise Singapore Thomson Reuters GeTs Asia Pte Ltd
25	01 Nov 2016	Age Management Seminar 2016 on “Breaking the Invisible ‘Age’ Barrier – Building Easier, Safe and Smarter Jobs”	Singapore National Employers Federation
26	01 - 02 Nov 2016	Singapore International Robo Expo	Experia Events Pte Ltd Singapore Industrial Automation Association
27	03 Nov 2016	LED Symposium 2016	Singapore Workforce Development Agency National Trades Union Congress SPRING Singapore Ministry of Manpower
28	07 Nov 2016	National Security Conference 2016: Fight the Dark Side	Singapore Business Federation
29	18 Nov 2016	Visiting Experts Series - Return to Work	Workplace Safety & Health Council
30	22 Nov 2016	THINK Innovation! 3.0: E-Commerce – Gearing Up for the New Future	The Logistics Institute - Asia Pacific Workforce Singapore
31	23 Nov 2016	ASCENT Series: Technological Innovations in Last Mile Delivery	Singapore Computer Society
32	23 Nov 2016	SBF Mission to Iskandar Malaysia – Business Space Solutions with EcoWorld Group	Singapore Business Federation
33	30 Nov 2016	SBF Mission to Iskandar Malaysia - Industrial Space Solutions with WB Land	Singapore Business Federation
34	07 Dec 2016	SBF Manufacturing Business Solutions Visit to Bintan & Batam	Singapore Business Federation

The Last Mile Fulfilment Asia 2016

SLA supported and participated as an exhibitor at the Last Mile Fulfilment Asia from 03 to 04 March 2016 at Singapore EXPO. Organised by SingEx Exhibitions with the theme “eCommerce Beyond Borders”, the conference featured a strong line up of over 70 international speakers across the

retail, eCommerce, logistics, and parcel industries, along with multinational exhibitors that showcased their products, innovations and solutions from the entire fulfilment ecosystem. The SLA booth showcased SLA membership and training programmes offered by The Logistics Academy.



Supply Chain Asia Forum 2016

SLA participated at the exhibition of the Supply Chain Asia Forum 2016 organized by Supply Chain Asia from 07 to 08 September 2016 to promote membership and training programmes offered by The Logistics Academy. With the theme “Future Proofing your Supply Chain”, the forum provided a platform for networking as well as sharing of knowledge, trends and development impacting the industry.





FRAMEWORK

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The vision of the Association to represent members and the logistics fraternity qualifies in its operative **framework**. The close alliance forged with various stakeholders will bolster all drives to level up the industry. The collective efforts know no bounds.

Representations

Ministry of Defence

Advisory Council on Community Relations in Defence (ACCORD)

Mr Thomas Sim

Ministry of Finance

IRAS – Taxpayer Feedback Panel

Mr Ken Koh

Singapore Customs – Strategic Goods Regulatory Procedures Task Force

Mr Stanley Lim

Mr Gerry Tan

Ministry of Home Affairs

Safer Roads Industry Taskforce

Mr Stanley Lim

Ministry of Manpower

MOM – WSH Council (Workplace Health) Committee

Mr Teo Woon Hun

MOM – WSH Council (Logistics and Transport) Committee

Mr Yap Chee Sing
(till 30 November 2016)

WDA – Employability Skills & Training Council

Mr Thomas Sim

WDA – Manufacturing Generic Skills Validation Council

Mr Thomas Sim

Ministry of Trade and Industry

EDB – SMART Logistics Working Committee

Mr Teo Woon Hun

EDB – Sectoral Tripartite Committee (STC) for the Logistics Sector

Mr Stanley Lim

SPRING – Manufacturing Standards Committee

Mr Teo Woon Hun

SPRING – Logistics Technical Committee (Manufacturing Standards Committee)

Mr Teo Woon Hun

SPRING – Last Mile Delivery Working Group (Logistics Technical Committee)

Mr Teo Woon Hun

SPRING – Practices of Container Depots Working Group (Logistics Technical Committee)

Mr Teo Woon Hun

SPRING – National Mirror Working Group for ISO/TC 104 “Freight Containers” (Logistics Technical Committee)

Mr Teo Woon Hun

SPRING – CP 30:1985 - Code of Practice for Safe loading on vehicles

Mr Steve Huang

Ministry of Transport

MOT – National Transit Transport Coordinating Committee

Mr Stanley Lim

Mr Thomas Sim

CAAS – e-freight@SG Network Steering Committee

Mr Gerry Tan

CAAS – APSC Cargo Workgroup

Mr Gerry Tan

LTA – Workgroup to Review the Safety of Workers Transported on Lorries

Mr Poh Key Boon

Infocomm Media Development Authority

Working Committee for Urban Logistics

Mr Jason Teo

Institute of Higher Learning

Republic Polytechnic – Centre of Innovation for Supply Chain Management Advisory Committee

Mr Gerry Tan

SIM University – Advisory Panel for the Logistics and Supply Chain Management Programme

Mr Stanley Lim

Singapore Business Federation

Small and Medium Enterprises Committee

Mr Stanley Lim

Local Enterprise and Association Development Programme (LEAD)

In a panel discussion held at the LEAD Partners Dinner on 10 May 2016 at ParkRoyal on Beach Road Hotel, Mr S Iswaran - Minister (Industry) from Ministry of Trade & Industry announced that International Enterprise (IE) Singapore and SPRING Singapore would set aside a grant budget of about S\$90 million over the next five years to develop industries through LEAD. This is a 20% increase from the \$75 million

set aside for the programme in 2011. The fund supports trade associations and chambers like SLA to undertake projects that will drive industry transformation for evolving sectorial needs.

Since 2007, SLA benefitted from 2 tranches of LEAD grant, rolling out initiatives covering industry branding, productivity improvement, skills development and talent attraction as well

as internationalization. They not only helped our members improve capabilities and grow their businesses, the support also helped foster collaboration among various stakeholders.

Several SLA Council Members and the Executive Director joined business leaders and members of other trade associations and chambers at the dinner.

LEAD 2: Supply Chain Challenge

SLA's 4-year LEAD 2 ended successfully in 2016.

The Supply Chain Challenge (SCC) themed "Young Minds . . . Future Ready Logistics Professionals" was kick started on 10 May 2016 at SIM University (UniSIM) for the fifth season.

The yearly national case competition was jointly organized by SLA and UniSIM with support from International Enterprise Singapore and SPRING Singapore. The event was graced by Ms Low Yen Ling – Parliamentary Secretary, Ministry of Education & Ministry of Trade and Industry and Mayor, South West CDC.

One of the highlights at the SCC 2016 Launch was the acknowledgement of logistics companies which participated in the pilot run of the SkillsFuture Enhanced Internship Programme for Logistics, in alignment with the nationwide SkillsFuture movement.

A total of 63 teams consisting of 232 students from the 5 local polytechnics



and ITE College East were registered for the SCC.

Unlike previous years where the competitors were presented with the challenge of analyzing and proposing solutions to one supply chain management case study, the competitors visited 8 mentor-companies and were introduced to their respective business cases.



Following a Boot Camp held on 04 June 2016 for 23 shortlisted teams, the 8 mentor-companies picked their respective final team to proceed to the mentor phase:

- ❖ Acepac International (S) Pte Ltd
- ❖ Addicon Logistics Management (S) Pte Ltd
- ❖ Bok Seng Logistics Pte Ltd
- ❖ Grande Alliance Corporation Pte Ltd
- ❖ JAS Forwarding (Singapore) Pte Ltd
- ❖ Pacific Integrated Logistics Pte Ltd
- ❖ Sin Chew Woodpaq Pte Ltd
- ❖ Warehouse Logistics Net Asia Pte Ltd
- Team Lo-cheese-stick, Republic Polytechnic
- Team Logi, Singapore Polytechnic
- Team SLS, Singapore Polytechnic
- Team Junior, Republic Polytechnic
- Team OnePunch, Republic Polytechnic
- Team JAM, Singapore Polytechnic
- Team Tanpakan, Temasek Polytechnic
- Team MY JIT, Singapore Polytechnic

The 8 finalists went through 6 weeks of mentorship. Mentors engaged their teams intensively with exchanges on industry practices and daily logistics operations. Through lively discussions, ideas on business solutions were bounced to make them practical and feasible for implementation in the companies and finally for the Finals on 22 July 2016.

The panel of judges namely Mr Gerry Tan – SLA Honorary Secretary, Mr Li Jingheng - Deputy Director of SPRING Singapore and Dr Park Byung Joon- Senior Lecturer, School of Business, UniSIM, assessed the 8 teams through their Poster Presentations before the announcement of the top 3 finalists for their final presentations.





At the Grand Finale, the teams did not fail to impress and it was unanimous amongst the judges to announce the award of the top 3 winners:

Winner and champion team : **Singapore Polytechnic – Team SLS**

Cash Prize : \$4,000

First runner-up : **Singapore Polytechnic – Team JAM**

Cash Prize : \$2,000

Second runner-up : **Republic Polytechnic – Team Lo-cheese-stick**

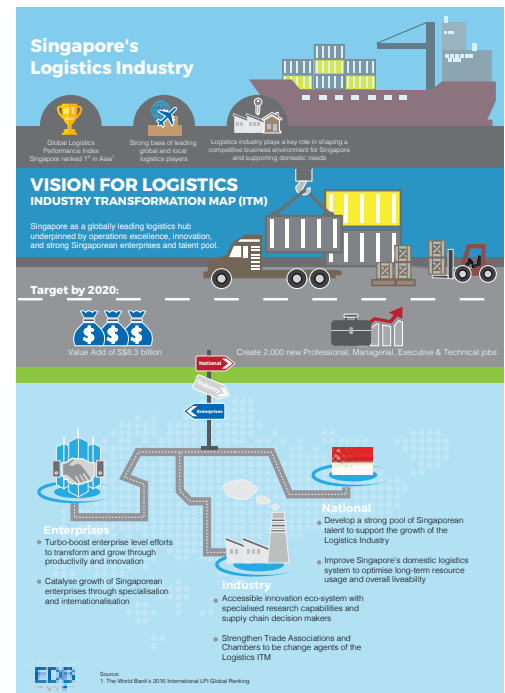
Cash Prize : \$1,000

Assoc Prof Lee Pui Mun – Dean of School of Business, UniSIM presented the Certificate of Participation to the 63 teams. Mr Stanley Lim – SLA Chairman acknowledged the invaluable contribution of the 8 mentor-companies, followed with the presentation of mementoes. Provost Prof Tsui Kai Chong of UniSIM expressed appreciation to the 3 judges and Oriel Management Pte Ltd, a valued partner of the challenge.

LEAD Plus

During Singapore Budget on 24 March 2016, Mr Heng Swee Keat – Minister for Finance announced a S\$4.5 billion package targeted at providing support to firms and industries while driving innovation. Under this programme, 23 sectors will have blueprints drawn out for them and the Industry Transformation Map (ITM) for Logistics was launched on 16 November 2016 by Mr S Iswaran - Minister for Trade and Industry (Industry) at the Ground Breaking of the JTC Logistics Hub @ Gul event. Parallel to the ITM, the government will work with trade associations and chambers and the unions to address pressing issues in the medium to long term.

SLA has been identified as the lead trade association to play a critical role. SPRING Singapore introduced and awarded SLA LEAD-Plus programme to help beef up its capabilities in guiding sectoral transformation. An Executive Committee comprising Mr Stanley Lim – Chairman, Mr Kay Kong Swan – 1st Deputy Chairman, Mr Thomas Sim – 2nd Deputy Chairman and Mr Gerry Tan – Honorary Secretary was formed to oversee SLA LEAD-Plus which will cover leadership, management, processes and services for higher value.



SkillsFuture Sectoral Tripartite Committee for the Logistics Sector

The Association is represented by Mr Stanley Lim - Chairman at the SkillsFuture Sectoral Tripartite Committee (STC) for the Logistics Sector. The committee will oversee the development and implementation of the of the Logistics Sectoral Manpower Plan which will outline a forward-looking approach to developing skills and career progression pathways, as well as plans to attract, develop and retain a Singaporean pool of talent. 2 meetings of the SkillsFuture STC for the Logistics Sector

were held during the year on 23 March and 11 August 2016 where Mr Gerry Tan – Honorary Secretary / Chairman of Air Cargo Committee and Ms Ng Soo Hwa – Executive Director attended.

An initiative of the committee, SLA was tasked to take the lead in reprising the industry branding movement and to bolster the appeal of the logistics industry. This included the production of the Logistics Industry Career Guide that was launched on 16 November 2016

in conjunction with the ITM launch. The guidebook was showcased and introduced by Mr Thomas Sim – 2nd Deputy Chairman / Chairman – Training & Development. It featured 9 logistics professionals, each with skills sets in areas like Warehouse Management & Operations, Transportation Management & Operations, Freight Forwarding & Operations, Sales and Customer Service, Logistics Solutioning & Programme Management, Logistics Process Improvement & Information System.



Singapore Budget 2016

Following the announcement of Singapore Budget 2016, Mr Kay Kong Swan – 1st Deputy Chairman represented SLA at a roundtable discussion with the Minister for Finance, Mr Heng Swee Keat on 10 March 2016 together with other industry groups.

Singapore Budget 2016 aimed to be targeted at growth sectors and how the different targeted industries could be developed.

The Singapore Business Federation (SBF) with the support of the Ministry of Finance also organized a Singapore Budget 2016 briefing on 01 April 2016 for several trade associations and chambers. SLA was represented by Mr Stanley Lim – Chairman, Mr Thomas Sim – 2nd Deputy Chairman, Mr Gerry Tan – Honorary Secretary / Chairman of Air Cargo Committee and Ms Gina Toh – Deputy Honorary Treasurer.

Singapore Corporation of Rehabilitative Enterprises

About 20 member-representatives attended a briefing session on 29 March 2016 to find out more regarding employment of ex-offenders. Representatives from the Singapore Corporation of Rehabilitative Enterprises (SCORE) explained the process of hiring these ex-offenders, support rendered to both new and existing employers as well as benefits of a potential collaboration.

Member-representatives present heard first-hand from fellow member, Poh Tiong Choon Logistics Ltd on their experience on hiring ex-offenders and the support they received from SCORE. The introductory session instilled several members to offer employment opportunities to ex-offenders.



2016 Taiwan-Singapore Logistics Exchange and Cooperation Forum

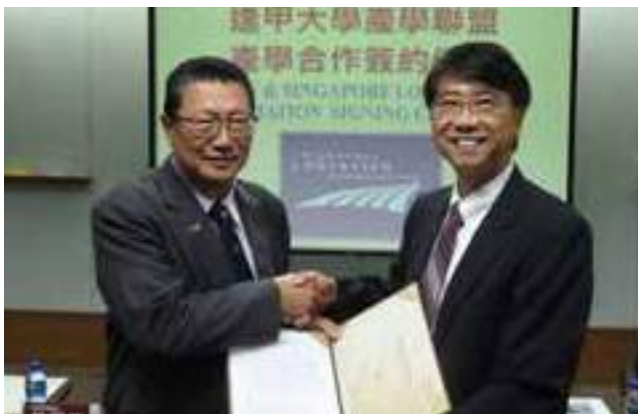
Represented by Mr Stanley Lim – Chairman, SLA signed 2 Memorandums of Understanding (MOUs) with Feng Chia University and Cross-strait Cold Chain Alliance. The signing was conducted at the Taiwan – Singapore Logistics Exchange and Corporation Forum organized by the Taiwan Freight Logistics Association (TFLA) together with the Industrial Technology Research Institute on 04 May 2016 in Taipei.

The objectives of the MOU between SLA and Feng Chia University focused on industrial and academic development while Cross-strait Cold Chain Alliance touched on business and knowledge exchange.

The forum was held in conjunction with the academic exchange and business networking from 03 to 06 May 2016 jointly put together by TFLA and the

Department of Commerce of the Taiwan Ministry of Economic Affairs.

Joining Mr Lim and the panel of speakers were Mr Max Ee of SCMi Group LLP and Mr Foo Say Chuang of CWT Limited from Singapore. Their presentations covering respective domain expertise in logistics reached out to some 40 Authorised Economic Operators in Taiwan.





Centre of Innovation for Supply Chain Management

Mr Gerry Tan – Honorary Secretary / Chairman of Air Cargo Committee has been appointed Chairperson of the Centre of Innovation for Supply Chain Management Advisory Committee for the period 01 May 2016 to 30 June 2018.

GST Guide for Export

The Inland Revenue Authority of Singapore (IRAS) organized a dialogue session on 24 May 2016 to review the Subsidiary Export Certificate and Note of Shipment as documented in the GST Guide for Export. Several member-representatives participated and gave inputs. IRAS recommended freight forwarders to keep a register of the Subsidiary Export Certificates and Notes of Shipment with effect from 01 January 2017.

NTUC U SME

The National Trades Union Congress (NTUC) U SME is a new initiative that aimed to boost productivity of both SMEs and their workers through NTUC and government programmes. The Association convened a meeting with NTUC U SME on 12 July 2016 to gain insights into their programmes, events & training programmes.

Singapore Environmental Achievement Awards 2016



The Association supported the Singapore Environmental Achievement Awards (SEAA) 2016 that was held on 20 July 2016. Organised by the Singapore Environment Council, the event was graced by Mr Masagos Zulkifli - Minister for the Environment and Water Resources. The awards aim to increase the level of environmental performance and awareness amongst organisations operating in Singapore. It also encouraged industries to adopt a more proactive approach towards managing the environment.

Tripartite Workgroup for Age Management and Job Re-design

The tripartite workgroup for age management and job re-design headed by Mr Heng Chee How – Deputy Secretary General of NTUC is tasked to:

- ❖ study challenges faced by sectors with high concentration of older workers
- ❖ develop a diagnostic tool to help companies identify areas of work which could be made more age-friendly
- ❖ identity training for line managers in job redesign
- ❖ build up an eco-system for job-redesign and age management expertise

The workgroup together with MOM and WDA have identified four target industry sectors namely retail, hotel, F & B and logistics / supply chain. Representatives from the workgroup, MOM and WDA convened a meeting with SLA on 02 August 2016 to share on the job redesign toolkit for the logistic industry, resources available and explore how it could be rolled out to the industry.



Trade Associations and Chambers Mission to USA

Mr Stanley Lim – Chairman and Mr Kay Kong Swan – 1st Deputy Chairman, together with several representatives from other trade associations and chambers (TACs) in Singapore participated at the TAC Mission to USA - Salt Lake City and San Francisco from 13 to 18 August 2016.

Organized by SPRING and IE Singapore LEAD Programme Offices, the aim of the mission was for TACs to understand the best practices of the overseas TACs such as:

- ❖ TAC governance and succession
- ❖ Process of identifying and implementing strategies and services that advance their respective industries and membership
- ❖ Ensuring relevance to attract future members

During the trip, the delegates attended the American Society of Association Executives (ASAE) Annual Meeting and Exposition at Salt Lake City organised by ASAE.



The annual conference was packed with sharing sessions on the best practices with regard to association management and governance.

ASAE also hosted several presentations and roundtable sessions at San Francisco exclusively for the delegation from Singapore on various key learning topics and exchange of ideas.

Singapore Business Federation

Mr Stanley Lim – Chairman was re-nominated as a member of the Singapore Business Federation led Small and Medium Enterprise Committee (SMEC). One of the pertinent topics discussed was the SMEC Budget Recommendations 2017.

SBF in collaboration with the Committee on the Future Economy (CFE) organised an engagement event with the theme “Pushing the Innovation Frontier, Developing Global Solutions

from Singapore” on 11 November 2016.

Mr S Iswaran – Minister for Trade & Industry (Industry) and Co-Chairman of the CFE was the Guest of Honour.

The Association was represented by Mr Stanley Lim and Council Members Ms Andelyn Oh and Mr Winston Khoo.

SLA also supported the Singapore Productivity Conference and Exhibition 2016 organized by SBF with the theme

“Upgrade. Innovate. Collaborate.” Graced by Mr Lim Swee Say – Minister of Manpower, the 2-day event on 01 - 02 November 2016 focused on:

- ❖ People Development and Skills Upgrading
- ❖ Technology and Automation
- ❖ Partnership and Collaboration
- ❖ Innovation Management: Culture, Business Models, Processes, Products and Services





MINDEF

Mr Thomas Sim – 2nd Deputy Chairman was nominated to represent SLA in the Advisory Council on Community Relations in Defence (Employer and Business) – ACCORD (E&B) for a two-year term till 31 July 2018.

Since its formation in 1984 to provide feedback to MINDEF on defence issues and foster closer ties with the community, ACCORD was restructured in 2014 to deepen engagements with employers, families, educators and members of the broader community.

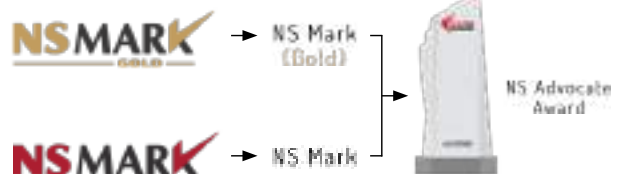
ACCORD (E&B) aims to strengthen NSmen's commitment to defence and NS through the business community and to facilitate businesses to embrace NS as a key stakeholder. It will also serve as a platform for businesses to provide feedback on NS matters and advocate on defence policies and initiatives.

Mr Sim participated in the inaugural ACCORD (E&B) meeting held on 15 November 2016. Earlier on, he attended the Total Defence Awards Gala Dinner




on 26 August 2016 where Dr Ng Eng Hen – Minister for Defence presented the Total Defence Awards to recipients. He also attended an alternate runway exercise at Lim Chu Kang Road on 13 November 2016 conducted by the Republic of Singapore Air Force (RSAF).

The exercise allowed visitors to better understand RSAF's ability to conduct aircraft operations in times of contingency. At the invitation of MINDEF, 105 employers from 47 organisations including Ms Ng Soo Hwa – Executive Director and Ms Nurliana bte M Rosli – Executive Officer, visited Seletar Camp on 22 September 2016. The visit allowed employers to better



understand the life of NSmen during In-Camp Training. This is to promote support for NS and to raise awareness of NS duties.

In another development, in support of national defence, SLA would apply for NS Mark (Gold) Accreditation following a meeting with MINDEF on 26 October 2016. Consists of two levels, NS Mark and NS Mark (Gold) is an accreditation scheme to recognise employers and organisations that support NS.



Greater achievements lie in the **synergy** of the works devoted to reinvent, improvise and stay relevant. The Association plays a defining role in harmony with stakeholders to develop, promote and enhance the logistics industry.

SYNERGY

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ASEAN

ASEAN Federation of Forwarders Associations (AFFA)

Mr Stanley Lim – Chairman and Mr Thomas Sim – 2nd Deputy Chairman represented SLA at the 26th AFFA General Meeting held on 02 December 2016 at Yangon, Myanmar.

Delegates of national logistics and freight forwarding associations from the 10 ASEAN member-countries shared the latest developments on various work

programmes. The agenda covered the development of national single window and readiness of its implementation in each country, as well as latest updates following the establishment of the ASEAN Economic Community (AEC) since December 2015.

The meeting also discussed the development and organization measures to be taken by AFFA in the face of "ASEAN

connectivity toward 2025". The bi-yearly election of the office bearers took place at the AGM.

Mr Yukki Nugrahawan Hanafi – Chairman of Indonesian Logistics and Forwarders Association became the newly elected Chairman of AFFA for the term 2016-2018 whilst Mr Stanley Lim remained as the Honorary Secretary.

AFFA Advisory Body Education & Training (ABET)

The 17th AFFA ABET Meeting was held prior to the AFFA Meeting on 01 December 2016. Mr Thomas Sim – 2nd Deputy Chairman presided over the AFFA ABET proceedings. Aside from country reports by each country, the meeting delved on the Sustainable Human Resource Development in Logistics Services for ASEAN Member States Project, the status of Formation of an Education Committee and report of status of national training programmes.



ASEAN Framework Agreement on Multimodal Transport

Senior officials from the Ministry of Transport, Land Transport Authority and SPRING Singapore called on the Association on 28 September 2016 to familiarize with the ASEAN Framework Agreement on Multimodal Transport (AFAMT). In recognition of the critical support of the transport and logistics services sector in regional and international trade, ASEAN had worked to facilitate door-to-door delivery of goods using various modes of transport under a single transport document. AFAMT was signed on 17 November 2005 in Vientiane, Laos by the 10 ASEAN Ministers of Transport. To date, Cambodia, Myanmar, Lao PDR, the Philippines, Thailand and Vietnam have ratified the Framework Agreement.



International Federation of Freight Forwarders Associations (FIATA)



FIATA HQ Session

Mr Stanley Lim – Chairman and Mr Thomas Sim – 2nd Deputy Chairman participated at the FIATA HQ Session held from 17 to 20 March 2016 in Zurich, Switzerland. The agenda covered a wide range of topics:

- ❖ Meeting of the Presidency / Extended Board
- ❖ Region Africa & the Middle East / Americas / Asia Pacific / Europe
- ❖ Airfreight Institute
- ❖ Custom Affairs Institute
- ❖ Multimodal Transport Institute
- ❖ Advisory Body Information Technology
- ❖ Advisory Body International Affairs
- ❖ Advisory Body Legal Matters
- ❖ Advisory Body Safety and Security
- ❖ Advisory Body Vocational Training
- ❖ FIATA Foundation
- ❖ FIATA Logistics Academy
- ❖ Association Members' Forum
- ❖ Session on the Future of FIATA

The assembly produced a number of actions to be taken throughout the year and further reporting took place at the FIATA World Congress 2016 held from 03 to 08 October 2016 in Dublin.



AFFA Conference cum ASEAN Forum UNESCAP Regional Conference for Logistics Service Providers FIATA – 10th Region Asia Pacific Field Meeting

The AFFA Conference cum ASEAN Forum, UNESCAP Regional Conference for Logistics Service Providers and FIATA 10th Field Meeting of the Association Members of the Region Asia-Pacific (RAP) took place on 22, 23 and 24 June 2016 respectively in Jakarta, Indonesia. The Association was represented by Mr Stanley Lim – Chairman and Mr Thomas Sim – 2nd Deputy Chairman.

Hosted by the Indonesian Logistics and Forwarders Association, the interesting presentations at the AFFA Conference cum ASEAN Forum covered:

- ❖ ASEAN Strategic Transportation Plan 2016-2025 in regards to integration of cargo movement in ASEAN by ASEAN Secretariat
- ❖ ASEAN Logistics Integration:
EU case study by Dr. Hermione Parsons
- ❖ Presentation by AFFA Security Working Group

The presentations from UNESCAP Regional Conference mapped out the latest work developments:

- ❖ Latest updates with relevance to freight forwarders, multimodal transport operators and logistics service providers by Ms Virginia Tanase – Chief, Transport and Facilitation Section, Transport Division, ESCAP.

- ❖ Cargo security and transit challenges by Mr Izhar ul-Haq Qamar – Chairman, Pakistan International Freight Forwarders Association.
- ❖ Co-modality in Providing Logistics Services by Mr Roy van den Berg – Consultant, The Netherlands.

The FIATA RAP Field Meeting covered a wide ranging agenda which include:

- ❖ Matters relating to Airfreight, Multimodal Transport, Customs Affairs, Safety and Security, Vocational Training as well as Legal Matters and International Affairs in the region.
- ❖ Indonesia Special Section with presentation by Coordinating Ministry of Economic Affairs and presentation by Indonesia Sea Port Operator – PELINDO IV – on Indonesia Maritime Highway: alternative for logistics in the archipelago.

FIATA World Congress 2016

Mr Stanley Lim – Chairman and Mr Thomas Sim – 2nd Deputy Chairman represented the Association at the FIATA World Congress (FWC) held in Dublin, Ireland from 03 to 08 October 2016.

The Congress coincided with FIATA's 90th Birthday. Founded in 1926, FIATA now represents an industry covering over 40,000 forwarding and logistics firms in 160 countries.

Hosted by the Irish International Freight Association, the congress presented a new format and welcomed an array of high level speakers to discuss key topics of the industry, with a strong accent on innovation.

One of the highlights of the congress included the signing of the IATA FIATA Air Cargo Program (IFACP) Cooperation Agreement during FIATA's Airfreight Institute's 95th meeting. Mr Zhao Huxiang – FIATA's President and Mr Tony Tyler, IATA's Director General signed the agreement to implement IFACP to replace the existing IATA Cargo Agency Program.

Other agreements with strong government support were prominently featured and attracted global and regional attention.

One of which was the signing of a Memorandum of Understanding (MOU) among DNeXPORT Sdn Bhd of Malaysia, GeTS Asia Pte Ltd (SLA member) and Tiffa Edi Services Co Ltd of Thailand on 06 October 2016 to strengthen co-operation and partnership in the field of Trade Facilitation.

The MOU signing was witnessed by Minister of Transport Malaysia Yang Berhormat Dato Sri Liow Tiong Lai.

The event also featured several networking opportunities for delegates and a great number of technology vendors in the exhibition hall.



TT Club and FIATA celebrated the achievements of young freight forwarders around the globe at the annual FWC. The 2016 Young International Freight Forwarder of the Year Award was presented to Ms Shanon Gould from Australia, representing the Asia-Pacific region.



The Association of Banks in Singapore

The Association continued to engage the banking community on possible strategic partnership and collaboration.

A meeting was convened on 21 April 2016 with The Association of Banks in Singapore (ABS) to delve on the possibility of putting in place a standard road transport document in place of delivery orders.

The current practice is that sellers and buyers mostly outsourced goods

delivery to transport to service providers and these companies issue their own documents and electronic proof of delivery. ABS would further the deliberation and seek the views of traders.

In another development, Ms Charmaine Fu – TLA's Lecturer was nominated to speak at the Annual Survey of Letter of Credit Law & Practice, organised by the Institute of International Banking Law & Practice (IIBLP) from 11 to 12 July 2016.

Safety of Life at Sea

The Association together with several logistics representatives and shipping companies attended a meeting on 31 March 2016 convened by the Maritime and Port Authority of Singapore (MPA) to delve on the amendment to the International Convention for the Safety of Life at Sea (SOLAS) before it took effect from 01 July 2016. It was affirmed that operations at PSA would remain at status quo. All containers would be weighed and the Verified Gross Mass (VGM) recognized for stowage planning and assessment by the shipper.

Member-companies were invited to a seminar on Container Weight Regulations, Chapter VI Regulation 2 organised by the Singapore Shipping Association on 10 June 2016. The workflow process for local export containers handled at PSA terminals were explained to the participants in detail.

Following the implementation on 01 July 2016, MPA conducted another meeting on 19 August 2016 for feedback and reviewed the number of containers that were shut-out due to unconfirmed VGM. Stakeholders had been urged to comply with the requirements.

With effect from 27 October 2016, PSA provided a new feature in the Electronic Shipping Note transaction in Portnet to opt for the VGM Monitoring Service. When this option is selected, export container weight exceeding the 5% VGM discrepancy would automatically be updated to PSA derived weight when the container arrived in the port. At \$1 per container, the monitoring service would prevent containers from being shut out or requiring last minute weight amendments which would incur additional charges.

Golden Chariot International Transport Award

Mr Stanley Lim — Chairman and past FIATA President was bestowed the award of “Achievement for Strengthening International Relationships in the Transport Sector” at the Golden Chariot Award Ceremony held at the end of the opening session of the 2nd meeting of the Enlarged FIATA/UIC Railway Contact Group on 12 May 2016 in Shenzhen, China. Amongst the list of winners, there were 2 from Singapore, including Singapore Airlines that won the Leader of Air Transport in 2011.





Sea Checkpoints Security Coordinating Committee

The Association, as represented by Mr John Iversen – Council Member / Chairman of Maritime Cargo Committee participated in the meetings of the Sea Checkpoints Security Coordinating Committee, a joint collaboration between Immigration & Checkpoints Authority of Singapore and Ministry of Home Affairs. With the mandate to oversee security issues at the land-based sea checkpoints, the 1st, 2nd and 3rd committee meetings were held respectively on 20 January, 23 May and 18 November 2016.

TILOG – LOGISTIX 2016

The Department of International Trade Promotion (DITP), Ministry of Commerce and Reed Tradex jointly organised TILOG – LOGISTIX 2016 from 21 to 23 September 2016 in Bangkok,

Thailand. Attended by 10,263 attendees, it was an exhibition on LSPs, technologies and solutions for ASEAN + 6. The event also featured a Singapore Pavilion, showcasing the products and services of

Singapore companies. Mr Stanley Lim – SLA Chairman was one of the speakers at the panel discussion of the Logistics 4.0 Symposium 2016.



Singapore Customs

Member-companies were invited to a one-day export control seminar on 09 September 2016 organised by the US Bureau of Industry and Security, US Export Control and Related Border Security, Japan Ministry of Economy, Trade & Industry and Singapore Customs. The seminar provided unique opportunities to delve on the recent developments on Strategic Trade Management.



Air Cargo Security Work Group

Member-companies were invited by the Air Cargo Security Work Group to a briefing on Air Cargo Security Review on 12 January 2016. The session presented the implementation plans of the approved recommendations by the National Civil Aviation Security Committee, to extend the Regulated Air Cargo Agent Regime (RCAR) to all-cargo aircraft and regulating Known Consignors.

Subsequently, a focused group discussion was held on 29 July 2016 where the attendees provided their inputs on the operational matters, cost implications and preference of the proposed increased screening implementation timeline. Member-companies were invited to a series of workshops organised between May to July 2016 to familiarize Consignors with the Known Consignor Security Programme requirements once it is implemented.



Ministry of Transport

The Ministry of Transport organized an air cargo seminar with the theme – ‘Perspectives on Facilitating Global Air Cargo Movement’ on 16 February 2016 at the Singapore Aviation Academy (SAA). Attended by local industry stakeholders, the seminar focused on regional efforts to strengthen supply chain security, as well as the global requirements pertaining to balancing of security and facilitation of air cargo and mail. SLA was represented by Mr Gerry Tan – Honorary Secretary / Chairman of Air Cargo Committee.



Civil Aviation Authority of Singapore (CAAS)

Throughout the year, the Association kept abreast of developments in the air cargo segment, notably with regard to new regulations, processes and technology.

There were numerous engagements with CAAS on programmes to raise productivity, improve competitiveness,

develop aviation talents and build a stronger brand for the Singapore aviation industry. Ms Ng Soo Hwa – Executive Director attended the CAAS Aviation Community Reception with the theme, “Advancing Singapore Aviation as One” on 01 July 2016 at ITE College East. The Guest of Honour was Mrs Josephine Teo – Senior Minister of State, Prime

Minister's Office, Ministry of Foreign Affairs and Ministry of Transport.

The main highlights include sharing of CAAS' key plans, as well as presentation of the Aviation in Schools Initiative awards and SkillsFuture Study Awards to commemorate the first batch of the Air Transport Sector.

e-freight@SG Network



The Association, as represented by Mr Gerry Tan – Honorary Secretary / Chairman of Air Cargo Committee, continued to participate in the e-freight@Singapore Steering Committee. New incentives were introduced to encourage the use of the e-freight@Singapore solution after the adoption. These incentives also intended to establish e-freight as a part of their business processes; and to encourage companies to get their partners onboard to transact with them, ultimately raising overall adoption. Several packages from CAAS and various stakeholders including SLA were rolled out in their effort to encourage adoption as a community. The challenge remains with the measured response from shippers, as they largely relay the entire operation to freight forwarders.

After several deliberations by the committee, the e-freight@Singapore was rebranded and adopted a new name, e-freight@SG Network. e-freight@SG Network was launched at the SAAA@Singapore Annual Forum: Perspectives, Bridging Effective Connections in the Air Cargo Supply Chain on 15 September 2016 at Max Atria. Mr Gerry Tan represented SLA at the unveiling of the new emblem of the Network.



The e-freight@SG Network aimed to grow the e-freight@Singapore community of air cargo shippers, forwarders and airlines. The Network comprises air cargo shippers and forwarders who have adopted one of three qualified e-freight@Singapore solutions as well as airlines that have signed up to IATA's Multilateral e-AWB Agreement. Members of the Network can enjoy benefits offered by CAAS and participating partners up to April 2019.

SLA participated in the e-freight@SG Network programme by way of giving preferential rates for air cargo courses offered by The Logistics Academy:

- ❖ Air Conventions, Conditions of Contract by Air and e-Freight
- ❖ Air DGR Awareness
- ❖ Airfreight Forwarding Appreciation

Changi Airport Group (CAG)

All through the year, the CAG worked closely with the Association to strengthen Changi Airport's connectivity across the globe.



On 28 June 2016, CAG engaged the Association for feedback on the Changi East Zone Development and several productivity projects within the air logistics community. The dialogues also delved on increasing security standards and improvements of facilities within the Changi Airfreight Centre (CAC).

One of the pertinent topics was the feasibility of a common warehouse concept, multiple users at untenanted warehouse spaces in CAC to store cargoes for a short period of time. Such a facility could benefit and help operators that experience sudden surge in inbound cargoes manage their warehousing services.

The Association outreached to SLA members and directed those interested in such a scheme to CAG.

Let's Talk! Cargo 2016

Mr Gerry Tan – Honorary Secretary / Chairman of Air Cargo Committee and Ms Ng Soo Hwa – Executive Director participated at the Let's Talk Cargo! 2016 on 25 February 2016. Aside from CAG, the other speakers were from EDB, IE Singapore, and companies covering consultancy, e-commerce and pharmaceutical industry. The papers contained an overview of air cargo performance, outlook, trends and projections. The presentation from IE Singapore touched on the One-Belt-One-Road initiative and how it could potentially impact Singapore.

AIR CARGO COMMITTEE

Annual Airport Celebration 2016

Mr Gerry Tan – Honorary Secretary / Chairman of Air Cargo Committee represented the Association at the Annual Airport Celebration that was held on 02 March 2016 to commemorate a year of exceptional service to Changi Airport's every-day service heroes. The Coordinating Minister for Infrastructure and Minister for Transport, Mr Khaw Boon Wan graced the event.



Changi Airline Awards

The Association was represented by Mr Gerry Tan – Honorary Secretary / Chairman of Air Cargo Committee at the annual Changi Airline Awards on 28 April 2016 at Grand Hyatt Singapore where 25 awards were presented across six categories to airlines that have contributed most significantly to the growth of the Singapore air hub in 2015.



PSA Monthly & Quarterly Meetings

SLA continued to participate actively at the monthly dialogue sessions and quarterly meetings hosted by PSA together with the Immigration & Checkpoints Authority of Singapore, Singapore Customs and other trade associations namely, Container Depot Association (Singapore) and Singapore Transport Association.

Besides the regular exchange of industry feedback and suggestions aimed at enhancing efficiency of port operations, the dialogues also delved on global matters that impacted the port operations in Singapore. One of the important agenda item was the amendment to the International Convention for the Safety of Life at Sea (SOLAS) that took effect from 01 July 2016 which affected operations at PSA. Although there were a number of rejected export containers and overladen cases detected at the PSA gates during the first few weeks of implementation, the number was gradually reduced to insignificant due to PSA's constant engagements with the

community. Another pertinent topic was the handling of containers and berthing of vessels operated by the insolvent Hanjin Shipping that left many ships stranded at sea.

PSA orchestrated prompt steps to broadcast several advisories to the community on affected vessels that would berth at PSA port. For delivery, a deposit of \$5,000 per container was required, deemed necessary to facilitate cargo flow and minimise disruptions to the supply chain.

PSA would refund the deposit when the empty container was returned to the designated depot / yard. The entire operation was facilitated. As part of



PSA's work plan for Year 2016, the Pasir Panjang Terminal (PPT) Building Gate 3 for containerized cargoes commenced the first phase of operation from 28 September 2016, complementing PPT Gate 4.

The phase development would continue in 2017. Organised jointly with the Traffic Police, the Annual Safety Briefings for prime mover drivers were conducted by PSA over 8 sessions from 07 August to 04 September 2016.

PSA Safety Launch 2016

The annual PSA Safety Launch was held on 19 January 2016. Amongst the commendations, the Most Safety Conscious Haulier Driver Awards were presented to deserving drivers who practiced safe driving. The launch was also an initiative to

inculcate safety awareness amongst drivers while recognizing and encouraging drivers to achieve good safety performance in their day-to-day operations. Together with CDAS and STA, the Association supported and co-sponsored the awards.

9 prime mover drivers who excelled in safety performance won the Most Safety Conscious Haulier Driver Awards. 5 of them were hailed from the following SLA member-companies:

Company	Driver
Bok Seng Logistics Pte Ltd	Mr See Seng Chai
GKE Express Logistics Pte Ltd	Mr Teo Seng Huat
iG Logistics Pte Ltd	Mr Fu Licheng
Pan Ocean Transport Pte Ltd	Mr Ong Yeo Teck
SH Cogent Logistics Pte Ltd	Mr Zulkefli Bin Hussien



Land Transport Authority (LTA)

On 09 September 2016, LTA conducted a briefing for SLA members on enhancements to the revised Oversized Vehicle Movement (OVM) regime. With effect from 10 October 2016, the OVM regime implemented new width requirements for permit and auxiliary

police escort as well as a new permit condition to enhance the visibility of oversized vehicles.

In another development, LTA convened meetings with the Association on 21 October 2016 and 28 November

2016 to share on a new initiative to mandate all lorry cranes to be fitted with an Audio Warning System.

This would mitigate the risk of over-height lorry cranes from hitting overhead road structures.



Logistics & Transportation Conference 2016

SLA supported the Logistics & Transportation Conference 2016 organised by the Container Depot Association (Singapore) on 23 and 24 August 2016 at Furama City Centre.

Graced by Mr S Iswaran – Minister for Trade and Industry (Industry), two industry-led initiatives supported by SPRING Singapore were launched

during the event. The first initiative is the eCTS which aims to connect all container logistics companies through a common platform. The second initiative is the TR53:2016, a technical reference on container depot operations, which provides guidelines on the general layout, safety requirement and information exchange with back-end administration. Both initiatives purport to help ensure

smooth operations between container trucking operators and container depot operators.

Mr Stanley Lim – Chairman participated at the panel discussion that expounded on the hot topic, “What does a Smart Nation mean to the SME Business of Logistics and Transportation?”



Singapore Manufacturing Federation (SMF)

At the invitation of SMF, Mr Steve Huang – Senior Operations Manager of Poh Tiong Choon Logistics, SLA member, represented the Association in the Working Group for the review of CP 30:1985 – Code of Practice for Safe loading on vehicles. The code serves to guide transport operators, drivers and loading staff on basic safety principles that must be followed generally and the precautions to be taken in ensuring the safe carriage of the more common types of load.

Workplace Safety & Health Council

WSH Council (Logistics and Transport Committee)

Represented by Mr Yap Chee Sing – Council Member, the WSH Council (Logistics and Transport) Committee took on a number of work initiatives throughout the year.

This included the launch of a notebook to promote Drivers' with Safe Driving Tips that were distributed to associations, the promulgation of the WSH Innovation Award for Logistics & Transport Sector as well as promoting and reviewing the WSH Guidelines on Workplace Housekeeping. The committee also



highlighted the rise in the number of fatalities and injuries in the logistics and transport sector involving warehousing activities.

Slips, trips and falls as well as struck by moving objects were the most common incident types in the warehouses.

WSH Forum

SLA member-companies were invited to the WSH Forum – A Safe Warehouse is an Efficient Warehouse on 30 June 2016. The forum was jointly organised by the WSH Council and MOM with support of the SME Centre@SMF. The forum centred on the sharing of case studies and inspection findings on warehouse safety as well as the importance of managing traffic in warehouses and the

good practices to minimise traffic risks. Useful information such as the rack system selection criteria, common problems faced and solutions were shared with the participants. There was also sharing on the 5S approach of good housekeeping at the workplace, chemical management and GHS implementation in warehouse and the concept of Return-to-Work.

WSH CEO Lunch-dialogue

Mr Stanley Lim – Chairman attended a CEO lunch-dialogue on WSH with Mr Sam Tan – Minister of State for Manpower on 31 October 2016. Some 15 senior officials from the logistics and transport industry were present. The series of lunch-dialogue with CEOs of various sectors aimed to better understand WSH challenges and initiatives taken by companies to improve their WSH performance.

TrafficSAFE

The Ministry of Manpower (MOM) piloted a new WSH assistance program named TrafficSAFE to raise awareness, guide employers on traffic safety management and help them assess and implement practices within their workplaces. The programme consisted of onsite visits conducted by WSH professionals to engage the employers, review their onsite traffic safety management plans and guide them on physical implementation of relevant control measures. A total of eight member-companies participated in the pilot program.



WSH Awards

The annual WSH Awards are presented by the WSH Council and supported by the Ministry of Manpower. The awards recognize organizations and individuals who have contributed to achieving excellence in workplace safety and health. In 2016, a new category – WSH Innovation Awards 2016 for Logistics and Transport Sector was created.




The award aims to recognise work teams in the Logistics and Transport sector

which have initiated innovative practices or solutions that improve safety and health in the workplace.

The Association championed and coordinated the inaugural WSH Innovation Award for Logistics & Transport Sector 2016 and drive participation amongst logistics companies. An introductory briefing of the WSH Innovation Awards 2016 for the Logistics and Transport Sector took place on

01 February 2016. Conducted by WSH Council, the briefing was well attended by organisations in the sector. A total of 6 finalists made spirited presentations on 13 May 2016 to a judging panel comprising Mr Thomas Teo – Senior Assistant Director, OSH Inspectorate Department of MOM, Mr Perry Hung – Manager, Industry Practices, Sensing and Engagement Department of WSH Council and Associate Professor Lee Pui Mun – Dean for School of Business, SIM University.



	Company	Team	Project
GOLD	SATS Ltd	SATS Maintenance	Tractor Tow Hitch Sensor
SILVER	CEVA Logistics Singapore Pte Ltd 	The Flying Carpet	A Pallet that Floats on Air
BRONZE	Bok Seng Logistics Pte Ltd 	Project IPL	To Enhance Operational Safety for Conventional Trucking
COMMENDATION	Katoen Natie Singapore (Jurong) Pte Ltd 	Katoen Natie	SINTRA
	PSA Corporation Ltd	PSA Engineering Team	Safe Height Trolley
	SMRT Buses Ltd	Singapore Bus Training and Evaluation Centre	Evidence-based Proactive Training for Bus Professionals in Singapore

All 6 finalists including the award winners received the Certificate of Commendation from Mr Stanley Lim – Chairman and Mr Lai Poon Piau – Executive Director of WSH Council at the award ceremony held on 27 May 2016 following the SLA AGM.

Ms Ng Soo Hwa – Executive Director represented SLA at the Annual WSH Awards Gala Dinner held on 27 July 2016. She joined other sector representatives and winners of the WSH Innovation Awards 2016 for a gallery shot during the dinner. The Minister of State for Manpower, Mr Sam Tan graced the event.



Business Continuity Management (BCM)

A collaborative effort between SLA and the Singapore Business Federation (SBF), the BCM - Readiness Framework handbook for companies in the cold chain, warehousing and storage industry was introduced at the BCM Annual Conference on 06 January 2016. The standards enable businesses to understand and prioritise

the threats to their businesses, as well as put in place a management system to protect against, reduce the likelihood of, and ensure that the business recovers from disruptive incidents.

As the BCM focal point, SBF invited SLA member-companies to an Info-Session

on Verifiable Business Continuity Plan (BCP) Initiative, "Plan to be Future-Ready, Today!" on 26 April 2016. The Verifiable BCP Initiative enables Singapore companies to tap on SPRING Singapore's Capability Development Grant to develop their BCPs and contingency measures to address specific and recurring scenarios.

Centre of Innovation – Supply Chain Management

At the invitation of the Centre of Innovation – Supply Chain Management (COI-SCM), close to 20 representatives from 10 member-companies attended a session on 26 April 2016 at Republic Polytechnic to gain an appreciation on Container Transport Performance Measurement. Using real historical data of a member-company, Mr Dennis Quek – Director, COI-SCM shared the insights from the analysis, and how those findings can translate to productivity improvement opportunities for companies and the industry.



SPRING - Logistics Associations Meetings

SPRING Singapore actively engaged the Association to examine the common problems and pain points in the haulage industry.

On 02 February 2016 and 11 March 2016, SPRING Singapore coordinated the SPRING-Logistics Associations meetings together with SLA, CDAS, SAAA@Singapore and STA to align all efforts in developing the industry. The meetings facilitated discussions surrounding the next generation platform and its potential applications. One of the proposed initiatives included the U-Drive solutions, a B2B transport job sharing platform.



Industry Transformation Map for Logistics Industry

The ITM for Logistics was launched on 16 November 2016 by Mr S Iswaran - Minister for Trade and Industry (Industry) at the Ground Breaking of the JTC Logistics Hub @ Gul event. The road map for logistics aims at reinforcing Singapore's position as a global logistics hub. It is set to add \$8.3 billion in value to the sector and create 2,000 jobs for professionals, managers, executives and technicians (PMETs) by the end of the decade. ITM will support enterprise-level efforts to transform and grow through productivity and innovation. It aims to nurture a strong Singaporean core through talent development and in turn

will help companies, in particular, the SMEs to scale up and internationalise.

The message was echoed by Mr Kay Kong Swan – 1st Deputy Chairman / Chairman – Logistics Services Committee during the interview by Channel News Asia at the event.

In conjunction with the ITM launch, the Logistics Industry Career Guide was showcased. Mr Thomas Sim – 2nd Deputy Chairman / Chairman – Training & Development walked the Minister through the eGuide which featured 9 logistics professionals and the career

opportunities in logistics.

Mr Ken Koh – Council Member / Chairman – Innovation & Collaborative Technology was invited to be in the interview panel together with Dr Koh Poh Koon - Minister of State, Ministry of National Development & Ministry of Trade and Industry on “Hello Singapore”. A news/current affairs programme produced by Mediacorp Channel 8, the episode was broadcasted on 18 November 2016. Dr Koh Poh Koon gave his insights on the Logistics ITM while Mr Ken Koh shared on SLA's role in transforming the industry.

JTC Corporation

Mr Kay Kong Swan- 1st Deputy Chairman, Mr Thomas Sim – 2nd Deputy Chairman, Mr Gerry Tan – Honorary Secretary / Chairman of Air Cargo Committee, Mr Ken Koh – Council Member / Chairman of Innovation and Collaborative Technology and the Secretariat attended the Ground Breaking of the JTC Logistics Hub @ Gul on 16 November 2016. Mr S Iswaran - Minister for Trade and Industry (Industry) graced the event. The property would be Singapore's first high-rise, multi-tenanted facility to house Inland Container Depots, warehouses and heavy vehicle park within a single development. Mr Kay Kong Swan represented SLA at the symbolic Ground Breaking Ceremony.



The Innovation & Collaborative Technology (ICT) Committee is refreshed from the former e-Logistics / Technology Committee with the following revised Terms of Reference:

Creating synergy with industry partners and raising awareness on smart innovation and digital technology so as to benefit the members.

The renaming and re-scoping of the committee is in response to the changing trend of the logistics industry with proliferating adoption of new technologies and e-commerce activities. A redefinition in the scope of the ICT Committee is also in line with the Industry Transformation Map to drive innovation and adopt automation / technology to boost productivity.

Throughout the year, the Association engaged closely with government agencies and solutions providers to acquaint with packages made available to companies in the logistics sector.

With emerging technologies, the Association would constantly assess the operational processes and requirements of members. Through collaborative events with other trade associations and business associations, SLA members were kept abreast with new industry updates.



Internet of Things (IoT) Asia 2016

Jointly organised by the Singapore Industrial Automation Association (SIAA) and SingEx Exhibitions, IoT Asia was held from 30 to 31 March 2016 at Singapore EXPO, with SLA as one of the supporting organizations. Themed “Losing the Gap: from Vision to Reality”, the event was graced by Dr Vivian Balakrishnan, Singapore’s Minister for Foreign Affairs and Minister-in-Charge of Smart Nation Initiative. The event revealed new insights on emerging trends, new key technologies and directions for IoT’s proliferation in the region. It also stimulated in-depth discussions to drive business collaborations in the region and undertake the real nuts and bolts of IoT implementation to make it a reality.

TR46 : 2016 Technical Reference for Last Mile Delivery – eCommerce Data Interchange

The Singapore Manufacturing Federation - Standards Development Organisation (SMF-SDO), Infocomm Development Authority of Singapore (IDA) and SPRING Singapore jointly launched the Technical Reference TR46 : 2016 for Last Mile Delivery – eCommerce Data Interchange on 12 April 2016. eCommerce retailers and logistics service providers can now look forward to streamlining delivery processes by implementing the TR46. A world’s first, TR46 provides guidelines for companies to adopt a common dataset to boost efficiency by reducing time, minimizing

errors in the process chain and providing a seamless transactional experience for customers.

TR46 is the culmination of efforts by key industry representatives in the Last Mile Delivery Working Group of the Technical Committee for Logistics, which comes under the purview of the Manufacturing Standards Committee managed by SMF-SDO. SLA is represented by Mr Teo Woon Hun – SLA Deputy Honorary Secretary. The ICT Committee convened a meeting with Info-communications Media Development



Authority of Singapore (IMDA) and SPRING Singapore on 26 October 2016 to delve on the TR46:2016.

As part of a continuous project, IMDA aimed to upgrade it to the Singapore Standards and be the benchmark and



reference for the region. A Working Group was formed to look at training, development of a platform for ecommerce LSPs using TR 46 and an accreditation program to recognise LSPs complying with TR46. SLA is represented by Mr Chan Hsien Hung – ICT Committee Member in the working group.

Wong Fong Industries Limited

At the invitation of Wong Fong Industries Limited, SLA organised a site visit for members on 25 August 2016. The company is the leading providers of land transport engineering solutions. The Wong Fong Research and Innovation Centre (WFRIC) was established in 2013 to research on the future of the transportation industries.

The evening saw the coming together of over 50 SLA members and industry practitioners to network and expand their business contacts. The members had the opportunities to view their range of electric vehicles and fast charging batteries.



Simplifying Logistics through Technology Adoption

SLA together with A*STAR co-organised the half-day presentation on Simplifying Logistics through Technology Adoption on 28 October 2016, with support from the Workforce Singapore.

A group of 67 representatives from 22 member-companies and organisations from various sectors were introduced to several affordable plug-and-play technology solutions that companies

could adopt to improve productivity. Besides the sharing from A*STAR's manufacturing arm, Singapore Institute of Manufacturing Technology (SIMTech) on Collection, Delivery & Management System, wfMOBILE™ and Vehicle Routing Optimisation, the line-up include VersaFleet on logistics trends of disruption and digitisation as well as Enhanzom on FITPRISE Enterprise Management System. The participants



also toured the mini booth exhibition showcasing the solutions during the networking session.


Regional SLA Trade Facilitation Platform

With support from IE Singapore, SLA was making plans to submit a proposal under the Local Enterprise and Association Development (LEAD) Programme at the end of the year to develop a regional trade facilitation platform. Working together with GeTS Asia, a member, the new portal would be a global B2B commerce platform.

It would leverage on innovative use of technology to drive cross border trade, innovation and value creation within the logistics and supply chain industry. Discussions were intensified following the signing of a Memorandum of Understanding between the Association and GeTS Asia on 22 September 2016.

The proposed new SLA portal would allow members and companies to tap on the global connectivity to gain access to the global markets and seek new growth opportunities. The preliminary plan is to build connectivity in phases, first within ASEAN, then to ASEAN + 6, and eventually to Asia Pacific, United States, Europe, Middle East/Africa and Latin America.

SLA and GeTS Asia are in close liaison with several ASEAN Federation of Forwarders Associations (AFFA) members. One of them, the Thai International Freight Forwarders Association successfully piloted a trial link with a Singapore logistics company.



The journey to better oneself to develop to the fullest potential throughout life requires constant **refuel** through acquiring new knowledge and skills. SkillsFuture is not a buzzword, but a reality in the face of ever-changing logistics landscape and demands.

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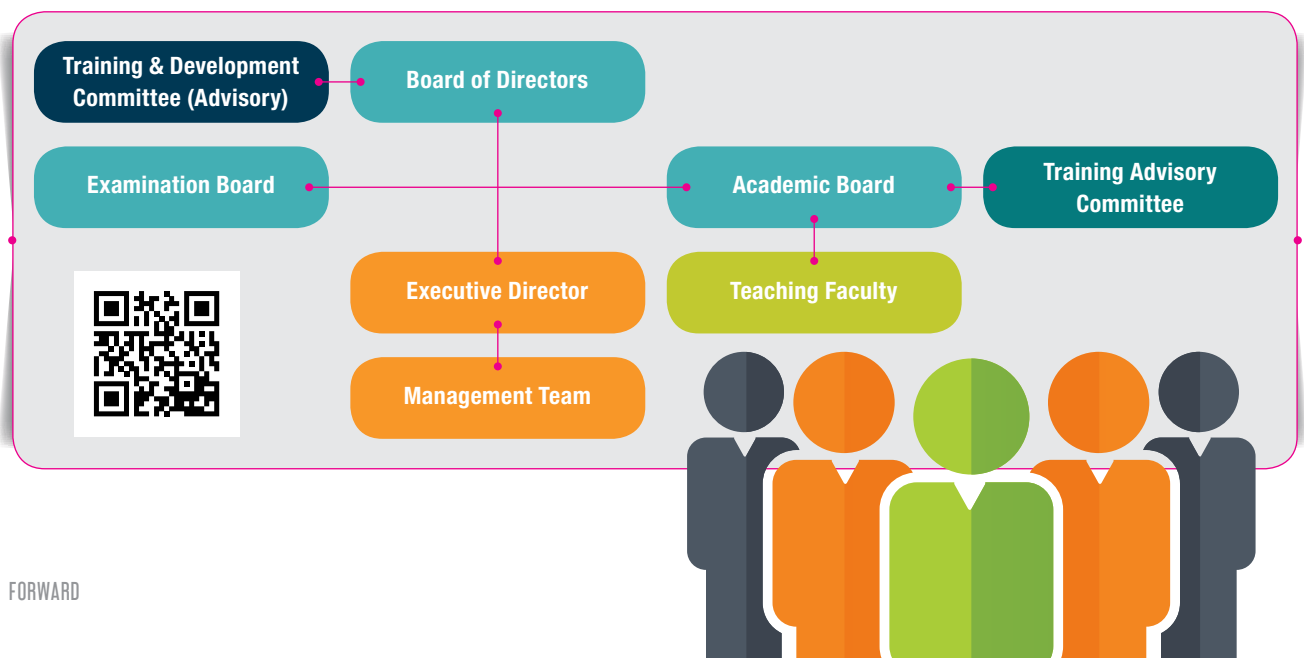
VISION

To enhance professionalism, skills and knowledge of supply chain and logistics

MISSION

To be a centre of excellence for the continuous development of supply chain and logistics profession

Organisational Chart



Board of Directors

Mr Stanley Lim	➔	SLA Chairman
Mr Thomas Sim	➔	SLA 2nd Deputy Chairman, TDC Chairman
Ms Ng Soo Hwa	➔	SLA Executive Director

The Board of Directors sets the strategic direction of The Logistics Academy to attain the goals set forth in the vision and mission statements. It is responsible for the establishment of policies, rules and regulations to ensure financial viability of Academy.

The Board of Directors conducted 2 meetings on 04 July and 02 November 2016. Quarterly meetings would be scheduled in 2017 to enable more timely deliberation of issues and foster closer communications and work coordination with the management team.

Academic Board

Chairman	➔	Mr Thomas Sim	➔	TLA Director
Members	➔	Ms Ng Soo Hwa	➔	TLA Director
		Ms Jennifer Tan	➔	TDC Member
		Mrs Chua Li Tzer	➔	Manager, Training & Development

The Academic Board formulates the policies and procedures to ensure excellent academic quality and rigour, such as to:

- ❖ Ensure that the content and duration of the modules or subjects, as well as the entry and graduation requirements of the course are appropriate.
- ❖ Approve the deployment of lecturers based on the requirements stipulated by the Committee for Private Education.
- ❖ Facilitate TLA in implementing and complying with the policies and procedures developed.
- ❖ Review the academic policies and procedures at least once a year.

The Academic Board conducted 2 meetings on 13 April and 02 November 2016.

Examination Board

Chairman	➔	Mr Bill Chua	➔	TDC Member
Members	➔	Mr Stanley Lim	➔	TLA Director
		Mr Teo Kee Boon	➔	TDC Member

The Examination Board delves on the development of examination and assessment procedures, such as developing and facilitating the implementation of procedures to:

- ❖ Ensure the security of examination scripts and answer scripts.
- ❖ Ensure the proper conduct of examinations and assessments.
- ❖ Define and ensure the proper discharge of duties and responsibilities of invigilators and markers.
- ❖ Conduct moderation of examination and assessment marks.
- ❖ Handle appeals from students with regard to examination or assessment matters.

The Examination Board convened one meeting on 30 November 2016.



Training Advisory Committee

The Training Advisory Committee is chaired by Associate Professor Tan Yan Weng - Head / Associate Professor, Logistics & Supply Chain Management Program, School of Business, SIM University. The Committee met on 07 November 2016 to review the evaluation summaries of the Specialist Training Programmes and Continuous Learning Programmes.

The meeting also deliberated on industry trends and training needs. The invaluable inputs validated the industry relevance of several proposed new training modules and helped the Academy crystalize the topics before launching the new training programmes.



Chairman

Associate Professor Tan Yan Weng ➔ Head / Associate Professor, Logistics & Supply Chain Management Program, School of Business, SIM University

Members

Mr Yee Cheng Foong ➔ Operation Manager, Distribution, Keppel Logistics Pte Ltd
Mr Daniel Tang ➔ General Manager - Operations, CWT Logistics Pte Ltd
Mr Sam Chua ➔ Senior Account Manager, SDV Logistics Singapore Pte Ltd
Mr Eric Chan ➔ Deputy General Manager, Poh Tiong Choon Logistics Ltd
Mr Thomas Chee ➔ Head of Warehouse and Operations, Wrist Far East (Singapore) Pte Ltd
Mr Peter Chua ➔ Group Sourcing Category Manager, External Products, Essilor International
Dr Tony Halim ➔ Manager – Student Development, Temasek Polytechnic
Dr Lum Kit Meng ➔ Senior Lecturer, School of Civil & Environmental Engineering, NTU
Mr Kenneth Tan ➔ Director, The Shipping Academy
Mr Victor Lam ➔ Director, L'Expertise Beaute International Pte Ltd

Specialist Training Programmes

A total of 71 applications and 475 training placements were registered for the three Specialist Training Programmes (STP) in Year 2016:



2016	Advanced Diploma in Supply Chain Management			Diploma in Integrated Logistics Management			Diploma in International Freight Management		
STP	R33/Mar	R34/Jun	R35/Sep	R42/Jan	R43/May	RR44/Aug	R39/Jan	R40/Apr	R41/Sep
New Intakes	5	2	8	9	14	5	3	9	16
Total Placements	101			200			174		

Committee for Private Education (CPE)

The Logistics Academy is once again certified by the CPE as a Private Education Institute under the Private Education Act (Chapter 247A) in Singapore. The 4-year renewal is in force till 23 February 2020. The renewal is an endorsement to the Academy's relentless efforts in complying

with the terms and conditions under the Private Education Act. It also reflects the commitment of the entire TLA faculty, Members of the Boards and management in providing quality training with the strong support from government agencies and member-companies.



FIATA Diploma

A total of 19 TLA graduates successfully applied for their FIATA Diploma in Freight Forwarding (by examination and vocational training). The three diploma programmes – SCM, ILM and IFM are validated by FIATA, facilitating TLA graduates to obtain dual qualification with a professional certificate that is recognised worldwide.



Graduation Ceremony

At the TLA Graduation Ceremony held on 22 April 2016 at Furama City Centre Hotel, graduates from the Specialist Training Programmes (STP) were conferred their Diplomas and other awards. They were applauded for their hard work and successfully completing their respective programmes. Other than the Book Prize winners, special recognition was given to the best in class, the deserving Best Achievers with acknowledgement to all sponsors; SLA member-companies, Council Members and associates:

Advanced Diploma in Supply Chain Management

Nov 2014 Intake Ms Goh Poh Suan

Diploma in Integrated Logistics Management

Jun 2014 Intake Mr Mohamed Faizal Khan Bin Emran Khan
Aug 2014 Intake Ms Chin Oi Kew
Dec 2014 Intake Mr Lawrence Chai Khieng Kong

Diploma in International Freight Management

Jul 2014 Intake Mr Peng Kian Yong
Nov 2014 Intake Ms Chin Bee Joo

Workforce Skills Qualifications (WSQ)

As part of the routine audit, WSQ conducted a Continuous Improvement Review (CIR) exercise on 25 April 2016 at TLA. With fulfilment to the terms and conditions under the WSQ framework, the Academy's Approved Training Organisation (ATO) status was renewed. TLA could continue to conduct its WSQ programmes namely, Apply Teamwork in Work Place and three other Assessment-Only-Pathway (AOP) on Manage Supply

Chain Operations, Manage Multi-modal Project Transportation and Manage Trade Instruments, Documentation & Regulations for International Transport.

The three AOP form part of learning for the participants of the three Specialist Training Programmes applying for enhanced funding under SkillsFuture Singapore Agency (SSG). A total of 41 participants qualified for SSG Category B

enhanced funding scheme through the Assessment-Only-Pathway (AOP) in January, May and December 2016.

The SSG Category B enhanced funding scheme for the Specialist Training Programmes was successfully renewed from 01 April 2016 to 31 March 2018. Company-sponsored participants can continue to benefit from the support to upgrade themselves.

PSA Port Tour

Students from the Diploma in International Freight Management visited the PSA Pasir Panjang Terminal on 16 March 2016 and 14 September 2016. The trip was part of their course curriculum to gain an insight into the round-the-clock vast port operations. Their understanding of the port operations was further enhanced with the good guidance of the host from PSA Singapore and Mr Bryan Tay, TLA's Lecturer.



Affiliation with Universities

The recognition of TLA, leading to affiliation with universities and creating more learning opportunities for graduates is a testimony of its global recognition, good educational track-record, curriculum standards and the rigors of the assessment methodology.

University of Tasmania

The Australia Maritime College

– University of Tasmania has granted accreditation to TLA Specialist Training Programmes for its Bachelor of International Logistics (Freight Forwarding). This is in addition to the present accreditation for its Bachelor of Business degree. Facilitated by Mr John Iversen, TLA Advanced Diploma graduates are granted 10 units exemption, and now require only 13 units while TLA Diploma graduates are granted 8 units exemption and require completing 15 units to obtain the degree.



University of Melbourne

TLA Advanced Diploma in Supply Chain Management now qualifies as entry requirement to the Master in Supply Chain Management offered by the University of Melbourne following the introduction of Dr Ong Geok Quee. The Master of Supply Chain Management is a Chartered Institute of Procurement and Supply (CIPS) accredited degree.



Continuous Learning Programmes

The logistics industry is constantly innovating to become more efficient and responsive to industry needs, with better-integrated systems and improved technology. TLA is in cognizance of this trend and has developed these new courses/workshops to bring higher-value capacity building training to meet the specific needs of today's supply chain professionals.

A number of new short courses/workshops were introduced by TLA during this year:

- ❖ 1-day Airfreight Forwarding Appreciation
- ❖ 1-day SCM Future Trend – Big Data & IoT Applications
- ❖ 3-day Specialist Certificate in Effective Purchasing Management

The Maritime and Port Authority of Singapore gave TLA a 3-year renewal to conduct the Certificate in Applying IMDG.

A total of **425** learners benefitted from the following 21 Continuous Learning Programmes that spanned 42 sessions in the year 2016.

Programmes	No. of Runs	No. of Ppts
Airfreight Forwarding Appreciation	1	5
Cargo (Transportation) Insurance Workshop	1	14
How to leverage MS-Excel in Logistics	1	14
ICC Incoterms 2010	4	63
International Trade & Effective Handling/Processing of L/C	2	27
Lean Six-Sigma in Logistics I	3	19
Lean Six-Sigma in Logistics II	2	11
Lean Six-Sigma in Logistics III	2	13
SCM Future Trend – Big Data & IoT Applications	1	6
Sea Freight Forwarding Operations	4	25
Shipping Documentation - Dos and Don'ts	4	43
Standard Trading Conditions	1	9
Workshop on Project Forwarding	1	11
Certificate in Applying IMDG Code	2	25
Certificate in Logistics Operations (Bridging)	3	34
Specialist Certificate in Warehouse Management - Design & Operations	1	14
Specialist Certificate in Cold Chain Management - Pharmaceuticals & Medical Devices	2	31
Specialist Certificate in Chemical Logistics Management	1	8
Specialist Certificate in Inventory Control & Materials Management	2	20
Specialist Certificate in Effective Purchasing Management	2	20
WSQ-Apply Teamwork in Work Place	2	13





Career Fairs

The Association supported the initiatives of the Singapore Workforce Development Agency (WDA) in its outreach to the workforce to join the logistics and supply chain sectors.

The Career Fair in the Heartlands for Logistics & Supply Chain Sectors was held on 01 March 2016 at Tampines North Community Centre. Some 100 ranging from new entrants to mature job seekers were present to explore work opportunities. Spot interviews were conducted on site for various job openings with five SLA member-companies namely, A-Sonic Logistics Pte Ltd, Nippon Express (Singapore) Pte Ltd, Richland Logistics Services Pte Ltd, Schenker Singapore (Pte) Ltd and ST Logistics Pte Ltd. Mr John Iversen

– Council Member shared and gave a presentation on the nature of jobs in logistics, career pathway as well as courses available for upgrading and enhanced career progression.

On 24 May 2016, Mr Daniel Chew, TLA Course Convenor of WSQ, addressed a different group of audience – a total of 80 teachers and students from secondary students from Broadrick Secondary and Greenridge Secondary Schools. They were participating in the Career Discovery Fair which was an educational session organised first time by the Lifelong Learning Institute, a learning institute of WDA. Logistics station was part of the many industry stations that the students attended to gain insights into various career opportunities

available in Singapore. Mr Chew through his interactive delivery and simple illustrations enabled the young minds to understand the complexity of logistics.

The Career Fair @ Heartlands was held on 21 June 2016 at Woodlands Galaxy Community Club by WDA. The event was part of the Career Series with an initiative to help Singaporeans adapt to changing job demands, to reskill, switch careers or to take on new jobs. Four SLA member-companies namely Sankyu (Singapore), Katoen Natie Singapore (Jurong), ST Logistics and LF Logistics Services conducted spot interviews for various job openings in their companies. Learning opportunities through TLA were also explained to the job seekers.

Institute of Higher Learnings (IHLs)

Polytechnics

In line with its mission to promote professionalism in the logistics industry, the Association continued to support the worthy cause of education through its generous sponsorship of awards to best achievers at IHLs.

Ms Belinda Eng Jing Min, who graduated from Temasek Polytechnic on 9 May 2016 with a Diploma with Merit in Logistics & Operations Management, was the proud recipient of Singapore Logistics Association Prize for being the best student in the subject 'Bio-Chemical Logistics'.



Another SLA sponsored Diploma Prize was presented to Mr Loh June Yong who graduated with a Diploma in Supply Chain Management at the Republic Polytechnic's School of Engineering Awards Ceremony held on 10 August 2016.

SIM University

The Association participated in the SIM University (UniSIM) Open House on 27 February 2016. Representing the Association was Mr Ong Hui Si, an Operations Executive with a SLA member-company, K C Dat (Singapore) Pte Ltd who shared about the logistics industry and its career prospect. He also shared the challenges that he encountered in his day-to-day operations and how he effectively apply the "Plan-Execute-Control-Monitor" management tool at work. Mr Ong is a SLA Scholar who won the Bronze Medal of UniSIM Bachelor of Science in Logistics & Supply Chain Management in 2015.



Singapore Management University (SMU)

International Trading Professional Conversion Programme (PCP)

Mr Thomas Sim – SLA 2nd Deputy Chairman was invited to speak at the Opening of the International Trading PCP on 07 November 2016. The programme was developed by the International Trading Institute @ SMU in partnership with IE Singapore, Workforce Singapore and International Chamber of Commerce Academy. It aimed to equip mid-career professionals with skills and knowledge to be industry relevant in international trading sector. Representing the Association, Mr Sim shared the logistics scene in the ASEAN region. He would be teaching the professionals on international trade documentation in first quarter of Year 2017. The participants would be awarded with the Specialist Diploma in International Trading upon successful completion of the programme.



SMU ISE Customer Satisfaction Index of Singapore (CSISG)

TLA participated in the SMU CSISG in Year 2016 and received a good report. In general, the Academy performed well above as a PEI. The encouraging report affirmed that TLA is on the right track in pursuit of its stated mission. TLA is committed to work towards continuous improvement in striving to provide quality training.

LM Institute

The Association signed a Memorandum of Understanding with LM Institute on 23 February 2016 on collaboration through the provision of training and consultancy.

Ministry of Education

The Association was invited to a luncheon session on 04 November 2016 with Mr Tharman Shanmugaratnam - DPM, Mr Ong Ye Kung - Minister for Education (Higher Education and Skills) and Mr Ng Chee Meng - Minister for Education (Schools).

Mr Thomas Sim – SLA 2nd Deputy Chairman who represented the Association gave inputs on the future needs in terms of training in the higher education landscape. The other participants include company representatives from the logistics sector that hire graduates from ITE, local polytechnics and universities.

SkillsFuture Singapore (SSG)

Skills Framework for logistics

The Association participated in the validation of the Skills Framework for logistics spearheaded by SSG, Economic Development Board and SPRING Singapore. The purpose of this initiative is to provide a key enabler for the successful implementation of manpower plans for the logistics sector workforce including deepening of skills, career planning, design and development of training and educational pathways.

The role of the validators' involved reviewing and giving inputs on key job roles within the logistics sector, progression pathway of jobs within the logistics sector as well as work functions, tasks, skills and competencies associated with these key job roles. Representing the Association were Mr Thomas Sim – SLA 2nd Deputy Chairman, Ms Jennifer Tan of Keppel Logistics – Member of SLA Training & Development Committee and Mr Daniel Chew – TLA lecturer.

Individual Learning Portfolio Portal (ILP)

Responding to an invitation, the Association, represented by Mr Thomas Sim – SLA 2nd Deputy Chairman and the Secretariat met SSG and NCS on 09 November 2016 and provided inputs on the ILP Portal. The ILP aims to provide a one-stop online portal to help individuals plan for their education, training and career. The portal will serve to empower individuals to make well-informed career decisions and take charge of their own careers and lifelong learning. Areas of collaborations would include contributions to the content developments as well as participation from member-companies on survey on job role and interviews.

Develop your Potential for a Better Future

Discover new opportunities and write your own #skillsfuturestory

Students

Which education and career path is suitable for you? Explore opportunities to build deep skills that enable you to grow.

- Education and Career Guidance**
Learning experiences and access to ECG consultants are offered, so students can make better-informed education and career choices.
- Individual Learning Portfolio**
A one-stop, education, training and career guidance online portal for Singaporeans to discover their interests, abilities, and aspirations, and to explore various education pathways.
- Enhanced Internships**
Structured programmes and enhanced internships support better workplace learning for Polytechnic and ITE students by deepening their technical and soft skills through assignments in authentic work environments.
- Young Talent Programme**
Overseas internships and work-and-study attachments for Polytechnic and ITE students to prepare them for international assignments in their careers.

Early-Career

Secure a head start in your new career. Amplify existing skills, continually acquire new ones and build on relevant experience.

- Education and Career Guidance**
Career centre coaching services and self-help resources on the latest industry needs, as well as career and training advisory to help Singaporeans make better-informed choices.
- SkillsFuture Earn and Learn Programme**
Career head start for fresh Polytechnic and ITE graduates via a work-study programme with structured on-the-job training and facilitated classroom learning.
- P-Max**
Helps place job-seeking Professionals, Managers, Executives and Technicians (PMETs) into suitable Small and Medium Enterprises (SMEs) roles.
- SkillsFuture Credit**
Learning credits for Singaporeans aged 25 and above to pay for skill-related courses supported by public agencies.

Mid-Career

Enhance yourself professionally. Deepen your skills and aspire towards mastering them in any job.

- Skills-Based Modular Courses**
A wider range of short skills-based modular courses to help working adults acquire relevant skills and stay responsive to industry needs.
- SkillsFuture Mid-Career Enhanced Subsidy**
Receive higher subsidies of up to 90% of course fees for SkillsFuture Singapore (SSG)-supported courses and at least 90% of programme cost for Ministry of Education (MOE)-subsidised courses.
- SkillsFuture Study Awards**
Cash award of \$5,000 to help Singaporeans develop and deepen their skills in growth sectors.
- SkillsFuture Fellowships**
Cash sponsorship of \$10,000 for those with deep skills expertise to continue their pursuit of skills proficiency.

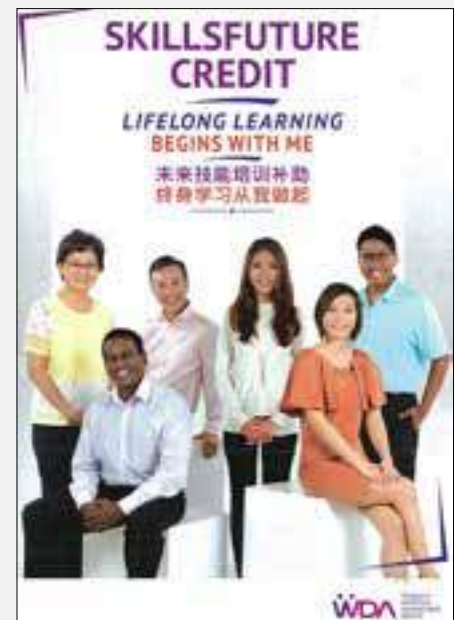
Employers

Companies need effective strategies to attract and retain valued employees. Their enhanced skills become an asset to them and to you.

- Industry Manpower Plans**
Brings employers, unions, education and training providers, trade associations and the Government together, to project future skills needs and implement plans to develop those skills in the local workforce.
- P-Max**
Helps Small and Medium Enterprises (SMEs) better recruit, train, manage and retain their newly-hired Professionals, Managers, Executives and Technicians (PMETs).
- SkillsFuture Mentors**
A pool of qualified mentors with industry-relevant skills to help supervisors and managers develop coaching and training capabilities.
- SkillsFuture Employer Awards**
Recognises employers who train and develop their employees through structured skills-based career pathways.

skillsfuture.sg

SKILLSfuture



Ordinary Members (As at 31 December 2016)

★ Singapore Registry of Accredited Multimodal Transport Operators (As at 31 December 2016)

- 20Cube Logistics Pte Ltd
- 3R Logistics Pte Ltd
- A & T Freight Management Pte Ltd
- ★ a.hartrodt (S) Logistics Pte Ltd
- A21 Logistics Pte Ltd
- Acepac International (S) Pte Ltd
- ★ Addicon Logistics Management (S) Pte Ltd
- Advant Logistics Pte Ltd
- AEO Logistics Pte Ltd
- Aerohub Logistics Pte Ltd
- AEX Shipping Pte Ltd
- Agape Logistics Pte Ltd
- AGI Freight Singapore Pte Ltd
- Agility Fairs & Events Logistics Pte Ltd
- ★ Agility International Logistics Pte Ltd
- Agility Logistics Solutions Pte Ltd
- Agility Project Logistics Pte Ltd
- AGX Logistics (S) Pte Ltd
- Ahlens Singapore Pte Ltd
- Aik Huat Transport Pte Ltd
- Air Market Logistics (S) Pte. Ltd.
- Airtropolis Express (S) Pte Ltd
- AL-Barrak Singapore Intl Pte Ltd
- Alcon Global SCM Pte Ltd
- Alkadri Express Transportation (S) Pte Ltd
- Alligator Logistics Pte Ltd
- Allport Cargo Services Logistics Pte Limited
- ★ ALPS Logistics (S) Pte Ltd
- Altron Shipping Pte Ltd
- Altus Oil & Gas Services Pte Ltd
- AM Global Pte Ltd
- Amos International (S) Pte Ltd
- Anshin Logistics Pte Ltd
- ★ Anslem Logistics Pte Ltd
- Ants Logistic Pte Ltd
- APT Showfreight (S) Pte Ltd
- Ascend International Pte Ltd
- Asia Marine Logistics Pte Ltd
- Asia Pacific Wine Hub Pte Ltd
- Asian Dellker Logistics Management Pte Ltd
- ASL Solutions Pte Ltd
- ASM Logistics (S) Pte Ltd
- A-Sonic Cargoplus Pte Ltd
- A-Sonic Logistics Pte Ltd
- ★ Astro Express Logistics Pte Ltd
- Astro Pacific Pte Ltd
- ★ Atlantic Forwarding Pte Ltd
- Aw Transport & Warehousing Pte Ltd
- Awot Global Logistics Singapore Pte Ltd
- B H S Kinetic Pte Ltd
- B.S.K. Stevedoring Pte Ltd
- Batamindo Shipping & Warehousing Pte Ltd
- Baylink Logistics Pte Ltd
- Bayswater Shipping and Forwarding Pte Ltd
- BDP (Asia Pacific) Pte Ltd
- Ben Line Agencies (S) Pte Ltd
- Beni Warehousing Pte Ltd
- Benkel International Pte Ltd
- Big Foot Logistic Pte Ltd
- BLIs Transportation and Trading Pte Ltd
- BLPL Singapore Pte Ltd
- Blue Coral Marine & Logistics Pte Ltd
- Blue Water Shipping Singapore Pte Ltd
- Bok Seng Asia Pte Ltd
- Bok Seng Logistics Pte Ltd
- Bollere Logistics Singapore Pte. Ltd.
- Broekman Logistics (S) Pte Ltd
- BSHK Logistics & Shipping Pte. Ltd.
- C & P Holdings Pte Ltd
- C & S Lines Pte Ltd
- C P World Pte Ltd
- C.H. Robinson Freight Services (Singapore) Pte Ltd
- ★ C.H. Robinson Project Logistics Pte. Ltd.
- CA Transportation & Warehousing Pte Ltd
- Cal Ship (Singapore) Pte Ltd
- Capital Logistics Services Pte Ltd
- Cargo-partner Logistics Pte Ltd
- CBG Logistics (S) Pte Ltd
- ★ Central Express Lines Pte Ltd
- Central Oceans Singapore Shipping & Trading P L
- Century Machinery Mover Services Pte Ltd
- ★ CEVA Logistics Singapore Pte Ltd
- Chasen Logistics Services Limited
- CHC Express Pte Ltd
- Cheetah Freight Express Pte Ltd
- Choon Heng Logistics Pte Ltd
- CJ korea express Asia Pte Ltd
- CLL Shipping (S) Pte Ltd
- Cogent Automotive Logistics Pte Ltd
- Cohesive Shipping Pte Ltd
- Collins Movers Pte Ltd
- Collyer Logistics (S) Pte Ltd
- Compass Rose Freight Systems Pte Ltd
- Contrans International Logistics Pte Ltd
- Cortina Logistics Pte Ltd
- Cory Brothers Shipping Agencies (S) Pte. Ltd.
- Country-Roll Containers (Pte) Ltd
- Crane Worldwide Logistics (S) Pte Ltd
- ★ Crystal Freight Services Pte Ltd
- CSE Total Logistics (S) Pte Ltd
- CTI Logistics Pte Ltd
- CWT Globelink Pte Ltd
- CWT Integrated Pte Ltd
- CWT Limited
- CWT Logistics Pte Ltd
- Dan Airfreight Pte Ltd
- DAP Asia Pacific (S) Pte Ltd
- Dawn Shipping & Transport Company (Pte) Ltd
- ★ Deugro (Singapore) Pte Ltd
- Dextrans Worldwide Pte Ltd
- DHL Global Forwarding (Singapore) Pte Ltd
- DHL Supply Chain Singapore Pte Ltd
- Diamond International Consolidators (S) Pte Ltd
- Dimerco Express Singapore Pte Ltd
- DK Ship Chartering (S) Pte Ltd
- DNKH Logistics Pte Ltd
- Drive Logistics Pte Ltd
- DST Lines Pte Ltd
- ★ DSV Air & Sea Pte Ltd
- Duta Freight International Pte Ltd
- E&C Marine Pte Ltd
- Eastrans Lines (S) Pte Ltd
- EBS Logistics Pte Ltd
- ★ EES Freight Services Pte Ltd
- EGDC Singapore Pte Ltd
- Elan Logistics Pte Ltd
- Elite International Logistics Singapore Pte Ltd
- Embassy Freight Services Pte Ltd
- Energy Logistics Pte Ltd
- Eng Choon Express Service Pte Ltd
- Eng Lee Logistics Pte Ltd
- Esprit Consortium Pte Ltd
- Euro Pac Logistics Pte Ltd
- Ever Glory Logistics Pte Ltd
- Evermarch Logistics (S) Pte Ltd
- Everprime Shipping Pte Ltd
- Evo Lines (S) Pte Ltd
- ★ F. H. Bertling Pte Ltd
- F.S. Freight Systems Pte Ltd
- ★ Fairmacs Multiline Singapore Pte Ltd
- Farwide Shipping Agencies (2013) Pte Ltd
- Feiliks Logistics Pte Ltd
- Finservice (Singapore) Pte Ltd
- ★ FLS (Singapore) Pte Ltd
- ★ FPS Global Logistics Pte Ltd
- FR. Meyers Sohn (Far East) Pte Ltd
- ★ Freight Links Express Pte Ltd
- Freight Links Logistics Pte Ltd
- Freight Systems Logistics Pte Ltd
- FT Logistics (Asia) Pte.Ltd.
- ★ Fujitrans (Asia) Pte Ltd
- GAC (Singapore) Pte Ltd
- Galaxy Logistics Pte Ltd
- Gateway Freight & Trade Pte Ltd
- GE Lines Pte Ltd
- ★ Geodis Wilson Singapore Pte Ltd
- Geometra Worldwide Movers Pte Ltd
- Germarco Shipping Agencies Pte Ltd
- GGL (Singapore) Pte Ltd
- Gilmon Transportation & Warehousing Pte Ltd
- GKE Express Logistics Pte Ltd
- GKE Freight Pte Ltd

MEMBERS

- GKE Warehousing & Logistics Pte Ltd
- GL Strategic Private Limited
- GLE Logistics (S) Pte Ltd
- Global Airfreight International Pte Ltd
- Global Alliance Logistics Pte. Ltd.
- Global Consolidators Pte Ltd
- ★ Global Container Freight Pte Ltd
- Global Projects Services Pte Ltd
- GLTC Logistics Pte Ltd
- Goldin Shipping Pte Ltd
- Goldstream Containers (Pte) Ltd
- Goodrich Asia Pacific Pte Ltd
- ★ Goodway Agencies (Shipping) Pte Ltd
- Gowell Logistics Svs Pte Ltd
- ★ Griffin Kinetic Pte Ltd
- Grocery Logistics of Singapore Pte Ltd
- Halcon Primo Logistics Pte Ltd
- Handling System Co. Pte Ltd
- Hankyu Hanshin Express (Singapore) Pte Ltd
- Harborair Logistics Pte Ltd
- ★ Harbour Handlers Pte Ltd
- Hawk Forwarders Pte Ltd
- Hazel Wrights Logistics Pte Ltd
- Heah Long Seng Transport & Trading Pte Ltd
- Hean Nerng Logistics Pte Ltd
- Heng Lim Transport Pte Ltd
- Henry Bath Singapore Pte Ltd
- Hitachi Transport System (Asia) Pte Ltd
- Hock Seng Heng Tpt & Trading Pte Ltd
- Hong Fa Logistics & Engineering Pte Ltd
- Hong Fong Logistic Pte Ltd
- Hoy San Stevedoring Pte Ltd
- Hoy San Transport Pte Ltd
- HS International Pte Ltd
- Huatong (Asia) Pte Ltd
- Huatong Inland Transport Service Pte Ltd
- Hub Distributors Services Pte Ltd
- Hub Logistics Pte Ltd
- Hup Soon Cheong Services Pte Ltd
- Hup Tat Transport Pte Ltd
- I M Logistics Solution Pte Ltd
- I. Tradelogistics Pte Ltd
- i.Logistics Pte Ltd
- ICS Cargo Services Pte Ltd
- iG Logistics Pte Ltd
- ★ iHub Freight Solutions Pte Ltd
- iHub Solutions Pte Ltd
- Indon Shipping Pte Ltd
- InfinOps Pte Ltd
- Intas Pte Ltd
- Integra 2002 Pte Ltd
- Interfreight Linc Logistics Pte Ltd
- International Freight Consultants (S) Pte Ltd
- Interroll (Asia) Pte Ltd
- Ipsen Logistics (S) Pte Ltd
- ISC Far East Pte Ltd
- ★ Island Line Pte Ltd
- Ivy Warehousing & Transportation Pte Ltd
- Jacobson Global Logistics (S) Pte Ltd
- JAS Forwarding (S) Pte Ltd
- JCL Transport and Logistics Singapore Pte. Ltd.
- JEAMS Transportation & Trading Pte. Ltd.
- Jet Air (S) Pte Ltd
- ★ Jetsea Logistics (S) Pte Ltd
- JF Hillebrand Singapore Pte Ltd
- JNC Line (S) Pte Ltd
- JOS Logistics Pte Ltd
- JSAS (Singapore) Pte Ltd
- JSI-Jet Speed Logistics (S) Pte Ltd
- Jupiter Singapore Pte Ltd
- Jurong Cold Store Pte Ltd
- Just R Enterprise Pte Ltd
- K C Dat (Singapore) Pte Ltd
- K Line Logistics (S) Pte Ltd
- Kang Logistics Pte Ltd
- Kardin Logistics Pte Ltd
- Kase Lines (S) Pte Ltd
- Kase Logistics (S) Pte Ltd
- Katoen Natie Singapore (Jurong) Pte Ltd
- Kawanishi Logistics (S) Pte Ltd
- Keihin Multi-Trans (S) Pte Ltd
- Kenzone Singapore Pte Ltd
- Keppel Container Line Pte Ltd
- ★ Keppel Logistics Pte Ltd
- Kerry Logistics Centre (Tampines) Pte Ltd
- Kim Ee Logistics (Pte) Ltd
- Kim Heng Marine & Oilfield Pte Ltd
- Kim Soon Lee Logistics (S) Pte Ltd
- Kim Soon Lee Pte Ltd
- KWE-Kintetsu World Express (S) Pte Ltd
- Kyuko Corporation Pte Ltd
- Leeway Trans-Act Pte Ltd
- Leo Shipping Agencies Pte LTD
- ★ Leschaco Pte Ltd
- LF Logistics Services Pte Ltd
- Lie Yong Logistics & Engineering Pte Ltd
- Likok Logistics Pte Ltd
- Lim Siang Huat Pte Ltd
- ★ Liner Shipping Pte Ltd
- Linkway Logistics Services Pte Ltd
- Liten Logistics Services Pte Ltd
- Loaded Services Pte Ltd
- Logtrans (Far East) Pte Ltd
- ★ Logwin Air + Ocean Singapore Pte Ltd
- Lo-Net Handling Pte Ltd
- LQ Logistics Pte Ltd
- Lucky Transport & Logistics Pte Ltd
- LV Shipping Singapore Pte Ltd
- LZOC Marine & Logistics Pte Ltd
- M & P International Freights Pte Ltd
- M + R Forwarding Pte Ltd
- Mac-Nels Line (S) Pte Ltd
- Macoline (S) Pte Ltd
- Makeway Pte Ltd
- Mandai Link Logistics Pte Ltd
- Mandate Logistics Pte Ltd
- Mansulita Logistics Pte Ltd
- Maple Freight Express (S) Pte Ltd
- Marine & Offshore Integrated Logistics (S) Pte Ltd
- Marine Port Services Pte Ltd
- Markono Logistics Pte Ltd
- Masindo Logistic Pte Ltd
- Mayor Express Freight Services Pte Ltd
- MCL Logistics Asia Pte Ltd
- Megastar Shipping Pte Ltd
- Megaton Shipping Pte Ltd
- MEP Logistics Pte Ltd
- Merlion Holdings Pte Ltd
- MES Logistics Pte Ltd
- Meteorite Logistics Services Pte. Ltd.
- MG Logistical Solutions Pte Ltd
- Michelle Art Transport Pte Ltd
- Midwest Air International Pte Ltd
- Midwest Freight and Transportation Pte Ltd
- Ming Hoe Shipping & Transportation Agency Pte Ltd
- Mini Environment Service Pte Ltd
- Mitsubishi Logistics Singapore Pte Ltd
- Mitsui-Soko (Singapore) Pte Ltd
- ★ MOL Logistics (Singapore) Pte Ltd
- Morrison Express Logistics Pte Ltd
- Movon Solutions Pte Ltd
- MSN Shipping Agencies Pte Ltd
- Naigai Nitto Singapore Pte Ltd
- Necotrans Singapore Pte Ltd
- NEK Logistics Pte Ltd
- Neo Shipping Agencies Pte Ltd
- Nexxcojaya (Singapore) Pte Ltd
- Ng Logistics & Packing Pte Ltd
- Nippon Express (Singapore) Pte Ltd
- Nissin Transport (S) Pte Ltd
- ★ NNR Global Logistics (S) Pte Ltd
- Nova Shipping & Logistics Pte Ltd
- NRS Logistics Pte Ltd
- NTL Naigai Trans Line (S) Pte Ltd
- Nu-Alliance Pte Ltd
- OECL (Singapore) Pte. Ltd.
- Ohio Express International Pte Ltd
- OHL (S) Pte Ltd
- OIA Global Logistics (Singapore) Pte Ltd
- On Time Worldwide Logistics Pte Ltd
- One World Logistics Pte Ltd
- OTC Asia Logistics Pte Ltd
- OV Logistics Pte Ltd
- Overseas Courier Service (Singapore) Pte Limited
- P.I.L. Consortium Pte Ltd
- Pacific GSSA Private Limited
- Pacific Integrated Logistics Pte Ltd
- PAL Line Pte Ltd
- Pan Asia Logistics Singapore Pte Ltd
- ★ Pan Ocean Transport Pte Ltd
- Paragon Cargo Pte Ltd
- PATA Shipping (S) Pte Ltd
- Peck Tiong Choon Transport Pte Ltd
- Penanshin (PSA KD) Pte. Ltd
- Penanshin Shipping Pte Ltd
- Pentagon Freight Services (S) Pte Ltd
- ★ Pinnacle World Transport Pte Ltd

Pioneer Districentre Pte Ltd	Shipping World Logistics Pte Ltd	Trans-Intl Shipping & Forwarding (S) Pte Ltd
PN Shipping Pte Ltd	Sigma Container Line Pte Ltd	★ Transit Air Cargo Singapore Pte Ltd
Po San Transport Pte Ltd	SILKargo Logistics (Singapore) Pte Ltd	Transliner Asia Pacific Pte Ltd
Po San Transportation Pte Ltd	SIM Solutions Pte. Ltd.	TransLiner Pte Ltd
Poh Tiong Choon Logistics Ltd	Simply Freight Services Pte Ltd	Transpeed Cargo (S) Pte Ltd
Poh Tiong Choon Shipping (Pte) Ltd	Sin Chew Woodpaq Pte Ltd	Transworld GLS (Singapore) Pte Ltd
Premiere Logistics (S) Pte Ltd	Sin Hiap Hoe Transport Pte Ltd	★ Transworld International Pte Ltd
Premium Logistics Pte Ltd	Sin-Freight International Pte Ltd	Trident Contract Resources (Pte) Ltd
PTC Delivery2Home Pte Ltd	Singapore Post Limited	Trillion Logistics Pte Ltd
Quickflo Logistics Pte Ltd	Singapore Wine Vault Pte Ltd	Tri-Net Logistics (Asia) Pte Ltd
Quijul Logistics Pte Ltd	SKK Freight Services Pte Ltd	Trinity Cargo Link Pte Ltd
R.G.R. Logistics Asia Pte Ltd	Sky Ocean Logistics (S) Pte Ltd	Triways Logistics (Singapore) Pte Ltd
RAK Logistics Holdings Pte Ltd	Skylift Consolidator (Pte) Ltd	Tropolis Logistics (S) Pte Ltd
Raks International Pte Ltd	Skylift Districentre (Pte) Ltd	Trust Logistics Pte Ltd
Regent Express Pte Ltd	Skywin Logistics Pte Ltd	Tuas Transport & Logistics Pte Ltd
Rejoice Container Services (Pte) Ltd	Slade Shipping Far East Pte Ltd	UBTS Pte Ltd
Reliance Products Pte Ltd	SNL Logistics Pte Ltd	UBTS Technologies Pte Ltd
Renus Logistics Pte Ltd	Soon Hoe Logistics Pte Ltd	U-Freight Singapore Pte Ltd
Reudan Shipping & Logistics Services Pte Ltd	Soonest Express (S) Pte Ltd	Union Services (S'pore) Pte Ltd
Rhenus Logistics Pte Ltd	Space Distribution Logistics Pte Ltd	Uniworld Logistics Pte Ltd
RichLand Logistics Services Pte Ltd	Speedmark Consolidation Service Pte Ltd	UNL Shipping & Logistics Pte Ltd
Rong De Distribution Pte Ltd	Speedway Cargo Services Pte Ltd	Valukargo Groupage Services Pte Ltd
Royal Cargo Combined Logistics (S.E.A.) Pte Ltd	Spiral Marine Pte Ltd	Vanguard Logistics Services (Singapore) Pte Ltd
Ryder-Ascent Logistics Pte Ltd	Spiral Transportation & Services Pte Ltd	VCK-Vanuatu Air (S) Pte Ltd
S&P Cold Storage Pte Ltd	St John Freight Systems Pte Ltd	Vega Orient Line Pte Ltd
S.E.T Logistics Pte Ltd	St John Lines Pte Ltd	VT Logistics Services Pte Ltd
Sab Logistics Pte Ltd	★ ST Logistics Pte Ltd	Wallenius Wilhelmsen Logistics Singapore Pte Ltd
SAC Freight Pte Ltd	ST Synthesis Pte Ltd	Warehouse Logistics Net Asia Pte Ltd
Sagawa Express Singapore Pte Ltd	St. John Logistics Singapore Pte Ltd	Warehousing & Distribution Pte Ltd
Sankyo Global Logistics (Singapore) Pte Ltd	Star Concord Pte Ltd	★ Weiss-Rohlig Singapore Pte Ltd
Sankyu (Singapore) Pte Ltd	Starline Logistics Pte Ltd	West-Street Carrier Pte Ltd
Sathya Shipping and Logistics Pte Ltd	Steadfast Services Pte Ltd	WHS Global Logistics Pte Ltd
Savino Del Bene (S) Pte Ltd	Storbest-SSHK Cold Logistics Pte. Ltd.	WHS Global Transportation Pte Ltd
SBS Logistics Holdings Singapore Pte Ltd	Store + Deliver + Logistics Pte Ltd	Winstar Logistic Pte Ltd
SBS Transpole Logistics Pte Ltd	Sydhia Logistix Communications Pte Ltd	Winstar Shipping Pte Ltd
Scan-Shipping Pte Ltd	T B C Transportation & Trading Pte Ltd	WK Forwarders Pte Ltd
Scanwell Logistics (Singapore) Pte Ltd	TA Asia Logistics Pte Ltd	WM Logistics (Worldwide) Pte. Ltd.
Schenker Singapore (Pte) Ltd	Tandem Global Logistics Singapore Pte Ltd	★ Worldgate Express Lines Pte Ltd
SCX Cargo Pte Ltd	★ Tanny Services Pte Ltd	Worldgreen Shipping Pte Ltd
SDL Logistics Pte Ltd	TCB (S.G.) Pte Ltd	★ Worldslope Shipping Pte Ltd
Sea Power Logistics Pte Ltd	Teckwah Logistics Pte Ltd	Worldway Express Pte Ltd
Seafirst Marine Services Pte. Ltd.	Tepiaob Trading & Transport Services Pte Ltd	Worldwide Shipping & Logistics (S) Pte. Ltd.
Seagull Marine Services (Pte) Ltd	Terasa-Star International Shipping Pte Ltd	WWW Cargo Pte Ltd
★ Sea-Hawk Freight Pte Ltd	TGH Logistics Pte Ltd	WYN2000 Logistics Pte Ltd
Sealand Shipping Pte Ltd	Thistle Global Logistics Pte Ltd	WYN2000 Transport & Container Services Pte Ltd
Sea-Shore Transportation Pte Ltd	THT Logistics Pte Ltd	XPO Logistics Worldwide Asia Pacific Pte. Ltd.
Seazone Freight Pte Ltd	TIC Traffic International Consortium (S) Pte. Ltd.	Yamato Tidiki Express Pte Ltd
Senator International Singapore Pte Ltd	TIM Logistics (S) Pte Ltd	Yamato Transport (S) Pte Ltd
Senkee Logistics Pte Ltd	Tiong Woon Crane Pte Ltd	Yang Kee Logistics (Singapore) Pte Ltd
SENKO International Logistics Pte Ltd	Tiong Woon Logistics Pte Ltd	Yang Kee Logistics Pte Ltd
Sensational Express & Trading Pte Ltd	TLT Transportation Pte Ltd	YCH Global Logistics Pte Ltd
SFS Global Logistics Pte Ltd	TNL Express Pte Ltd	YFE-Clark Express Pte Ltd
SG Sagawa Ameroid Pte Ltd	Toll Integrated Feeder Pte Ltd	YS Logistics (S) Pte Ltd
SG Support Service Pte Ltd	★ Toll Logistics (Asia) Limited	★ Yusen Logistics (Singapore) Pte Ltd
SH Cogent Logistics Pte Ltd	Toll Offshore Petroleum Services Pte Ltd	Zim Logistics S.E.A Pte Ltd
Shalom Movers Pte Ltd	Toyo Logistics (S) Pte Ltd	
Shenship (Singapore) Pte Ltd	Toyofuji Shipping Singapore Pte Ltd	
Shinyuu Cold Chain Solutions Pte Ltd	Trans Concorde Services Pte Ltd	
Shipco Transport Pte Ltd	Trans Global (S) Pte Ltd	

MEMBERS

Qualifying Members (As at 31 December 2016)

Apex Logistics International (S) Pte. Ltd.
CargoSavvy Pte. Ltd.
Conveyor Logistics (S) Pte Ltd
GLE Integrated Pte Ltd
Hong Li Logistics Pte Ltd
JAG Logistics Pte Ltd

Lai Huat Seng Logistics Pte. Ltd.
New Asia Logistic Services Pte. Ltd.
Octolog Pte Ltd
Peck Tiong Choon Logistics Pte. Ltd.
Pollisum Logistics Pte. Ltd.
RSL Shipping Pte Ltd

Rulewave Logistics Singapore Pte Ltd
SBS Logistics Singapore Pte Ltd
Shui Xing International Pte Ltd
Starlog Worldwide Logistics Pte Ltd

Associate Members (As at 31 December 2016)

AAK-Logistic Services
A-Plus Automation (S) Pte. Ltd.
Brian Mae Pte Ltd
Coolasia Technology Pte Ltd
CRiSTAL Solutions Pte Ltd
GeTS Asia Pte. Ltd.
Goldbell Engineering Pte Ltd
Hellmann Worldwide Logistics LLP
Hi-Tech Freight Solutions (Spore) Pte Ltd
Honan Insurance Group (Asia) Pte Ltd
I.M. Freight International

Institute of Technical Education
Kewill Pte Ltd
Linde Material Handling Asia Pacific Pte Ltd
Nanyang Polytechnic - School of Business
Management
Ngee Ann Polytechnic
Republic Polytechnic
SGS Testing & Control Services Singapore Pte Ltd
Sing Mah Wooden Cases Manufacturer Pte Ltd
Singapore Oxygen Air Liquide Private Limited
Singapore Polytechnic

Singapore Telecommunications Limited
Tee Hai Chem Pte Ltd
Temasek Polytechnic
Tradenet Services Pte Ltd
Transcontainer Limited Singapore Branch
TT Club Mutual Insurance Limited
Vcargocloud Pte Ltd
Volvo East Asia (Pte) Ltd
Watkins Syndicate Singapore Pte Ltd
Wisetech Global (SG) Pte Ltd
Zebra Technologies Asia Pacific Pte Ltd





we
can

Singapore logistics
makes everything possible

Our Manifesto

- ▶ There is no more exciting way to live than to face new challenges every day
- ▶ To know all your intellect, resources, and experience will be tested like never before
- ▶ To know you can overcome any adversity, and learn from it
- ▶ To know that without you the world would be a poorer place
- ▶ To know you are a rare individual who can fulfill your full potential
- ▶ To know that everything is possible, because I Can, You Can, WE CAN



we
can

Singapore logistics
makes everything possible

Singapore Logistics Association
2 Bukit Merah Central #04-02
Singapore 159835

MCI (P) 051/10/2016