



SINGAPORE SHIPPING ASSOCIATION

# NAVIGATING THE **FUTURE**



ANNUAL  
REVIEW

# 15/16



**SSA** SINGAPORE  
SHIPPING  
ASSOCIATION

***WITH COMPLIMENTS***

*From*



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# MISSION STATEMENT

## SSA MISSION STATEMENT



### AS AN ASSOCIATION

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



### FOR THE INDUSTRY

The Association will take the view of the maritime industry as a whole. It will play its due role to promote the interests of shipping in Singapore and the rest of the world. To do so, the Association will co-operate and actively engage other maritime organisations both locally and globally.



### FOR SINGAPORE

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 International Maritime Centre.



### FOR INTERNATIONAL SHIPPING

The Association will co-operate with governmental and non-governmental organisations to promote freedom and safety at sea and to protect the marine environment.



# PRESIDENT'S REPORT

PRESIDENT'S  
REPORT



“Promoting your interests as we continue to enhance Singapore’s competitiveness as an International Maritime Centre.”



2015/2016

# PRESIDENT'S REPORT

## General Outlook

We are still facing headwinds generated by a volatile global economy as we sailed past the midway mark for 2016. Freight rates are still depressed, as we see shifts in alliances, while players adjust to excess shipping capacity. China's cooling economic measures have softened demand, while Europe continues to face challenges to its European Union status. The anticipated Brexit will no doubt keep all of us holding our breath, just when we had took in some air after the Grexit episode.

Locally, our shipping community are all hunkering down and staying focused in optimising their operations and business processes. Our industry's ability to stay lean and nimble has made us resilient in the economic cycle. And so amidst a down cycle, there have been bright spots for us. I was very pleased to note that our key partners and stakeholders from the government have been stepping forward to engage SSA on programmes to maintain a momentum for the maritime industry. This is why Singapore will continue to be a strong attraction for shipping as the authorities continue to exhibit pro-business engagements. Despite the poor outlook as we exited 2015, the Singapore economy grew 1.8% in the 1st quarter of 2016 compared to the same period a year ago, topping analysts' forecasts, according to the Ministry of Trade and Industry (MTI). Private economists surveyed by the Monetary Authority of Singapore (MAS) had expected economic growth from January to March to come in at 1.6%. MTI maintains 2016 GDP growth of between 1% to 3%.

Members should take comfort that our resilience and resolve to stay the course will help us as we look forward to global economic recovery.

## The Singapore Scene

Much has been publicised about Singapore's role as an International Maritime Center (IMC). In truth, the Maritime industry in Singapore is linked closely to the Singapore economy. Despite the weak numbers in maritime trade, our maritime cluster continues to grow with more than 130 shipping groups currently based here.

As we look at the numbers of 2015 comparing year on year with 2014, total container throughput dropped by 8% (3M TEUs) to 30.9M TEUs in 2015, and surprisingly total cargo tonnage fell only by 0.9% (5M tonnes less in 2015) to 575.8M tonnes, despite evident weak global trade. However, vessel arrivals was at 2.6B GT (up by 5%). Bunker sales volume were up at 45.2M tonnes vs 42.4M tonnes in 2014, and Singapore has up the ante by introducing Mass Flow Metering (MFM) in bunker deliveries which will be in full force in 2017. The SSA supports MFM as it adds on another factor of quality as a top bunkering port. The Singapore Registry of Ships (SRS) grew by 5% to 86.3M GT and the SRS remains among the top 10 high quality ship registries in the world.

## Building Core Competencies

Last year in February 2015, SSA launched the first Singapore-based national mutual war risks insurer – the Singapore War Risks Mutual (SWRM) Class, which is dedicated to provide participating Singapore shipowners with flexible coverage, and greater control over their war risks insurance cover at competitive rates. We are pleased to see support from our members, who are subscribing to this facility, and I am very proud to report that we are gaining traction with 400 vessels signed to SWRM. I am personally reaching out to all Singapore shipowners (if you have not yet already signed up) to help build this together so that we build core competencies into the Maritime industry which will serve us well into the future.

SSA has also identified that financing and building a capital market for shipping will indeed bolster core competency building. While this has taken a slower pace as we patiently wait for upturns in the global shipping trade, the vision of having a vibrant finance market for shipping is very much our focal point from the Council's direction. We have been engaging Singapore Exchange (SGX), through Maritime and Port Authority of Singapore (MPA), Ministry of Transport (MOT) and Monetary Authority of Singapore (MAS). The ongoing headliner of SGX in exclusive discussion terms with Baltic Dry Index reflects the momentum and mindshare for shipping.

Collectively, Singapore's achievements has reinforced Singapore's role as an IMC.



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.



### Navigating The Future – Reinforcing Strategic Alliances

This is our DNA in the Association. This is how we grow and maintain our standing as a credible and trusted advisor. SSA has continued to build on our critical strategic partnerships with other industry stakeholders such as MOT, MPA, Ministry of Manpower (MOM), Singapore Workforce Development Agency (WDA), Singapore Maritime Academy (SMA), Association of Singapore Marine Industries (ASMI), Singapore Chamber of Maritime Arbitration (SCMA) and Singapore Maritime Foundation (SMF).

Strategic initiatives require long term efforts. The work is never done. It is a marathon race we run. Strategic initiatives will not change overnight, and that is why it is in our DNA to build it. Last year in May 2015, the Menon Survey reported Singapore as the overall leading IMC. So we have to work harder to maintain the position. Looking far ahead beyond the horizon, skilled and quality manpower will be a critical success factor for Singapore shipping. The Association 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. After our AGM in June 2015, SSA was part of the tripartite initiative to plan ahead for Maritime Manpower Resources so that Singapore continues to remain ahead of workforce trends. This then transformed into the maritime sectorial SkillsFuture endeavour in 2016. The Association

is continuing these efforts and our Councillors and some of our members are already in the various work streams and taskforces to build this long term plan. More importantly you, as members, must participate actively and support these efforts for it to yield short, medium and long term benefits. I call upon your commitment and support. I envisage these efforts and plans will continue for the next 5 years as we strategically navigate our future.

As we exited 2015 last year in December, the Association was very pleased to have the opportunity to express its support for the Competition Commission of Singapore's (CCS) proposed renewal of the Block Exemption Order (BEO) for Liner Shipping Agreements. I am pleased to share that the CCS has, in principle, reported that the BEO will be extended, and it is now in the final stage of getting Parliamentary approval processed within 2016.

SSA continues to have stakeholder presence across strategic committees, from Spring Singapore committee, various IHL academia advisory committees, to MPA and SMF boards. Our strong presence have also paved the way to secure affiliated organisations such as the Asian Shipowners' Association (ASA) to have a permanent secretariat office here in Singapore. SSA also continues to host the Federation of ASEAN Shipowners' Association (FASA) and our Executive Director of SSA is also the Secretary General to FASA. SSA has rotated to chair FASA, and our Vice-President Ms Lisa Teo

is the Chairman for FASA for next 2 year term of 2016-2018. The presence of these permanent offices, and the level of SSA's involvement at executive and board levels, lay the foundation of creating centers of competency (& excellence) and will attract shipping interests and businesses to gravitate towards Singapore.

By being actively involved in 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 Regionally And Internationally

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 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 ASA, where SSA is the chair of the ASA Safe Navigation and 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. Our hard work is being appreciated and recognised.

In June 2016, I humbly accepted the appointment as Chairman of ICS. This underscores the growing voice of SSA on the international scene, and indeed reflects the endorsement of the international shipping community for SSA's growing profile.

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, BIMCO, INTERTANKO, OCIMF and WOC, we entertained visits from Shanghai Institute of Maritime Studies, Japan Coast Guard, Japan Maritime Centre, Japan External Trade Organization (JETRO), Malacca Straits Council, Gibraltar Port Authority, and Malta Maritime Administration. We also hosted Asian shipowners when we held our Safe Navigation and Environment meetings in September 2015 and March 2016.

### 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) and with ICS, in relation 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

Last year in the 1st half of 2015, maritime piracy and armed robbery posed a huge threat to international shipping in our regional waters. The Straits of Malacca and South China Sea were quoted by local and foreign press, and even a number of prominent maritime organisations who unfavorably reported and painted a seascape of lawlessness and extreme danger to seafarers and maritime trade. The Association had embarked on an outreach campaign, engaged the press and maritime organisations to educate them on the nuances of piracy incidences. Our efforts stretched to engaging them to be active collaborators to assist in combating piracy rather than observe and report.



SSA has worked tirelessly with international stakeholders and a guidebook has been published for our members and for the shipping community to alert them of piracy hotspots and recommended measures. Littoral states' stakeholders and maritime enforcement agencies were engaged at the highest levels. From the 2nd half of 2015, piracy incidences fell drastically with demonstrated commitments from the littoral states. As we move into the 1st quarter of 2016, there were zero reports in the Straits of Malacca and Singapore.

We are very pleased with the results of our efforts. We have averted a potential and unwarranted High Risk Area zoning by the Joint War Committee who oversees war risks in P&I covers. And we have also won over the hearts of analysts who are not based in the region and they have come to ask SSA's opinion when they report on piracy in the region.

Our recent concerns are the developing situations in the Sulu Sea where piracy incidences have evolved into kidnapping for ransom. SSA will continue to monitor and stand ready to collaborate with relevant authorities and stakeholders in this matter.

Our Association continues to provide Technical analyses on Piracy and Armed Robbery and we have completed the report for the 1st quarter of 2016. Members are urged to look for it on our SSA members' website.

- **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, SSA maintains its stance and expressed deep concerns on the European Parliament adopting a regional EU Regulation on the Monitoring, Reporting and Verification (MRV) of individual ship emissions of CO<sub>2</sub>, the Association joined the ICS, BIMCO and Intercargo in expressing its dismay of the outcome. SSA continues to work closely with parties so that MRV implementation and the IMO's reporting are harmonised to cater for ease of reporting without exposing commercially sensitive data on all ships trading in the EU.

Recently, the Association has expressed its support to an ongoing lobby within the US Congress and petitioned together with national shipowners association members from ASA, and FASA to remove the involvement of the Environmental Protection Agency (EPA) from Ballast Water issues and also the possibility for any unilateral move by individual US states on Vessels Accidental Discharge Act relating to ballast water.

## Our Members, Our Association

2nd half of 2015 was when the full impact of a downturn in shipping was being felt by all in the industry. The weak forecasts continued through to 2016, and while we are seeing some occasional bright spots, I am heartened to note our members are resilient and are continuing to trim the sails in order to catch the weak winds to keep moving on.

Support for our members have always been on our top 10 to-do list. Our councillors and the Secretariat have the unenviable tasks to prioritise what needs to be done for our members' needs. Through continuous partnerships and collaborative engagements, MPA has provided reliefs to Offshore, Container, and Bulk sectors. During the Singapore Maritime Week, SSA doubled up its collaboration, co-organised the Maritime Cybersecurity Seminar, and executed a highly visible open house event at VivoCity. This was the OSV@Vivo event which our Offshore members welcomed members of the public to visit two high-technology Offshore Support Vessels (the Pacific Legacy and the VOS Prince). Minister Josephine Teo (Senior Minister of State, Prime Minister's Office, Ministry of Foreign Affairs and Ministry of Transport) opened the event, and the SSA played host to over 2,500 visitors spanning 3 days despite the inclement weather of rain and soaring temperatures.

On membership, whilst we did have some members leaving us regretfully as a result of slowing shipping trade, we also did have new members joining us.

As of 31st May 2016, we have a total of 471 corporate members - 276 Ordinary Members and 195 Associate Members - and 7 Individual members. The Association welcomed our 4th and newest Honorary member, former Minister of Transport, Mr Lui Tuck Yew, who joins the other three honorary members, Mrs Lim Hwee Hua, Mr Ong Kok Wah and Mr Yeo Cheow Tong.

The SSA's Young Executives Group (YEG) celebrated its 10th anniversary in May 2016 this year, and now stands at 1,200 YEG members up from 1000 last year. The 20% jump indicates the positive effects of early strategic investments in setting up a YEG committee. Indeed when the local labour scene is very tight, clearly YEG's role is to ensure that we can retain our young maritime professionals, and attract new ones into the industry. The 10th anniversary was marked with a fantastic seminar helmed by Professor Wang Gungwu (Chairman, East Asian Institute and Lee Kuan Yew School of Public Policy at the National University of Singapore, Yusof Ishak Institute, and Emeritus Professor, Australian University). Prof Wang shared his insights on looking toward the future - The Maritime Silk Road. We are certain our YEG have taken away key points, as they will, no doubt, captain our journey in years to come.

Our Association is indeed gathering significant attention and we are maintaining our momentum to build SSA's name on the international front. Being appointed as ICS Chairman and as President of SSA, I say with humble pride that SSA and the Singapore flags are flying high. We are humbly gaining respect from larger shipowners' association and the international shipping community. We will continue to build depth and breadth within our Secretariat office, the Councillors, and all the volunteers who lead our subcommittees and workgroups. You have my commitment that all together, SSA will continue to build its credibility and reputation internationally.

## Conclusion

From an outsider's point of view looking at our Association, they see that the hallmark of SSA resting on the many volunteers from our member companies. It is truly a unique collaborative effort by the industry not commonly witnessed elsewhere, whereby so many of our members selflessly take time off their busy careers and business matters to support the efforts of the SSA, representing SSA as trusted advisors to various stakeholders and governmental agencies.

My fellow Councillors, and all volunteers who are serving on the Association's various Committees and Sub-committees, I am deeply grateful for your continued support given to our Association. Your continued commitment, dedication and contributions are truly the pillars of SSA's success.

Last but not least, you may have noticed that our new SSA logo boldly fronts the main glass doors of the Secretariat office now, while the meeting facilities has been refurbished with a fresh coat of paint. A new set of ship models has been put on display giving the conference room a refreshing look and SSA members now have unlimited access to WiFi within our premises. The SSA website has also found itself a new and modern design and I am pleased to see that renewal process is afoot in the Secretariat. Do join me as I take this opportunity to thank the Secretariat for the efficient discharge of their duties and service to our members.




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## Mr Esben Poulsen

PRESIDENT

Singapore Shipping Association

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# COUNCIL MEMBERS



**Mr. Esben Poulsen**  
PRESIDENT

Chairman  
Enesel Pte Ltd



**Ms. Lisa Teo**  
VICE PRESIDENT & HONORARY SECRETARY

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



**Capt. Surendra H Dutt**  
COUNCILLOR & CHAIRMAN OF  
TECHNICAL COMMITTEE

Managing Director  
Anglo-Eastern Shipmanagement (Singapore) Pte Ltd



**Mr. Tan Chin Hee**  
VICE PRESIDENT & HONORARY TREASURER

Executive Director  
Pacific Carriers Limited



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

Partner  
Allen & Gledhill LLP



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

Managing Director  
A P Moller Singapore Pte. Ltd.



**Capt. Mike Meade**

COUNCILLOR & CHAIRMAN OF OFFSHORE  
SERVICES COMMITTEE  
Chief Executive Officer  
M3 Marine Group Pte Ltd



**Mr. Steen Brodsgaard Lund**

COUNCILLOR  
Regional Manager South East Asia &  
Pacific Maritime  
DNV GL

*“The foundation of  
the SSA members is  
a safe and compliant  
fleet.”*

- » Realising safer, smarter,  
greener shipping in  
Singapore and beyond
- » Operationalising the  
digitalisation of the  
maritime industry

*“...our aim must also  
to be an International  
Maritime Financial  
Centre...”*

- » To make Singapore as the  
choice location/platform  
for maritime companies to  
raise monies
- » To develop a vibrant capital  
market as an integral part of  
Maritime Singapore



**Mr. Lee Keng Mun**

COUNCILLOR  
Head of Shipping Asia  
HSH Nordbank AG, Singapore Branch



**Ms. Lao Mei Leng**

COUNCILLOR & CHAIRMAN OF YOUNG  
EXECUTIVES GROUP COMMITTEE  
Partner  
Moore Stephens LLP



**Mr. Lim Sim Keat**

COUNCILLOR & CHAIRMAN OF  
SERVICES COMMITTEE

Managing Director, Transport Logistics  
IMC Shipping Co Pte Ltd



**Ms. Katie Men**

COUNCILLOR

Managing Director  
Iseaco Holdings Pte Ltd

*“Be brave!  
Managing  
Uncertainty with  
open mind. More  
adaptive to reality.”*

*“We must continue to strive to represent the collective  
views of our members for the betterment of our port,  
cruise and bunkering in Singapore.”*

- » Continuous meaningful engagement between regulatory authorities  
and association
- » Innovative ideas and standards to increase productivity and  
efficiency of the port of Singapore



**Ms. Caroline Yang**

COUNCILLOR

Executive Director, Legal & Finance, Safety & Training  
Hong Lam Marine Pte Ltd

# SSA SECRETARIAT

MICHAEL PHOON  
Executive Director

SIEW POH HONG  
Admin Executive

MARISSA ENRIQUEZ  
Accounts & Admin Executive

SITI NORAINI ZAINI  
Executive Officer

LIM BEE LIAN  
Accounts Manager

KUNASEKARAN  
Admin Executive

CAPT. ANG CHIN ENG  
Technical Director





GENA LIM  
Executive Secretary

JOLYN TEO  
Executive Officer  
(Corporate Communications)

MARIANNE CHOO  
General Manager

WONG SHU YI  
Executive Officer

DEBORAH TAN  
Executive Officer (Corporate  
Communications)

QUEK TSUI CHIANG  
Assistant Manager

# ORGANISATIONAL CHART

## ORGANISATIONAL CHART





#### SUB COMMITTEES TO OPERATIONAL COMMITTEES

01

- Training Development & Education Sub-Committee

03

- Operations Training & Manning Sub-Committee
- Maritime Safety & Security Sub-Committee

02

- Ship Operations & Port Services Sub-Committee
- Bunkering Sub-Committee
- Cruise Sub-Committee

04

- Tax Sub-Committee



# ACTIVITIES REPORT









## SSA ACTIVITIES 2015/2016







### Annual General Meeting

The SSA's 19<sup>th</sup> Annual General Meeting was held on 30 June 2015 at the Marina Mandarin Hotel Singapore. It was attended by 130 Ordinary and 25 Associate Members. The Meeting adopted the SSA Annual Report 2014/2015 and Financial Report ended 31 December 2014.

The AGM re-appointed M/S Rohan Mah and Partners LLP as the Association's external auditors and M/S Allen and Gledhill LLP as its honorary legal advisor for 2015/2016.

The AGM also unanimously re-appointed Mr. Teo Siong Seng, Mr. Aloysius Seow, Mr. Patrick Phoon and Mr. Ong Kok Wah to the SSA Board of Trustees.

Mr Patrick Phoon, SSA President (2013/2015) also informed the Meeting that, after 24 years of service on the SSA Council, he would be stepping down from the Council with immediate effect, to make way for younger members of the Association.

### Council

Being an election year, the AGM was informed that the Secretariat had received 7 nominations for election to the incoming Council (2015/2017) as at the close of nominations on 22 June 2015. As the 7 nominations met the constitutional requirements, all 7 nominees were returned unopposed and elected by acclamation to the SSA Council (2015/2017) as follows:

	COMPANY (in alphabetical order)	NAME OF REPRESENTATIVE	DESIGNATION IN COMPANY
1.	A. P. Moller Singapore Pte Ltd	Mr. Rene Piil Pedersen	Managing Director
2.	Enesel Pte Ltd	Mr. Esben Poulsen	Chairman
3.	Hong Lam Marine Pte Ltd	Ms. Caroline Yang	Executive Director and Head of Legal & Finance, Safety & Training, Administration and Human Resources
4.	IMC Industrial Group	Mr. Lim Sim Keat	Managing Director, Dry Transport Logistics
5.	Iseaco Holdings Pte Ltd	Ms. Katie Men	Managing Director
6.	Pacific Carriers Ltd	Mr. Tan Chin Hee	Executive Director
7.	Pacific International Lines (Pte) Ltd	Ms. Lisa Teo	Executive Director (Corporate Development)

## ADMINISTRATIVE COMMITTEES' REPORT

The first meeting of the SSA Council (2015/2017) was held immediately after the 19th AGM. During that meeting, the following SSA office bearers were elected for a two-year term.

- Mr. Esben Poulsson, Chairman, Enesel Pte Ltd was elected as President
- Ms. Lisa Teo, Executive Director, Corporate Development, Pacific International Lines (Pte) Ltd was elected as Vice President and Honorary Secretary
- Mr. Tan Chin Hee, Executive Director, Pacific Carriers Limited was elected as Vice President and Honorary Treasurer

During the Meeting, the newly elected Council also decided to co-opt the following:

### Ordinary Members:

- Capt. Surendra Dutt, Managing Director, Anglo-Eastern Shipmanagement (Singapore) Pte Ltd
- Capt. Mike Meade, Chief Executive Officer, M3 Marine Group Pte Ltd

### Associate Members:

- Ms Lao Mei Leng, Partner, Moore Stephens LLP
- Mrs. Gina Lee-Wan, Partner, Allen and Gledhill LLP
- Mr. Lee Keng Mun, Head of Shipping Asia, HSH Nordbank AG, Singapore Branch
- Mr. Steen Lund, Regional Manager South East Asia & Pacific Maritime, DNV GL Technology Centre

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 (2015/2017) is as follows:



President	<b>Mr. Esben Poulsson</b> , Chairman, Enesel Pte Ltd
Honorary Secretary, Vice President and Chairman of General Affairs Committee	<b>Ms. Lisa Teo</b> Executive Director, Corporate Development Pacific International Lines (Pte) Ltd
Honorary Treasurer, Vice President and Chairman of Finance, Investment and Audit Committee	<b>Mr. Tan Chin Hee</b> Executive Director, Pacific Carriers Limited
Chairman of International Committee	<b>Mr. Rene Piil Pedersen</b> Managing Director A. P. Moller Singapore Pte Ltd
Chairman of Legal and Insurance Committee	<b>Mrs. Gina Lee-Wan</b> Partner, Allen and Gledhill LLP
Chairman of Offshore Services Committee	<b>Capt. Mike Meade</b> Chief Executive Officer, M3 Marine Group Pte Ltd
Chairman of Services Committee	<b>Mr. Lim Sim Keat</b> Managing Director, Transport Logistics, IMC Shipping Co Pte Ltd
Chairman of Technical Committee	<b>Capt. Surendra Dutt (Till 30 June 2016)</b> Managing Director, Anglo-Eastern Shipmanagement (Singapore) Pte Ltd  <b>Mr. Steen Brodsgaard Lund (wef 1 July 2016)</b> Regional Manager South East Asia & Pacific Maritime DNV GL Technology Centre
Chairman of YEG Committee	<b>Ms. Lao Mei Leng</b> Partner, Moore Stephens LLP
Council Members	<b>Ms Caroline Yang</b> Executive Director, Legal & Finance, Safety & Training Hong Lam Marine Pte Ltd  <b>Mr. Lee Keng Mun</b> Head of Shipping Asia, HSH Nordbank AG, Singapore Branch  <b>Ms. Katie Men</b> Managing Director, Iseaco Holdings Pte Ltd



## GENERAL AFFAIRS COMMITTEE



//

Cementing our stand  
as an IMC.

//

- » Foster strong relationship within the shipping community, braving through the current collectively.

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**Ms. Lisa Teo**

VICE PRESIDENT & HONORARY SECRETARY

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

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277

ORDINARY MEMBERS

195

ASSOCIATE MEMBERS

6

INDIVIDUAL MEMBERS

### General Affairs Committee

The General Affairs Committee was headed by the Vice President & Honorary Secretary, Ms. Lisa Teo and supported by Councillor, 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

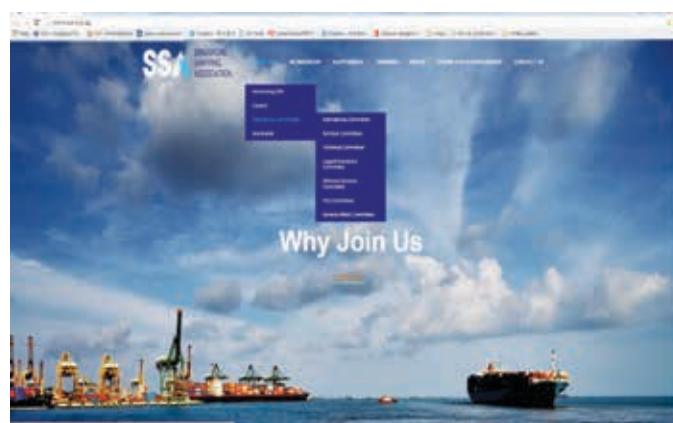
As of 1 June 2016, the Membership of the SSA stood at 478 members, of whom 277 are Ordinary Members, 195 are Associate Members and 6 Individual Members. The Association also has 4 Honorary Members, namely: Mrs. Lim Hwee Hua, Mr. Ong Kok Wah, Mr. Yeo Cheow Tong and Mr. Lui Tuck Yew.

The Association welcomed 31 new members into the Association since the last AGM.

#### » SSA Secretariat

The SSA Secretariat is supported by a staff of 13 which is headed by Executive Director, Mr. Michael Phoon. Besides the SSA, the staff also provides a range of secretarial support to the Singapore Maritime Employers Federation, the Federation of ASEAN Shipowners' Associations and the Safe Navigation and Environment Committee of the Asian Shipowners' Associations (ASA – renamed from Asian Shipowners Forum with effect from 21 May 2016).





#### » Corporate Communications

The Secretariat continues to maintain the SSA website at [www.ssa.org.sg](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 website was recently revamped in March 2016 to give a modern new look and additional features to service the members.

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. [www.ssa.org.sg/mediaimg/ssa-enewsletter-waves.html](http://www.ssa.org.sg/mediaimg/ssa-enewsletter-waves.html). Over the past year, industry experts, academics and journalists contributed thought-provoking and informative articles on issues of interest and concern to SSA Members, of which Cyber Security and Big Data generated the most amount of interest. The latest issue was dedicated to the SSA Young Executives Group as it commemorates its 10th Anniversary this year..





#### » Members' Networking Sessions

##### **SSA 30th Anniversary Gala Dinner**

The Association's 30th Anniversary Gala Dinner was held on 25 September 2015 at the Grand Ballroom of Marina Bay Sands Expo and Convention Centre, Singapore. The Guest-of-Honour was Mr. Teo Chee Hean, Deputy Prime Minister (DPM) and Coordinating Minister for National Security. Also in attendance was former Minister of Transport Mr. Lui Tuck Yew and Senior Minister of State in the Prime Minister's Office and Ministry of Transport and Ministry of Foreign Affairs, Mrs Josephine Teo, along with a staggering 2160 guests and members.

##### **SSA COMMEMORATES SG50**

To commemorate SG50, SSA and MPA collaborated on a coffee table book "*A Light on the Straits - Maritime Singapore*", featuring photographs by National Geographic photographer Michael Yamashita. A National Geographic documentary "*Inside Maritime Singapore*" was also jointly produced.



### 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 June 2015 to coincide with its Annual General Meeting, in December 2015 to mark the year-end and in February 2016 to usher in the Lunar New Year.

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

Despite the difficult times facing the shipping industry, SSA sincerely appreciates the generosity of its members who had very kindly sponsored the Association's Gala dinner, cocktail receptions and other events over the past year.

### » Scholarships, 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.

Though no scholarships were awarded for the academic year 2015/2016, the SSA Council has deliberated and set aside \$50,000 for the academic year 2016/2017 to sponsor up to 3 scholarships under the MaritimeONE scholarship programme to assist:

- Institute of Technical Education (ITE) graduates who have enrolled for the Singapore Maritime Academy 3-year Diploma programme in either Nautical Studies or Marine Engineering or Maritime Business; or
- Undergraduate students in their 3rd and 4th year of studies under the Maritime Economics Concentration Programme at the Singapore Management University.

The Association continues to support deserving top graduates of the Singapore Maritime Academy (SMA) maritime diploma courses – namely the Diploma in Marine Engineering, the Diploma in Nautical Studies and the Diploma in Maritime Business – in the form of book vouchers awarded annually.

On an annual basis, SSA also continues to provide a \$5,000 travel bursary to a local student in financial difficulties to defray the costs of attending a one semester attachment at BI (Norwegian School of Management) in Oslo, Norway under his/her Bachelor of Maritime Studies undergraduate programme at Nanyang Technological University.



## Supporting Manpower Development Initiatives

### » TNTA and TETA

The Association lends its full support to the Tripartite Nautical Training Award (TNTA) and Tripartite Engineering Training Award (TETA) programmes joint initiatives by Singapore Maritime Officers' Union, Singapore Workforce Development Agency, National Trades Union Congress' e2i (Employment and Employability Institute) and is supported by the Maritime and Port Authority of Singapore (MPA) and shipping companies to attract and train Singaporeans for a seafaring career.

To address the long-term manning needs of the harbour craft sector, SSA also supports and works 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 aims 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 SSA members who have provided training berths for the seafaring cadets during their sea-phase training.

### » SkillsFuture

To support the objectives of SkillsFuture, SSA Secretariat staff and key stakeholders have been representing maritime employers at tripartite meetings of the Maritime Manpower Taskforce (Sea), Maritime Manpower Taskforce (Shore) and Transport (Sea) Sectoral Tripartite Committee, chaired by Mr. Andrew Tan, Chief Executive of MPA.

To support the Maritime Manpower Taskforce (Shore), some 20 SSA members form three Maritime Manpower Resource Panels (MMRP) for Shipowning/operating and Broking segment (chaired by Mr. Andrew

Tan), Ship Agency segment (chaired by Mr. Patrick Phoon) and Technical Management segment (chaired by Capt Surendra Dutt). These groups are tasked with identifying future skills and areas for job re-design needed to support competitiveness of the maritime industry, develop skills-based career progression pathways to improve attraction and retention, establishing plans to develop a Singaporean core through high quality education and training programmes, amongst other initiatives.

At SSA's 30th Anniversary Gala Dinner, Guest of Honour DPM Mr. Teo Chee Hean announced several initiatives arising from the Maritime Manpower Taskforces. Locals embarking on a seafaring career and their employers can tap on incentives provided by the SkillsFuture Earn and Learn Programme. Those who wish to deepen specialist skillsets can tap on SkillsFuture Study Awards to defray the cost of training. Maritime Singapore Connect, a one-stop career services platform to give Singaporeans easy access to information on maritime careers, education and training was also launched at the dinner.

## 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 MPA, the Singapore Customs, the Immigration and Checkpoints Authority, the Republic of Singapore Navy, and the Police Coast Guard.

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 for Singapore Marine Industries, Singapore Maritime Foundation, Singapore Maritime Officers' Union, the Singapore Organisation of Seamen, the Singapore National Shippers' Council and Singapore Maritime Academy.

The SSA is also a member of the Singapore Business Federation and the Singapore Chinese Chamber of Commerce and Industry.

### » Relations with Foreign Bodies

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

The SSA participated in the 41st Annual General Meeting of the Federation of ASEAN Shipowners' Associations (FASA) and the 48th FASA Executive Committee Meeting – both meetings were held on 23 November 2015 in Manila, Philippines. The 49th FASA Executive Committee Meeting was held concurrently with the 25th Asian Shipowners' Forum (ASF), which was held on 18 to 20 May 2016 in Shanghai, China. As a member of FASA, SSA President Mr. Esben Poulsen holds the Chairmanship of the ASF Safe Navigation and Environment



Committee (SNEC). The SSA hosted both the 29th and 30th Interim Meetings of the SNEC in Singapore on 16 September 2015 and 18 March 2016 respectively. 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). The SSA President, Mr. Esben Poulsson was also one of the four Vice Chairmen of the ICS. At the ICS AGM held on 2 June 2016 in Tokyo, Mr. Poulsson was unanimously elected as the ICS Chairman, succeeding Mr. Masamichi Morooka (Japan) who decided to stand down after four years in office. SSA Vice President Mr. Tan Chin Hee takes over from Mr. Poulsson to represent Singapore at ICS.

SSA also continues to nurture good working relationships with various international organisations such as the International

Maritime Organization (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 and Armed Robbery Against Ships in Asia (ReCAAP) Information Sharing Centre (ISC) and the multi-national Information Fusion Centre (IFC) based in Singapore.

Throughout the year, SSA Council members and Secretariat also hosted visitors from abroad. Delegations from Transport Malta, Gibraltar shipping community, Japan Port, Shanghai International Shipping Institute, amongst others.



## For a different perspective...

We have been continuously charting and analysing the world's maritime markets for more than 40 years; establishing a reputation for objectivity, rigour and consistent quality. This in-depth market understanding combined with broad industry expertise provides our clients with the actionable advice needed for long term success.

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E [enquiries@drewry.co.uk](mailto:enquiries@drewry.co.uk)  
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### MaritimeONE

The SSA, together with its maritime partners, the Maritime and Port Authority of Singapore (MPA), Singapore Maritime Foundation (SMF) and Association of Singapore Marine Industries (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 – 2016, the SSA spearheaded the Maritime Experiential Programme (or Maritime Open House) project for upper secondary school students.

The SSA-led Maritime Experiential Programme was held on 13 and 20 May 2016 for 275 students. The students participated in a sea tour and also received a guided tour of the PSA Marine, PSA Pasir Panjang Terminal, Jurong Port, Keppel shipyard, Sembcorp Marine Tuas shipyard, Singapore Maritime Gallery and Singapore Maritime Academy.



### Corporate Social Responsibility

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

Over the past year, members and SSA Secretariat staff were given the opportunity to interact with beneficiaries of the Children's Cancer Foundation, help raise awareness of breast cancer through the annual Pink Cocktail held in collaboration with the Breast Cancer Foundation and provide food for the needy through Willing Hearts Soup Kitchen.





## 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 – JULY 2015 TO JUNE 2016

	Date	Event	Speaker(s)	Venue
1.	28 July 2015	Consultation Session on Tripartite Maritime Taskforce Initiatives	<b>Mr. Wong Kai Cheong</b> – Maritime and Port of Authority Singapore	SSA Conference Room
2.	14 August 2015	Maritime and Transportation Industry: Future Operating Environment - Trade Flows & Cash Management	<b>Mr. Roger McNicholas</b> – Partner, PricewaterhouseCoopers Consulting (Singapore) Pte Ltd <b>Mr. William Choong</b> – Senior Director, PricewaterhouseCoopers Consulting (Singapore) <b>Mr. Damien Dugauquier</b> – Commercial Director, Corporates, ASEAN, SWIFT <b>Ms. Bernice Yeoh</b> – Director, International Maritime Centre Division, Maritime and Port Authority of Singapore (MPA) <b>Mr. David Blair</b> – Managing Director, Acarate Consulting, Singapore  <b>PANELLISTS</b> <b>Mr. Lee Keng Mun</b> – Head of Shipping Asia, HSH Nordbank AG, Singapore Branch, SSA Councillor <b>Ms. Elaine Ng</b> – Corporate Tax Advisory Partner, PricewaterhouseCoopers Services LLP (Singapore)	Room W28, #17-00, PwC Building
3.	27 January 2016	Talk on Post-FED Interest Rates Hike – Impact to Marine and Offshore Industry	<b>Mr. David Britten</b> – Head of Dealing, Western Union Business Solutions, Singapore	SSA Conference Room

## LIST OF FORUMS, TALKS AND SEMINARS – JULY 2015 TO JUNE 2016

	Date	Event	Speaker(s)	Venue
4.	8 March 2016	Briefing on US Sanctions & Compliance Issues	<b>Ms. Andrea Gacki</b> – Acting Deputy Director, Department of Treasury Office of Foreign Assets Control (OFAC) Department of State <b>Mr. Frank Boudra</b> – Compliance Officer, Department of Treasury Office of Foreign Assets Control (OFAC) <b>Mr. Jamie Earl</b> – Attorney Advisor, Department of Treasury Office of Foreign Assets Control (OFAC) <b>Mr. Mark Appleton</b> – Assistant Coordinator for Iran Nuclear Implementation U.S. Department of State <b>Mr. Tarek Fahmy</b> – Deputy Director, Bureau of Economic and Business Affairs Office of Sanctions Policy and Implementation	MND Complex Annex A, MND Auditorium Singapore
5.	24 March 2016	DBS and SSA Presents – Charting a Course: DBS Market Outlook and Opportunities in a Volatile Market	<b>Ms. Caroline Yang</b> – Executive Director, Legal & Finance, Safety & Training, Hong Lam Marine Pte Ltd and SSA Councillor <b>Ms. Joyce Tee</b> – Managing Director, DBS, Institutional Banking Group <b>Mr. Philip Wee</b> – Executive Director, DBS, Group Research <b>Mr. Eugene Leow</b> – Vice-President, DBS, Group Research <b>Ms. Sophia Liao</b> – Vice-President, DBS, Treasury & Markets, Corporate Advisory Group <b>Mr. Peter Tan</b> – Senior Vice-President, DBS, Treasury & Markets, Commodity Derivatives <b>Mr. Stanley Tan</b> – Senior Vice-President, DBS, Global Transaction Services, Workin resident, DBS, Institutional Banking Group	DBS Level 3 Auditorium, Marina Bay Financial Centre, Tower 3
6.	8 April 2016	SSA/PwC Seminar: New Leases Standard (IFRS 16) and Its Impact on Shipping Companies	<b>Ms. Trillion So</b> – Audit Partner, PwC Singapore <b>Mr. Voon Hoe Chen</b> – Partner, Accounting Advisory and Financial Reporting Services, PwC Singapore <b>Mr. Senthilnathan Sampath</b> – Deputy Head, Accounting Advisory and Financial Reporting Services, PwC Singapore <b>Ms. Elaine Ng</b> – Partner, Corporate Tax Advisory Services, PwC Singapore <b>Ms. Tia Siew Nam</b> – Associate Director, Corporate Tax Advisory Services, PwC Singapore	#7-00, PwC Building
7.	20 April 2016	Maritime Cyber Security Seminar “Assessment, Awareness and Action” (Singapore Maritime Week 2016)	<b>Mr. Esben Poulsen</b> – Chairman, Enesel Pte Ltd and SSA President <b>Mr. Michael Phoon</b> – Executive Director, Singapore Shipping Association (Panel Discussion Moderator) <b>Mr. Teo Chin Hock</b> – Senior Advisor, Cyber Security Agency of Singapore (CSA) <b>Mr. Philip Tinsley</b> – Security Manager, BIMCO <b>Mr. Naveen Selvam</b> – Senior Engineer, American Bureau of Shipping <b>Mr. Lim Kian Soon</b> – Head (Satellite), SingTel <b>Mr. Kevin Brunn</b> – Head of Clients and Markets, DNV-GL Maritime Software Division  And other speakers and panellists	Suntec Convention Centre Level 3
8.	10 June 2016	Seminar on SOLAS Container Weight Regulations, Chapter VI Regulation 2	<b>Ms. Lisa Teo</b> – Executive Director, Corporate Development, Pacific International Lines (Pte) Ltd and SSA Vice-President & Honorary Secretary <b>Capt. M Segar</b> – Assistant Chief Executive (Operations), Maritime and Port Authority of Singapore <b>Mr. Rory Macfarlane</b> – Partner, Ince & Co <b>Mr. Alistair Skingley</b> – Global Operations Manager, Swire Shipping, The China Navigation Co. Pte. Ltd <b>Mr. Akshat Arora</b> – Marine Surveyor, The Standard Club Asia Ltd	STI Auditorium, Capital Tower



## FINANCE, INVESTMENT AND AUDIT COMMITTEE



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Steering the  
industry through the  
storm, seizing the  
opportunities...

//

- » Developing entrepreneurial talent in multiple facades of the maritime industry
- » Keeping a trained and experienced workforce in a cyclical industry facing severe headwinds is key to capitalizing on the next upturn

### **Mr. Tan Chin Hee**

VICE PRESIDENT & HONORARY TREASURER

Executive Director  
Pacific Carriers Limited

### **Finance, Investment and Audit Committee**

The Honorary Treasurer and SSA Vice President Mr. Tan Chin Hee, Executive Director of Pacific Carriers 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 2015, the Association remains financially strong with an accumulated fund.





## INTERNATIONAL COMMITTEE



Singapore must  
maintain its leadership  
as the centre  
of shipping



- » Ensure Maritime Singapore remains competitive and attractive
- » Remove barriers to trade and ensure free and fair market access

### Mr. Rene Piil Pedersen

COUNCILLOR & CHAIRMAN OF  
INTERNATIONAL COMMITTEE

Managing Director

A P Moller Singapore Pte. Ltd.



## International Committee

Councillor Mr. Rene Piil 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 2015 to 2017 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 Competitiveness

The Committee agreed to look into the Competitiveness of the Singapore Registry as a benchmark exercise comparing Singapore with neighboring ports in ASEAN and Asia. In addition, through this study, the Committee would explore how to further streamline the process of establishing a presence in Singapore and/or joining the Singapore Registry of Ships. The intent of the study is to help MPA better serve as the lead agency for promoting Singapore as an International Maritime Centre (IMC).

### » 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.

Acknowledging that the situation in Asia is completely different from the situation in Somalia and West Africa, the Association played a leading role in the development of the ReCAAP Regional Guide which includes active participation by representatives from the oil majors, Intertanko, Oil Companies International Marine Forum (OCIMF), Malaysian Maritime Enforcement Agency (MMEA) and ReCAAP among many others.

The ReCAAP Regional Guide will be included in the BIMCO Global Anti-Piracy Guide as a region-specific annex.



## INTERNATIONAL COMMITTEE (2015-2017)

### MR. RENE PIIL PEDERSEN

(CHAIRMAN)

Managing Director  
A P Moller Singapore Pte Ltd

### INTERNATIONAL COMMITTEE MEMBERS

#### 1. CAPT. VIBHAS GARG

(VICE CHAIRMAN)

Vice President,  
Head of Fleets  
BW Maritime Pte Ltd

#### 2. MS. KATIE MEN

(VICE CHAIRMAN)

Managing Director  
Iseaco Holdings Pte Ltd

#### 3. MR. EFENDI JO

Commercial/Business  
Development Associate  
Amsbach Marine (S) Pte Ltd

#### 4. CAPT. R. JANARDHANAN

General Manager  
Anglo-Eastern  
Shipmanagement (Singapore)  
Pte Ltd

#### 5. MS. EVELYN LIM

Partner  
BDO LLP

#### 6. MR. ANSHUL SAXENA

Fleet Manager  
Bibby Ship Management  
(Singapore) Pte Ltd

#### 7. MR. MATTHEW STONEY

Regional Director  
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#### 8. MR. ROBERT MAXWELL

Managing Director  
Bernhard Schulte  
Shipmanagement (Singapore)  
Pte Ltd

#### 9. DR. ALAM KHORSHED

Vice President  
DNV GL Singapore

#### 10. CAPT. ANIL SINGH

Director  
Eastern Pacific Shipping Pte Ltd

#### 11. MR. AW YONG WOON

Senior Vice President  
HSH Nordbank AG,  
Singapore Branch

#### 12. MR. JEREMY HOLBROOK

Managing Director  
Hartmann Shipping Asia  
Pte Ltd

#### 13. MR. JAN KUEHNBAUM

Managing Director  
H. Schuldt Shipbrokers  
(Asia) Pte Ltd

#### 14. MR. LIM HAN

Executive Director, Operations  
Hong Lam Marine Pte Ltd

#### 15. CAPT. DEEPAK KHANCHANDANI

General Manager  
Inchcape Shipping Services (S)  
Pte Ltd

#### 16. MR. GANESA PILLAI NATARAJAN

Country Manager  
Indian Register of Shipping

#### 17. MR. NG EE PING

General Manager  
Kontiki Shipping Pte Ltd

#### 18. MS. SHU LIM

General Manager – Group  
Public Affair  
Maersk Singapore Pte Ltd

#### 19. MR. SHIVAS KAPOOR

Head of Crewing Ops  
Maersk Tankers Singapore  
Pte Ltd

#### 20. MR. NICHOLAS F. FISHER

Chief Executive Officer  
Masterbulk Pte Ltd

#### 21. MR. NG KWANG CHIAU

Senior Vice President  
Ocean Tankers (Pte) Ltd

#### 22. CAPT. EDMUND GEORGE

Assistant General Manager  
Pacific International Lines  
(Pte) Ltd

#### 23. MS. ELAINE NG

Partner  
PricewaterhouseCoopers  
Services LLP

#### 24. MR. SANJEEV MATHUR

Fleet Commercial Manager  
Rio Tinto Shipping (Asia)  
Pte Ltd

#### 25. MS. KATE NEO

Commercial Manager  
S5 Asia Pte Limited

#### 26. MR. GEORGE P. KYNIGOS

Partner & CFO  
Safe Ship Likyan  
Management Singapore  
Pte Ltd

#### 27. CAPT. ABHISHEK ASJIA

General Manager  
Synergy Marine Pte Ltd

#### 28. MR. COLIN JARRAW

Partner  
Virtus Law LLP

## TAX SUB-COMMITTEE

#### 1. MS. ELAINE NG

(CHAIRMAN)

Partner  
PricewaterhouseCoopers  
Services LLP

#### 2. MR. DANIEL HO

(VICE-CHAIRMAN)

Partner, Tax  
Deloitte & Touche

#### 3. MR. ARJUN BATRA

Managing Director  
Drewry Maritime Services  
(Asia) Pte Ltd

#### 4. MR. JEREMY HOLBROOK

Finance Director  
Hartmann Shipping Asia  
Pte Ltd

#### 5. MR. LOO CHOO LEONG

Group Finance Director  
Pacific Radiance

#### 6. MR. VIJAY NAIR

Chief Financial Officer  
Synergy Marine

#### 7. MR. SAW BOO GUAN

Chairman/Managing Director  
Yanmar Asia (S) Corporation  
Pte Ltd

#### 8. MR. TOBIAS PINKER

Chief Financial Officer  
Bernard Schulte (Singapore)  
Holdings Pte Ltd

#### 9. MR DANIEL LI

Associate  
ECYT Law LLC

#### 10. MS. TRICIA YEO

Head of Tax Centre,  
Singapore  
Maersk Singapore Pte Ltd

## SERVICES COMMITTEE



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We need to continue to engage and work with relevant stakeholders, especially in these challenging times ...

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- » Address issues affecting domestic shipping community
- » Proactive engagement of relevant stakeholders

### **Mr. Lim Sim Keat**

COUNCILLOR & CHAIRMAN OF  
SERVICES COMMITTEE

Managing Director, Transport Logistics  
IMC Shipping Co Pte Ltd



### Services Committee

Chaired by Councillor Mr. Lim Sim Keat from IMC Shipping Co Pte Ltd, this Committee oversees the activities of the Bunkering, Cruise and Ship Operations and Port Services Sub-Committees.

### SERVICES COMMITTEE (2015-2017)

#### MR. LIM SIM KEAT (CHAIRMAN)

Managing Director, Transport Logistics  
IMC Shipping Co Pte Ltd

#### SERVICES COMMITTEE MEMBERS

##### 1. MS. CAROLINE YANG (VICE CHAIRMAN)

Executive Director and Head of Legal & Finance, Safety & Training, Administration and HR  
Hong Lam Marine Pte Ltd

##### 2. CAPT. TEY YOH HUAT

Individual Member

##### 3. MR. RAY CHEN

Operations Manager  
Ben Line Agencies (Singapore) Pte Ltd

##### 4. MR. KHORSHED ALAM

Vice President  
DNV GL Singapore

##### 5. MR. GOON GHEN CHEIT

Executive Director, Commercial  
Hong Lam Marine Pte Ltd

##### 6. MR. DAS NAIR

General Manager  
Inchcape Shipping Services (S) Pte Ltd

##### 7. MR. MOHD YUNOS S/O HANIFFA

Head - Port Agency Operations  
S5 Asia Pte Limited

##### 8. MR. SEE YONG HUA

Vice President  
Jurong Port Pte Ltd

##### 9. MR. CHEAH AUN AUN

Marine Operations Manager  
Lloyd's Register Asia

##### 10. MR. KEK BENG

Director, Operations  
MOL (Singapore) Pte Ltd

##### 11. MR. RONNIE SEE

Director  
NYK Group South Asia Pte Ltd

##### 12. CAPT. LEO VINCENT

Chief Operating Officer  
OHC Shipmanagement

##### 13. MR. THIANG CHEONG SHENG

Vice President  
Ocean Tankers (Pte) Ltd

##### 14. CAPT. NASIR SUIBAHRIE

Deputy Director Claims  
Pandisea Pte Ltd

##### 15. MR. ANG KOK KIANG

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

##### 16. MR. ALBERT ONG

Managing Director  
Prosper Marine Pte Ltd

##### 17. MR. EDDY NG

Head of Container Operations  
PSA Corporation Limited

##### 18. MR. PETER CHEW CHENG MING

Managing Director  
PSA Marine (Pte) Ltd

##### 19. CAPT. ANUJ SAHAI

Managing Director  
Resolve Salvage & Fire (Asia) Pte Ltd

##### 20. MR. VISHAL KRISHNATRY

Manager Operations  
Rio Tinto Shipping (Asia) Pte Ltd

##### 21. MR. FRANKIE TAN SUI YAN

Director/General Manager  
Wallem Shipping (S) Pte Ltd



## BUNKERING SUB-COMMITTEE

1. **MR. KHORSHED ALAM**  
(CHAIRMAN)  
Vice President  
DNV GL Singapore
2. **CAPT. MITTRA NEERAJ**  
(VICE-CHAIRMAN)  
Manager Operations  
Eastern Pacific Shipping  
Pte Ltd
3. **MR. RAJEEV KUMAR**  
Marine Technical Advisor  
BP Singapore Pte Ltd
4. **MR. NAZRI BAKAR**  
(Designation)  
Bomin Bunker Oil Pte. Ltd.
5. **MS. JENNY LIAW**  
Manager, Bunkers  
Equatorial Marine Fuel  
Management Services
6. **MR. RAHUL SINGHAL**  
Claims Executive  
Gard Singapore Pte Ltd
7. **MR. RAJENTHRAN  
ARUMUGAM**  
Advocate & Solicitor  
Haridass Ho & Partners
8. **MR. MOHAMMAD  
AHSANUL HAQ KHAN**  
Fleet Manager, Harbour  
Hong Lam Marine Pte Ltd
9. **MR. BENSON SIM**  
Assistant Operations  
Manager  
Inchcape Shipping  
Services (S) Pte Ltd
10. **MR. ALEX TANG**  
Regional Manager –  
FOBAS and BQS  
Lloyd's Register Asia
11. **MR. NANDAN SHARMA**  
Fleet Group Manager  
Maersk Tankers Singapore  
Pte Ltd
12. **MR. THIANG CHEONG SHENG**  
Vice President  
Ocean Tankers (Pte) Ltd
13. **CAPT. NASIR SUIBAHRIE**  
Deputy Director Claims  
Pandisea Pte Ltd
14. **CAPT. MD JAFAR ULLAH KHAN**  
Manager, Ship  
Management/Agency  
Pan-United Shipping Pte  
Ltd
15. **CAPT. YOON PENG KWAN**  
General Manager (Fleet  
Support)  
Pacific International Lines  
(Pte) Ltd
16. **MR. VISHAL KRISHNATRY**  
Manager Operations  
Rio Tinto Shipping (Asia)  
Pte Ltd
17. **MR. DESMOND CHONG**  
General Manager  
Sinanju Marine Services  
Pte Ltd
18. **MR. YUNOS SHAH**  
Head – Port Agency  
Operations  
S5 Asia Pte Limited
19. **MR. BOB THORNTON**  
Marine Technical Director  
Word Fuel Services  
(Singapore) Pte Ltd
20. **CAPT. LEO VINCENT**  
Chief Operating Officer  
OHC Shipmanagement

### » Bunkering Sub-Committee

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

#### 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 2017.

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 leading global bunkering Port.

In addition, as part of ongoing efforts to enhance the professionalism and competency of bunker cargo officers and surveyors, the Association had developed a 1.5 days Refresher Course for Bunker Surveyors and Cargo Officers with the aim to raise technical knowledge on the MFM bunker operations, including creating greater awareness for personal safety and professionalism among frontline bunkering officers. This course is mandatory for all in-service bunker cargo officers and surveyors as part of the Terms and Conditions of the Bunkering Licence and Bunker Surveyor Licence.





#### 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 29 disputes out of 40,763 vessels bunkered

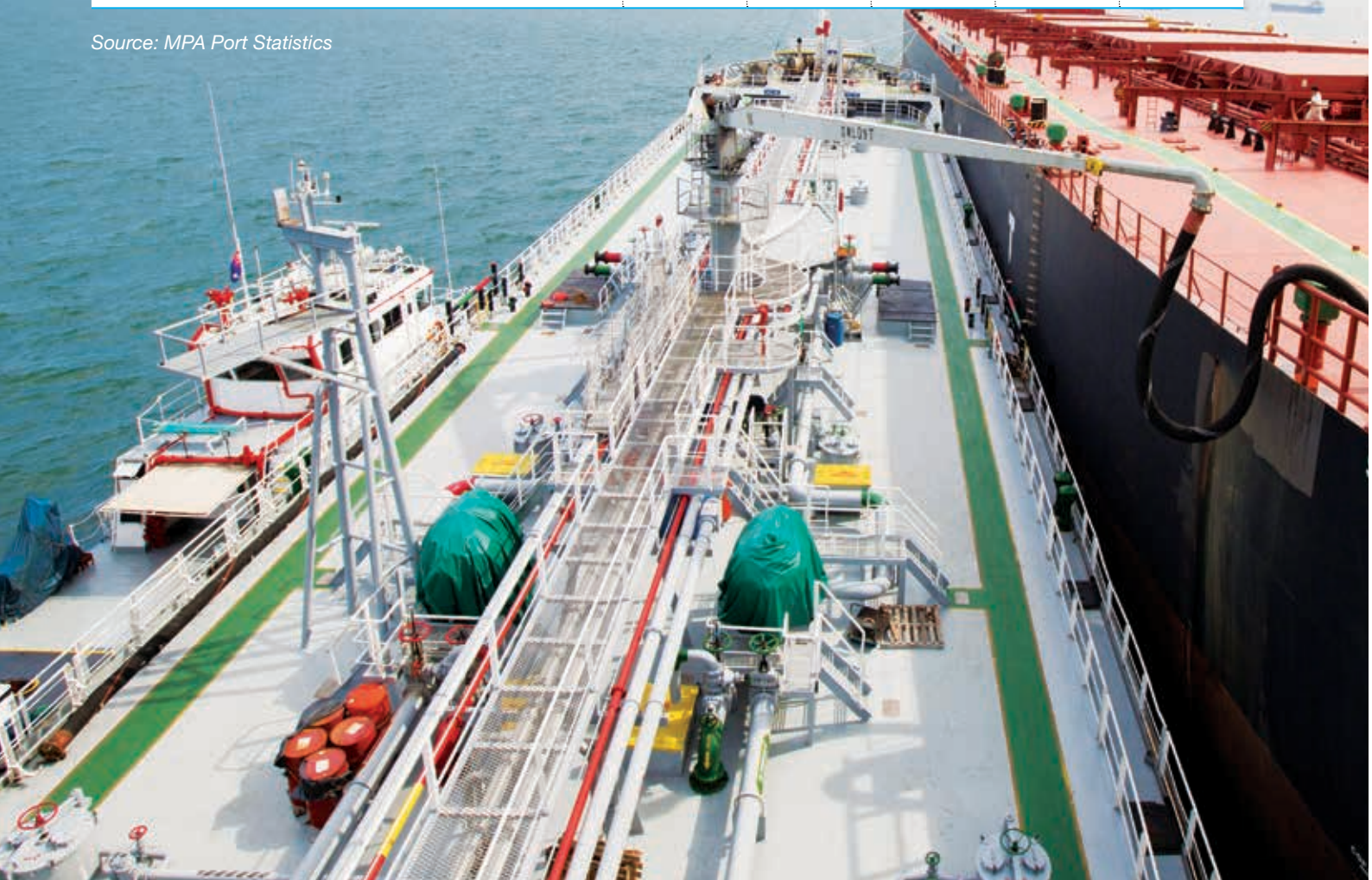
#### LNG Bunkering

In view of expected shifts in demand in the face of impending regulations, the Sub-Committee also monitors closely the developments in LNG Bunkering especially in Singapore.

### SUMMARY OF BUNKER OPERATIONS IN SINGAPORE

	2011	2012	2013	2014	2015
No. of quantity disputes	30	49	36	35	27
No. of quality disputes	1	4	3	4	2
Others	1	0	0	-	0
Total no. of disputes	32	53	39	39	29
No. of vessels bunkered in the Port*	37,753	38,082	38,614	38,299	40,763
No. of disputes as a % of vessels bunkered	0.08%	0.14%	0.10%	0.10%	0.07%

Source: MPA Port Statistics





#### CRUISE SUB-COMMITTEE (2015-2017)

- |  |  |
|--|--|
| 1. <b>MR. FRANKIE TAN SUI YAN</b><br>(CHAIRMAN)<br>Director/General Manager<br>Wallem Shipping (S) Pte Ltd | 6. <b>MR. LAW FOOK WAH</b><br>Senior Operations Manager<br>Inchcape Shipping Services<br>(S) Pte Ltd |
| 2. <b>MR. STEVEN ANG</b><br>(VICE CHAIRMAN)<br>Assistant Vice President<br>Star Cruise Pte Ltd             | 7. <b>MR. KEK BENG</b><br>Director, Operations<br>MOL (Singapore) Pte Ltd                            |
| 3. <b>MR. VICTOR ONG</b><br>Director/General Manager<br>Cambiaso & Risso<br>(Singapore) Pte Ltd            | 8. <b>MR. RAHMAT HANAPE</b><br>Assistant Manager<br>NYK Group South Asia<br>Pte Ltd                  |
| 4. <b>MR. RON GUNAWARDANA</b><br>Operations Supervisor<br>GAC (Singapore) Pte Ltd                          | 9. <b>MS. NORMA DE LA FUENTE</b><br>Head of MK & BD<br>SATS Creuers Cruise<br>Services Pte Ltd       |
| 5. <b>MR. ANDREW SHANNON</b><br>Mariner<br>Holman Fenwick Willan<br>Singapore LLP                          | 10. <b>MR. KEVIN TAN</b><br>AVP - Cruise Operations<br>Singapore Cruise Centre<br>Pte Ltd            |

#### » Cruise Sub-Committee

The Cruise Sub-Committee is chaired by Mr. Frankie Tan of Wallem Shipping (S) Pte Ltd. The Sub-Committee works closely with MPA, the Immigration and Checkpoints Authority, the Singapore Tourism Board 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.





» **Ship Operations and Port Services Sub-Committee**

Chaired by Capt. Tey Yoh Huat, the Ship Operations and Port Services Sub-Committee works closely with MPA, terminal operators and other service providers to address operational issues and concerns 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 quarterly meetings with MPA to discuss issues relating to ship operations and port services in the Port of Singapore.

**Container Weighing**

In view of the impending implementation of the SOLAS Container Weight Verification which will take into effect on 1 July 2016, the Sub-Committee worked together closely with MPA, PSA and other stakeholders to ensure smooth implementation for all affected parties. services in Singapore.

**SHIP OPERATIONS & PORT SERVICES SUB-COMMITTEE (2015-2017)**

**1. CAPT. TEY YOH HUAT**  
(CHAIRMAN)  
Individual Member

**2. MR. RAY CHEN**  
Operations Manager  
Ben Line Agencies (Singapore)  
Pte Ltd

**3. MS. JOYCE GOH**  
General Manager  
Bintang Mas Shipping Pte Ltd

**4. MR. GLEN BARRETT**  
Regional Voyage Operations  
Manager  
BP Singapore Pte Ltd

**5. MR. VICTOR ONG**  
Director/General Manager  
Cambiaso & Risso (Singapore)  
Pte Ltd

**6. CAPT. NADIM PRASAD**  
General Manager Operations  
Eastern Pacific Shipping Pte Ltd

**7. MR. CHIA THIAM CHYE**  
Executive Director  
ECL (Singapore) Pte Ltd

**8. MR. RAHUL SINGHAL**  
Claims Executive  
Gard (Singapore) Pte Ltd

**9. MR. LOH NGIAP HOE**  
Director  
Hiap Woon Shipping (S)  
Pte Ltd

**10. MR. TAY KET AN**  
Assistant to Director  
(Marine Personnel & Ops)  
Hong Lam Marine Pte Ltd

**11. MR. LAW FOOK WAH**  
Senior Operations  
Manager  
Inchcape Shipping  
Services (S) Pte Ltd

**12. MR. MOHD YUNOS S/O  
HANIFFA**  
Head – Port Agency  
Operations  
S5 Asia Pte Limited

**13. CAPT. HEMANT GUPTA**  
Assistant Vice President,  
Operations  
Jurong Port Pte Ltd

**14. CAPT. AHMED  
MONIRUL HASAN**  
Marine Ops  
Superintendent  
Maersk Tankers  
Singapore Pte Ltd

**15. MR. BRIAN LIM**  
Business Development  
Manager  
Marina Offshore Pte Ltd

**16. MR. KEK BENG**  
Directors, Operations  
MOL (Singapore) Pte Ltd

**17. MR. OLIVER YEO**  
Operations Manager  
NYK Group South Asia  
Pte Ltd

**18. MR. ZHANG YU JIE**  
Manager - Operations  
Ocean Tankers (Pte) Ltd

**19. MR. TORD AVSNES SAELE**  
Operations Manager  
Odfjell Asia II Pte Ltd

**20. CAPT. CHANDRAN**  
DPA  
OHC Shipmanagement  
Pte Ltd

**21. CAPT. RAJESH RAMAN**  
Deputy Director, Special  
Services  
Pandisea Pte Ltd

**22. CAPT. MD JAFAR ULLAH KHAN**  
Manager, Ship Management/  
Agency  
Pan-United Shipping Pte Ltd

**23. MR. PHILBERT CHUA**  
Vice President  
(Container Terminal 2)  
PSA Corporation Limited

**24. MR. ROGER TEO SOON HUAT**  
Head (Pilotage)  
PSA Marine (Pte) Ltd

**25. MR. VISHAL KRISHNATRY**  
Manager Operations  
Rio Tinto Shipping (Asia)  
Pte Ltd

## TECHNICAL COMMITTEE

//  
**Working towards  
safer ships and  
cleaner seas**  
//

- » Developing competent manpower for the maritime industry
- » Making our ships safe and secure for all those who sail on them

**Capt. Surendra H Dutt**

COUNCILLOR & CHAIRMAN OF  
TECHNICAL COMMITTEE

Managing Director  
Anglo-Eastern Shipmanagement  
(Singapore) Pte Ltd



### Technical Committee

The Technical Committee is chaired by Councillor Capt. Surendra Dutt from Anglo-Eastern Shipmanagement (Singapore) Pte Ltd. Due to his overseas posting, Capt. Dutt relinquished his chairmanship on 30 June 2016, and is succeeded by council member Mr. Steen Lund of DNV GL Singapore Pte. Ltd.

There are two Sub-Committees under the Technical Committee and they are the Maritime Safety and Security 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 9 May 2016, 49 States representing 34.79% of world shipping tonnage have ratified the Convention.

Whilst the Convention is expected to come into force in a matter of time, the Committee agreed that the IMO should ensure that outstanding concerns such as non-penalisation of early movers, and the revision of G8 Guidelines be addressed in a pragmatic, practical and implementable manner.

### Mandatory System for Collecting Ships' Fuel Consumption Data

The Committee noted that MEPC 69 approved mandatory requirements with regards to the collecting and reporting on their fuel consumption together with additional data on proxies for the "transport work" undertaken by ship such as the distance travelled, service hours, etc.

This data collection system will be the first step in a three-step process i.e. (1) data collection, (2) data analysis and (3) decision-making on what further measures, if any, are required.



## TECHNICAL COMMITTEE (2015-2017)

### **CAPT. SURENDRA H. DUTT**

(CHAIRMAN - TILL 30 JUNE 2016)

Managing Director  
Anglo-Eastern Shipmanagement  
(Singapore) Pte Ltd

### **MR. STEEN BRODSGAARD LUND**

(CHAIRMAN - WEF 1 JULY 2016)

Regional Manager, South East Asia  
& Pacific Maritime  
DNV GL Singapore Pte. Ltd.

### **TECHNICAL COMMITTEE MEMBERS**

#### **1. CAPT. TEY YOH HUAT**

(VICE-CHAIRMAN)

Individual Member

#### **2. MR. ANTHONY ZHUANG**

Commercial/Business  
Development Associate  
Amsbach Marine (S) Pte Ltd

#### **3. MR. ARPAN PRASAD**

Marine Health and Safety  
Manager  
A P Moller Singapore Pte Ltd

#### **4. MR. ORSON LOBO**

Deputy MD  
Anglo-Eastern Shipmanagement  
(Singapore) Pte Ltd

#### **5. MR. AVINASH KADAM**

Managing Director  
Bernhard Schulte  
Shipmanagement (Singapore)  
Pte Ltd

#### **6. MR. ARVIND MOHAN**

Managing Director  
Bibby Ship Management  
(Singapore) Pte Ltd

#### **7. MR. MILIND JOSHI**

Engineer Superintendent  
BP Singapore Pte Ltd

#### **8. MR. KAPIL BERRY**

Project Manager  
BW Maritime Pte Ltd

#### **9. CAPT RAJDEEP SINGH**

Director  
Eastern Pacific Shipping Pte Ltd

#### **10. CAPT. KUNAL PATHAK**

Loss Prevention Executive, Asia  
Gard (Singapore) Pte Ltd

#### **11. DR. KHORSHED ALAM**

Vice President  
DNV GL Singapore

#### **12. MR. KENNETH KEE**

Technical Advisor  
Hong Lam Marine Pte Ltd

#### **13. CAPT. DEEPAK**

**KHANCHANDANI**  
General Manager  
Inchcape Shipping Services (S)  
Pte Ltd

#### **14. MR. GANESA PILLAI**

**NATARAJAN**  
Country Manager  
Indian Register Of Shipping

#### **15. MR. GOH LAM BEE**

Marine Client Business Manager  
Lloyd's Register Asia

#### **16. MR. NANDAN SHARMA**

Fleet Group Manager  
Maersk Tankers Singapore  
Pte Ltd

#### **17. MR. SANJEEV SAMEL**

Vice President, Technical &  
Maritime Operations  
Masterbulk Pte Ltd

#### **18. MR. SHAJ THAYIL**

Head of Global Technical Services  
Neptune Orient Lines Limited

#### **19. MR. Y. F. WANG**

Manager  
Nippon Kyokai Singapore  
Pte Ltd

#### **20. MR. JOHNNY WONG**

Senior Manager - Technical  
Ocean Tankers (Pte) Ltd

#### **21. CAPT. LEO VINCENT**

COO  
OHC Shipmanagement  
Pte Ltd

#### **22. MR. PLAMEN ATANASOV**

Fleet Manager  
OSM Ship Management  
Pte Ltd

#### **23. MR. LIM TAU KOK**

Director  
Pacific Carriers Limited

#### **24. CAPT. AJIT KARANDE**

Deputy Director, Technical  
Service  
Pandisea Pte Ltd

#### **25. CAPT. R. S. MINHAS**

General Manager, Fleet  
Division  
Pacific International Lines  
(Pte) Ltd

#### **26. MR. BINOY DUBEY**

Admiralty Manager  
Reed Smith Pte Ltd

#### **27. CAPT. ANUJ SAHAI**

Managing Director  
Resolve Salvage & Fire  
(Asia) Pte Ltd

#### **28. MR. SANJEEV MATHUR**

Fleet Commercial Manager  
Rio Tinto Shipping (Asia)  
Pte Ltd

#### **29. MR. SANJEEV NAMATH**

General Manager  
Synergy Marine Pte Ltd

#### **30. MR. MARTIN CRESSWELL**

Fleet Director  
The China Navigation  
Company Pte Ltd

#### **30. CAPT. HARI SUBRAMANIAN**

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

#### **31. MR. RAHUL SAPRA**

Senior Surveyor  
The Standard Club Asia  
Ltd

#### **32. CAPT. ANUJ VELANKAR**

P & I Executive  
Thomas Miller (South  
East Asia) Pte Ltd

#### **33. MR. YATIN GANGLA**

Chief Operating Officer,  
Bulk Division  
Thome Ship Management  
Pte Ltd

#### **34. MR. SIVAKUMAR RAMUDU**

Fleet Manager  
Vroon Offshore Services  
Pte Ltd

#### **35. MR. CALUM HUME**

Technical Director  
V. Ships Asia Group  
Pte Ltd





## MARITIME SAFETY AND SECURITY SUB-COMMITTEE (2015-2017)

### » Maritime Safety and Security Sub-Committee

Chaired by Mr. Patrick Chua, BP Shipping Pte Ltd, the Maritime Safety & Security Sub-Committee looks into matters affecting maritime safety and security. 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.

In addition, the Sub-Committee monitors closely the developments of cyber security in shipping. Noting the IMO is developing cyber security guidelines to enhance maritime safety, it was agreed that the industry prefers a non-mandatory guidelines and not to be imposed by additional new regulations especially on cyber security which risk tolerance differ from company to company.

#### 1. MR. PATRICK CHUA (CHAIRMAN)

Regional Security & ER  
Advisor  
BP Singapore Pte Ltd

#### 2. MR. EUGENE LOW

Divisional Manager, MSC  
American Bureau of Shipping

#### 3. CAPT. SUNDEEP KHERA

Regional Marine Risk Manager  
AXA Corporate Solutions  
Assurance, Singapore Branch

#### 4. CAPT. DEVASISH BHAUMIK

Marine Manager  
Bibby Ship Management  
(Singapore) Pte Ltd

#### 5. CAPT. GEOFF PEARSON

Global Head Security  
BW Maritime Pte Ltd

#### 6. CAPT. PRASHNANT MISHRA

GM, HSE RV  
Eastern Pacific Shipping Pte  
Ltd

#### 7. CAPT. KUNAL PATHAK

Loss Prevention Executive,  
Asia  
Gard (Singapore) Pte Ltd

#### 8. MR. ANDERS WIKLUND

Associate  
Holman Fenwick Willan  
Singapore LLP

#### 9. CAPT. SIVA S/O SHANMUGAM

Manager, Safety & Training  
Hong Lam Marine Pte Ltd

#### 10. MR. GANESA PILLAI NATARAJAN

Country Manager  
Indian Register of Shipping

#### 11. MR. DAVID CHEONG

Marine Management  
System Manager  
Lloyd's Register Asia

#### 12. MR. MADHAV KAMATH

Marine Ops Superintendent  
Maersk Tankers Singapore  
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.

**OPERATIONS, TRAINING AND MANNING  
SUB-COMMITTEE (2015-2017)**

**13. MR. CLIFTON JOTHY SIMON**

Manager - Safety  
Ocean Tankers (Pte) Ltd

**14. CAPT. CHANDRAN**

DPA  
OHC Shipmanagement Pte Ltd

**15. MR. KUET EE YOON**

Deputy General Manager  
(Organisation Development)  
Pacific Radiance Ltd

**16. MS. VICTORIA MC FARLANE**

Paralegal, Deputy Manager  
Claims & Admin  
Pandisea Pte Ltd

**17. MR. CHU KIAN ANN**

Manager, Coastal/Bulk  
Pan-United Shipping Pte Ltd

**18. CAPT. EDWARD ABBAN**

Asst GM, Quality, Safety &  
Security Dept.  
Pacific International Lines  
(Pte) Ltd

**19. MR. KEVIN COCKRELL**

Manager HSE  
Rio Tinto Shipping  
(Asia) Pte Ltd

**20. CAPT. VIJAY PAL**

Sr. Manager  
Sandigan Ship  
Management Pte Ltd

**21. MR. DAVE WATKINS**

Fleet QA Manager, DPA  
The China Navigation  
Company Pte Ltd

**22. MR. HARRY WEE**

Alternate CSO  
Thome Ship  
Management Pte Ltd

**23. MR. RAYMOND CHIA**

QHSE Manager  
Vroon Offshore Services  
Pte Ltd

**1. MR. RAJEEV SINGH  
(CHAIRMAN)**

Head of Manning Office  
Maersk Singapore Pte Ltd

**2. MR. AMIT AGARWAL**

CSR & Legal Manager  
A P Moller Singapore Pte  
Ltd

**3. MR. SUNIL PARASHAR**

P&D Manager  
- Training & Cadet  
BP Maritime Services  
(Singapore) Pte Ltd

**4. MR. MANU DHAUL**

HR Manager  
Bernhard Schulte  
Shipmanagement Pte Ltd

**5. MR. KHAUSHIK SEAL**

BDLS  
DNV GL Singapore

**6. MR. RAHUL SINGHAL**

Claims Executive  
Gard (Singapore) Pte Ltd

**7. MR. TAY KET AN**

Assistant to Director  
Hong Lam Marine Pte Ltd

**8. MR. GANESA PILLAI  
NATARAJAN**

Country Manager  
Indian Register of  
Shipping

**9. MR. BRIAN LIM**

Marine Training Services  
Manager  
Lloyd's Register Asia

**10. CAPT. NASIR SUIBAHRIE**

Deputy Director Claims  
Pandisea Pte Ltd

**11. CAPT. THOMAS WAN**

Executive - Quality  
Pan-United Shipping  
Pte Ltd

**12. MR. TERRY TAN**

Crewing Manager  
Vroon Offshore Services  
Pte Ltd



## LEGAL AND INSURANCE COMMITTEE

//  
**To stay engaged and  
continue to be at the  
forefront of developments  
in maritime law and  
insurance...**  
//

- » Maintaining a strong pool of maritime legal and insurance expertise to strengthen Singapore's position as an international maritime centre
- » Promoting higher standards of excellence and professionalism

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**Mrs. Gina Lee-Wan**

COUNCILLOR & CHAIRMAN OF LEGAL &  
INSURANCE COMMITTEE

Partner

Allen & Gledhill LLP

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## Legal and Insurance Committee

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**

The Singapore War Risks Mutual (SWRM) was established in February 2015 – the creation of such a facility would strengthen Singapore as an International Maritime Centre. As of April 2016, there are almost 400 ships signed with the SWRM.



- **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.

## LEGAL & INSURANCE COMMITTEE (2015-2017)

### MRS. GINA LEE-WAN (CHAIRMAN)

Partner  
Allen & Gledhill LLP

### LEGAL & INSURANCE COMMITTEE MEMBERS

#### 1. MR. JAMES BROSNAN (VICE CHAIRMAN)

General Manager, Insurance  
BW Maritime Pte Ltd

#### 2. MR. KENNY YAP

Partner  
Allen & Gledhill LLP

#### 3. MR. SANJIV SETHI

Operations MD  
Anglo-Eastern  
Shipmanagement (Singapore)  
Pte Ltd

#### 4. MR. JOCHEM KORT

Regional Director  
Aon Singapore Pte Ltd

#### 5. MR. SIMON STONEHOUSE

Head of Marine Asia  
Asia Capital Reinsurance  
Group Pte Ltd

#### 6. MR. PIERRE CHEVALIER

Marine Hull Underwriter  
AXA Corporate Solutions  
Assurance, Singapore Branch

#### 7. MR. HO KENG HOONG

Legal Counsel  
BP Singapore Pte Ltd

#### 8. MR. RAFFAELE BRUZZO

Insurance Broker  
Cambiaso Risso Asia Pte Ltd

#### 9. MR. CHRISTOPHER METCALF

Partner  
Clyde & Co Clasis Singapore  
Pte Ltd

#### 10. MR. ADAM EMILIANOU

General Counsel  
Eastern Pacific Shipping Pte. Ltd.

#### 11. MR. TOM HELLEBOE

Managing Director  
Edge Insurance Brokers  
(Singapore) Pte Ltd

#### 12. MR. JOHN MARTIN

Managing Director  
Gard (Singapore) Pte Ltd

#### 13. MR. RAJENTHRAN ARUMUGAM

Advocate & Solicitor  
Haridass Ho & Partners

#### 14. MR. DOMINIC JOHNSON

Partner  
Holman Fenwick Willan  
Singapore LLP

#### 15. MS. STEPHANIE FOONG

Manager  
IMC Shipping Co Pte Ltd

#### 16. MR. JOHN SZE

Deputy Managing Partner  
Joseph Tan Jude Benny LLP

#### 17. MR. NICK FRANCIS

Partner  
Kennedys Singapore LLP

#### 18. MR. LOO TZE KIAN

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

#### 19. MR. JAN HOLM

Managing Director  
Maersk Drilling Holdings  
Singapore Pte. Ltd.

#### 20. MR. NANDAN SHARMA

Fleet Group Manager  
Maersk Tankers Singapore Pte Ltd

#### 21. MR. MICHAEL WALLS

Senior Vice President  
Marsh (Singapore) Pte Ltd

#### 22. MR. KEVIN GRANT LEACH-SMITH

VP, Operations  
Masterbulk Pte Ltd

#### 23. MR. LYE CHOW KHENG

Director, Claims  
Neptune Orient Lines Limited

#### 24. MR. JAMES MORAN

Director, Singapore  
North of England P&I Association  
Ltd

#### 25. MS. SIVAKAMY MOORTHY

Senior Assistant., Claims Manager  
Pandisea Pte Ltd

#### 26. MR. EDDIE SIM

Manager  
Pacific International Lines (Pte) Ltd

#### 27. MR. BARRY STIMPSON

Partner  
Reed Smith Pte. Ltd

#### 28. CAPT. ANUJ SAHAI

Managing Director  
Resolve Salvage & Fire (Asia)  
Pte Ltd

#### 29. MR. GEORGE P. KYNIGOS

Partner & CEO  
Safe Ship Likyan  
Management Singapore  
Pte Ltd

#### 30. MR. STEVEN RANDALL

Commercial Director  
The Shipowners' Mutual  
Protection and Indemnity  
Association (Luxembourg)  
(Singapore Branch)

#### 31. MR. KENNETH HO

General Counsel  
Swire Pacific Offshore Pte Ltd

#### 32. CAPT. ABHISHEK ASIJA

General Manager  
Synergy Marine Pte Ltd

#### 33. MS. WANG MEIXIAN

Insurance & Claims Manager  
The China Navigation  
Company Pte Ltd

#### 34. MR. DAVID ROBERTS

Managing Director  
The Standard Club Asia Ltd

#### 35. MR. MARTIN ST. PIERRE

CEO  
Tigermar Global Pte Limited

#### 36. MR. KENNETH LIE

Director  
Thomas Miller (South East  
Asia) Pte Ltd

#### 37. MR. FILIP OLDE BIJVANK

MD/Legal Counsel  
Vroon Offshore Services Pte  
Ltd



## OFFSHORE SERVICES COMMITTEE



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Singapore must continue to remain resilient in its support of the OSV space owners and suppliers during this current downturn

//

- » OSV@Vivo was high point of the SSA calendar this year and something we will build on
- » We continue to work towards convincing the population of Singapore that the Offshore space is a dynamic and interesting environment to work in

---

**Capt. Mike Meade**

COUNCILLOR & CHAIRMAN OF OFFSHORE  
SERVICES COMMITTEE

Chief Executive Officer  
M3 Marine Group Pte Ltd

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## Offshore Services Committee

The Offshore Services Committee is chaired by Councillor Capt. Mike Meade of M3 Marine Group 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. Capt. Mike also has an Offshore Training, Development and Education Sub-Committee under his care.



### OFFSHORE SERVICES COMMITTEE (2015-2017)

#### CAPT. MIKE MEADE

(CHAIRMAN)

Chief Executive Officer  
M3 Marine Group Pte Ltd

#### OFFSHORE SERVICES COMMITTEE MEMBERS

##### 1. MR. JAN HOLM

(VICE-CHAIRMAN)

Managing Director  
Maersk Drilling Holdings  
Singapore Pte Ltd

##### 2. MS. PETYA BLUMBACH

Group Marketing Manager  
Amsbach Marine (S) Pte Ltd

##### 3. MR. DIVO S.K.

Offshore Manager  
Ben Line Agencies  
(Singapore) Pte Ltd

##### 4. MR. ARVIND MOHAN

Managing Director  
Bibby Ship Management  
(Singapore) Pte Ltd

##### 5. MR. RENDY ARIFFIN

Managing Director  
Bourbon Offshore Asia

##### 6. MR. WILLY TAN

General Manager  
Eastern Navigation Pte Ltd

##### 7. DR. KHORSHED ALAM

Vice President  
DNV GL Singapore

##### 8. MR. ASHLEY ROBINSON

Managing Director  
Gulfmark Asia Pte Ltd

##### 9. MR. CHANAKA KUMARASINGHE

Partner  
Holman Fenwick Willan  
Singapore LLP

##### 10. MR. WALTER LIN

Senior Manager,  
Commercial  
Jurong Port Pte Ltd

##### 11. MR. JUSTIN TAN

Corporate Strategy &  
Investment Analyst  
Kim Heng Offshore &  
Marine Holdings Limited

##### 12. MR. Y. F. WANG

Principal Surveyor  
Nippon Kaiji Kyokai  
Singapore Pte Ltd

##### 13. MR. PLAMEN ATANASOV

Fleet Manager  
OSM Ship Management  
Pte. Ltd.

##### 14. MR. KUET EE YOON

Deputy General  
Manager (Organisation  
Development)  
Pacific Radiance Ltd

##### 15. MR. MAURICE LOH

Partner  
PricewaterhouseCoopers  
LLC

##### 16. MR. BARRY STIMPSON

Partner  
Reed Smith Pte. Ltd.

##### 17. CAPT. ANUJ SAHAI

Managing Director  
Resolve Salvage & Fire  
(Asia) Pte Ltd

##### 18. MR. DUNCAN TELFER

Commercial Director  
Swire Pacific Offshore  
Pte Ltd

##### 19. MR. PHIL CHAMBERLAIN

Chief Operating Officer  
Thorne Offshore  
Management Pte Ltd

##### 20. MR. IVAN SOH

Account Management  
S5 Asia Pte Limited

##### 21. MS. SHARMINI MURUGASON

Regional Offshore Claims  
Director  
The Standard Club  
Asia Ltd

##### 22. MR. FILIP OLDE BIJVANK

MD/Legal Counsel  
Vroon Offshore Services  
Pte. Ltd







Some of the main issues addressed by the Committee were as follows:

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

In view of the impact of low oil prices to the offshore marine industry, the Committee engaged MPA for assistance for the offshore marine sector and one of which was extending the extension of port dues for offshore support vessels (OSVs). In September 2015, MPA, recognising the challenges faced by the industry, announced that it will be extending the incremental concessionary rates (CAT 4 Port Dues) from the current 90 days to 180 days until 31 October 2016.

- **OSV@Vivo Open House 2016**

The Association, along with a sizeable group of volunteers, organised an OSV@Vivo Open House 2016 event with the aim of creating general awareness of the offshore marine industry within the broader Singapore maritime community and public outreach. The event, supported by MaritimeONE Partners and the International Maritime Contractors Association (IMCA), was held on 21-23 April 2016, in conjunction with the Singapore Maritime Week 2016. The event involved the berthing of two platform-supply vessels "Pacific Legacy" and "VOS Prince" at Vivo City, supplied by members Swire Pacific Offshore Operations (Pte) Ltd and Vroon Offshore Services Pte Ltd respectively. The event was opened by SMS Mrs. Josephine Teo.

The event attracted close to 3000 visitors including students from local Institutes of Higher Learning.

- **Definition of Industrial Personnel**

A working group of the Committee, worked together with MPA to develop an acceptable definition of "industrial personnel". The intent was to ensure that any definition would harmonise with the SPS Code, SOLAS and other relevant conventions. The paper was submitted to MPA with a view towards forming a basis for a Singapore submission to IMO.

This issue will be on the agenda for the 96th session of the IMO Maritime Safety Committee in May 2016.



» **Training, Development and Education Sub-Committee**

Chaired by Ms. Deborah Low of Swire Pacific Offshore Operations Pte. Ltd, the Training, Development and Education Sub-Committee was formed to better address the training, manpower development and education issues related to the offshore marine industry. 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 (2015-2017)

**1. MS. DEBORAH LOW  
(CHAIRMAN)**

Training & Development  
Manager  
Swire Pacific Offshore  
Operations (Pte) Ltd

**2. MR. STEVEN TAN  
(VICE-CHAIRMAN)**

Operations Manager  
Vroon Offshore Services Pte Ltd

**3. MR. RENDY ARIFFIN**

Managing Director  
Bourbon Offshore Asia Pte Ltd

**4. MR. DHARMARAJ N.**

ROV Project & Commercial  
Manager  
Ezra Holdings Limited

**5. CAPT. STEVEN FOONG**

Marine Manager  
Global Maritime Consultancy  
Pte Ltd

**6. MR. ASHLEY ROBINSON**

Managing Director  
Gulfmark Asia Pte Ltd

**7. CAPT. MIKE MEADE**

CEO  
M3 Marine Group Pte Ltd

**8. MR. PIERRE DELETAILLE**

SSA Individual Member

**9. MR. KUET EE YOON**

Deputy General Manager  
(Organisation Development)  
Pacific Radiance Ltd

**10. MR. REINDER PEEK**

General Manager (Asia)  
SMIT Singapore Pte Ltd



## YOUNG EXECUTIVES GROUP COMMITTEE



Young people often hold new perspectives. We must continue to keep young maritime professionals engaged and grow our pipeline of maritime talents.



- » Provide a platform for young maritime professionals to deepen their skills and share their ideas
- » Develop collective identity and commitment to the maritime industry

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**Ms. Lao Mei Leng**

COUNCILLOR & CHAIRMAN OF YOUNG  
EXECUTIVES GROUP COMMITTEE

Partner

Moore Stephens LLP

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## Young Executives Group Committee

The Young Executives Group (YEG) continues to enjoy strong support from SSA member companies. As of 1 June 2016, more than 1,200 young shipping executives have joined the YEG.

The YEG was officially launched to the SSA membership on 16 February 2006 with 26 individual members. 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.

In the past decade, membership has grown to more than 1200 young executives below 45 years of age from almost 300 SSA member companies that actively participate in the activities organised by the YEG Committee.

The Young Executives Group committee is chaired by Councillor Ms. Lao Mei Leng of Moore Stephens LLP, and the activities of the YEG are focused in three main areas, namely: Community Outreach, Education and Networking.

To commemorate its 10th Anniversary, the YEG Committee organised the SSA Young Executives Group (YEG) 10th Anniversary Forum & Networking Reception, themed as "Embracing our Maritime Heritage, Charting our Maritime Future". The Guest-of-Honour was Mr. Andrew Tan, Chief Executive, Maritime and Port Authority of Singapore. Also in attendance was world-renowned Prof. Wang Gungwu, who is Chairman of the ISEAS - Yusof Ishak Institute; and East Asian Institute and Lee Kuan Yew School of Public Policy at NUS.



## YOUNG EXECUTIVES GROUP COMMITTEE (2015-2017)

### MS. LAO MEI LENG (CHAIRMAN)

Partner  
Moore Stephens LLP

### YOUNG EXECUTIVES GROUP COMMITTEE MEMBERS

#### 1. MR. TEO YEW PING (VICE CHAIRMAN)

Senior Manager  
Advance Container Lines (Pte) Ltd

#### 2. MR. JACK MARRIOTT- SMALLEY (SECRETARY)

Underwriter  
The Standard Club Asia Ltd

#### 3. MR. JONATHAN CHOO (TREASURER)

Partner  
Allen & Gledhill LLP

#### 4. MR. DAVID LING

MD  
Aflex Ships Equipment Pte Ltd

#### 5. MS. ZHANG BOYA

Assistant Manager  
BDO LLP

#### 6. MS. JASMINE TAY

Business Development  
Executive  
Bibby Ship Management  
(Singapore) Pte Ltd

#### 7. MR. YOON JANG YONG

Manager, Market Development  
Bureau Veritas Marine  
(Singapore) Pte Ltd

#### 8. MS. KATE DOCTON

Senior Associate  
Clyde & Co Clasis Singapore  
Pte Ltd

#### 9. MR. TIMOTHY HO

Manager  
H. Schuldt Shipbrokers (Asia)  
Pte Ltd

#### 10. MR. LIM HAN

Executive Director,  
Operations  
Hong Lam Marine Pte Ltd

#### 11. MR. AW YONG WOON

Senior Vice President  
HSH Nordbank AG,  
Singapore Branch

#### 12. MS. SHEILLA ZAINAL

Manager  
Jurong Port Pte Ltd

#### 13. MR. OLLIE VAN DER ZEE

Foreign Lawyer  
Kennedys Legal Solutions  
Pte Ltd

#### 14. MR. JUSTIN TAN

Corporate Strategy &  
Investment Analyst  
Kim Heng Offshore & Marine  
Holdings Limited

#### 15. MR. NG EE PING

General Manager  
Kontiki Shipping Pte Ltd

#### 16. MS. CLARISSA CHUA

Business Analyst  
M3 Marine Group Pte Ltd

#### 17. MS. GELLE SIA

HR Business Partner  
Maersk Singapore Pte Ltd

#### 18. CAPT. MADHAV KAMATH

Marine Ops Superintendent  
Maersk Tankers Singapore  
Pte Ltd

#### 19. MS. CHAN ROUH TING

Director  
Moore Stephens LLP

#### 20. MS. SUE ANN GAN

Associate  
Norton Rose Fulbright (Asia) LLP

#### 21. MR. DANISH SHADAB

Commercial Executive  
Resolve Salvage & Fire (Asia)  
Pte Ltd

#### 22. MR. MATTHEW TAN

Global Portfolio Manager S&H  
Rio Tinto Shipping (Asia) Pte Ltd

#### 23. MR. BRIAN FLYNN

Commercial Manager  
S5 Asia Pte Limited

#### 24. CAPT. VIJAY PAL

Sr. Manager, Marine, Safety &  
Quality Dept.  
Sandigan Ship Management  
Pte. Ltd.

#### 25. MS. CELESTE YEONG

Project Manager  
Sinanju Marine Services Pte Ltd

#### 26. MS. AKANKSHA BATURA

Strategic Planning Manager  
Sinoda Shipping Agency Pte Ltd

#### 27. CAPT. ABHISHEK ASIJA

General Manager  
Synergy Marine Pte Ltd

#### 28. MR. RONNY WAAGE

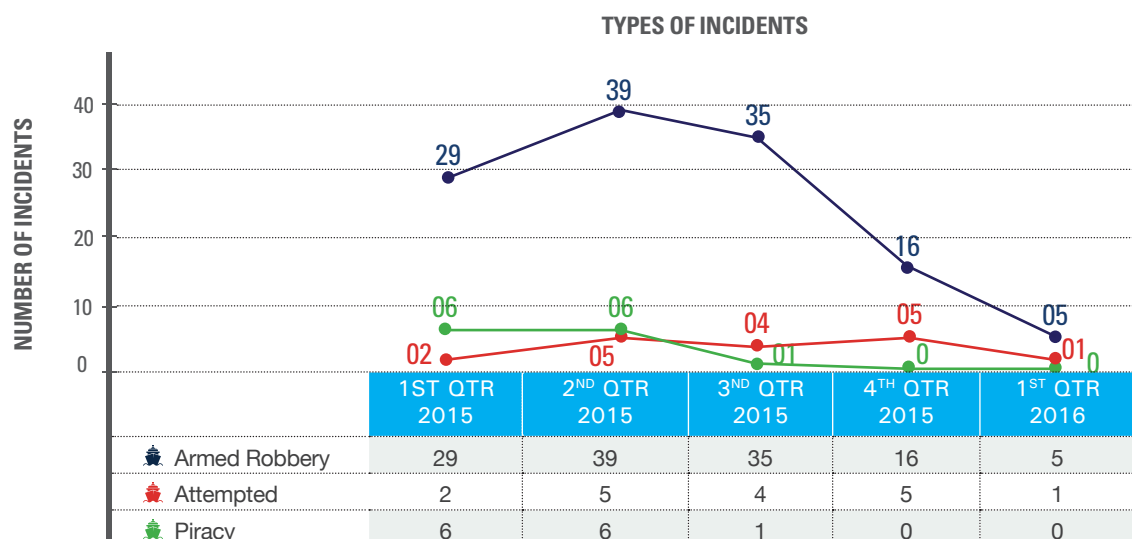
Underwriter  
The Shipowners' Mutual  
Protection and Indemnity  
Association (Luxembourg)  
(Singapore Branch)



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

YEG EVENTS – JULY 2015 TO JUNE 2016			
	Date	Event	Venue/Speaker(s)
1.	5 August 2015	SSA YEG Educational Talk & Networking Session: Family Businesses Among Shipowners – Succeeding Generations; Preserving Ties	Venue: BDO LLP Speaker: <b>Mr. Roger Loo</b> – Director, BDO Consultants Pte Ltd
2.	19 August 2015	SSA YEG Educational Talk & Networking Session: Changes to Companies Act and their Implications on Directors' Duties	Venue: SSA Conference Room Speaker: <b>Mr. Linus Ng</b> – Partner, Business Practice Group, Robert Wang & Woo LLP
3.	13 October 2015	SSA YEG Educational Talk & Networking Session: Recent Cases in Respect of The OW Bunker Insolvency & The Effect of Those Decisions On Bunker Supply Contracts	Venue: Kennedys Legal Solutions Conference Rooms 1 & 2 Speaker: <b>Mr. Karnan Thirupathy</b> – Partner, Shipping & International Trade, Kennedys Legal Solutions
4.	21 October 2015	SSA YEG Community Outreach: Pink Cocktail	Venue: SSA Conference Room Speaker: <b>Ms. Brenda Lim</b> – Survivor
5.	4 November 2015	SSA YEG Bowling Challenge 2015	Venue: Kallang Bowl
6.	11 November 2015	SSA YEG Educational Talk & Networking Session: Understanding and Managing Freight Risk	Venue: BDO LLP Speaker: <b>Mr. Chay Yiowmin</b> – Partner, Audit & Assurance and Head of Corporate Finance, BDO LLP
7.	30 November 2015	SSA YEG Community Outreach: Movie Screening & Luncheon with the Children's Cancer Foundation	Venue: VivoCity – Golden Village, The Chop House
8.	9 December 2015	SSA YEG Year End Networking Event	Venue: Phuture @ Zouk Club
9.	18 February 2016	SSA YEG Lunar New Year 'Lo-Hei' Dinner	Venue: Penthouse @ PIL Building
10.	1 March 2016	SSA YEG Educational Talk & Networking Session: Sanctions	Venue: SSA Conference Room Speaker: <b>Mr. Karnan Thirupathy</b> – Partner, Shipping & International Trade, Kennedys Legal Solutions
11.	18 May 2016	SSA YEG Educational Talk & Networking Session: Legislations in China – Burning of Low Sulphur Bunkers	Venue: SSA Conference Room Speaker: <b>Mr. Akshat Arora</b> – Marine Surveyor, The Standard Club Asia Ltd
12.	26 May 2016	SSA Young Executives Group 10 <sup>th</sup> Anniversary Forum & Networking Reception	Venue: PSA Building Level 40 – PSA Auditorium & The Pinnacle Speakers: <b>Mr. Andrew Tan</b> – Chief Executive, Maritime and Port Authority of Singapore (MPA) <b>Prof. Wang Gungwu</b> – Chairman, East Asian Institute and Lee Kuan Yew School of Public Policy at National University of Singapore, Chairman of the Institute of Southeast Asian Studies, Yusof Ishak Institute and Emeritus Professor, Australian National University <b>Prof. Peter Borschberg</b> – National University of Singapore, Institute of Southeast Asian Studies, Journal of Asian History <b>Mr. Esben Poulsson</b> – Chairman, Enesel Pte Ltd and SSA President <b>Mr. Teo Siong Seng</b> – Managing Director, Pacific International Lines Pte Ltd, SSA President (2003 – 2011) <b>Ms. Lao Mei Leng</b> – Partner, Moore Stephens LLP and SSA YEG Committee Chairperson <b>Ms. Katie Men</b> – Managing Director, Iseaco Holdings Pte Ltd and SSA Councillor <b>Mr. Lim Sim Keat</b> – Managing Director, Transport Logistics, IMC Shipping Co Pte Ltd and SSA Services Committee Chairperson <b>Mr. Desmond Chong</b> – General Manager, Sinanju Group of Companies <b>Mr. Chia Yujin</b> – Business Acquisition Manager (Subsea), Technip Asia Pacific
13.	11 June 2016	SSA YEG Community Outreach: Calling Out For Volunteers at the Willing Hearts Soup Kitchen	Venue: Willing Hearts Soup Kitchen @ Kembangan - Chai Chee Community Hub

## MARITIME SECURITY



### QUARTERS 2015

In the first half of 2015, a surge in the number of piracy and armed robbery incidents in Southeast Asia resulted in reports by International Chamber of Commerce's (ICC) International Maritime Bureau (IMB), BIMCO and other international organisations that painted a dismal picture of complete unchecked piracy and lawlessness in ASEAN waters which mirrored the situations in the Gulf of Guinea and Gulf of Aden.

In response to these alarmist reports, in June 2015, SSA published a Technical Report on "The Importance of Distinguishing Piracy from Armed Robbery"- the Technical Report highlighted the importance of using the correct terminology for attacks at sea due to concerns over sovereignty and legal implications. In addition, the Report drew the attention of the ASEAN maritime community to hot spots, the majority of which were armed robberies occurring in the territorial waters of individual States. This allowed SSA, FASA and the Asian Shipowners' Association (ASA, formerly the Asian Shipowners' Forum) to draw on the collective support of the international maritime community to urge ASEAN governments to take concrete, demonstrable and effective actions. Through the collective and concerted efforts and actions of the relevant government agencies and other stakeholders, piracy and armed robbery incidents fell drastically from 50 incidents to a low of only 6 reported incidents in 1st Quarter of 2016.

The Technical Report also led to SSA's push for the ReCAAP ISC to publish a **regional guide to counter piracy and armed robbery against ships in Asia**. To this end, SSA, working together with ASA, FASA the ReCAAP ISC, RSN IFC, RSIS, Intertanko and OCIMF developed the Regional Guide to Counter Piracy and Armed Robbery Against ships in Asia, which was published on 17 February 2016. The Regional Guide has been well-received by the international maritime community.

Subsequently, as a follow-up to the 2015 Technical Report, in March 2016, SSA published an "Update on Status of Piracy & Armed Robbery", which provided members with an in-depth account of how the piracy and armed robbery situation in ASEAN had changed from 2015 to Q1 2016. The update also provided readers with a more comprehensive picture of the situation in ASEAN waters, with details of the modus operandi, timings and location of these attacks.

In this regard, SSA is pleased to report that the collective efforts and contributions of all concerned parties have helped in the suppression of piracy and armed robbery in the region.

### Sulu Sea

A new and more serious threat has emerged in 2016 in the Sulu Sea. Between 26 March and 15 April 2016, there were three incidents where possible Islamist militants sought to abduct crew from tug boats in the waters off East Sabah and the South Philippines.

In response to this threat, SSA was pleased to note that the three Littoral States of Indonesia, Malaysia and Philippines have agreed to conduct coordinated patrols and to set up crisis centres in their respective countries to better respond to emergencies in the region. Initiatives include:

- a national focal point among the three countries to facilitate sharing of information and intelligence in a prompt way and to coordinate in any emergency situation;
- a dedicated hotline to enable faster exchange of information in times of crisis at sea.



Singapore, February 2016

## MARITIME CONNECTIVITY IN APEC

Shipping is a global business and a pre-requisite for international trade. Around 90% of world trade is carried by the international shipping industry, and in the Asia-Pacific region even more because of the many islands and less-developed cross-border infrastructure. Without shipping, the import and export of goods on the scale necessary for the modern world would not be possible.

Free trade occurs when there are no artificial barriers put in place to restrict the flow of goods and services between trading nations. Tariffs to imports or subsidies to exports are the most commonly seen forms of trade barriers. Other trade barriers that may hinder trade include import quotas, taxes, and non-tariff barriers (such as regulatory legislations).

When economies operate without trade barriers they stand to gain. Various benefits of free trade are: freer flow of exported and imported goods providing better efficiency for the economy and production base, availability of a great variety of goods and cost efficient services to consumers, large scale employment, economic growth, and foreign exchange gains etc. In a free trade regime, governments stand to gain because efficient border procedures enable them to process more goods and improve control of fraud, as a result increasing government revenue. Businesses gain because they can deliver goods more quickly to their customers making them more competitive. And consumers gain because they have access to a greater variety of products at international competitive prices and do not pay the costs of lengthy border delays.

A reliable and cost efficient sea transport system without trade barriers is the basic and indispensable prerequisite for the expansion of international trade in APEC.

There are regulations in place by governments across the world and in the APEC region that pose an impediment to free trade. Some of these regulations call for steps to be taken in the direction of liberalisation of these free trade impediments. Some of such measures could include:

### Increasing transparency

Transparency of relevant domestic regulations, procedures and practices are essential for ensuring that regulatory objectives are efficiently achieved. Businesses need to be able to fully understand the conditions and constraints for entering and operating in a market. Openness about the way the system works also improves public confidence in the government's performance and that of the regulatory system.

In particular, it is to be hoped that APEC governments will be able to make readily available online authoritative English translations of their respective national and regional regulations and legislation.

### Streamlining Processes

Simplifying border procedures is at the heart of trade facilitation like reducing waiting time at the border by allowing and encouraging traders and transporters to file relevant documentation for a shipment online before it arrives at the border.

### Aligning customs procedure

Simplified and harmonized clearance procedures based on best practice. The Revised Kyoto Convention (Convention) provides a foundation for modern and efficient customs procedures. The adoption and implementation of the Convention by ASEAN Member States will deliver tangible benefits to the region by increasing transparency and efficiency in customs administration, while helping reduce transaction costs and boost trade security.

### Development of hinterland infrastructure

The growth in container volumes due to larger size of the new generation of vessels require the hinterland infrastructure to be developed along with port infrastructure to efficiently handle the volume of containers that come into the port. The development of container terminal capacity needs to be complemented by the expansion of the hinterland links. Adequate hinterland infrastructural capabilities and efficient transport services to and from container terminal facilities are extremely important in the current shipping scenario.

### Cabotage Regulations

Cabotage refers to transport of goods or passengers between two points within a country by a vessel registered in that country and crewed by citizens of that country. Cabotage policies of a nation may deny market access to non-local players. This can result in very high costs and lack of fair competition in the market. Since economic growth is a result of global conditions coupled with domestic policies, it would be prudent to call for certain local regulations such as cabotage regulations to be liberalized.

Shipping is critical to APEC's prosperity. In an environment with no barriers to maritime services, shipping can fuel economic growth, support jobs, raise living standards and help the population in the APEC region provide for their families with affordable goods and services.

### Interpretation of IMO Regulations

Given the global nature of the shipping industry, it is essential to have harmonised interpretation of legislation/regulations applying IMO regulations across all signatory APEC ports (eg Ballast Water Convention) to ensure a level playing field.

Singapore, 13 April 2016

## FURTHER REDUCING CO<sub>2</sub> EMISSION FROM SHIPPING

Maritime transport is by far the most carbon efficient mode of commercial transport – far more efficient than road or air transport. Today, international shipping carries 90% of world trade, but accounts for only 2.2% of the world's trade. Shipping is the most carbon-efficient mode of transport and the Singaporean Shipping Association (SSA) is firmly committed towards the development of initiatives and regulations that will further act to improve the fuel efficiency and reduce the carbon footprint of the shipping sector.

### SSA's View on CO<sub>2</sub> Emission Reduction

While international shipping is currently not covered by reduction commitments, the SSA expects that the international shipping sector will have to accept responsibility for reducing its CO<sub>2</sub> emissions. To this end, the SSA is supportive of the relevant regulatory measures which will be adopted by the International Maritime Organisation (IMO).

### Principles for Regulation of CO<sub>2</sub> emission

We are of the view that measures to regulate CO<sub>2</sub> emission reduction in shipping should be based on the following principles:

1. Regulation of CO<sub>2</sub> emissions from international shipping should be regulated at the global level in order to ensure harmonisation of rules in all countries
2. Regulation must be flag-neutral and applied equally across all flags
3. All regulations should preferably be developed by the International Maritime Organisation, which is best positioned to lead and drive relevant regulatory change for the entire industry
4. In order to ensure a level playing field, any regulations should be enforceable across the board

### Position on CO<sub>2</sub> Regulation

SSA supports the adoption of a global **CO<sub>2</sub> data collection system** by the IMO. SSA believes it should be the ambition of the IMO to create a global data collection system that will provide international shipping with a single point of reporting. Reporting should include transport work in order to measure the actual development in energy efficiency and all data shared with the IMO should be anonymized by the flag state.

SSA anticipates that **Market-Based Measures** will be developed in order to put a price tag on CO<sub>2</sub> emissions.

Should Market-Based Measures be developed, it is SSA's position that a global fuel levy administered by the IMO would be the preferred solution, as such a system would avoid distortion of shipping markets, and not impact the efficiency of world trade by sea while being easy to administer. SSA believes it should be the aim of such a scheme to keep the revenue within shipping aimed at energy efficient technologies.



Singapore, 12 June 2015

## SINGAPORE'S NETWORK OF DOUBLE TAXATION AGREEMENTS (DTAS)

Singapore is an important global shipping and offshore hub and an International Maritime Centre (IMC). It currently hosts more than 5000 maritime establishments and businesses to meet the varied and diverse needs of owners, operators and other players in the shipping and offshore marine supply chain.

Singapore's success as a shipping and offshore cluster is attributed to the strategic location, a consistent and transparent government policy focusing on competitiveness, sophisticated port facilities and shipyards, as well as its strengths as an international business and financial hub to being a strategic centre for the development and expansion of maritime enterprises. These elements have greatly boosted Singapore's competitiveness against other maritime nations. However, it is important to continuously monitor developments in the global industry not at least in respect of the international tax environment.

### Tax Environment

Given the international nature of shipping and offshore marine, shipping and oil rig companies are highly susceptible to double taxation. Companies are subjected to differing taxation regimes because each country has its own sovereign right to tax income and own set of tax rules. These complications add to the financial and administrative burden of companies.

This issue could be mitigated by extending the various international tax agreements entered into between countries, which either minimise or exempt double taxation.

Currently, Singapore has a network of 76 comprehensive Avoidance of Double Taxation Agreement (DTA) and 8 Limited Tax Treaties in force. <sup>1</sup>

However, the Singapore Shipping Association (SSA) has observed that:

1. As compared to other maritime nations, Singapore's network of international tax agreements is relatively limited. Norway has 126 DTAs while the United Kingdom with 135 DTAs, has a network that is twice the size of Singapore's.
2. The quality of Singapore's existing international tax agreements needs to be reviewed, as some agreements are not as favourable as the ones entered into by other maritime nations, or, in the case of limited treaties, do not apply for offshore marine industry.
3. Singapore does not have international tax agreements with several countries which the shipping and oil rigs companies frequently conduct economic activities in.

As a result, shipping and offshore marine companies are placed at a disadvantage when trading in those particular countries.

Contributing some 7% to the gross domestic product (GDP), it is apparent that the maritime sector plays an important role in the economy of Singapore.

As such, SSA believes that having a strong network of international tax agreements would further improve the attractiveness of Singapore's tax environment to be on par with other leading maritime nations.

It would then further enhance the competitiveness of Singapore as an IMC to retain and attract investors to set up maritime operations in Singapore.

With the objective to protect the interest of the Singapore shipping and offshore marine community, **SSA would like to bring attention to the relevance and coverage of Singapore's existing network of international tax agreement, as well as the lack of such agreements with countries which are relevant for the community.**

### Industry Wishlist

SSA, after extensive consultation with the industry, has identified some countries (non-exhaustive) with whom we find it important to:

1. Re-negotiate existing tax agreements because they are not substantial enough for the shipping and offshore marine industry
2. Negotiate new tax agreements because they are expected to be important markets for shipping and offshore industry in Singapore

## Re-negotiation of Existing International Tax Agreements

TERRITORY	TYPE OF TAX AGREEMENT	SCOPE TO RE-NEGOTIATE	FEEDBACK/ RECOMMENDATION
Brazil	Limited Treaty	<p><b>[Article 2 – Definition]</b> the term “operation of aircraft or ship” means the transport by air or by sea of persons, baggage, animals, goods or mail, by an enterprise of a Contracting State, including:</p> <p>(i) sale of tickets or similar documents for such transportation and the provision of services connected with such transport where such provision of services is incidental to the operation of aircraft or ship in international traffic, either for the enterprise itself or for any other enterprise;</p> <p>(ii) use, maintenance or rental of containers (including trailers and related equipment for the transport of containers) used for the transport of goods or merchandise, where such use, maintenance or rental is incidental to the operation of aircraft or ship in international traffic;</p> <p>(iii) rental or lease of aircraft or ship on a bareboat basis where such rental or lease, as the case may be, is incidental to the operation of aircraft or ship in international traffic</p>	<ul style="list-style-type: none"> <li>• The limited treaty is only applicable to air craft and conventional shipping.</li> <li>• However, Brazil is a key market for the offshore marine industry.</li> <li>• Broaden the scope of the limited treaty to include offshore marine.</li> </ul>
India	Avoidance of Double Taxation Agreement (1994)	<p><b>[Article 24 – Limitation of Relief]</b> Where this Agreement provides (with or without other conditions) that income from sources in a Contracting State shall be exempt from tax, or taxed at a reduced rate in that Contracting State and under the laws in force in the other Contracting State the said income is subject to tax by reference to the amount thereof which is remitted to or received in that other Contracting State and not by reference to the full amount thereof, then the exemption or reduction of tax to be allowed under this Agreement in the first- mentioned Contracting State shall apply to so much of the income as is remitted to or received in that other Contracting State.</p>	<ul style="list-style-type: none"> <li>• In general a very good agreement as tax is fully exempted.</li> <li>• However, the agreement benefits could be denied due to the Limitation of Relief clause.</li> <li>• Newer agreements no longer have such clause.</li> <li>• Needs renewal to remove the clause.</li> </ul>
Indonesia	Avoidance of Double Taxation Agreement (1992)	<p><b>[Article 8 – Shipping and Air Transport]</b> Income derived by an enterprise of a Contracting State from the operation of ships in international traffic may be taxed in the other Contracting State, but the tax imposed in that other State shall be reduced by an amount equal to 50% thereof.</p>	<ul style="list-style-type: none"> <li>• VAT exemption seemed to have been revoked and companies are now subjected to VAT.</li> <li>• Singapore loses out to countries like Denmark and Hong Kong in terms of freight tax and dividends respectively.</li> <li>• Renew the DTA to address the above and also for tax to be fully exempted</li> </ul>



TERRITORY	TYPE OF TAX AGREEMENT	SCOPE TO RE-NEGOTIATE	FEEDBACK/ RECOMMENDATION
Sri Lanka	Avoidance of Double Taxation Agreement (1980)	-	<ul style="list-style-type: none"> <li>DTA is fine, however, the local content regulation is too stringent.</li> <li>Limits investors' interests as the benefits of the DTA would not be fully utilised.</li> </ul>
Sweden	Avoidance of Double Taxation Agreement (1969)	<p><a href="#">[Annex A Article V]</a></p> <p>When a Singapore enterprise derives profits from Sweden by operating ships or aircraft in international traffic the tax charged in Sweden in respect of such profits shall be reduced by an amount equal to 50 per cent thereof and the reduced amount of the Swedish tax payable on the profits shall be allowed as a credit against the Singapore tax charged in respect of these profits in accordance with the provisions of paragraph 2 of Article XIX.</p>	<ul style="list-style-type: none"> <li>This agreement needs renewal to match the Singapore's agreements with other Nordic countries.</li> <li>Renew the DTA for tax to be fully exempted.</li> </ul>
Taiwan	Avoidance of Double Taxation Agreement (1982)	<p><a href="#">[Article 8 – Shipping and Air Transport]</a></p> <p>The income or profits of an enterprise of one of the territories from the operation of ships in international traffic may be taxed in the other territory, but only in so far as such profits are derived from that other territory. However, the tax so charged shall not exceed 2% of the gross revenues derived from sources in that other territory.</p>	<ul style="list-style-type: none"> <li>Renew the DTA for tax to be fully exempted</li> </ul>
United States of America	Limited Treaty	<p><a href="#">[Exchange of Notes I]</a></p> <p>The government of the United States of America, in accordance with Sections 872(B) and 883(A) of the Internal Revenue Code, agrees to exempt from tax gross income derived from the international operation of ships or aircraft by individuals who are residents of the Republic of Singapore (other than U.S. citizens) and corporations which are controlled and managed in the Republic of Singapore (other than corporations organised in the United States).</p> <p>.....</p> <p>Gross income includes all income derived from the operation of ships or aircraft, including:</p> <p>(I) Income from the rental of ships or aircraft used in international transport on a full (time or voyage) or bareboat basis;</p> <p>(II) Income from the rental of containers and related equipment used in international transport which is incidental to income from the international operation of ships or aircraft;</p> <p>(III) Income from the participation in shipping or air transport pools which engage in international operation of ships or aircraft; and</p> <p>(IV) Gains from the alienation of ships or aircraft by a person whose predominant activity is the international operation of ships or aircraft.</p>	<ul style="list-style-type: none"> <li>Limited treaty not sufficient, especially for the offshore marine industry where offshore drilling units often work.</li> <li>Less favourable as compared to Switzerland, Netherlands etc.</li> <li>Broaden the scope of the limited treaty to include offshore marine.</li> </ul>

## Negotiating New International Tax Agreement

SSA has observed that Singapore does not have international tax agreement with any of the West African countries.

In this regard, the industry has highly recommended the following countries for Singapore to consider negotiating a DTA with:

1. Nigeria
2. Ghana
3. Gabon
4. Angola

These countries, especially Nigeria, form the biggest economies in West Africa. They are the major ports in the shipping and land routes of many shipping companies, and are expected to continue growing over the next decade or so. There is also an increasing investor's interest to conduct offshore activities in the region.

Given the high frequency of trade between Singapore and the West African countries, SSA is of the opinion that some form of international tax agreement must exist to ease the burden of tax and tax regimes on the shipping and offshore marine companies.

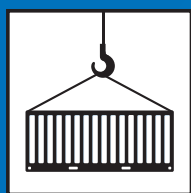
## Conclusion

Strengthening the network of DTA is one of the first steps to enhance the tax environment in Singapore. As a parallel strategy, Singapore could also consider expanding the network of other forms of bilateral tax exemptions such as the Free Trade Agreement and the Investment Protection Treaties. SSA understands that pursuing such strategies will be a long and complex process. However, if they are successful, Singapore's status as an IMC would be reinforced and such competitiveness would be difficult for other maritime nations to replicate.

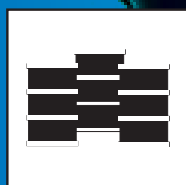
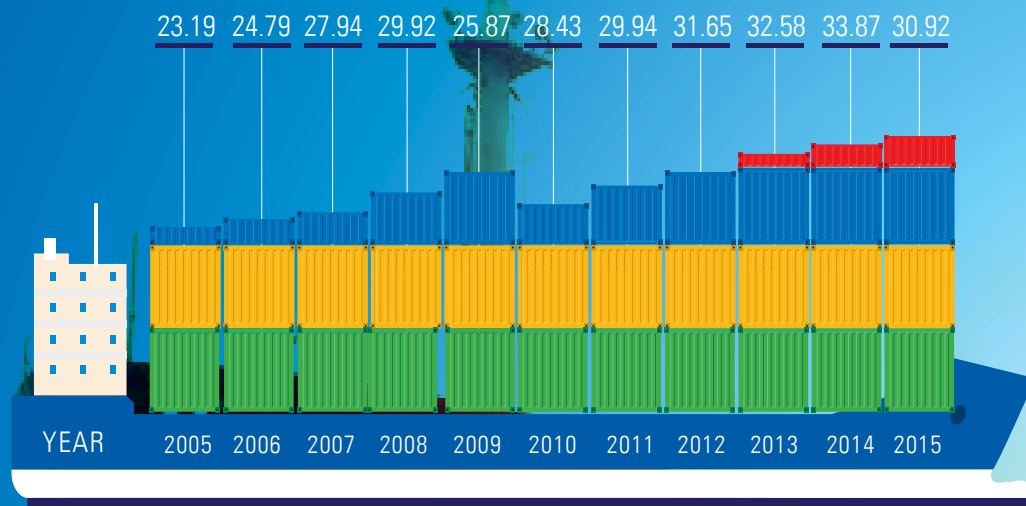
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<sup>1</sup> Inland Revenue Authority of Singapore, International Tax, <http://www.iras.gov.sg/irashome/page.aspx?id=812#D>  
( March 20, 2015)

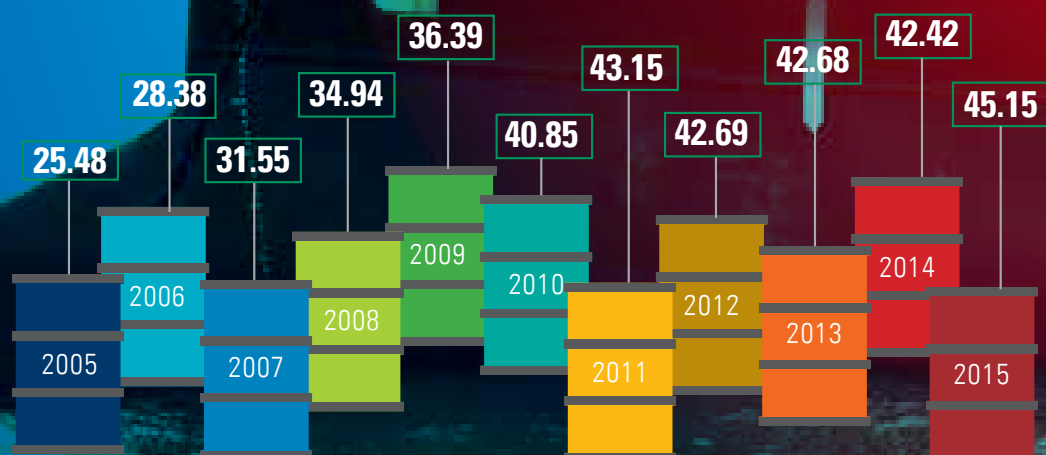




## Container Throughput (million TEUS)



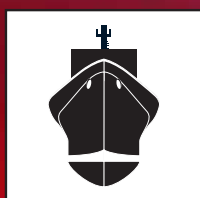
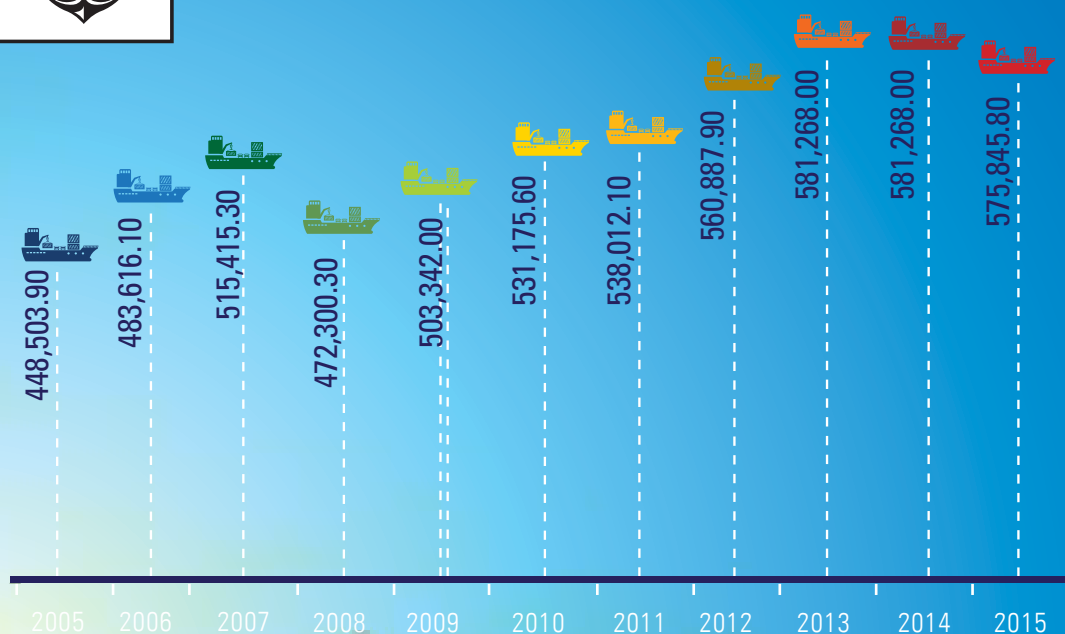
## Bunker uplift (million tonnes)





## Total Seaborne Cargo

(in '000 Tonnes)



## Merchant Fleet

		VESSELS	GT(MILLIONS)
2015	⚓ ⚓ ⚓ ⚓ ⚓ ⚓ ⚓ ⚓ ⚓ ⚓	4,739	86.30
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
2005		3,219	32.96



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