



ANNUAL
REPORT
2014/15

SINGAPORE
SHIPPING
ASSOCIATION

**30 YEARS
ON**

NAVIGATING THE FUTURE



Alongside Singapore for over 50 years



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01

SSA MISSION STATEMENT



AS AN ASSOCIATION

The Association will protect and promote the interests of its members. It will undertake maritime related activities which are relevant and beneficial to its members.

FOR THE INDUSTRY

The Association will take the views of the maritime industry as a whole. It will play its role to promote the maritime interests in Singapore and the rest of the world. To do so, the Association will cooperate and actively engage other maritime stakeholders both locally and globally.



The Association will work closely with the government of Singapore to protect the extensive maritime interests of Singapore and to promote Singapore as a major hub port and premier International Maritime Centre.

The Association will cooperate with governmental and non-governmental organisations to promote freedom of the sea, safety at sea and to protect the environment.



02

30 YEARS OF SSA

Singapore Shipping Association commemorates 30 years of service to the industry

Not many people may know this today, but prior to 1985, Singapore's maritime landscape was fragmented, as there five very different shipping organisations representing different interests – each organization had its own goals and objectives, making discussions with government agencies less productive and more inefficient.

The Singapore shipping community felt that they needed to build up a stronger voice, especially when raising issues to the government and maritime-related agencies.

On 29 January 1985, the Singapore National Shipping Association (SNSA) was formed from an amalgamation of the five associations, namely:

- The Singapore Shipping Association (formed in May 1953) which acted primarily for shipowners in the Singapore-Indonesia trade;
- The Singapore Shipowners Association (formed in 1955) which represented the interests of foreign shipping companies involved in the Far East-Europe trade;
- The Singapore Barges and Tugs Association (formed in 1973) which drew its membership from domestic tug and barge operators;

■ The Ship Agents and Shipbrokers Association of Singapore (formed in 1978) championed the cause of bona fide shipping agents; and

■ The Singapore National Shipowners' Association (formed in 1979) which represented shipowners and the shipping trade irrespective of the types and services.

Located in the NOL Building, the SNSA started with around 135 companies in its membership and comprised mainly of shipowners, ship managers, tug and barge operators and shipping agents. The association was helmed by Mr Lua Cheng Eng, CEO of Neptune Orient Lines Ltd, who would remain as the Association's longest serving President from 1985 to 2003.

Of particular note was the fact that the SNSA secretariat started with just 3 staff, one of whom was Mr Daniel Tan who served the secretariat since day 1 of the SNSA till his retirement as Executive Director in August 2014. Today, the SSA Secretariat has grown to a current staff strength of 13.

A Plan Comes Together

Due to the severity of Singapore's recession of the mid-1980s, the government appointed an Economic Committee headed by then Minister of State for Defence and Trade and Industry Mr Lee Hsien Loong, with the task of identifying Singapore's competitive strengths and shortcomings and to propose policy changes to reclaim Singapore's competitive edge. Amongst its many pronged deliberations, the Economic Committee worked with then Trade Development Board, now International Enterprise Singapore,

to develop an international maritime programme to change the face of Singapore's maritime industry.

In light of such policy changes, the Maritime and Port Authority of Singapore (MPA) was established in February 1996 as a statutory board under the auspices of the Ministry of Transport by merging the National Maritime Board, Marine Department and regulatory departments of Port of Singapore Authority (PSA). The MPA would take on the role as Port Regulator, National Sea Transport Representative in the international arena and champion Singapore's aspiration to be a global hub port and a top International Maritime Centre. Meanwhile, PSA was restructured as PSA Corporation Limited as a port and terminal operator.

To support these changes, and to better meet the changing needs of its growing membership, the SNSA also underwent a restructuring exercise. As a result, in 1997, the SNSA was renamed the "Singapore Shipping Association" – this renewed and revamped Association would speak with one voice on both domestic and international issues, and expand its membership to ancillary services supporting the maritime industry, with co-opted representation in the council.

Today, the SSA is the most inclusive shipping association in the region. Shipowners, operators, ship managers and shipping agents are accepted as ordinary members, while those in ancillary services, including P&I clubs, banks, classification societies, insurance companies, legal firms, shipbuilders, ship repairers and ship suppliers, can join as associate

members. In this all-encompassing association, academics, specialists and retired industry professionals may sign up as individual members, while those who have done the association proud are inducted as honorary members. As of 31 March 2015, there are 277 Ordinary, 194 Associate, 1 Ordinary and 3 Honorary members in its membership.

The SSA is fortunate to have dedicated and committed members who have stepped up in growing numbers through the years to volunteer their expertise on its Council, Operational Committees, Sub-Committees and ad hoc Working Groups to advance the interests of Singapore's shipping industry. Through their active participation, the committee members have helped to streamline daily operations, enhance efficiency and establish the SSA's position as a thought leader on a host of technical and operational issues, allowing it to take a lead role in formulating a national position on regulatory issues and international conventions.

Over the years the various committees have been tweaked to respond to changing industry requirements. Currently the main Operational Committees within the SSA are as follows:

- International Committee which deals with international and macroeconomic issues affecting the shipping industry;
- Services Committee which addresses domestic issues arising from ship operations and port services, cruise industry, bunkering

as well as training for shore-based staff;

- Technical Committee which focuses on technical, environmental, maritime safety & security matters, mostly relating to developments at the International Maritime Organization (IMO) and growing concerns with the spike of piracy incidents;
- Legal and Insurance Committee reviews international legal and liability regimes developments that affect Singapore-based ship operators; and
- Offshore Services Committee to reflect the growing importance of the offshore sector and Singapore's role in its development; and
- Young Executives Group which provides a platform for staff of SSA member companies below 45 years of age to come together to organise educational, networking and community outreach activities for the membership.

Securing the future

While the association appreciates the value of experience, it also recognises the importance of self renewal. In 2006, Mr S.S. Teo as president pushed for the amendment to the SSA constitution to limit the term of the president to a maximum of three consecutive terms or 6 years, thereby ensuring that there would be sustained opportunities for leadership renewal and fresh ideas.

At this same time, this Council also set up the SSA Young Executives Group (YEG), with the intention of identifying a new generation to be



groomed to take over leadership positions in the Council. Starting off as an ad hoc group, the YEG was formally established in 2006 with a proper organizational structure, its own office bearers and clear terms of reference. Subsequently, it was inducted as a full SSA Committee in 2012. In terms of activities, the YEG has an active annual schedule – volunteering to speak at educational talks, gathering to network at cocktail events, organizing the ever popular bowling tournament for the SSA membership and frequent outreach programs to the less fortunate.

As change is the only constant in this dynamic maritime industry, this process of self-renewal helps to ensure that the SSA has a sustained pool of leaders coming forth to represent Singapore's shipping industry.

In 2005, the Association took a bold move and purchased its own premises at 59 Tras Street, fulfilling

its long-held dream of having its own premises. Located in the heart of the city, it is within reach for most members, making it a focal point for the SSA's expanding membership.

Manpower Development Initiatives

To raise the profile of the maritime industry, the SSA has been an active participant and supporter of the Maritime Outreach Network (MaritimeONE) since its inception in 2007.

Together with the Singapore Maritime Foundation, Maritime and Port Authority of Singapore and Association of Singapore Marine Industries, this partnership has synergised its efforts in heightening awareness and publicising the myriad career opportunities of our vibrant maritime industry to the general public, with a particular focus on our young people. Initiatives include but are not restricted to offering scholarships, organising career talks in schools,

sea tours, visits to maritime-related establishments and producing publications, radio and cinema advertisements. These initiatives are ever-evolving, but are always seeking to bump up the 'wow factor' and to attract more talent to our industry.

As a measure of the Association's commitment towards supporting education and encouragement of local youth to join the maritime industry, these are some key initiatives which the SSA is participating in currently:

- Tripartite Maritime Manpower Taskforce (Seafaring) and Tripartite Maritime Manpower Taskforce (Shore);
- MaritimeONE scholarships for polytechnic students embarking

in Singapore Maritime Academy's (SMA) diploma courses and Singapore Management University students selecting to undertake the Maritime Economics Concentration route;

- Travel bursaries for needy students who travel to Norway for their exchange programme under Nanyang Technological University's Bachelor of Science (Maritime Studies) programme; and
- Book vouchers for top graduands of SMA diploma courses.

Raising SSA's profile in national and international maritime fora

Over the past decades, the Association has nurtured and developed close relationships with a large number of stakeholders, both local and foreign.

In the Association's efforts to promote the interests of its members and to enhance Singapore's competitiveness as an International Maritime Centre, the SSA maintains a close working relationship with various government agencies, such as the MPA, Singapore Customs, the Immigration and Checkpoints Authority, the Republic of Singapore Navy and Police Coast Guard. In particular, the SSA has been very honoured to be called upon by the MPA to provide industry perspectives on a multitude of projects – from providing suggestions to enhance safe navigation in Singapore waters, to deliberating on every aspect of the Maritime Labour Convention and other IMO conventions to organising the Singapore Maritime Week.





In our ongoing efforts to help safeguard ships and our seafaring community, the SSA also maintains strong working relations with the Regional Agreement on Combating Piracy and Armed Robbery Against Ships in Asia (ReCAAP) Information Sharing Centre and the multi-national Information Sharing Centre (IFC) based in Singapore.

These regular dialogue sessions with our local partners have been very fruitful in resolving industry-wide shipping problems and ensured a common understanding of the needs and issues within the industry.

On the regional and international front, the SSA plays an active role in the Federation of ASEAN Shipowners Associations (FASA), boosted by fact that its Executive Director also serves as FASA's Secretary General.

Asian Shipowners Forum (ASF)

In 1997, on behalf of FASA, the SSA played host to the 6th ASF. Over 150 representatives from shipowners' associations in seven Asian regions attended the two-day meeting.

In 2004, the SSA hosted the ASF's annual gathering a second time. The 13th ASF will be remembered for years to come, as the heads of the ASF delegation were received by then Singapore Prime Minister Mr. Goh Chok Tong while President S. R. Nathan hosted them to dinner and a garden party at the Istana.

Acting through FASA, SSA continues to actively promote and support the

ASF - with the ASF membership estimated to control about 50% of the world merchant fleet today, it has become even more vital for the Asian voice to be heard.

International Chamber of Shipping (ICS)

The SSA is a member of the ICS, the principal international trade association for shipowners, where it has been taking an increasingly active role. Mr Esben Poulsson, SSA Honorary Secretary represents the Association on the Board of the ICS in London and since 2012, is one of four Vice Chairmen. As he said in a press statement, "The SSA is committed to making a meaningful contribution to the working of the ICS and I hope that through my appointment, I can add value to this effort. Singapore has become a major international maritime centre and so it is not only important for its voice to be heard internationally but for Singapore to help influence the growth and development of world shipping."

International Maritime Organization (IMO)

The SSA does not have a permanent seat nor observer status at the IMO. However, the Association is still able to participate actively as a member of the Singapore delegation led by MPA. The MPA also organises pre- and post-meeting briefings of IMO's Marine Environment Protection Committee (MEPC) and Maritime Safety (MSC) meetings so that members of the SSA are kept updated on the latest developments at the IMO.

Some good things will remain status quo

As the SSA commemorates its 30th year of service to the maritime industry and ever-evolving to meet our members changing needs, the Association is pleased to assure its members that it would continue to organise its quarterly cocktails and annual dinners, tea talks, seminars and other networking events which the membership has been so supportive of. It will also continue to provide opportunities for dedicated and committed members to serve on the Association's Council, Operational Committees, Sub-Committees and Work Groups so that together, we can continue to promote the Association's mission and goals and strive for greater heights for our industry.

Last but not least, sincere appreciation and thanks go out to each and every individual who had played a part in the Association's journey thus far. Thank you for your efforts and continued support.

Happy Birthday SSA! To more good years!

KEY MILESTONES 1985-2015



The founding Council when the SDSA was formed from 5 existing shipping related associations on 29 January 1985. In the same year, SDSA was admitted as a member of the Federation of ASEAN Shipowners Associations (FASA).

As the industry expanded, associate members were admitted to the SDSA. Initially limited to a select few, the definition was steadily broadened. Following the association's restructuring in 1996, any company aligned with the shipping industry can join as an associate member.

The SDSA Training Institute was set up to provide short development courses for shore-based staff. Initially running just 2 courses in shipping documentation and operations, the executive development programme has been offering 15 courses since 2011 with MPA Maritime Cluster Fund support for eligible participants.

The SDSA was appointed secretariat for the Singapore Maritime Employers' Federation (SMEF), the sole trade union representing maritime employers in Singapore.

1985

1986

1988

1991

SDSA held its 1st anniversary dinner on 2 June. Guest of Honour was Dr Lee Boon Yang, Minister of State, Ministry of Trade and Industry.

In the same year (1986), SDSA established the Registry of Accredited Shipping Agents. It also introduced a Guide to Shipping Agency Fees (such as B/L fees) to deter price undercutting amongst its members. This was abolished in 2006 in light of the Singapore Competition Act which came into force.





The SNSA became the permanent secretariat for FASA, the association's first permanent home in 21 years. With this responsibility, the SNSA (and in later years SSA) Executive Director takes on the role of Secretary General of FASA. In the past the FASA secretariat was rotated along with the chairmanship among the member countries.

Following a major restructuring, the Singapore Shipping Association (SSA) was formed to replace the SNSA as the representative of the shipping community. With the revamp, the association has a new logo, a new constitution and a new committee structure, in line with Singapore's aspiration to be an international maritime centre.



There was a change of guard at the SSA as Mr Teo Siong Seng succeeded Mr Lua Cheng Eng as SSA President.

1992

1996

1997

2000

2003

The Singapore Bunkering Procedure (SBP) was developed jointly by the SNSA and the then Port of Singapore Authority to safeguard the interests of buyers lifting bunkers in Singapore. It became a national standard, the CP 60, when it was adopted by the Productivity and Standards Board in 1996 and later updated as SS600:2008 and SS600:2014. Being the only national standard in the world, it was used by the International Organisation for Standardisation as a basis for the development of the ISO 13739 Petroleum Products — Procedures for the Transfer of Bunker Fuel to Ships.



Also in 1992, the Asian Shipowners Forum was formed to bring together shipowners in the region. SSA joined the ASF as a member of the FASA bloc.

The SSA officially rejoined as a member of the International Chamber of Shipping (ICS), the principal international trade association for shipowners.

KEY MILESTONES 1985-2015



SSA hosted the 13th Asian Shipowners Forum. The highlight for the meeting delegation was being received by then Singapore Prime Minister Mr Goh Chok Tong and hosted to a dinner and garden party in the Istana by President S. R. Nathan.

The constitution was amended to expand the membership to individuals and to limit the president's term in office to a maximum of three consecutive terms. In addition, amendments were incorporated giving the SSA Council greater flexibility in forming operational committees to address the association's needs.



The SSA Young Executives Group (YEG) was established.

2004

2005

2006

2007



SSA realized its long-held dream of having its own premises when it purchased a 3,500sqft conservation building at Tras Street in Tanjong Pagar. Located in the heart of the city, it is within reach for most members, making it a focal point for the SSA's expanding membership.

The MaritimeONE initiative was launched drawing together SMF, MPA, ASMI and SSA to work towards collectively raising awareness of the maritime industry as well as to profile education and career opportunities to the students and committed individuals. SSA President Mr S. S. Teo was its founding Chairman.



Mr Patrick Phoon, who had been serving on the Council continuously since 1991, takes over the helm from Mr S.S. Teo.



SSA was lead organiser of the panel discussion that launched the Maritime Labour Convention. Broadcasted globally from the bridge of 'APL Yangshan', Dr Cleopatra Doumbia-Henry, Director of International Labour Organization's (ILO) International Labour Standards Department, led the discussion with representatives from MPA, SSA and Singapore Maritime Officers Union.

The Singapore War Risk Mutual was established with the support of the SSA. SSA had mooted the idea to strengthen Singapore's offerings in the marine insurance sector.



A new logo was also unveiled in keeping with SSA's forward-going direction as the continued active voice of the Singapore shipping industry. By being anticipative, leading and collaborative, SSA continues to serve and support the interest of its members through meaningful regular dialogue with the Singapore government and other maritime associations. SSA helps Singapore to become the leading International Maritime Centre by navigating the future.

2010

2011

2013

2014

2015



The SSA celebrates its 25th anniversary with a gala dinner at the newly opened Marina Bay Sands ballroom which was graced by Deputy Prime Minister Mr Teo Chee Hean and attended by over 2000 people.

Mr Daniel Tan, Executive Director of the SSA retires after 29 years. Mr Michael Phoon takes over the running of the Secretariat.

In 2014, the SSA organised its largest gala dinner to date on its 29th anniversary. Graced by Mr Lui Tuck Yew, Minister for Transport the dinner was attended by over 2100 attendees.



As the SSA's membership becomes more international, the SSA constitution was amended to allow a representative, who is either a Singaporean or a Permanent Resident, from an ordinary member company to stand for election as president of the SSA Council.

PRESIDENT'S REPORT

"Singapore's shipping sector is gathering significant attention, and as momentum builds, it is timely that SSA has invested in fresh talent to take us to the next level."



GENERAL OUTLOOK

While the prospect for the global shipping industry remains generally weak, with freight rates still depressed, and there are still many challenges looming on the horizon, today's global economic climate is very much improved compared with the dark days of 2008 and 2009.

On the home front, I was very pleased to note that a recent report by Norwegian consulting firm Menon ranked Singapore as the world's most important maritime capital. While there remains room for improvement, especially with regard to maritime technology, maritime finance and law, the report named Singapore as the most attractive and competitive city for the maritime industry, given the ease of doing business here and the complete maritime cluster. Furthermore, the Singapore economy grew a moderate 2.6 per cent in the first three months of 2015 over the same period a year ago, and that GDP is projected to grow between 2% to 4% for the rest of the year.

In this regard, I am confident that Singapore's shipping industry as a whole will be able to remain on an even keel and stay the course.

THE SINGAPORE SCENE

Collectively, Singapore's achievements have reinforced Singapore's role as an International Maritime Centre (IMC).

Singapore has maintained its position as an important global hub port with vessel arrivals of just over 2.37 billion GT and 581.3 million tonnes of seaborne cargo carried. The Port of Singapore also maintained its

position as one of the world's busiest container ports, handling more than 33.9 million TEUs in 2014, an increase of 30.9% from a low of 25.9 million TEUs in 2009.

The Singapore Registry of Ships (SRS) remains among the top ten registries in the world - besides having a young fleet, the SRS is well known as a quality registry with high standards.

Despite a shift in focus on quality over quantity in recent years, the bunkering industry continues to perform relatively well, with more than 42.416 million tonnes of bunkers delivered in 2014.

GROWING SINGAPORE AS AN IMC

To strengthen Singapore as an IMC, the SSA, under the guidance of the SSA Council (2013/2015), has identified areas among Singapore's maritime clusters that can benefit from additional incentives in order to grow. In particular, SSA has identified the fields of ship financing and ship insurance as being in need of greater encouragement in order to grow.

To this end, I was very pleased by the launch of the first Singapore-based national mutual war risks insurer, the new Singapore War Risks Mutual (SWRM) Class, in February this year.

With the establishment of this dedicated facility, Singapore will now join the ranks of other leading maritime nations - in addition to benefiting from real-time advice, service and claims handling, participating Singapore

"..SSA must lead, and set the direction for our industry..."

- Vision of International engagement, and not just presence
- Crafting the cornerstones of an International Maritime Centre



shipowners will also benefit from flexible coverage and greater control over their war risk insurance cover at competitive rates.

Forming Strategic Alliances

The Association has continued to build on our critical strategic partnerships with other industry stakeholders such as Ministry of Transport (MOT), the Maritime and Port Authority of Singapore (MPA), the Ministry of Manpower (MOM), the Singapore Workforce Development Agency (WDA), the Singapore Maritime Academy (SMA), the Association of Singapore Marine Industries (ASMI), the Singapore Chamber of Maritime Arbitration (SCMA) and the Singapore Maritime Foundation (SMF).

In particular, in the long-term interests of maintaining Singapore as an IMC, SSA has continued to work closely with its tripartite partners in ongoing efforts to actively promote the maritime industry and seafaring careers as viable and attractive choices for Singaporean school leavers.

Also, the Association was very pleased to have the opportunity to express its support for the Competition Commission of Singapore's proposed renewal of the Block Exemption Order for Liner Shipping Agreements.

In addition, as part of your Association's commitment towards promoting Singapore as an IMC, SSA has worked very closely with MPA to produce a National Geographic documentary, "Inside Maritime Singapore", which will premiere on the National Geographic Channels tonight, 30 June 2015, at 7:00PM! By leveraging on these critical strategic partnerships, we actively promote

your interests as we continue to strive to enhance Singapore's competitiveness as an IMC.

A Growing Voice

Over the past two decades, the Association has nurtured and developed close relationships with a large number of stakeholders, not only local but also foreign and international ones.

In the spirit of ASEAN solidarity, we are active members of the Federation of ASEAN Shipowners' Associations (FASA). At the regional level, working through FASA, the Association has also worked tirelessly at developing and maintaining a close working relationship with the members of the Asian Shipowners' Forum (ASF), where SSA is the chair of the ASF Safe Navigation & Environment Committee.

SSA is also an active and enthusiastic participant on the global stage. Following the election of SSA to the Board of Directors of the International Chamber of Shipping (ICS) in May 2012, we have been engaged in discussions at the ICS on issues of concern to the global shipping industry. Drawing on the considerable experience and expertise of its members, representatives from the SSA have also been active members of the Singapore delegation to the IMO.

I am also pleased to report that your Association has played host to delegations from various foreign organisations – in addition to courtesy calls from international bodies such as ICS, UK Chamber of Shipping of Shipping, IACS, INTERTANKO and BIMCO, we have

also entertained visits from national organisations such as the Japanese Shipowners' Association, the Korea Port Tugboat Future Policy Forum and senior executives of State-Owned enterprises and government officials from Guangdong, China.

INTERNATIONAL DEVELOPMENTS

As shipping is a global industry, the Association has had to pay close attention to global and regional issues which may have an impact on Singapore's shipping industry. In particular, the Association has been very concerned with the ever-present threat of piracy and armed robbery against ships. We were also actively engaged in discussions at the International Maritime Organization (IMO) relating to the reduction of Greenhouse Gas (GHG) emission from ships, as well as the implementation of the International Convention for the Control and Management of Ships' Ballast Water and Sediments (the Ballast Water Convention).

Piracy & Armed Robbery

Maritime piracy and armed robbery remains a huge threat to international shipping. Not only does the threat of piracy and armed robbery threaten the lives and safety of our seafarers, but it also increases the risk of pollution to our marine environment.

Whilst we were pleased to note that the situation off the coasts of Africa appears to be under control, we have noted with great concern that a number of prominent maritime organisations have made statements on the situation in the Straits of Malacca and the South China Sea that have painted a picture of

unchecked lawlessness and extreme danger to all who sail these waters.

In view of this, the Association has prepared a Technical Report with detailed analysis using available public data in an attempt to assess and judge the validity and/or justification of these claims. It is to be hoped that this Technical Report will help SSA members and other stakeholders will be better equipped to adopt a balanced view and be more discerning when reading reports of maritime piracy and armed robbery.

Environmental Measures

In the interest of ensuring a level playing field, SSA continues to stand by its position that any global environmental regulations that have been adopted must be practical, implementable and sustainable. Such regulations should also be subjected to a full and rigorous cost - benefit analysis.

In this regard, following the vote in the European Parliament, adopting a regional EU Regulation on the Monitoring, Reporting and Verification (MRV) of individual ship emissions of CO₂, the Association joined the ICS, BIMCO and Intercargo in expressing its dismay of the outcome. In particular, the Association expressed its deep concern at the EU's insistence in incorporating controversial elements, such as the publication of commercially sensitive data on all ships trading to the EU – an idea which had previously been rejected by the majority of IMO governments at the 67th meeting of the IMO Marine Environment Protection Committee in October 2014.

Similarly, the Association has expressed concern that the IMO has yet to adequately address industry's

concerns over the implementation and enforcement of the Ballast Water Convention.

Nonetheless, the SSA will continue to support the work of the International Maritime Organization, which has demonstrated that it can take the lead in developing pro-active and practical regulatory measures for global application.

OUR ASSOCIATION

Our Association's membership has continued to grow as more maritime related companies set up their base in Singapore. As of 1st June 2015, we have 474 Members, comprising 280 Ordinary Members, 194 Associate Members and 2 Individual Members. The Association also has 3 Honorary Members, namely: Mrs. Lim Hwee Hua, Mr. Ong Kok Wah and Mr. Yeo Cheow Tong.

The SSA's Young Executives Group (YEG), which just celebrated its 9th anniversary in May this year, now stands at over 1000 members. We hope that these young maritime professionals will continue to make enthusiastic and positive contributions to Singapore's shipping industry.

This year, the SSA Newsletter "Waves" turned 8. By drawing on contributions from SSA members, journalists and other industry experts, Waves continues to ensure that provide SSA members with updated information on the Association and developments in the shipping industry.

Singapore's shipping sector is gathering significant attention, and as momentum builds, it is timely that SSA has invested in fresh talent to take us to the next level.

As you may know, Mr. Michael Phoon has taken on the role of Executive Director. In addition, the Association also appointed a full time Technical Director, Capt. Ang Chin Eng, who will be responsible for ensuring the Association maintains its pledge of delivering a high level of technical advice and service to its members against a rapidly changing international regulatory landscape.

CONCLUSION

My fellow Councillors and the volunteers serving on the Association's Committees and Sub-Committees have given me tremendous support. Without their dedication, hard work and excellent support in promoting the interests of the Association, the SSA would not have been able to accomplish its goals.

I would like to take this opportunity to thank them for taking the time away from their own careers to support the efforts of the SSA.

I would also like to thank all our members whom I am deeply grateful for the continued support given to our Association.

Last but not least, I would also like to thank the Secretariat for the efficient discharge of their duties.



Mr. Patrick Phoon

President,

Singapore Shipping Association

COUNCIL MEMBERS

Ms. Gina Lee-Wan
**COUNCILLOR & CHAIRMAN
OF LEGAL & INSURANCE
COMMITTEE**

Partner
Allen & Gledhill LLP



Mr. Patrick Phoon
PRESIDENT

Deputy Managing Director
Evergreen Shipping Agency
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Ms. Lisa Teo
HONORARY TREASURER

Executive Director, Corporate Development
Pacific International Lines (Pte) Ltd



Mr. Rene Piil Pedersen
**COUNCILLOR & CHAIRMAN OF
INTERNATIONAL COMMITTEE**

Director, Group Public Affairs
Maersk Singapore Pte Ltd



Mr. Esben Poulsson
HONORARY SECRETARY

Chairman
AVRA International Pte Ltd



Mr. Toshio Kurashiki
COUNCILLOR

Managing Director
Nippon Kaiji Kyokai Singapore Pte. Ltd.



*"...ensuring the compliance
with international standards
and beyond..."*

- Realizing safer, greener, and more efficient ships
- Bridge between Singapore and global R&D



Mr. Lee Keng Mun

COUNCILLOR

Head of Shipping Asia
HSH Nordbank AG, Singapore Branch

"...business goes to where the money goes..."

- Deepening debt & equity capital markets for maritime growth
- Implementing the pillar of maritime finance

Ms. Katie Men
COUNCILLOR & CHAIRMAN OF YOUNG EXECUTIVES GROUP COMMITTEE

Managing Director
Iseaco Holdings Pte Ltd
(Singapore)



Mr. Tan Chin Hee

COUNCILLOR

Executive Director
Pacific Carriers Limited

"...To remain as a leading maritime nation, Maritime Singapore has to be nimble and adapt to changes..."

- Bringing expertise into Singapore War Risk Mutual
- Implementing the pillar of maritime insurance



Mr. Aloysius Seow
COUNCILLOR & CHAIRMAN OF SERVICES COMMITTEE

Chief Operating Officer
Ocean Tankers Pte Ltd



Mr. Carsten Brix Ostenfeldt

COUNCILLOR & CHAIRMAN OF TECHNICAL COMMITTEE

Chief Executive Officer
Thome Ship Management Pte Ltd
(resigned w.e.f. 31 December 2014)



Mr. Neil Glenn
COUNCILLOR & CHAIRMAN OF OFFSHORE SERVICES COMMITTEE

Managing Director
Swire Pacific Offshore Operations (Pte) Ltd



05

SSA SECRETARIAT

Elson Khoo
MANAGER (ACCOUNTS & ADMIN)



Mr. Michael Phoon
EXECUTIVE DIRECTOR



Marianne Choo
GENERAL MANAGER



► *"Honoured to be part of an energetic, dynamic and passionate team to shape the future of Singapore's maritime industry. We shall aspire and inspire to ensure Maritime Singapore continues to grow and prosper"*

Capt. Ang Chin Eng
TECHNICAL DIRECTOR

"We have a wonderful team at SSA" ◀



Quek Tsui Chiang
ASSISTANT MANAGER



Gena Lim
EXECUTIVE SECRETARY

“The prospect of
being in one
of the world’s
busiest industry
is very exciting”



Lau Ying Wen
EXECUTIVE OFFICER



Jolyn Teo Pei Shan
EXECUTIVE OFFICER
(CORPORATE COMMUNICATIONS)



Juliana Lim
EXECUTIVE OFFICER
(CORPORATE COMMUNICATIONS)



Siti Noraini Zaini
EXECUTIVE OFFICER



Marissa Enriquez
ACCOUNTS & ADMIN EXECUTIVE

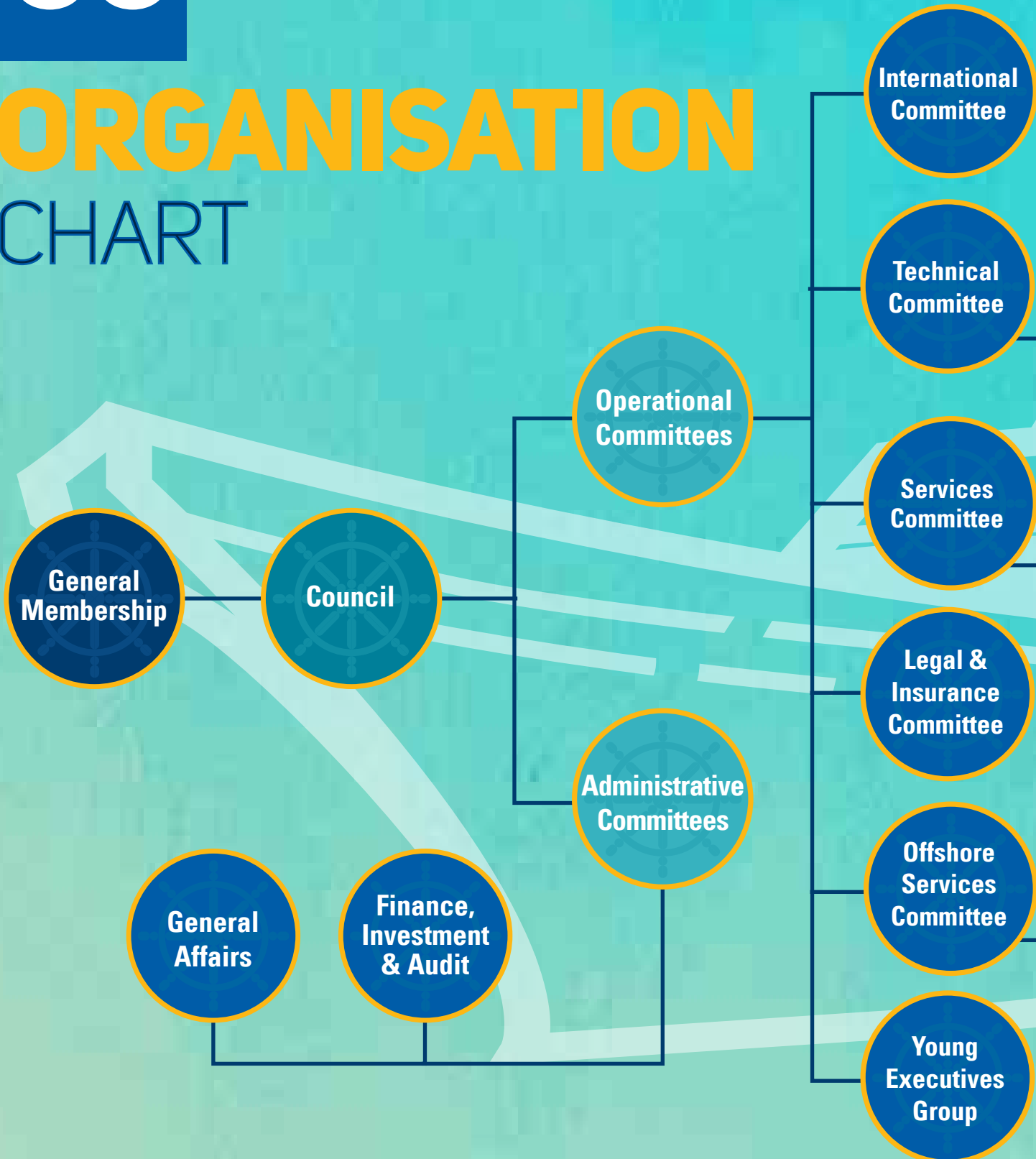
► “Creativity, innovation,
connected, teamwork,
leadership, training
provider, that’s no
other than SSA..., the
heart of the shipping
industry in Singapore”



Kunasekaran
ADMIN EXECUTIVE



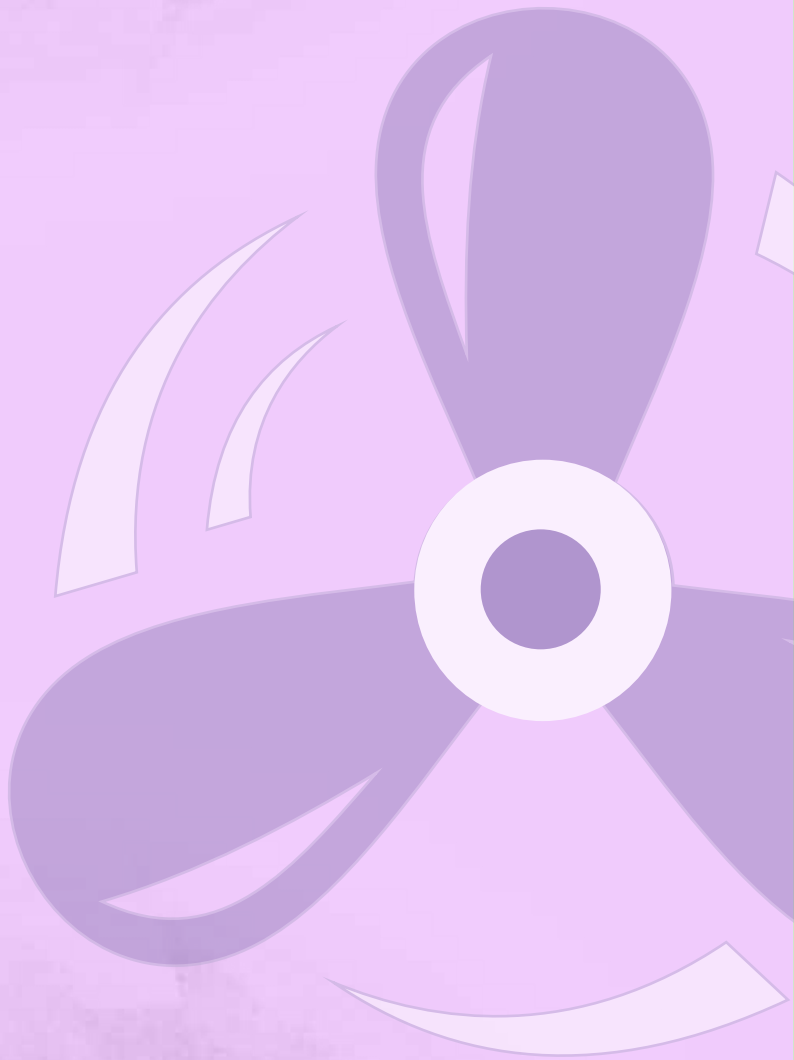
ORGANISATION CHART





ACTIVITIES REPORT

“Over the past two decades, the Association has nurtured and developed close relationships with a large number of stakeholders, not only local but also foreign and international ones.”



SSA ACTIVITIES 2014/2015



ANNUAL GENERAL MEETING (AGM)

The SSA 18th AGM was held on 3 July 2014 at the Marina Mandarin Hotel Singapore. It was attended by 115 Ordinary, 20 Associate Members and 1 Individual Member. The Meeting adopted the SSA Annual Report (2013/2014) and Financial

Report ended 31 December 2014. The AGM re-appointed M/S Rohan Mah and partners as the Association's external auditors and M/S Allen and Gledhill as its honorary legal advisor for 2014/2015. The Meeting unanimously re-appointed Mr. Teo Siong Seng, Mr. Aloysius Seow,

Mr. Patrick Phoon and Mr. Ong Kok Wah to the SSA Board of Trustees.

COUNCIL

During the period in review, Mr. Carsten Ostenfeldt resigned from the Council on 31 December 2014. The Council accorded votes of appreciation to Mr. Carsten Ostenfeldt who was also Chairman of the SSA Technical Committee, for his past contributions and support and wished him well in his new endeavours.



STANDING (L-R):

Mr. Tan Chin Hee,
Mr. Aloysius Seow,
Mr. Rene Piil Pedersen,
Ms. Gina Lee-Wan,
Mr. Carsten Brix Ostenfeldt,
Ms. Katie Men,
Mr. Neil Glenn,
Mr. Lee Keng Mun

SEATED (L-R):

Ms. Lisa Teo,
Mr. Patrick Phoon,
Mr. Esben Poulsen

ABSENT

Mr. Toshio Kurashiki



The Council met once every two months. It reviewed the reports of the two administrative committees and six operational committees, and decided on all major policy decisions for the Association.

Currently, the composition of the SSA Council (2013/2015) is as follows:

President	Mr. Patrick Phoon Deputy Managing Director, Evergreen Shipping Agency (Singapore) Pte Ltd
Honorary Secretary, Chairman of General Affairs Committee	Mr. Esben Poulsson Chairman, AVRA International Pte Ltd
Honorary Treasurer and Chairman of Finance, Investment and Audit Committee	Ms. Lisa Teo Executive Director, Corporate Development, Pacific International Lines (Pte) Ltd
Chairman of International Committee	Mr. Rene Piil Pedersen Director, Group Public Affairs, Maersk Singapore Pte Ltd
Chairman of Legal and Insurance Committee	Ms. Gina Lee-Wan Partner, Allen and Gledhill LLP
Chairman of Offshore Services Committee	Mr. Neil Glenn Managing Director, Swire Pacific Offshore Operations (Pte) Ltd
Chairman of Services Committee	Mr. Aloysius Seow Chief Operating Officer, Ocean Tankers Pte Ltd
Chairman of Technical Committee	Mr. Carsten Brix Ostenfeldt Managing Director, Thome Ship Management Pte Ltd
Chairman of YEG Committee	Ms. Katie Men Managing Director, Iseaco Holdings Pte Ltd
Council Members	Mr. Lee Keng Mun Head of Shipping Asia, HSH Nordbank AG, Singapore Branch Mr. Toshio Kurashiki Managing Director, Nippon Kaiji Kyokai Singapore Pte Ltd Mr. Tan Chin Hee Director, Pacific Carriers Limited

ADMINISTRATIVE COMMITTEES' REPORT

***"..we have to build
SSA credentials
with broader
engagements..."***

- International Ambassador, bringing SSA into Americas, establishing SSA into Europe
- Awareness and PR for SSA



Mr. Esben Poulsson
CHAIRMAN
AVRA International Pte Ltd

GENERAL AFFAIRS COMMITTEE

The General Affairs Committee was headed by the Honorary Secretary, Mr Esben Poulsson and supported by Councillor and YEG Committee Chairman, Ms Katie Men. All matters relating to the Association's public relations, collaterals, social activities and the Secretariat's administrative affairs comes under their area of responsibility.

Membership

As of 1 June 2015, the Membership of the SSA stood at 474 members



The 3 Honorary Members, namely:

Mrs Lim Hwee Hua, Mr Ong Kok Wah and Mr Yeo Cheow Tong.

The Association welcomed 21 new members into the Association since the last AGM. During the same period, 20 members had resigned.





SSA Secretariat

The SSA Secretariat is supported by a staff of 13 which is headed by its new Executive Director, Mr Michael Phoon who came onboard on 1 August 2014. He succeeded Mr Daniel Tan who had retired after 29 years of dedicated service to the Association.

On 15 April 2015, the SSA also appointed a full time Technical Director, Capt Ang Chin Eng who has over 40 years of experience in the maritime sector. The Technical Director's appointment is testimonial of the Association's pledge of delivering a high level of technical advice and service to its members against a rapidly changing international regulatory landscape.

Besides the SSA, the staff also provides a range of secretarial support to the Singapore Maritime Employers Federation (SMEF), the Federation of ASEAN Shipowners'

Associations (FASA) and the Safe Navigation and Environment Committee (SNEC) of the Asian Shipowners' Forum (ASF).

Corporate Communications

The Secretariat continues to maintain the SSA website at <http://www.ssa.org.sg>, which provides regular updates and information on the Association's latest activities such as seminars, talks, courses and other social events. SSA circulars and press releases are also made

available on the website.

The Association publishes a quarterly newsletter, "Waves" which is distributed in both electronic and paper formats to all SSA members and the maritime community at large. Over the past year, members and journalists were invited to contribute thought provoking and informative articles on themes of 'Ballast Water Management Convention' as well as a look back over the past 30 years to commemorate the Association's 30th Anniversary in 2015.





SSA 29th Anniversary Gala Dinner

The Association's 29th Anniversary Gala Dinner was held on 26 September 2014 at Marina Bay Sands Singapore. The Guest-of-Honour was Mr Lui Tuck Yew, Minister for Transport and Second Minister for Defence. Over 2,000 members, guests and associates were in attendance.



Members' Networking Sessions

✧ Cocktail Receptions

Besides the Annual Gala Dinner in September, the SSA also organised 3 regular Cocktail Receptions for its members to interact and network – in July 2014 to coincide with its Annual General Meeting, in December 2014 to mark the year-end and in February 2015 to usher in the Lunar New Year.

These receptions were very well-attended by SSA members and representatives from maritime stakeholders and government agencies.

✧ Golf Friendly Event

During the year in review, the Association has organised 2 Golf Friendly Events - on 10 July 2014 and on 4 June 2015 – the latter with the Singapore Maritime Employers' Federation. Both events were held at the Singapore Island Country Club for members to pit their golfing skills congenially against each other while enjoying a session of networking.

These events were very well-attended by SSA members and representatives from maritime stakeholders and government agencies.

The SSA sincerely appreciates the generosity of its members who had very kindly sponsored the Association's Gala dinner, cocktail receptions, golf friendly and other events over the past year.



Awards, Bursaries and Supporting Manpower Development Initiatives

✧ Awards and Bursaries

The SSA strongly supports and encourages the education and participation of young people, especially Singaporean school leavers, who have an interest in joining the shipping industry.

For the academic year 2014/2015, the SSA deliberated and agreed to sponsor 4 scholarships of \$10,000 each under the MaritimeONE scholarship programme. SSA Council Member Mrs Gina Lee-Wan presented the scholarships at the MaritimeONE scholarship ceremony on 14 August 2014 to:

1. Mr Haiqal Nawa and Mr Ng Jian Xin, exemplary graduates from the Institute of Technical Education (ITE) who are enrolled in the 3 year Marine Engineering course at the Singapore Maritime Academy;

2. Ms Koh Ke Hui, who is enrolled in the 3 year Maritime Business course at the Singapore Maritime Academy;

3. Mr Ong Woei Chian, who is a 4th year student of the Maritime Economics Concentration Programme at the Singapore Management University.

In 2009, the Association set up the Singapore Shipping Association Travel Bursary Endowment Fund with the Nanyang Technological University (NTU), which presents a \$5,000 travel bursary award each year to a financially needy student enrolled in the NTU Bachelor of



Science (Maritime Studies) degree programme. This award helps fund their travel to the Norwegian School of Management in Oslo, Norway for a one-semester exchange programme during their third year of study. From the 2014 cohort, Mr Willis Ng received the award.

✧ Manpower Development Initiatives

Since 2014, the SSA has been an integral member of the two Tripartite Maritime Manpower Taskforces – Seafaring (TF-Sea) and Shore (TF-Shore) – in response to the Government's SkillsFuture initiative. TF-Sea will primarily address the challenges in recruiting and retaining of talent for seafaring careers via the use of training grants and achievement awards, TF-Shore will develop skills-based career progression pathways and competency frameworks to equip companies involved in port operations, vessel operations and ship broking with hiring strategies.

As a measure of the Association's commitment towards training Singaporeans as seafarers, SSA

also continues to support the Tripartite Nautical Training Award (TNTA) initiated by the Singapore Maritime Officers' Union (SMOU), Workforce Development Agency (WDA), and the National Trades Union Congress (NTUC) Employment and Employability Institute (e2i) to train Singaporeans as seafaring deck officers to work onboard Singapore ships.

In addition, in order to help address the long-term manning needs facing the harbour craft sector, SSA members continued to work closely with MPA and other stakeholders to train Singaporeans to serve aboard port limit vessels under the Marine Engineers Special Limits (MESL) and the Deck Officers Special Limits programme (DOSL), which aim to train Singaporeans to serve as marine engineers and deck officers aboard vessels plying within Singapore's special limits.

The Association is very appreciative of the SSA member companies who have provided berths for MESL and DOSL cadets during their sea-phase training.



✧ Corporate Social Responsibility

The Association is a strong advocate of giving back to society and organises regular community outreach events for its members and Secretariat through the SSA Young Executives Group (YEG).

Through the SSA YEG, members and staff were giving the opportunity to interact with beneficiaries of the Children's Cancer Foundation and Ju Eng Home as well as lending their hand through volunteering at the Willing Hearts Soup Kitchen – to prepare, pack and deliver meals for the underprivileged in Singapore.)

In April 2015, Mission RASI (Row Around Singapore Island) comprising of a group of 40 enthusiasts from the maritime and insurance community in Singapore, undertook a self-funded 24 hour endurance rowing challenge to raise funds for the Mission to Seafarers. In light of this admirable initiative, sponsors came forth with their support, including the Association, who pledged \$10,000 towards this worthy cause.

STRONG RELATIONS AT HOME AND ABROAD

✿ Relations with Local Bodies

In its efforts to promote the interests of its Members and to enhance Singapore's competitiveness as an International Maritime Centre, the SSA maintains strong working relationships with various relevant government agencies such as the Maritime and Port Authority of Singapore (MPA), the Singapore Customs (SC), the Immigration and Checkpoints Authority (ICA), the Republic of Singapore Navy (RSN), and the Police Coast Guard (PCG).

In addition to conducting regular dialogue sessions to resolve industry-wide shipping problems and to ensure a common understanding

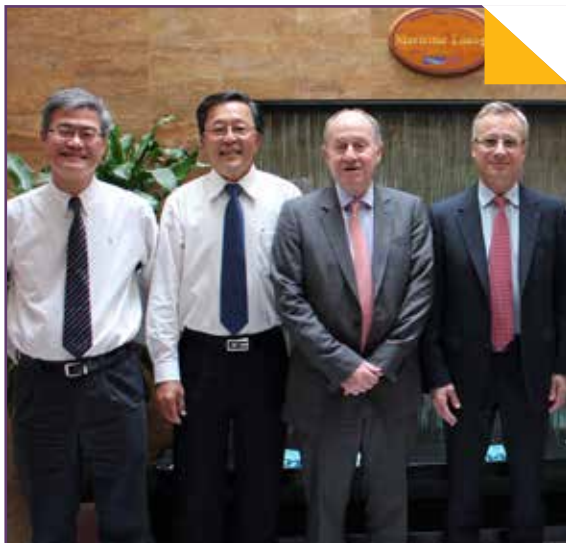
of the needs and issues within the industry, SSA is represented on the board, advisory committees and working committees of several government statutory departments. Likewise, some of these government agencies are also invited to participate in several SSA Committees as observers.

On an operational level, the Association continues to work closely with other maritime stakeholders and government agencies to help streamline operations, address technical concerns and rationalise costs, with a view towards maintaining Singapore's competitive edge.

Close working relationships are also maintained with other maritime stakeholders such as the Association of Singapore Marine Industries (ASMI), the Singapore Maritime Officers' Union (SMOU), the Singapore Organisation of Seamen (SOS), the Singapore National Shippers' Council (SNSC), the Singapore Maritime Academy (SMA) and the Singapore Maritime Foundation (SMF).

The SSA is also a member of the Singapore Business Federation (SBF) and the Singapore Chinese Chamber of Commerce & Industry (SCCCI).





✳ Relations with Foreign Bodies

The SSA is an active participant and member in regional and international fora.

The SSA participated in the 40th FASA Annual General Meeting in Manila, Philippines on 1 December 2014 and the 47th FASA Executive Committee Meeting on 18 May 2015. The 47th FASA Executive Committee Meeting was held concurrently with the 24th Asian Shipowners' Forum (ASF), which was held on 18 to 20 May 2015 in Jeju, Korea.

As a member of FASA, the SSA President Mr Patrick Phoon holds the Chairmanship of the ASF Safe Navigation and Environment Committee (SNEC). The SSA hosted the 28th Interim Meeting of the SNEC in Singapore on 23 March 2015. The SSA also participated in the ASF's Shipping Economics Review Committee, the Seafarers Committee and the Ship Insurance and Liability Committee meetings held during the past year.



Internationally, the SSA is an active member of the International Chamber of Shipping (ICS). Mr Esben Poulsson, Honorary Secretary of the SSA is also one of the four Vice Chairmen of the ICS. In these capacities, he has been flying the Singapore flag high by speaking at numerous conferences and meetings over the past year: the Multiport Ship Agencies Network Annual General Meeting 13 October 2014 in Singapore; European Shipping Week 3-5 March 2015 in Brussels, Belgium; Connecticut Maritime Association Shipping Conference held on 23-25 March 2015, in Stamford, Connecticut, USA, just to name a few.

SSA also continues to nurture good working relationships with various international organisations such as the International Maritime Organisation (IMO), the International Association of Independent Tanker Owners (INTERTANKO), the Baltic and International Maritime Council (BIMCO), International Association of Dry Cargo Shipowners (INTERCARGO), the International Group (IG) of P & I Clubs and the International Association of Classification Societies (IACS).

In its ongoing efforts to help safeguard ships and seafarers, the SSA also maintains strong working relationships with the Regional Agreement on Combating Piracy & Armed Robbery Against Ships in Asia (ReCAAP) Information Sharing Centre (ISC) and the multi-national Information Fusion Centre (IFC) based in Singapore.





✧ MaritimeONE

The SSA and its other maritime partners, the MPA, SMF and ASMI, play an active role under the MaritimeONE initiative since its launch in April 2007. The MaritimeONE partnership activities include industry awareness talks, scholarship offers, student outreach events and regular networking events for employers and tertiary students.

From 2013 – 2015, the SSA spearheaded the Maritime Open House (or Maritime Experiential Programme) project for upper secondary school students.

The Maritime Experiential Programme was held on 26 May 2015 for 198 students. The students participated in a sea tour and also received a guided tour of the PSA Port, Jurong Port, Keppel shipyard, Singapore Maritime Gallery and PSA Marine.





✿ Talks and Seminars

The Association organises talks and seminars regularly to help keep its members informed and up-to-date with the latest developments in the shipping industry. By inviting distinguished and highly-qualified speakers to share their experiences and expertise, the SSA's talks and seminars help members manage the dynamic, ever-changing nature of the maritime sector.

The talks and seminars that were organised were very well-received as they not only served to update the participants with the current trends and developments in the shipping world, but also offered an opportunity for them to network with the shipping fraternity.



LIST OF FORUMS, TALKS and SEMINARS – June 2014 to June 2015

	Date	Event	Speakers(s)	Venues
1.	3 July 2014	Corporate Income Tax Seminar for Ship Owners and Operators (co-organised by SSA, MPA and IRAS)	Ms Rebecca Liang – Senior Tax Officer, IRAS Mr Tay Ang Sim – Group Tax Specialist, IRAS	IRAS Auditorium
2.	25 August 2014	SSA Talk on: Changing Climate & Shipping	Dr. Anthony H. Knap – Director, Marine Insurance Solutions Ltd	FTSE Room, Capital Tower
3.	12 January 2015	SGX and SSA Seminar on: Capital Market Opportunities for the Maritime Sector in Singapore	Ms Alice Gwee – Director, Marketing and Business Development Listings, Singapore Exchange Ms Gail Ong – Head – Equity Capital Markets Practice, WongPartnership LLP Mr Patrick Phoon – President, SSA Mr Simon Lim – Head of Listings, South East Asia and Sectors, Singapore Exchange Ms Tay Hwee Ling – Partner, Global IFRS and Offerings Services, Deloitte & Touche LLP Panelists: Mr Loo Choo Leong – Group Finance Director, Pacific Radiance Ltd Mr Thomas Preben Hansen – CEO, Rickmers Trust Management Mr Andrew Teo – Joint Lead, Singapore Coverage, Corporate Finance, Global Investment Banking, OCBC Bank Mr Eugene Cheng – Group CFO, EZRA Holdings Ltd Panel Discussion Moderator: Mr Lee Keng Mun – Head of Shipping Asia, HSH Nordbank AG and SSA Councillor	SGX Auditorium, SGX Centre 1
4.	6 February 2015	SSA & Moore Stephens LLP Talk on: Financial Reporting Challenges for 2014 and beyond – Perspectives of a Company Director	Ms Poh Lay Choo – Partner, Moore Stephens LLP Mr Wong Koon Min – Director of Technical, Compliance and Methodology, Moore Stephens LLP	FTSE Room, Capital Tower
5.	10 February 2015	SSA & PwC Talk on: Cyber Threat in the Digital Age	Mr Vincent Loy – Partner, PwC	PwC Building

6.	20 April 2015	SSA & ICS Forum on: Maritime Regulatory Landscape – 2015 and Beyond and the AMVER Award Ceremony	Mr Masamichi Morooka – Chairman, ICS Panelists: Capt George Solomon – Chairman of SSA Maritime Security Sub-Committee Mr Peter Hinchliffe – Secretary General of ICS Session Chairman: Mr Esben Poulsson - SSA Honorary Secretary and ICS Vice-Chairman	Pan Pacific Hotel
7.	9 June 2015	SSA & Western Union Business Solutions Talk on: How to Manage the Challenges of Currency Volatility & Overseas Payment – Best Practices & Case Studies	Mr David Britten – Head of Dealing, Western Union Business Solutions Mr Lee Tarn Hwei – Head of Sales, Western Union Business Solutions	FTSE Room, Capital Tower



***"..Steering the
enrichment of
Maritime talents
for the industry..."***

- Conducive environments for talent development
- Stable workforce key to business development



Ms. Lisa Teo
EXECUTIVE DIRECTOR
CORPORATE DEVELOPMENT
Pacific International Lines (Pte) Ltd



**FINANCE, INVESTMENT
AND AUDIT**

The Honorary Treasurer Ms. Lisa Teo, Executive Director (Corporate Development) of Pacific International Lines (Pte) Ltd, led the Finance, Investment and Audit Committee, which oversees all matters pertaining to the Association's finances, investments, accounts audit and surplus funds of the Association.

Based on the Auditor's report on the Accounts of the Association for the financial year ended 31 December 2014, the Association remains financially strong.

OPERATIONAL COMMITTEES' REPORT

INTERNATIONAL COMMITTEE

“... Singapore must maintain its leadership as the centre of Shipping ...”

- Keep the competitiveness of the Singapore flag “second-to-none”
- Remove barriers to trade and secure free and fair market access



Mr. Rene Piil Pedersen
DIRECTOR
GROUP PUBLIC AFFAIRS
Maersk Singapore Pte Ltd

International Committee (2013-2015)

► CHAIRMAN

Mr. Rene Piil Pedersen
Managing Director - A P Moller
Singapore Pte Ltd

► VICE CHAIRMAN

Mr. Ng Kwang Chiau
Senior Vice President - Ocean
Tankers (Pte) Ltd

► MEMBERS

Ms. Lim Zhi Shuang
Group Public Affairs Adviser - A P Moller
Singapore Pte Ltd

Capt. R. Janardhanan
General Manager - Anglo-Eastern
Shipmanagement (Singapore) Pte Ltd

Mr. Seah Boon Chong
Director, Sales - APL Co Pte Ltd

Ms. Evelyn Lim
Tax Director - BDO LLP

Mr. Kristian Vandermeer
Group Director - Ben Line Agencies
(Singapore) Pte Ltd

Mr. Arvind Mohan
Managing Director - Bibby Ship
Management (Singapore) Pte Ltd

Mr. Matthew Stoney
GM BP Maritime Services Securite &
ER Advisor - BP Singapore Pte Ltd

Capt. Vibhas Garg
Vice President, Head of Fleets - BW
Maritime Pte Ltd

Mr. Tony Linden
Business Development Director - Det
Norske Veritas Pte Ltd

Capt. Anil Singh
Director - Eastern Pacific Shipping Pte Ltd

Mr. Andrew Lee
Partner - Hill Dickinson LLP

Mr. Lim Han
Director - Hong Lam Marine Pte Ltd

Mr. Pang Hoi Onn
General Manager - IMC Shipping Co Pte Ltd

Capt. Gurpreet Singh Bhullar
General Manager (Sales) - Inchcape
Shipping Services (S) Pte Ltd

Mr. Ganesa Pillai Natarajan
Country Manager - Indian Register
Of Shipping

Capt Vincent Leo
General Manager (Operations)
- Jardine Shipping Agencies

Mr. Ng Ee Ping
General Manager - Kontiki Shipping Pte Ltd

Capt. Subhangshu Dutt
Executive Director - Krishnapatnam
Port Pte Ltd

Capt. Rajneesh Rana
Regional Marine Operations Manager
- Maersk Tankers Singapore Pte Ltd

Mr. Nicholas F. Fisher
Chief Executive Officer - Masterbulk
Pte Ltd

Mr. Christopher Kirton
Managing Director - Norstar Ship
Management Pte Ltd

Capt. George Edmund
Assistant General Manager - Pacific
International Lines (Pte) Ltd

Ms. Elaine Ng
Partner - PricewaterhouseCoopers
Services LLP

Mr. George P. Kynigos
Partner/Director - Safe Ship Likyan
Management Singapore Pte Ltd

Mr. Francis Goh
Managing director - Sea Consortium
Pte Ltd

Mr. Divay Goel
Head of Investments - Siva Ships Intl
Pte Ltd

Mr. Ian Offland
Fleet Operations Director - Swire
Pacific Offshore Operations (Pte) Ltd

Mr. Sanjeev Namath
Head, New Projects - Synergy Marine
Pte Ltd

Mr. Scott Woodward

Director - Toll Logistics (Asia) Limited

Capt. Rahul Choudhuri

COO - "Veritas Petroleum Services (Asia)
Pte Ltd (DNVPS)"

Mr. Colin Jarraw

Partner - Virtus Law LLP

Councillor Mr. Rene Pii Pedersen from A P Moller Singapore Pte Ltd is the Chairman of this International Committee.

The International Committee focuses on the international competitiveness of the Singapore maritime cluster and addressed a number of issues during the 2013 to 2015 term. Three key issues are highlighted below:

✿ **ASEAN Trade**

The ASEAN Economic Community promises to promote regional co-operation and deepen economic ties amongst the South East Asian Nations by end 2015. The Committee looked into the opportunities that such an integration would bring to the Singapore maritime cluster, and developed a vision paper with a set of recommendations to liberalise trade in order to realise an ASEAN Single Shipping Market. This paper was shared with MPA and serves as a reference for relevant authorities and associations in spelling out the long term desires of Singapore shipping companies for the ASEAN integration.

Shipping plays a significant role to ASEAN's economic prosperity and the Committee is of the view that free trade within ASEAN will ultimately benefit the population in South East Asia in fueling economic growth and raise living standards while at the same time bring

significant opportunities to the Singapore maritime cluster.

✿ **Singapore's Double Taxation Agreements Network**

A strong network of Double Taxation Agreements (DTAs) for Singapore will improve the attractiveness of its tax environment and strengthen Singapore as a leading international maritime center. The Committee identified a list of countries where Singapore needs to enhance its existing tax treaties in order to be relevant in today's context and proposed new tax agreements of countries which are expected to be important in the future.

The outcome of a position paper which consolidates a list of countries where Singapore needs to work on to the benefit of

shipping and offshore companies will serve as a structured and constructive reference when relevant authorities in Singapore are to negotiate tax treaties with other nations when the opportunities arise.

✿ **Piracy**

Piracy remains a huge threat to international shipping. The Committee monitored global developments, shared best practices with each other on specific piracy incidents and was deeply concerned about the worsening situation on fuel siphoning and hijacking happening at our doorsteps in the Straits of Malacca and Singapore. The concern was conveyed to the MPA for their appropriate actions with relevant stakeholders and authorities.



SERVICES COMMITTEE

“..we need to instill professionalism and be the trusted advisor..”

- Championing standards for Bunkering technology adoption (MFV, certifications..)
- Pragmatic influence on national maritime policies



Mr. Aloysius Seow
CHIEF OPERATING OFFICER
Ocean Tankers Pte Ltd

Chaired by Councillor Mr. Aloysius Seow from Ocean Tankers Pte Ltd, this Committee oversees the activities of the Bunkering, Cruise and Ship Operations and Port Services Sub-Committees.



Services Committee (2013-2015)

► CHAIRMAN

Mr. Aloysius Seow
Chief Operating Officer - Ocean Tankers Pte Ltd

► VICE CHAIRMAN

Mr. Kek Beng
Director, Operations - MOL (Singapore) Pte Ltd

► MEMBERS

Capt. Raveendran P
Director, Operations - APL Co Pte Ltd

Mr. Glen Barrett
Regional Voyage Operations Manager - BP Singapore Pte Ltd

Mr. Ray Chen
Assistant Manager, Port Agency Operations - Ben Line Agencies (Singapore) Pte Ltd

Dr. Khorshed Alam
Vice President & Regional Manager - Germanischer Lloyd (S) Pte Ltd

Mr. Goon Ghen Cheit
Fleet Manager - Hong Lam Marine Pte Ltd

Capt Deepak Khanchandani
Manager (Singapore Cruise Centre) - Inchcape Shipping Services (S) Pte Ltd

Capt Vincent Leo
General Manager (Operations) - Jardine Shipping Agencies

Capt. Hemant Gupta

Senior Manager - Jurong Port Pte Ltd

Mr. Cheah Aun Aun

Marine Operations Manager - Lloyd's Register Asia

Mr. Ronnie See

Director - NYK Group South Asia Pte Ltd

Mr. Ang Kok Kiang

General Manager, Agency & Sales - Pacific International Lines (Pte) Ltd

Capt. Nasir Subahrie

Deputy Director Claims - Pandisea Pte Ltd

Mr. Eddy Ng

Head of Container Operations - PSA Corporation Limited

Mr. Peter Chew Cheng Ming

Managing Director - PSA Marine (Pte) Ltd

Mr. Pieter Oosterhof

Regional Commercial Manager - Resolve Salvage & Fire (Asia) Pte Ltd

Capt. Kumar Thottapili Anil

Senior Manager - STET Maritime Pte Ltd

Mr. Rohit Banta

General Manager - Synergy Marine Pte Ltd

Mr. Frankie Tan Sui Yan

Director/General Manager - Wallem Shipping (S) Pte Ltd

BUNKERING SUB-COMMITTEE

Chaired by Dr. Khorshed Alam from DNV GL, the Bunkering Sub-Committee works closely with the MPA to enhance the development of the bunkering industry in Singapore.

Bunkering Sub-Committee (2013-2015)

► CHAIRMAN

Dr. Khorshed Alam

Vice President & Regional Manager -
Germanischer Lloyd (S) Pte Ltd

► VICE CHAIRMAN

Capt. SK Singam

Sr. Crew Manager - Stellar
Shipmanagement Services Pte Ltd

► MEMBERS

Mr. Nazri Bakar

Operations Manager - Bomin Bunker Oil
Pte Ltd

Mr. Rohit Tuli

Ship Operator - BP Singapore Pte Ltd

Mr. Vijay Saul

Senior Voyage Manager - Chevron Asia
Pacific Shipping Pte Ltd

Mr. Badarudin Bin Amat

Operations Manager - Consort Bunkers
Pte Ltd

Capt Mittra Neeraj

Manager Operations - Eastern Pacific
Shipping Pte Ltd

Ms. Jenny Liaw

Manager (Bunkers) - Equatorial
Marine Fuel Management Services
Pte Ltd

**Capt Mohammad Ahsanul Haq
Khan**

Fleet Manager, Harbour - Hong Lam
Marine Pte Ltd

Mr Benson Sim

Senior Operations Manager - Inch-
cape Shipping Services (S) Pte Ltd

Mr. Mohd Yunos s/o Haniffa

Head - Port Agency Operations
- Jardine Shipping Agencies

Capt. Syed Borhan

Marine Manager (DPA & CSO)
- JR Orion Services Pte Ltd

Mr. Alex Tang

FOBAS, Regional Manager
- Lloyd's Register Asia

Mr. Umesh Vinay Shinde

GM, Technical Operation - Maersk
Tankers Singapore Pte Ltd

Mr. Thiang Cheong Sheng

Vice President - Maersk Tankers
Singapore Pte Ltd

Mr. Linus Lee

Managing Director - OHC
Shipmanagement Pte Ltd

Capt. Yoon Peng Kwan

Deputy GM, Fleet Division - Pacific
International Lines (Pte) Ltd

Capt. Nasir Subahrie

Deputy Director Claims - Pandisea Pte Ltd

Mr. Pai Kheng Hian

General Manager - Sentek Marine &
Trading Pte Ltd

Mr. Paul Yong

Trading Operator - Shell Eastern Trading
(Pte) Ltd

Mr. Desmond Chong

General Manager - Sinanju Marine
Services Pte Ltd

Mr. Jason Chin

General Manager - Wilhelmsen Ships
Service (S) Pte Ltd



✳ Singapore Standard for Mass Flow Meters (MFM)

In 2014, it was announced that the mandatory use of MFM on bunker tankers carrying marine fuel oil will take effect from 1 January 2014.

The Sub-Committee continuously discussed implementation issues when they arise to ensure smooth implementation of the MFM by end December 2016. The Sub-Committee strongly believes that with the implementation of the MFM, the number of quantity disputes will decrease and that Singapore will continue to be the global bunkering Port.

The Sub-Committee will continue to actively engage the relevant stakeholders in addressing any issues that may arise from the use of MFMs.

✳ Bunkering in Singapore

The Association continues to work closely with MPA to further develop and enhance the bunkering industry in the Port of Singapore. The number of bunker disputes was well under control. Last year, there were only 39 disputes out of 38,299 vessels bunkered. In its efforts to improve the professionalism and high standard of bunkering in Singapore, SSA sought representation in the SPRING Singapore Working Groups for the Review of the Singapore Standard for Quality Management for Bunker Supply Chain (QMBS) (SS524:2006) and the Singapore Standard Code of Practice for Bunkering (SS600:2008). The review has resulted in further revisions to the two Standards. The revisions of these documents will take into effect 1 September 2015.

	2010	2011	2012	2013	2014
No. of quantity disputes	27	30	49	36	35
No. of quality disputes	2	1	4	3	4
Others	-	1	0	0	-
Total no. of disputes	29	32	53	39	39
No. of vessels bunkered in the Port+	35,572	37,753	38,082	38,614	38,299
No. of disputes as a % of vessels bunkered	0.08%	0.08%	0.14%	0.10%	0.10%





CRUISE SUB-COMMITTEE

Chaired by Mr. Frankie Tan of Wallem Shipping (S) Pte Ltd, the Cruise Sub-Committee works closely with the MPA, the Immigration and Checkpoints Authority (ICA), the Singapore Tourism Board (STB) and other stakeholders to develop and enhance Singapore's Cruise Industry. The Sub-Committee addressed operational issues of concern raised by port agents and continued to work closely with all the relevant stakeholders to ensure that there are sufficient berths for the increasing number of international cruises calling at Singapore.

Cruise Sub-Committee (2013-2015)

► CHAIRMAN

Mr. Frankie Tan Sui Yan

Director/General Manager - Wallem Shipping (S) Pte Ltd

► VICE CHAIRMAN

Steven Ang

Assistant Vice President - Star Cruise Pte Ltd

► MEMBERS

Mr. Victor Ong

Director - Cambiaso & Risso (Singapore) Pte Ltd

Mr. Ron Gunawardana

Supervisor - GAC (Singapore) Pte Ltd

Mr. Law Fook Wah

Operations Manager - Inchcape Shipping Services (S) Pte Ltd

Mr Yeong Kwon Wah

Operations Manager - Mediterranean Shipping Company S E A (S) Pte Ltd

Mr. Kek Beng

Director, Operations - Mediterranean Shipping Company S E A (S) Pte Ltd

Capt. Foo See Poh

General Manager - NYK Group South Asia Pte Ltd

Ms. Norma de la Fuente

Head of Mk & BD - SATS-Creuers Cruise Services Pte Ltd

Ms. Christina Siaw

CEO - Singapore Cruise Centre Pte Ltd

Mr. Dennis Lim

Operations Manager - Tailwind Shipping Pte Ltd

Mr. Keith Lai

Executive Director - Universal Shipmanagement Pte Ltd

Mr Alvin Lee

Operation Manager - Wilhelmsen Ships Service (S) Pte Ltd

SHIP OPERATIONS AND PORT SERVICES SUB-COMMITTEE

The Ship Operations and Port Services Sub-Committee is chaired by Mr. Kek Beng of MOL (Singapore) Pte Ltd. The Sub-Committee works closely with the MPA, terminal operators and other service providers to overcome any problems associated with ship operations and port services in Singapore.

✳ Ongoing MPA/SSA Meetings on Operational Matters

As part of its on-going efforts to engage the MPA on matters concerning the Singapore's maritime industry,

SSA continues to conduct meeting with MPA every quarter to discuss issues relating to ship operations and port services in the Port of Singapore.

✳ Pilotage Issues

In 2014, arising from feedback from Members with regards to the pilotage service levels due to pilotage delay and re-programming which caused financial implications on the shipowners/operators, the Sub-Committee initiated discussions with PSA Marine. Noting that the delays were caused by a chain reaction of factors, the Sub-Committee then worked together with PSA Marine, the terminal operators as well as MPA to find solutions to improve pilotage service levels.

Ship Operations and Port Services Sub-Committee Members (2013-2015)

► CHAIRMAN

Mr. Kek Beng

Director, Operation - MOL (Singapore) Pte Ltd

► VICE CHAIRMAN

Capt. Foo See Poh

General Manager - NYK Group South Asia Pte Ltd

► MEMBERS

Mr Lim Kian Hua

Manager, Marine Ops - APL Co Pte Ltd

Mr. Ray Chen

Assistant Manager, Port Agency Operations - Ben Line Agencies (Singapore) Pte Ltd

Ms. Joyce Goh

General Manager - Bintang Mas Shipping Pte Ltd

Capt. Rajeev Kumar

Operations Superintendent - BP Singapore Pte Ltd

Mr. Chia Thiam Chye

Executive Director - ECL (Singapore) Pte Ltd

Mr Ronald Lichtenecker

Managing Director - GAC (Singapore) Pte Ltd

Mr Loh Ngiap Hoe

Director - Hiap Woon Shipping (S) Pte Ltd

Mr. Andrew Gray

Partner - Hill Dickinson LLP

Mr. Tareq Mohammad Atiqur Rashid

Fleet Manager, Ocean - Hong Lam Marine Pte Ltd

Mr. Law Fook Wah

Senior Operations Manager - Inchcape Shipping Services (S) Pte Ltd

Capt. Leo Vincent

General Manager (Operations) - Jardine Shipping Agencies

Mr. Eugene Seah

Vice President-Operations - Jurong Port Pte Ltd

Mr. Amaan Khan

Senior Marketing Executive - Keppel Smit Towage Pte Ltd

Mr. Brian Lim

Business Development Manager - Marina Offshore Pte Ltd

Mr. Tord Saele

Operations Manager - Odfjell Asia II Pte Ltd

Capt. Rajesh Raman

Deputy Director, Special Services - Pandisea Pte Ltd

Capt. Md Jafar Ullah Khan

Manager, Ship Management/Agency - Pan-United Shipping Pte Ltd

Mr. Philbert Chua

Vice President (Container Terminals 2) - PSA Corporation Limited

Mr. Roger Teo Soon Huat

Head (Pilotage) - PSA Marine (Pte) Ltd

Capt. Anuj Sahai

Managing Director - Resolve Salvage & Fire (Asia) Pte Ltd

Mr. Mukesh Kumar

Operations Manager - Svitzer Asia Pte Ltd

Mr. Jason Chin

General Manager - Wilhelmsen Ships Service (S) Pte Ltd

TECHNICAL COMMITTEE

Technical Committee (2013-2015)

*"...quality crews
mean quality
ships..."*

- Promoting pragmatic goal-based regulations
- Championing sustainable green initiatives in a blue economy



Mr. Carsten Brix Ostenfeldt
MANAGING DIRECTOR
Thorne Ship Management Pte Ltd
(resigned 31 Dec 2014)

► CHAIRMAN

Mr. Carsten Brix Ostenfeldt
Managing Director - Thorne Ship
Management Pte Ltd

► INTERIM CHAIRMAN

Mr. Patrick Phoon
Deputy Managing Director - Evergreen
Shipping Agency (Singapore) Pte Ltd

► VICE CHAIRMAN

Capt. Tey Yoh Huat

► MEMBERS

Capt. Arpan Prasad
Marine Assurance - A P Moller
Singapore Pte Ltd

Capt. Surendra Dutt
Managing Director - Anglo-Eastern
Shipmanagement (Singapore) Pte Ltd

Mr Shaj U Thayil
APL Co Pte Ltd

Mr. Arvind Mohan
Managing Director - Bibby Ship Manage-
ment (Singapore) Pte Ltd

Mr. Milind Joshi
Engineer Superintendent - BP Singapore
Pte Ltd

Mr. Kapil Berry
Project Manager - BW Maritime Pte Ltd

Mr. Geir Fuglerud
Business Development Manager - Det
Norske Veritas Pte Ltd

Dr. Alam Khorshed
Vice President & Regional Manager -
Germanischer Lloyd (S) Pte Ltd

Mr. Andrew Gray
Partner - Hill Dickinson LLP

Mr. Kenneth Kee
Technical Advisor - Hong Lam Marine
Pte Ltd

Mr. Jude Darren
General Manager (Sales) - Inchcape
Shipping Services (S) Pte Ltd

Mr. Ganesa Pillai Natarajan
Country Manager - Indian Register Of
Shipping

Mr. Goh Lam Bee
Marine Client Business Manager -
Lloyd's Register Asia

Mr. Rajneesh Rana
Head of Vetting & Marine Operations -
Maersk Tankers Singapore Pte Ltd

Mr. Sanjeev Samel
Vice President, Technical & Maritime
Operations - Masterbulk Pte Ltd

Capt. George M. Solomon
Director, Global Security and Environ-
ment - Neptunes Orient Lines Limited

Mr. Christopher Kirton
Managing Director - Norstar Ship
Management Pte Ltd

Mr. Johnny Wong
Manager, Technical - Ocean Tankers
(Pte) Ltd

Capt. Praveen Bajaj
Marine Manager - OSM Shipmanage-
ment Pte Ltd

Mr. Lim Tau Kok
Director - Pacific Carriers Limited

Capt. R.S. Minhas
General Manager, Fleet Division -
Pacific International Lines (Pte) Ltd

Capt. Ajit Karande
Deputy Director, Technical Service -
Pandisea Pte Ltd

Mr. Anuj Sahai
Managing Director - Resolve Salvage
& Fire (Asia) Pte Ltd

Mr. Sverre Magne Edvardsen
Managing Director - Samco Shiphold-
ing Pte Ltd

Capt. Kunal Pathak
Survey and Loss Prevention Manager -
Seasia P&I Services Pte Ltd

Mr. Andy Tan
General Manager - STET Maritime
Pte Ltd

Mr. Sanjeev Namath

Head, New Projects - Synergy Marine Pte Ltd

Mr. Martin Cresswell

Fleet Director - The China Navigation Company Pte Ltd

Mr. Rahul Sapra

The Standard Club Asia Ltd

Capt. Hari Subramaniam

Loss Prevention Deputy Manager - The Shipowners' Mutual Protection and Indemnity Association (Luxembourg) (Singapore Branch)

Capt. Anuj Velankar

Loss Prevention Advisor - Thomas Miller (South East Asia) Pte Ltd

Mr. Sajeev Thousath

Senior Manager, Engineering - Toll Logistics (Asia) Limited

Mr. Naresh Chand

Executive Director - United Ocean Ship Management Pte Ltd

Capt. Rahul Choudhuri

COO - Asia, ME & Africa - Veritas Petroleum Services (Asia) Pte Ltd

The Technical Committee was chaired by Councillor Mr. Carsten Brix Ostenfeldt from Thome Ship Management Pte Ltd. Following Mr. Ostenfeldt's resignation from the Council in late 2014, the SSA President, Mr. Patrick Phoon, assumed the position of Interim Chairman of the Committee, with the support of Vice-Chairman, Capt. Tey Yoh Huat.

There are three Sub-Committees under the Technical Committee and they are the Maritime Safety and Security Sub-Committee, Environmental Sub-Committee and the Operations, Training and Manning Sub-Committee. A summary of the main issues which have been discussed at the Committee and Sub-Committees are as provided below:

✳ **Ballast Water Management (BWM) Convention**

The BWM will enter into force after 30 countries representing 35% of the world's tonnage ratify the Convention. As of 20 May 2015, 44 States representing 32.86% of world shipping tonnage have ratified the Convention.

In response to increasing interest in the Convention, the Committee agreed to review its position vis-à-vis the BWM Convention, taking into account the latest developments (i.e. the revision of G8 Guidelines to make it more robust as well as non-penalisation of early movers), if the Convention were to be ratified.

Based on the outcome of the review, as it was expected that the

Convention will come into force in a matter of time, the Technical Committee recommended SSA should support Singapore's ratification of the Convention. In this regard, in November 2014, SSA informed MPA that SSA would not object to Singapore's ratification of the Convention, so long as industry's outstanding concerns are addressed in a pragmatic, practical and implementable manner.

✳ **Monitoring, Reporting and Verification (MRV)**

The Committee noted that even though at MEPC 67, it was agreed that a data collection system on "fuel consumption" should be developed, MEPC 68 did not make any decision on whether the system would be based on a voluntary basis or made mandatory.

The Committee further noted that in April 2015, the European Parliament had adopted a regional EU Regulation on the Monitoring, Reporting and Verification (MRV) for all ships in EU ports. This regulation is expected to come into force on 1 January 2018.

In this regard, Committee agreed that any requirements to establish a global system for monitoring and reporting of fuel consumption for the international shipping sector must be agreed upon at the IMO level.

The Committee will continue to monitor developments relating to MRV.



ENVIRONMENTAL SUB-COMMITTEE

Chaired by Capt. Tey Yoh Huat, the Sub-Committee considered matters relating to the prevention and control of pollution from ships such as the Ballast Water Management Convention, Ship Recycling and Greenhouse Gas Emission among many others, and advised the Technical Committee accordingly. However, due to the duplication of items discussed in the Sub-Committee and in the Technical Committee, the Sub-Committee was dissolved in the mid-2014. All matters relating to environmental and protection are continually discussed in the Technical Committee.

Environment Sub-Committee (2013-2015)

► CHAIRMAN

Capt. Tey Yoh Huat

► MEMBERS

Mr. A K Seah

Director - American Bureau of Shipping

Mr. Orson Lobo

Technical Director - Anglo-Eastern Shipmanagement (Singapore) Pte Ltd

Mr. Christian Ott

Vice President - Assuranceforeningen Skuld (Gjensidig) Singapore Branch

Capt Devasish Bhaumik

Marine Manager - Assuranceforeningen Skuld (Gjensidig) Singapore Branch

Mr. Iftekhar Alam Khan

Assistant Manager, SQST - Hong Lam Marine Pte Ltd

Mr. Ganesa Pillai Natarajan

Country Manager - Indian Register Of Shipping

Mr. Peter Ryan

Associate Director - London Offshore Consultants Pte Ltd

Mr. Douglas Raitt

FOBAS, Manager - Lloyd's Register Asia

Mr. Sanjeev Samel

Vice President, Technical & Maritime Operations - Masterbulk Pte Ltd

Mr. Justin Gadbois

Head of Sustainability Asia Pacific liner Ops Cluster - Maersk Singapore Pte Ltd

Capt. Azhar Aslam

Marine Superintendent - Pacific Carriers Limited

Capt. Ajit Karande

Deputy Director, Technical Service - Pandisea Pte Ltd

Mr. Rakesh Lamba

Vice President, Technical & Operations - Samco Shipholding Pte Ltd

Mr. Thomas Yan

COO - Spica Services (S) Pte Ltd

Capt. Sanjeev Namath

Head, New Projects - Synergy Marine Pte Ltd

Capt Rahul Choudhuri

COO - Asia, ME & Africa - Veritas Petroleum Services (Asia) Pte Ltd

Mr. Srinath Medepalli

Regional Business Dev't Manager, ASIA - Wilhelmsen Ship Management Singapore Pte Ltd



MARITIME SAFETY & SECURITY SUB-COMMITTEE

The Maritime Safety & Security Sub-Committee was newly structured for the term 2013/2015 to look into matters affecting maritime safety in addition to security issues as discussed by the previous Sub-Committee. Chaired by Capt. George Solomon of Neptune Orient Lines Ltd, the Sub-Committee worked closely with the MPA, the ReCAAP Information Sharing Centre (ISC), the Republic of Singapore Navy (RSN) and other relevant stakeholders to discuss proposed measures and submissions concerning maritime safety and security, and to make appropriate recommendations, including practical measures, to improve the safety and security arrangements for ships.

The Sub-Committee analysed the latest statistics on piracy and armed robbery that threatened international shipping around the world. Noting from the statistical

and situational reports from the International Maritime Bureau (IMB), the number of attacks reported in Somalia in 2014 continued to decrease, and the hijacking of vessels in West Africa appeared to have subsided in the last quarter of 2014.

In the Asia region, the Sub-Committee monitored closely, through the situational reports from the ReCAAP ISC, incidents of piracy, armed robbery and fuel siphoning in the Straits of Malacca and Singapore, ports and anchorages in the region, and the South China Sea.

On the safety aspect, the Sub-Committee discussed matters regarding safety of navigation in the Straits of Malacca and Singapore and Singapore waters. The Sub-Committee also looked into the safety arrangements for seafarers working on board the vessel, operational procedures of the vessel, as well as places of refuge for vessels in distress.

Maritime Safety and Security Sub-Committee (2013-2015)

► CHAIRMAN

Capt. George Solomon

Director, Global Security & Environment - Neptune Orient Lines Limited

► VICE CHAIRMAN

Capt. Edward Abban

Manager, Quality, Safety & Security Dept (Fleet Division) - Pacific International Lines (Pte) Ltd

Capt. Geoff Pearson

Global Head Security - BW Maritime Pte Ltd

► MEMBERS

Mr. Eugene Low

Divisional Manager, MSC - American Bureau of Shipping

Mr. Ron Gunawardana

Supervisor - GAC (Singapore) Pte Ltd

Capt. Ajit Warty

Assistant Manager Operations - Anglo-Eastern Shipmanagement (Singapore) Pte Ltd

Capt. Rashidul Haque

Marine Superintendent - Bibby Ship Management (Singapore) Pte Ltd

Mr. Patrick Chua

Security & ER Advisor - BP Singapore Pte Lrd

Mr. Ang Eng Cheow

Head of Section - Det Norske Veritas Pte Ltd

Mr. Andrew Gray

Partner - Hill Dickinson LLP

Mr. Dominic Johnson

Partner - Holman Fenwick Willan Singapore LLP

Mr. Siva S/O Shanmugam

Manager, SQST - Hong Lam Marine Pte Ltd

Mr. Ganesa Pillai Natarajan

Country Manager - Indian Register Of Shipping

Mr. David Cheong

Marine Mgmt System Manager - Lloyd's Register Asia

Mr. Rutger Bierman

Deputy Managing Director - London Offshore Consultants Pte Ltd

Mr. Arpan Prasad

Deputy DPA - Maersk Singapore Pte Ltd

Mr. Vasishtha Tandan

Manager, CBA, HR - Maersk Tankers Singapore Pte Ltd

Mr. Navin Bhalla

Snr Manager, Safety & Marine Operations - Masterbulk Pte Ltd

Capt. Siddhartha Mathur

Marine Risk & Quality Manager - Norstar Ship Management Pte Ltd

Capt. Praveen Bajaj

Marine Manager - OSM Ship Management Pte Ltd

Mr. Kuet Ee Yoon

Deputy General Manager (Organisation Development) - Pacific Radiance Ltd

Ms. Victoria Mc Farlane

Paralegal, Asst Manager Claims & Admin - Pandisea Pte Ltd

Mr. Chu Kian Ann

Manager, Coastal - Pan-United Shipping Pte Ltd

Capt. Kunal Pathak

Survey & Loss Prevention Manager - Seasia P&I Services Pte Ltd

Mr. Andy Tan

General Manager - STET Maritime Pte Ltd

Mr. Pierre Deletaille

Fleet Safety Manager - Swire Pacific Offshore Operations (Pte) Ltd

Capt. Sairaj Mulladh

Head, QHS & Ops - Synergy Marine Pte Ltd

Mr. Stuart Jones

General Manager, Fleet - The China Navigation Company Pte Ltd

OPERATIONS, TRAINING AND MANNING SUB-COMMITTEE

The Operations, Training and Manning Sub-Committee is chaired by Capt. Anuj Sahai from Resolve Salvage and Fire (Asia) Pte Ltd and aims to better address the operational, training and manning issues that may arise from international regulations, in particular, STCW and MLC. In addition, as part of the Sub-Committee's efforts to promote the training and safety, the Sub-Committee holds outreach sessions to the students at the Singapore Maritime Academy. Topics for these outreach sessions include Navigational Safety & Engine Room Operational Safety as well as Salvage & Emergency Response.



Operations, Training and Manning Sub-Committee (2013-2015)

► CHAIRMAN

Capt. Anuj Sahai

Managing Director - Resolve Salvage & Fire (Asia) Pte Ltd

► VICE CHAIRMAN

Capt. Gurpreet Singh Bhullar

General Manager (Sales) - Inchcape Shipping Services (S) Pte Ltd

► MEMBERS

Mr. Ajit Warty

Asst. Ops Manager - Anglo-Eastern Shipmanagement (Singapore) Pte Ltd

Capt. Rashidul Haque

Marine Superintendent - Anglo-Eastern Shipmanagement (Singapore) Pte Ltd

Mr. Tay Ket An

Assistant to Director - Hong Lam Marine Pte Ltd

Mr. Chris McDade

FPSO/LNG Consultant - London Offshore Consultants Pte Ltd

Mr. Amit Agarwal

CSR Manager - Marine HR - Maersk Singapore Pte Ltd

Mr. Rajeev Pratap Singh

Head of Planning, Audit & Quality - Maersk Singapore Pte Ltd

Mr. Kuet Ee Yoon

Deputy General Manager (Organisation Development) - Pacific Radiance Ltd

Capt. Nasir Subahrie

Deputy Director Claims - Pandisea Pte Ltd

Capt. Thomas Wan

Executive, Quality - Pan-United Shipping Pte Ltd

Mr. Chandra Sekhar

Hydro Manager - STET Maritime Pte Ltd

Capt. Sairaj Mulladh

Head, QHS & Ops - Synergy Marine Pte Ltd

Mr. Chua Kim Yong

General Manager (SPSM) - Synergy Marine Pte Ltd

Mr. Henrik Bisbo

Head of Tanker Crewing Operations - Thome Ship Management Pte Ltd

OFFSHORE SERVICES COMMITTEE

*“...understanding
Offshore begins
with an open door
policy...”*

- Developing awareness and understanding of Offshore issues
- Building capability through education and training



Mr. Neil Glenn
MANAGING DIRECTOR
Swire Pacific Offshore Operations
(Pte) Ltd

Offshore Services Committee (2013-2015)

► CHAIRMAN

Mr. Neil F. Glenn

Managing Director - Swire Pacific
Offshore Operations (Pte) Ltd

► VICE CHAIRMAN

Capt. David Heaselden

Loss Prevention Director - The
Shipowners' Mutual Protection and
Indemnity Association (Luxembourg)
(Singapore Branch)

► MEMBERS

Ms. Petya Blumbach

Group Marketing Manager - Amsbach
Marine (S) Pte Ltd

Mr. Thomas Paterson

Offshore Executive - Anglo-Eastern
Shipmanagement (Singapore) Pte Ltd

Mr. Edward Thomson

Regional General Manager - Ben Line
Agencies (Singapore) Pte Ltd

Mr. Arvind Mohan

Managing Director - Bibby Ship
Management (Singapore) Pte Ltd

Mr. Rendy Ariffin

Managing Director - Bourbon Offshore
Asia Pte Ltd

Mr. Quah Teck Huat

Business Development Manager
- DNV GL

Mr. Raghunath Peter Doraisamy

Partner - Duane Morris & Selvam LLP

Mr. Willy Tan

General Manager - Eastern Navigation
Pte Ltd

Mr. Vinod Janardanan

Manager - Ezra Holdings Limited

Mr. Andrew Lee

Partner - Hill Dickinson LLP

Mr. Wole Olufunwa

Partner - Holman Fenwick Willan
Singapore LLP

Mr. Francis Tang

Managing Director - IHC Asia Pacific Pte Ltd

Mr. Eric Lim

Operations Manager - Inchcape
Shipping Services (S) Pte Ltd

Mr. Erich Chia

Group Commercial Specialist -
Inchcape Shipping Services (S) Pte Ltd

Mr. George Horsington

President - Inchcape Shipping Services
(S) Pte Ltd

Capt. Mike Meade

CEO - M3 Marine Group Pte Ltd

Mr. Y. F. Wang

Principal Surveyor - Nippon Kaiji Kyokai
Singapore Pte. Ltd.

Mr. Kuet Ee Yoon

Deputy General Manager (Organisation
Development) - Pacific Radiance Ltd

Mr. Iskandar Dahlan

General Manager - Pacific Richfield
Marine Pte Ltd

Mr. Barry Stimpson

Partner - Reed Smith Pte. Ltd.

Mr. Anuj Sahai

Managing Director - Resolve Salvage
& Fire (Asia) Pte Ltd

Mr. Joshua Politis

Regional Manager - Seacor Marine
(Asia) Pte Ltd

Mr. Aneeshmon KT

Business Development Manager
- Siglar Offshore Services Pte Ltd

Ms. Lise Demant

Managing Director - Svitser Asia Pte Ltd

Ms. Sharmini Murugason

Regional Offshore Claims Director
- The Standard Club Asia Ltd

Mr. Paul Schaab

General Manager - Thome Ship
Management Pte Ltd

Mr. Filip Olde Bijvank

Managing Director - Vroon Offshore
Services Pte. Ltd



The Offshore Services Committee is chaired by Councillor Mr. Neil Glenn of Swire Pacific Offshore Operations (Pte) Ltd. The Committee works to address issues of concern to the offshore marine sector and establish Singapore as an attractive centre for the global offshore marine industry. Mr. Glenn also has a Sub-Committee under his care. During the period in review, some of the main issues addressed by the Committee were as follows:

✧ **Category 4 Port Dues for Offshore Support Vessels (OSVs)**

In 2013, as part of the Maritime & Port Authority's (MPA) revision of port tariffs, MPA planned to re-classify private facilities as non-shipyards, as these facilities,

whilst enjoying a CAT 3 rate, may not be carrying out any shipyard activities. SSA advised MPA that taking this stance, and imposing a new tariff without offering a viable alternative would have a negative impact government's intention of promoting Singapore as an offshore hub. Subsequently, a working group was formed in engaging MPA and to promote further understanding of the offshore marine sector. Taking into consideration the inputs arising from the discussions of the Working Group, MPA developed a concessionary port dues rate for OSVs – the Category 4 (CAT 4) rate which took into effect 1 January 2014.

✧ **Industry Outreach Sessions**

In its efforts to raise awareness

and understanding of the offshore industry within the broader Singapore maritime community, Offshore Services Committee members Pacific Radiance Ltd and Swire Pacific Offshore Operations (Pte) Ltd hosted educational talks, sharing sessions and vessel visits over the past year.

✧ **Maritime Cluster Fund (MCF)**

It was noted that the Maritime Cluster Fund (MCF) provided by MPA could only be used in the training of Singaporeans and PRs thus the Committee felt that SSA should work together with MPA to give proper consideration in allowing MCF training grants for approved training courses for Singapore ship owners/operators at approved Singapore based facilities.

TRAINING, DEVELOPMENT AND EDUCATION SUB-COMMITTEE

Chaired by Capt. Mike Meade of M3 Marine Group Pte Ltd, the Training, Development and Education Sub-Committee was newly formed for the term 2013/2015 to better address the training, development and education issues related to the offshore marine industry that may arise from various international bodies. Together with other educational institutions (local or foreign), the Sub-Committee aims to promote offshore marine personnel training programs in-line with the training standards set by the international bodies.



Offshore Training, Development and Education Sub-Committee (2013-2015)

► CHAIRMAN

Capt. Mike Meade
CEO - M3 Marine Group Pte Ltd

► VICE CHAIRMAN

Mr. Iskandar Dahlan
General Manager - Pacific Richfield Marine Pte Ltd

► MEMBERS

Mr. Kuet Ee Yoon
Deputy General Manager, Organisation Development
- Pacific Radiance Ltd

Mr. Victor Dass
Manager - Human Resource - Smit Singapore Pte Ltd

Ms. Deborah Low
Training & Development Manager - Swire Pacific
Offshore Operations (Pte) Ltd



LEGAL & INSURANCE COMMITTEE

*"...the only constant
is change, and we
have to be on top of
it at all times.."*

- Establishing sound legal frameworks and promoting standards of legal excellence for the Singapore Maritime Industry
- Ensuring there is no room for 'what if', only 'what is'



Ms. Gina Lee-Wan
PARTNER
Allen & Gledhill LLP

Offshore Services Committee (2013-2015)

► CHAIRMAN

Gina Lee Wan

Partner - Allen & Gledhill LLP

► VICE CHAIRMAN

Mr. James Brosnan

General Manager, Insurance - BW
Maritime Pte Ltd

► MEMBERS

Mr. Kenny Yap

Partner - Allen & Gledhill LLP

Capt. Abner Carvalho

Operations Superintendent - Anglo-
Eastern Shipmanagement
(Singapore) Pte Ltd

Mr. Michael Lee

Director - Aon Singapore Pte Ltd

Mr. Arvind Mohan

Managing Director - Bibby Ship
Management (Singapore) Pte Ltd

Mr Cedric Hu

Senior - BDO LLP

Mr. Ho Keng Hoong

Legal Counsel - BP Singapore Pte Ltd

Mr. Federico Marsano

Director - Cambiaso Risso Asia Pte Ltd

Mr. Chris Gordon Metcalf

Partner - Clyde & Co Clasis Singapore
Pte Ltd

Mr. John Anagnostopoulos

General Manager - Clyde & Co Clasis
Singapore Pte Ltd

Mr. Tom Helleboe

Managing Director - Edge Insurance
Brokers (Singapore) Pte Ltd

Mr. Andrew Lee

Partner - Hill Dickinson LLP

Mr. Dominic Johnson

Partner - Holman Fenwick Willan
Singapore LLP

Ms. Caroline Yang

Director - Hong Lam Marine Pte Ltd

Ms. Stephanie Foong

Manager - IMC Shipping Co Pte Ltd

Capt Deepak Khanchandani

Manager (Singapore Cruise Centre) -
Inchcape Shipping Services (S) Pte Ltd

Mr. John Sze

Partner - Joseph Tan Jude Benny LLP

Mr. Karnan Thirupathy

Partner - Kennedys Singapore LLP

Mr. Loo Tze Kian

Managing Director - L.C.H.(S) Pte Ltd

Mr. Jan Holm

Managing Director - Maersk Drilling
Holdings Singapore Pte. Ltd.

Mr. Vasishtha Tandan

Manager, CBA, HR - Maersk Tankers
Singapore Pte Ltd

Mr. Michael Walls

Senior Vice President - Marsh
(Singapore) Pte Ltd

Mr. Kevin Leach-Smith

VP, Operations - Masterbulk Pte Ltd

Mr. Lye Chow Kheng

Director, Claims - Neptune Orient Lines
Limited

Mr. Bazul Ashhab

Managing Partner - Oon & Bazul LLP

Capt. Yoon Peng Kwan

Deputy GM, Fleet Division - Pacific
International Lines (Pte) Ltd

Mr. Jaya Prakash

Managing Director - Pandisea Pte Ltd

Capt. Md Jafar Ullah Khan

Manager, Ship Management/Agency -
Pan-United Shipping Pte Ltd

Mr. Barry Stimpson

Partner - Reed Smith Pte. Ltd.

Capt. Anuj Sahai

Managing Director - Resolve Salvage
& Fire (Asia) Pte Ltd

Mr. George P. Kynigos

Partner/Director - Safe Ship Likyan
Management Singapore Pte Ltd



Ms. Shivani Raswan

Claims Assistant - Seasia P&I Services Pte Ltd

Mr. Dughall Aitken

CEO - Spica Services (S) Pte Ltd

Mr. Abhishek Asija

Head, Business - Synergy Marine Pte Ltd

Ms. Wang Meixian

Insurance & Claims Manager - The China Navigation Company Pte Ltd

Mr. Steven Randall

General Manager - The Shipowners' Mutual Protection and Indemnity Association (Luxembourg) (Singapore Branch)

Ms. Gillian Musgrave

Regional Claims Director - The Standard Club Asia Ltd

Mr. Kenneth Lie

Claims Director - Thomas Miller (South East Asia) Pte Ltd

Mr. Martin St. Pierre

Director/CEO - Tigermar Global Pte Limited

Mr Scott Woodward

Director - Toll Logistics (Asia) Limited

Chaired by Councillor Mrs. Gina Lee-Wan of Allen and Gledhill LLP, the Legal and Insurance Committee examined the legal aspects of policies and issues affecting the shipping community.

Provided below is a summary of the main issues that have been addressed by the Committee during the period under review:

✳ Singapore War Risks Mutual (SWRM)



The Legal and Insurance Committee continued discussions in relation to the establishment of a War Risks facility in Singapore. It discussed the possibilities of collaboration and management by various entities.

In general, the Committee agreed that the creation of a Singapore War Risks facility will be beneficial to Singapore shipowners in terms of

securing the best cover for crew and ships through economies of scale thereby achieving significant cost-savings. In addition, the creation of such a facility would strengthen Singapore as a maritime centre.

On 20 February 2015, Mr. Lui Tuck Yew, the Minister for Transport and Second Minister for Defence, announced the launch of the Singapore War Risks Mutual by the Standard Club Asia (Standard Asia).

✳ Electronisation of Transferable Records used in International Trade
The Committee has been engaged in ongoing discussions with the Attorney General Chambers (AGC) with regard to the electronisation of transferable records in international trade.

The Committee had in principle agreed to the 'electronisation' of transferable records (e.g. bills of exchange, promissory notes, bills of lading, warehouse receipts), as it would bring vast advantages in terms of trade facilitation to the shipping and trading industry.

YOUNG EXECUTIVES GROUP COMMITTEE

*"..it's important
that we engage our
young talents in
Maritime.."*

- Leveraging "i-generation" preferences, to engage the young (ie Face-time, social volunteerism..)
- Real career professionals with real conversations to inspire the young



Ms. Katie Men
MANAGING DIRECTOR
Iseaco Holdings Pte Ltd

Young Executives Group Members (2013-2015)

► CHAIRMAN

Ms. Katie Men

Managing Director - Iseaco Holdings Pte Ltd

► VICE CHAIRMAN

Mr Aw Yong Woon

Relationship Manager - HSH Nordbank AG, Singapore Branch

► SECRETARY

Mr. Timothy Ho

Manager - H. Schuldt Shipbrokers (Asia) Pte Ltd

► TREASURER

Ms. Lao Mei Leng

Partner - Moore Stephens LLP

► MEMBERS

Mr Jonathan Choo

Associate - Allen and Gledhill LLP

Mr. Benjamin Fong

Account Executive - Aon Singapore Pte Ltd

Ms. Zhang Boya

Senior - BDO LLP

Mr. Arvind Mohan

Managing Director - Bibby Ship Management (Singapore) Pte Ltd

Mr. Chay Yiow Min

Partner - C C Chay & Associates Ptd Ltd

Ms. Eileen Lam

Senior Associate - Clyde & Co Clasis Singapore Pte Ltd

Ms. Seeba Ann Mathew

Consultant - Det Norske Veritas Pte Ltd

Mr Ferdinand Bohne

Operations Manager - Gram Car Carriers Holdings Pte Ltd

Mr. Lim Han

Director - Hong Lam Marine Pte Ltd

Mr. Darren Yong

Marine Engineer - IHC Asia Pacific Pte Ltd

Mr. Joel Yeo

Sales Manager - Inchcape Shipping Services (S) Pte Ltd

Mr. Andrea Costantini

CFO - Ishima Pte Ltd

Ms. Nicola Loh

Legal Associate - Joseph Tan Jude Benny LLP

Mr. Hong Chun Mun

Deputy Manager, Commercial - Jurong Port Pte Ltd

Mr. Ng Ee Ping

General Manager - Kontiki Shipping Pte Ltd

Mr. Shahoul Hamid Jahabar

Senior Marine Superintendent - Maersk Tankers Singapore Pte Ltd

Ms. Sue Ann Gan

Associate - Norton Rose Fulbright (Asia) LLP

Mr. Chia Yujin

Business Development Manager - Pacific Radiance Ltd

Mr Teo Yew Ping

Senior Manager - Pacific International Lines (Pte) Ltd

Mr. Gong Zhenyu

Operations Manager - Resolve Salvage & Fire (Asia) Pte Ltd

Desmond Chong

General Manager - Sinanju Marine Services Pte Ltd

Ms. Ashley Beh

Claims Executive - Spica Services (S) Pte Ltd

Mr. Abhishek Asija

Head, Business - Synergy Marine Pte Ltd

Mr. Nick Taylor

Underwriter - The Standard Club Asia Ltd

Mr. Leong Weng Oon

Document Control Manager - Toll Logistics (Asia) Limited

Mr. Simone Centola

Senior Associate - Wikborg Rein Singapore Pte. Ltd.

The Young Executives Group (YEG) continues to enjoy strong support from SSA member companies. As of 1 June 2015, more than 1,090 young shipping executives have joined the YEG.

Established in 2005, the main role of the YEG is to encourage young shipping executives' greater awareness of SSA and to encourage them to participate in the Association's activities with a view of nurturing future leaders for the Association.

The Young Executives Group committee is chaired by Councillor Ms. Katie Men of Iseaco Holdings Pte Ltd, and the activities of the YEG are focused in three main areas, namely: Community Outreach, Education and Networking. Events were also organised to suit the age group (45 years and below) of the YEG members.

During the period in review, the YEG organised the following events:



YEG Events

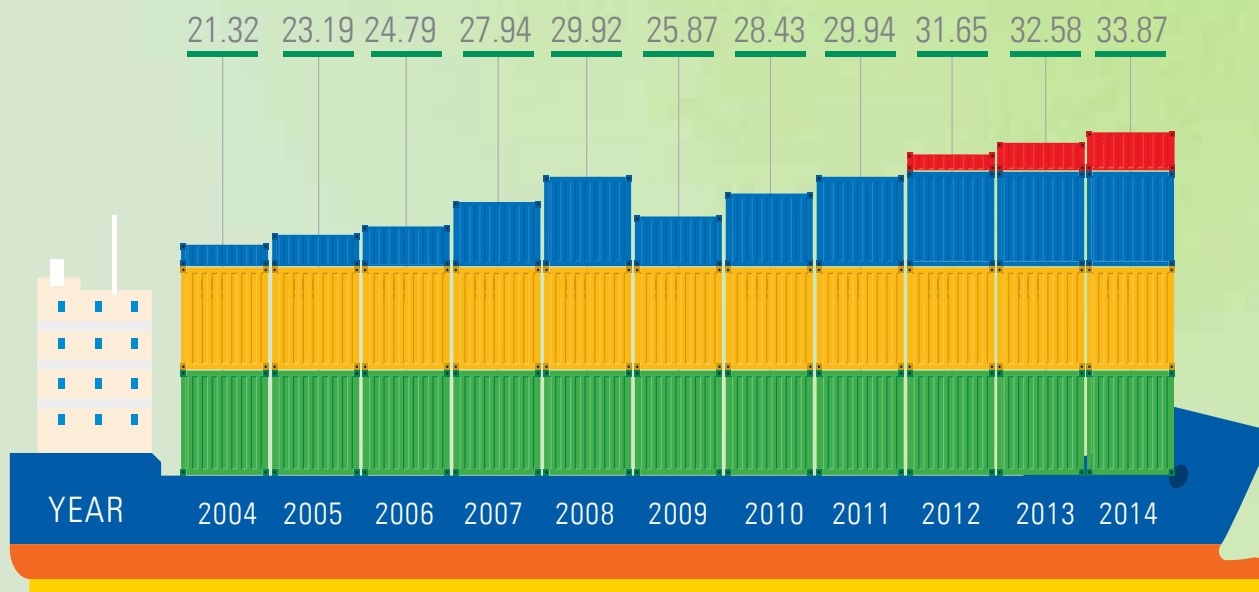
	Event	Speakers/Venues	Date
1.	YEG Facetime with SSA Councillors! (Session 2)	Venue: SSA Conference Room Speakers: Mr Lee Keng Mun , SSA Councillor Ms Lisa Teo , SSA Honorary Treasurer	24 June 2014
2.	SSA YEG Educational Talk & Networking Session: Recent Developments in Admiralty Law	Venue: Duane Morris & Selvam LLP Speaker: Mr Raghunath Peter Doraisamy , Partner, Duane Morris & Selvam LLP	17 July 2014
3.	SSA-YEG Durian Degustation & Networking	Venue: Ah Seng Durian @ Ghim Moh Market	23 July 2014
4.	YEG Facetime with SSA Councillors! (Session 3)	Venue: SSA Conference Room Speakers: Mr Aloysius Seow , SSA Councillor & SSA Services Committee Chairman Mr Carsten Brix Ostenfeldt , SSA Councillor & SSA Technical Committee Chairman Ms Gina Lee-Wan , SSA Councillor & SSA Legal & Insurance Committee Chairman Mr Kurashiki Toshio , SSA Councillor	26 August 2014
5.	SSA YEG Educational Talk & Networking Session: Maritime Resource Management Training – Developing People for Safer Shipping	Venue: SSA Conference Room Speaker: Ms Katie Men , Managing Director of Iseaco Holdings Pte Ltd and SSA Councillor and SSA YEG Committee Chairman	17 September 2014
6.	YEG Cup Song Performance at the SSA 29th Anniversary Gala Dinner	Venue: Marina Bay Sands Singapore YEG Members: Mr Desmond Chong/ Mr Jonathan Choo/ Ms Katie Men/ Ms Lao Mei Leng/ Ms Lee Siaw Yen/ Ms Liu Ting/ Mr Sebastian Ho/ Mr Sky Hu	26 September 2014
7.	SSA YEG Community Outreach: Pink Cocktail	Venue: SSA Conference Room	14 October 2014
8.	YEG Facetime with SSA Councillors! (Session 4)	Venue: SSA Conference Room Speakers: Mr Neil Glenn , SSA Councillor and SSA Off- shore Services Committee Chairman Mr Tan Chin Hee , SSA Councillor	28 October 2014
9.	SSA YEG Bowling Challenge 2014	Venue: Kallang Bowl	20 November 2014

10.	SSA YEG Educational Talk & Networking Session: The Proposed Reform of Insurance Law and Unseaworthiness Due to Crew (In)Ability	Venue: Norton Rose Fulbright (Asia) LLP Speaker: Mr Ian Teare , Partner, Norton Rose Fulbright (Asia) LLP	27 November 2014
11.	SSA YEG Year End Networking Event	Venue: Art Bar @ The Butter Factory	10 December 2014
12.	SSA YEG Community Outreach: Movie Screening & Luncheon with Children's Cancer Foundation	Venue: Cathay Cineleisure Orchard	15 December 2015
13.	YEG Networking Event by BIMCO and CSOA, in Cooperation with SSA	Venue: Conrad Centennial Singapore	27 February 2015
14.	SSA YEG Community Outreach: Visit to Ju Eng Home for Senior Citizens	Venue: Ju Eng Home	2 March 2015
15.	SSA YEG Lunar New Year 'Lo-Hei' Dinner	Venue: Penthouse @ PIL	3 March 2015
16.	SSA YEG Educational Talk & Networking Session: Liability and the Limitation Convention – Possibilities, Process and... Pandemonium?	Venue: Joseph Tan Jude Benny LLP Speaker: Mr John Sze , Deputy Managing Partner, Joseph Tan Jude Benny LLP	31 March 2015
17.	SSA YEG Community Outreach: Volunteer at the Willing Hearts Soup Kitchen	Venue: Willing Hearts Soup Kitchen	18 April 2015
18.	SSA YEG 9th Anniversary Celebrations	Venue: The Bank Bar	29 May 2015



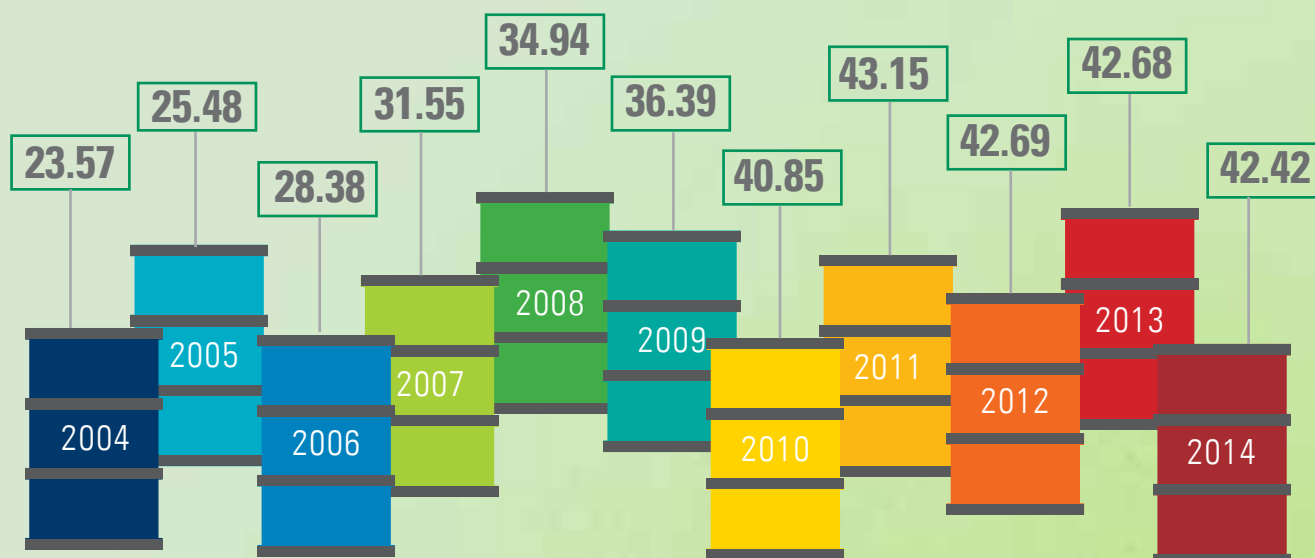
CONTAINER THROUGHPUT

CONTAINER THROUGHPUT (million TEUS)



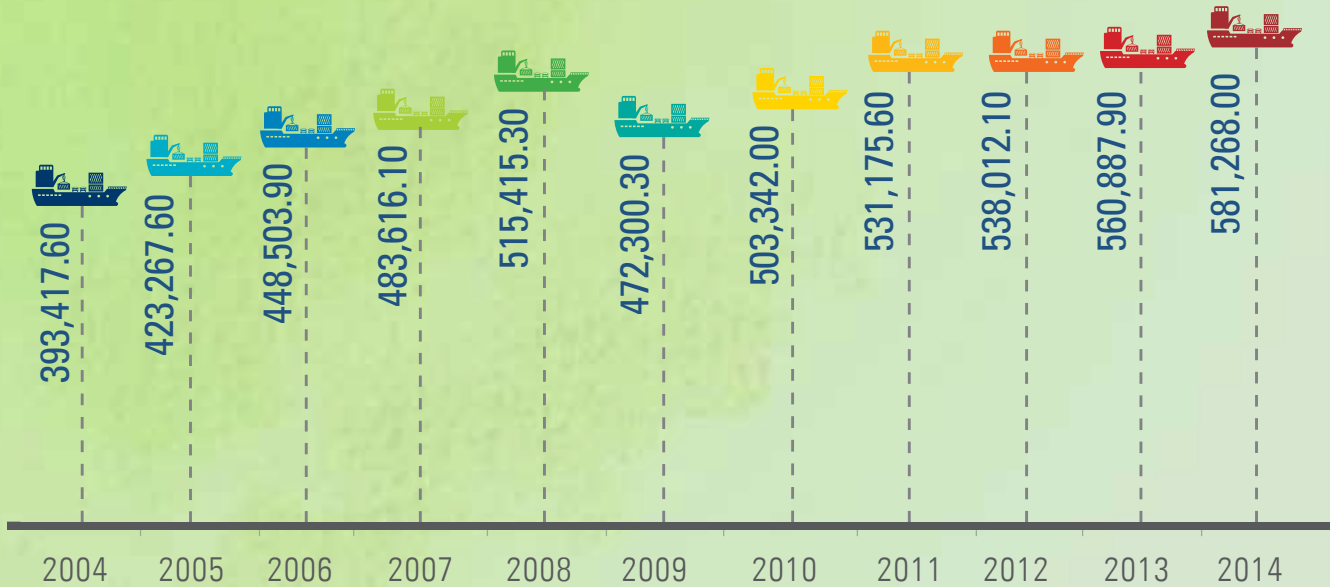
BUNKER UPLIFT

BUNKER UPLIFT (million TONNES)



TOTAL SEABORNE CARGO

TOTAL CARGO (in '000 Tonnes)



MERCHANT FLEET

MERCHANT FLEET

		VESSELS	GT(MILLIONS)
2014		4,595	82.25
2013		4,379	73.62
2012		4,232	65.02
2011		4,111	57.36
2010		3,978	48.78
2009		3,950	45.63
2008		3,843	43.70
2007		3,553	39.60
2006		3,249	34.79
2007		3,219	32.96
2006		3,109	27.71