

# THE FUTURE OF AMCHAM IN SINGAPORE WHITE PAPER



# CONTENTS



Foreword from Minister for Trade and Industry Mr. Gan Kim Yong	3
Remarks from U.S. Ambassador to Singapore H.E. Jonathan Kaplan	4
Message from AmCham Chairman Simon Kahn and CEO Dr. Hsien-Hsien Lei	5
Introduction	6
AmCham Singapore Key Milestones and Timeline	8
AmCham Mission and Strategic Goals	11
Strategic Goal: Advocacy	13
Strategic Goal: Business Insights	14
Strategic Goal: Connections	15
Strategic Areas of Focus for 2022 - 2024	17
The Next 50 Years	21
Amplifying the Contributions of AmCham Member Companies	22
Strengthening and Extending Partnerships	23
Advancing a Regional Perspective	24
Conclusion	25
Acknowledgements	26
About AmCham Singapore	27

# FOREWORD

*Mr. Gan Kim Yong, Minister for Trade and Industry, Republic of Singapore*

Congratulations to the American Chamber of Commerce in Singapore (AmCham) on its 50<sup>th</sup> anniversary in 2023. AmCham has been an important and valued partner in Singapore's economic development over the past five decades. Thank you for the strong contributions you have made to broadening and deepening U.S.-Singapore economic links during this time, and for working closely with the Singapore government to bring our businesses closer together.

Singapore and the U.S. share longstanding and robust economic relations, anchored by the U.S.-Singapore Free Trade Agreement (USSFTA). AmCham plays a pivotal role promoting business links and building connections between Singapore, the U.S., and the larger business community. Singapore will continue to build on our fundamentals as a safe and secure regional hub, to remain a preferred business location and gateway for U.S. companies to access opportunities in Southeast Asia.

Singapore is consistently exploring ways to unlock new opportunities which can benefit our companies and people. We welcome innovative platforms like the U.S.-Singapore Partnership for Growth and Innovation (PGI), and Indo-Pacific Economic Framework for Prosperity (IPEF). These present opportunities for Singapore and U.S. companies to explore collaboration in forward-looking areas such as the digital and green economies, as well as supply chain resilience.

I look forward to an even closer relationship between the Ministry of Trade & Industry and AmCham as we work together on these and other mutually-beneficial initiatives. I am confident that AmCham will continue to play a vital role in Singapore as a convener, enabler, and leader in the industry for the next 50 years and beyond.



*Mr. Gan Kim Yong  
Minister for Trade and Industry  
Republic of Singapore*

# REMARKS

*H.E. Jonathan Kaplan, U.S. Ambassador to Singapore, U.S. Embassy Singapore*

On behalf of the U.S. Embassy, we congratulate the American Chamber of Commerce in Singapore (AmCham) on its 50<sup>th</sup> anniversary.

The United States and Singapore have a strong and dynamic economic relationship that has grown immensely over the years. There are more than 2,500 U.S. companies doing business in Singapore, many of them basing their regional headquarters here. We are proud of our companies representing Brand USA in the vibrant Singaporean economy. They consistently rank among the best places to work, all while supporting hundreds of thousands of high paying jobs in the country. U.S. businesses put into practice shared U.S. and Singaporean values on rule of law, open commerce, and due diligence. These values serve as the bedrock of our shared vision for global stability and prosperity.

AmCham plays a key role in strengthening the U.S.-Singapore relationship, and we are pleased to work closely with the Chamber to promote collaboration between the government and private sectors.

Singapore has established itself as a leading global business and trading hub. It also increasingly serves as a research and development (R&D) hub and innovation center for businesses. As the government redoubles efforts to promote innovation and entrepreneurship, Singapore is increasing its investments in digital innovation, sustainable development, and cybersecurity. Given the leading edge of the U.S. technology sector and shared government priorities, there will be boundless opportunities for an ever-expanding partnership between the U.S. and Singapore in the years to come.

The U.S. remains wholly committed to contributing and participating in Singapore and the greater region. The longstanding success of our companies here reinforces the durable ties between our countries. In the years to come, AmCham will continue to have a seminal role in U.S.-Singapore relations.



*His Excellency Jonathan Kaplan  
U.S. Ambassador to Singapore*

# MESSAGE

*Simon Kahn, AmCham Chairman and Dr. Hsien-Hsien Lei, CEO, AmCham Singapore*

AmCham Singapore commemorates its 50<sup>th</sup> anniversary in 2023. The milestone year is an opportunity for us to reflect on the accomplishments from the past 50 years and chart the trajectory for the next 50 years.

With the COVID-19 pandemic no longer a global public health emergency and geopolitics in the region of growing concern, the business strategies and priorities of our member companies have continued to evolve. In light of these transformative shifts, we present 'The Future of AmCham in Singapore' outlining the Chamber's continued relevance and value for the American business community in Singapore.

AmCham Singapore expresses our sincere gratitude for the unwavering support of our members who are part of a vibrant and diverse community where the exchange of opinions, ideas, and insights can take place and lead to actions that further contribute to Singapore. It is through this spirit of open collaboration and sharing that we were able to gather invaluable feedback from senior executives representing AmCham member companies via interviews and the 2023 AmCham Singapore Member Satisfaction Survey. These insights have been instrumental in shaping the future of AmCham in Singapore as presented in this white paper.

AmCham is committed to delivering value through advocacy, business insights, and connections for our members and key stakeholders. We deeply appreciate the trust placed in us to represent the voice of American enterprise in Singapore, and we embrace this responsibility with utmost diligence. Together, we shall forge a future brimming with boundless opportunities and growth for the next 50 years to come.



*Simon Kahn  
Chairman  
AmCham Singapore*



*Dr. Hsien-Hsien Lei  
Chief Executive Officer  
AmCham Singapore*

# INTRODUCTION

Established in 1973, the American Chamber of Commerce in Singapore (AmCham) is the largest international business chamber for businesses seeking to establish or expand their presence in Singapore and Southeast Asia (SEA). While championing inclusive and sustainable social and economic growth in Singapore and the Asia-Pacific region, AmCham serves as the voice of American business in the local landscape, creating value for its members and the business ecosystem by providing advocacy, business insights, and connections.

The significance of trade associations and chambers (TACs) such as AmCham is well recognized by key leaders and government officials. Singapore Prime Minister Lee Hsien Loong has referred to TACs as “aggregators and multipliers in our business eco-system” and “a valued partner of the Government”. TACs provide “an important channel through which the Government can engage businesses” and “a source of advice for businesses wishing to use the many Government support and assistance schemes available”. Similarly, Ms. Jacqueline Poh, Managing Director of the Singapore Economic Development Board (EDB) acknowledged that TACs “contribute to a rich and vibrant business ecosystem marked by strong public-private collaboration”. Besides addressing shared issues and offering partnership opportunities, TACs also facilitate conversations on economic topics, collate feedback on relevant policy areas, and contribute to community-building.

The role of AmCham is especially noteworthy because of the significance of the U.S.-Singapore relationship. The U.S. is the largest source of foreign direct investment (FDI) in Singapore<sup>1</sup> and Singapore’s fourth largest source of imports.<sup>2</sup> In turn, Singapore is the largest trading partner for the U.S. in SEA, the U.S.’ 18th largest trading partner overall<sup>1</sup>, and serves as a regional hub from which U.S. businesses can access ASEAN and the rest of Asia<sup>3</sup>.

Over the last 50 years, AmCham has grown to be the largest and most active international business association in SEA, with over 6,000 individuals representing nearly 650 member companies and growing. Ms. Jane Lim, Deputy Secretary of Trade at the Singapore Ministry of Trade and Industry, recognized that AmCham “has been instrumental in strengthening the ties between the American business community in Singapore and the wider community” and “has played a valuable role in connecting governments and business communities as well as driving business and community activities in Singapore”.

As AmCham celebrates 50 years of commitment to our members and stakeholders, it is timely and opportune to reflect on its future as a foreign chamber in Singapore. In the current post-pandemic business landscape, changes in business strategies and operations are being driven by accelerated digital transformation, increased awareness of the need for sustainability and climate action, as well as corporate social responsibility (CSR), among many other competing priorities.

---

<sup>1</sup>U.S. Department of State. (2021, October 1). *U.S. Relations With Singapore*. <https://www.state.gov/u-s-relations-with-singapore/>

<sup>2</sup>AmCham Singapore. (2021) *The American Business Presence in Singapore. 2021 Facts and Figures*. <https://amcham.com.sg/wp-content/uploads/2021/08/The-American-Business-Presence-in-Singapore-2021.pdf>

<sup>3</sup>American Chamber of Commerce Singapore. (2022, April) *AmCham Singapore Strategic Plan 2022-2024*. <https://amcham.com.sg/wp-content/uploads/2022/04/AmCham-Strategic-Plan-2022-2024.pdf>



This white paper presents observations and recommendations on the role and future of AmCham, based on the AmCham Singapore Strategic Plan 2022-2024<sup>3</sup> and drawing on feedback given by key stakeholders and AmCham members via interviews and surveys, including the 2023 AmCham Singapore Member Satisfaction Survey. AmCham endeavors to build upon past experiences and achievements, plan how best to adapt to changes in the geopolitical and business landscape, and strive for greater success, as it seeks to be the authoritative voice of American enterprise, working towards the mutual benefit of American business and the people of Singapore.

“

AmCham is (a) steadfast partner for Singapore. Over the past 50 years, you have played an important role not only in building understanding and fostering cooperation between our two countries and our businesses, but beyond that, to the region.

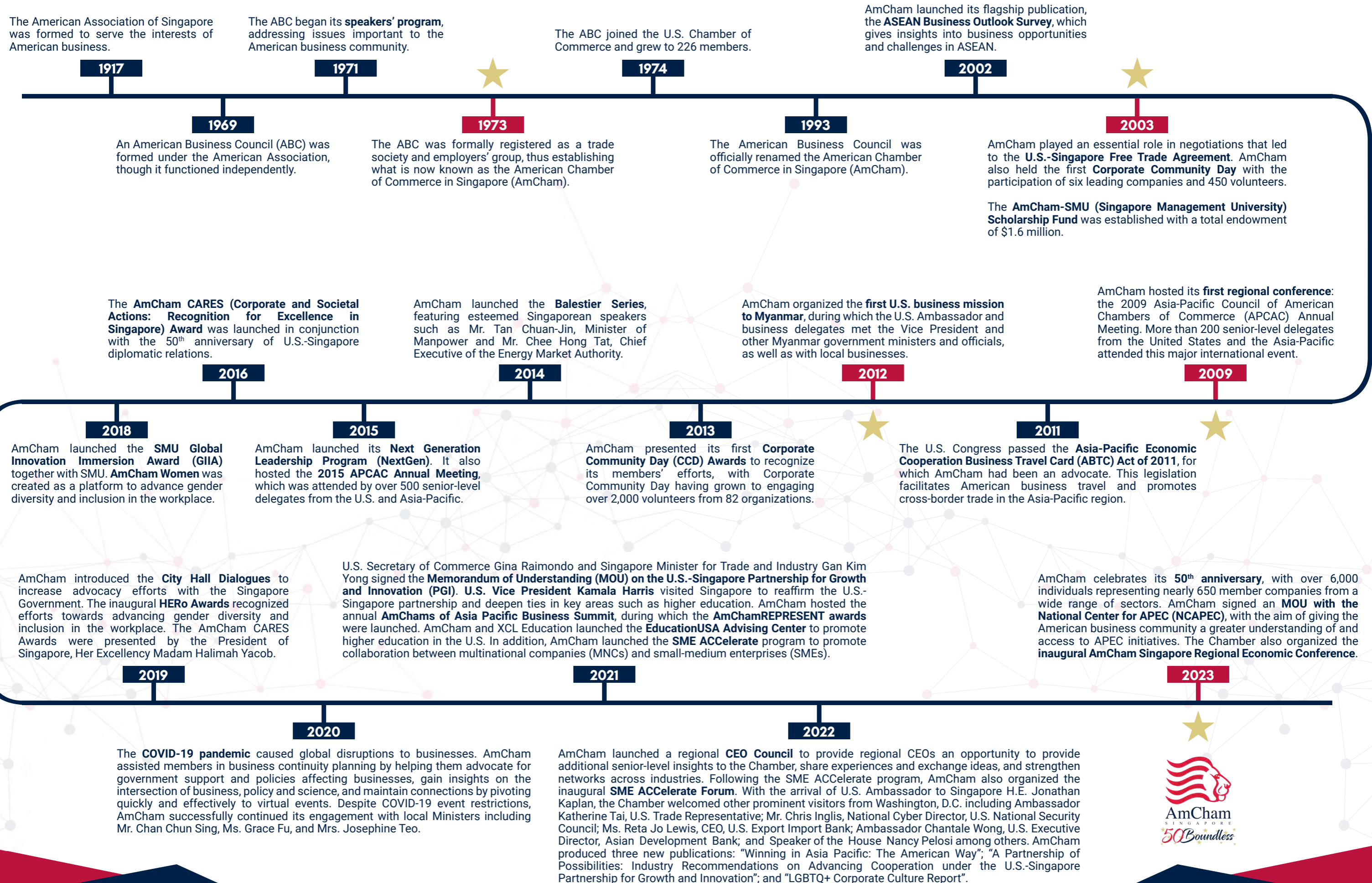
- Deputy Prime Minister Heng Swee Keat, AmCham Balestier Series 2023, 17 March 2023<sup>4</sup>

”

<sup>3</sup>American Chamber of Commerce Singapore. (2022, April) AmCham Singapore Strategic Plan 2022-2024. <https://amcham.com.sg/wp-content/uploads/2022/04/AmCham-Strategic-Plan-2022-2024.pdf>

<sup>4</sup>Prime Minister's Office Singapore. (2023, March 17). Remarks by Deputy Prime Minister and Coordinating Minister for Economic Policies Heng Swee Keat at AmCham Balestier Series on 17 March 2023. <https://www.pmo.gov.sg/Newsroom/DPM-Heng-Swee-Keat-at-AmCham-Balestier-Series-2023>

# AMCHAM SINGAPORE KEY MILESTONES AND TIMELINE





AmCham **50** Boundless  
AmCham CARES

# 50th Annual General Meeting & AmCham CARES Recognition Ceremony

REMARKS

Mdm. Halimah Yacob  
President of the Republic of Singapore

“

For 50 years, AmCham Singapore has been a vital partner and voice for Singapore's business community, promoting trade, investment, and commercial ties, while advocating for policies that benefit American companies. Singapore's unique role as a hub of international commerce in the Indo-Pacific makes the AmCham's role all the more important. In the years ahead, we are excited to see AmCham Singapore continue to champion American business, offer world-class programs and platforms to members, and lead conversations on the essential economic and strategic issues facing the region.

- Ms. Suzanne Clark, President and CEO, U.S. Chamber of Commerce

”

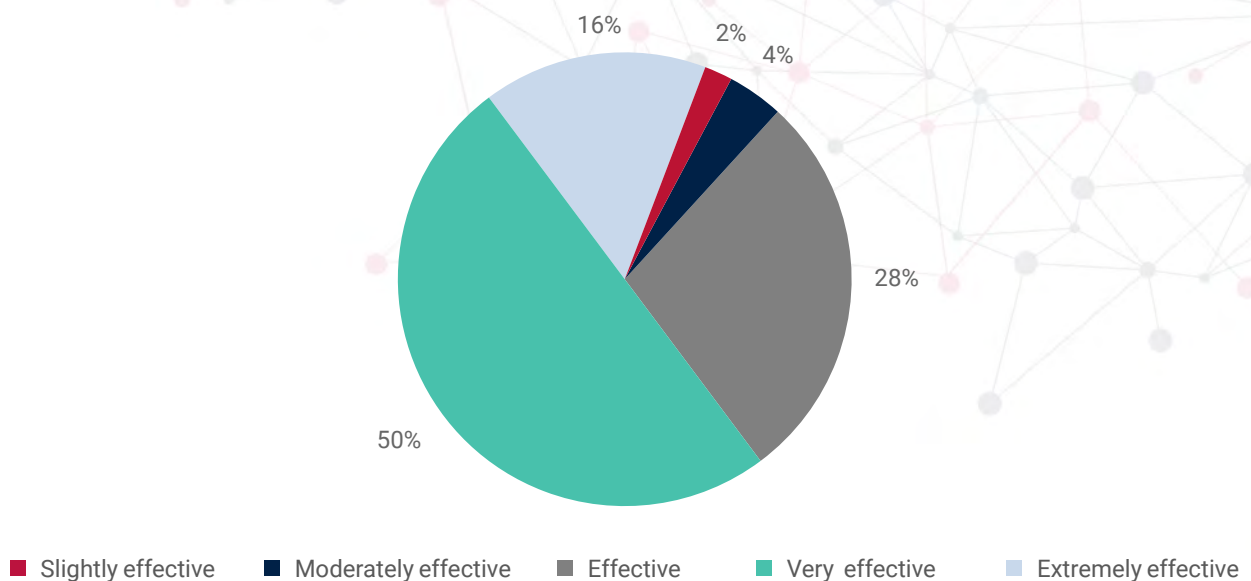




# AMCHAM MISSION AND STRATEGIC GOALS

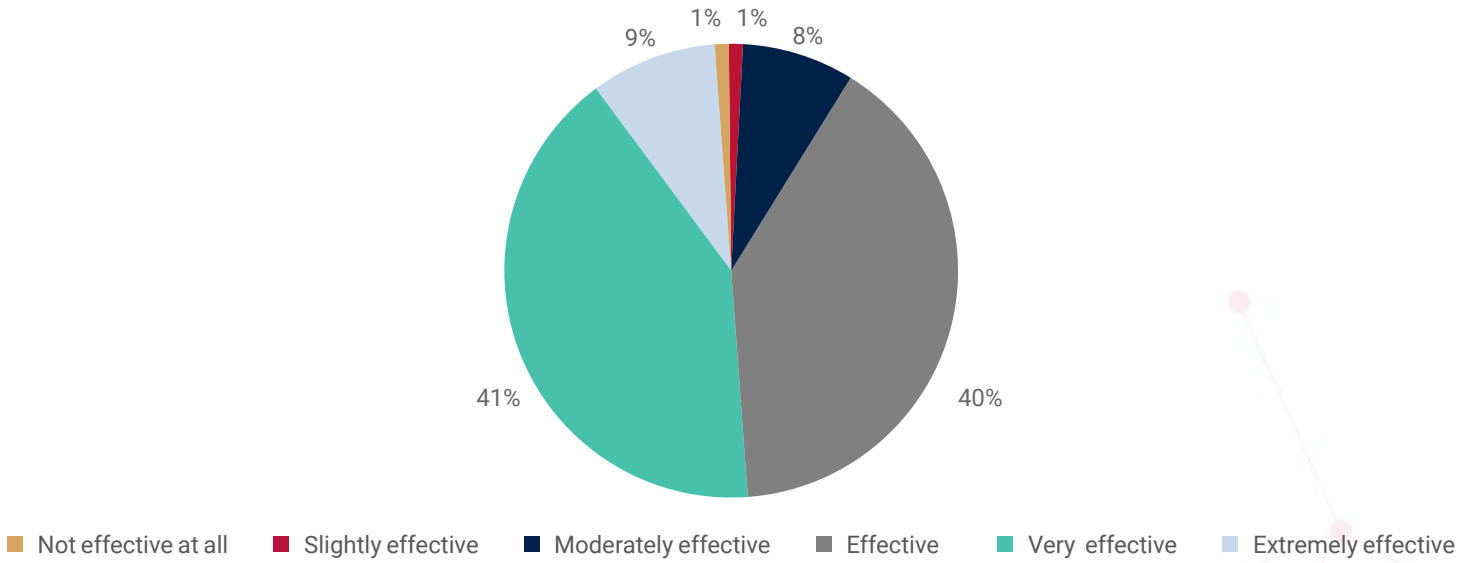
The 2023 AmCham Singapore Member Satisfaction Survey indicated very high levels of satisfaction among AmCham member respondents. Nearly all (94%) respondents believed that AmCham has been effective in achieving its mission to create value for members and the Singapore business ecosystem (Figure 1).

Figure 1. How effective has AmCham been in achieving its mission? (n=109)



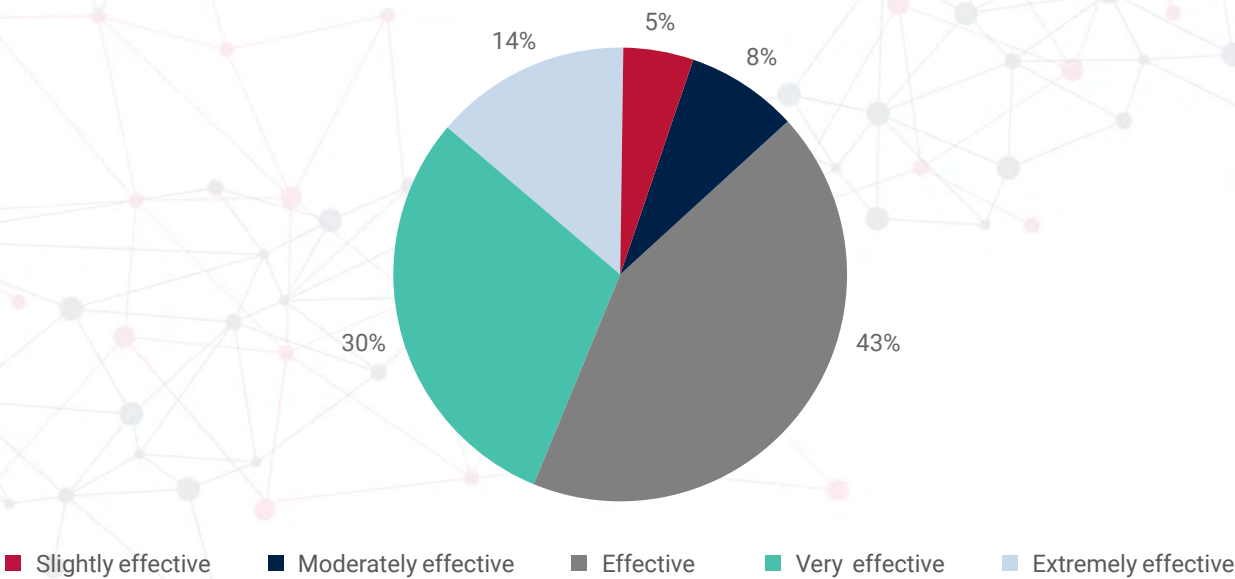
Furthermore, 9 in 10 (90%) respondents believed that AmCham has been effective in supporting its members' business priorities (Figure 2).

Figure 2. How effective is AmCham in supporting business priorities of its member? (n=109)



Interviews with key AmCham stakeholders identified critical success factors, such as AmCham's leadership (including the Board of Governors, the Chief Executive Officer, as well as the sectoral and functional committees), its member companies, and the high calibre of its staff. Despite disruptions caused by the COVID-19 pandemic, AmCham continued efforts to promote a conducive business environment, and 87% of respondents agreed that AmCham was effective in representing the voice of its members during those trying times (Figure 3).

Figure 3. How effective was AmCham Singapore in representing the voice of members during the COVID-19 pandemic? (n=109)



AmCham partners with a wide variety of stakeholders in Singapore and throughout the region for various engagements, focusing on three strategic goals. The survey indicated that at least 9 in 10 respondents think that AmCham has been effective in achieving each of the strategic goals – advocacy (92%), business insights (90%), and connections (95%).



## STRATEGIC GOAL

# ADVOCACY

“

By facilitating regular engagements with our government agencies and the American business community, AmCham has provided constructive feedback to our policy processes, and strengthened the understanding and cooperation between the government and the American business community. The U.S.-Singapore Partnership for Growth and Innovation (PGI) is a good example of these efforts.

– Ms. Jane Lim, Deputy Secretary (Trade), Ministry of Trade and Industry

”

AmCham promotes the interests of the American business community in Singapore and the region while supporting mutually-beneficial outcomes for its government partners. The Singapore government’s vision on sustainability, digital transformation, and talent development presents opportunities for AmCham members. AmCham will continue to collaborate with both the government and business community, and support public-private partnerships.

To advocate for policies that support a conducive business environment, AmCham has engaged with the Singapore government through events such as the Balestier Series and the City Hall Dialogues. Visiting U.S. government officials, including Vice President Kamala Harris; Secretary of Commerce Gina Raimondo; Ambassador Katherine Tai, UTSR; former Speaker of the House Nancy Pelosi; Assistant Secretary of Commerce for Global Markets and Director-General of U.S. & Foreign Commercial Service Arun Venkataraman; SEC Commissioner Mark Uyeda, routinely request meetings with the AmCham business community to gain a better understanding of Singapore and the region. These sought after engagements demonstrate AmCham’s critical role as a convenor and facilitator of dialogue between the public and private sectors.

## STRATEGIC GOAL

# BUSINESS INSIGHTS

“

AmCham Singapore’s thought leadership arises from its ability to convene leaders and experts with different perspectives, each with a deep understanding of the local landscape.

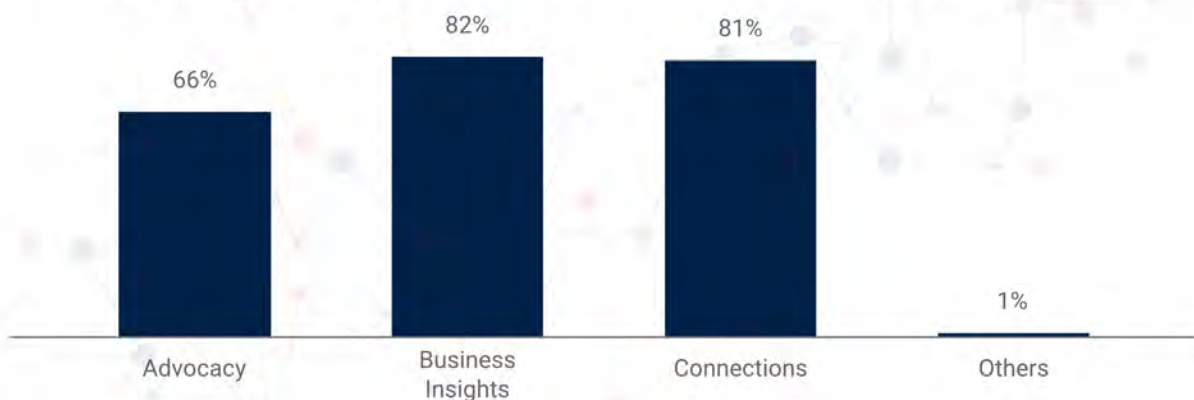
– Dwight Hutchins, Managing Director of Boston Consulting Group and Former Chair of AmCham

”

AmCham provides a platform for members to share insights and perspectives to improve knowledge and expand capabilities through workshops with leading experts on industry priorities including ESG, the trade landscape in the region, leadership development, and digital economy. The 2023 Member Satisfaction Survey revealed that there is interest in learning about best practices and cross-industry trends that address a broader audience, such as current business challenges like customer experience.

The 12 sectoral and functional AmCham committees take the lead in developing white papers and point-of-view papers that identify issues of common interest or concern to the business community and propose solutions that achieve the goals of both government and the private sector. In the Member Satisfaction Survey, over 80% of respondents indicated that they see the committees playing a role in providing business insights and connections, while 66% of respondents also recognized the committees’ role in advocacy (Figure 4).

Figure 4. What role do you see the committees playing in the Chamber? (Select all that apply) (n=109)



In the past few years, AmCham has conducted research surveys and launched flagship publications including the ASEAN Business Outlook Survey (ABOS) and the Manpower Survey. In addition to white papers such as a recent publication that promoted cooperation and collaboration under the auspices of the U.S.-Singapore Partnership for Growth and Innovation (PGI), AmCham also publishes member insights, reports, committee point of view papers, and feedback letters to the government.

Read the latest AmCham Publications here: <https://amcham.com.sg/amcham-publications/>

# CONNECTIONS

“

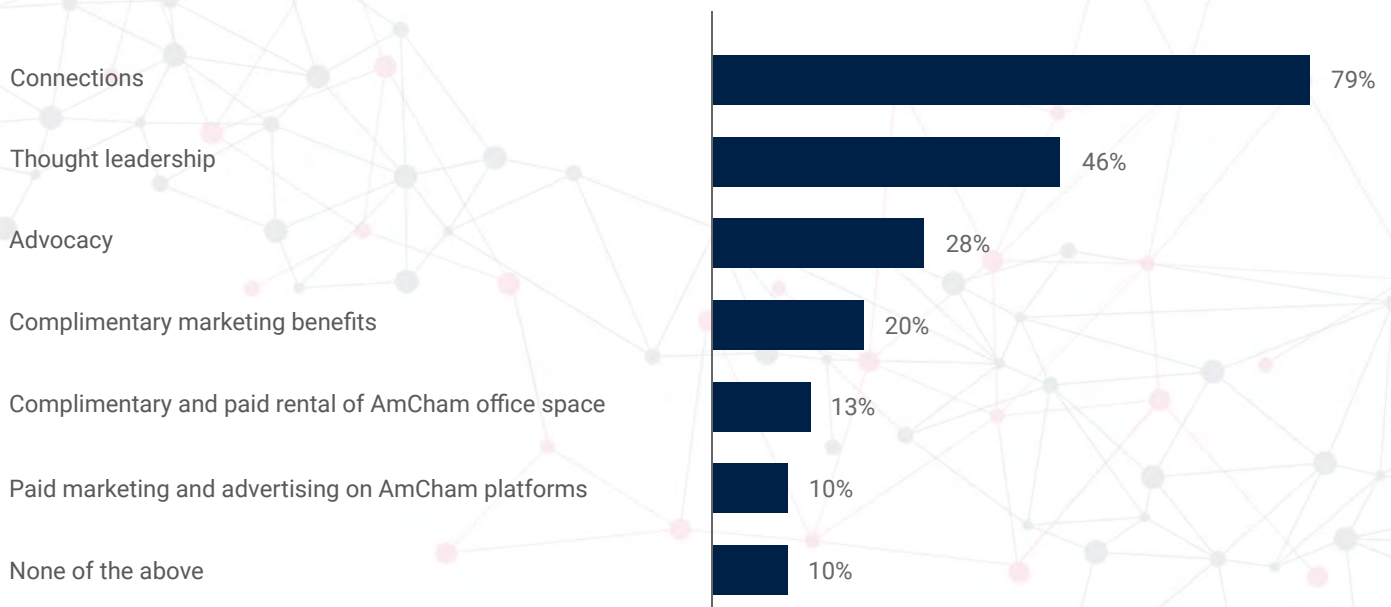
AmCham really brings the spirit of community to life. You can feel it. When I first joined as a Managing Director, new in Singapore, AmCham was a place where I felt I had people to reach out to.

- Elisa Mallis, Managing Director, APAC, Center for Creative Leadership and Vice Chairman, AmCham Board of Governors

”

AmCham provides value by being a platform that creates opportunities for networking, collaboration, partnership, as well as professional growth and development. Most (90%) survey respondents indicated that they have taken advantage of the various programs and activities organized by AmCham to connect with and learn from like-minded business professionals (Figure 5).

Figure 5. Which of the following membership activities and benefits have you taken advantage of in the last year? (Select all that apply) (n=109)





AmCham programs are designed to provide members across all levels of organization with opportunities for learning and development. The Next Generation Upgrade Leadership Program (NextGen Upgrade), for example, addresses personal, career, and leadership development for rising leaders. The AmCham Women Elevate Symposium focuses on workplace diversity, equity, and inclusion, meanwhile the SME ACCelerate Forum supports the growth, stability, and sustainability of SMEs through strategic partnerships, operational support, and training and development.

The AmCham CEO Council was created to provide regional CEOs and Presidents with an exclusive platform to meet peers, share experiences, exchange ideas, and strengthen networks across industries. The Council gains special access to exclusive curated experiences, executive profiling, and business mentorship opportunities.

By taking a stakeholder-centric approach to convene and engage members and experts in robust discussions, AmCham helps to facilitate business relations among members and acts as a catalyst for more purposeful connections. The Chamber also sets out to improve member engagement by increasing the diversity and quality of event speakers and participants. Taken together, these efforts help facilitate strategic partnerships and boost the impact achieved at both the individual and institutional levels, establishing connections for professional growth and business development.

# STRATEGIC AREAS OF FOCUS FOR 2022 - 2024

“

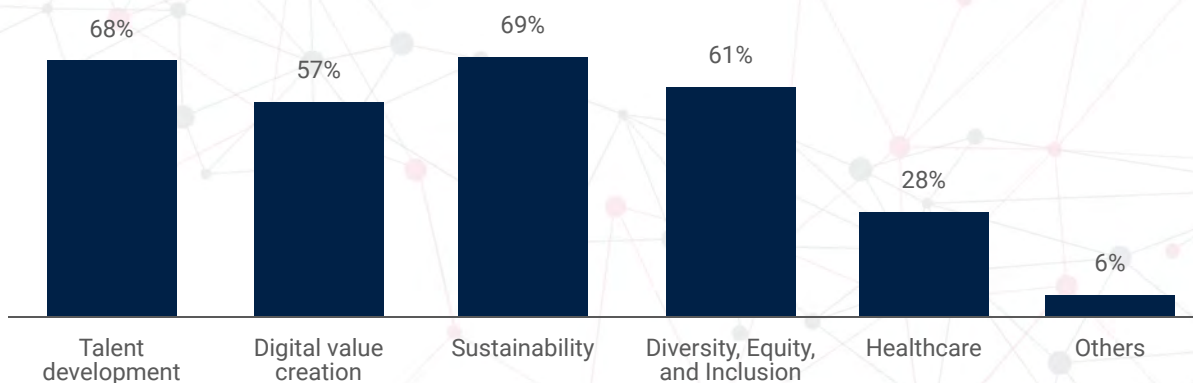
As one of the largest business communities, AmCham has a platform to drive important conversations around topics such as digitalization, sustainability, and economic resilience that are relevant to the region.

– Ms. Jacqueline Poh, Managing Director, Singapore Economic Development Board

”

Talent Development, Sustainability, and Digital Value Creation were identified as the strategic areas of focus in the AmCham Singapore Strategic Plan 2022 - 2024. In the Member Satisfaction Survey, most respondents agreed that AmCham should address these three areas in the coming years, as well as Diversity, Equity, and Inclusion (Figure 6).

Figure 6. Which strategic areas of focus should AmCham address? (Select all that apply) (n=109)



These strategic areas of focus complement both the Singapore government’s Smart Nation initiative and U.S. business priorities. Each area offers opportunity to share knowledge and best practices, demonstrate thought leadership, promote partnerships, and influence policy development accordingly.





## TALENT DEVELOPMENT

The World Bank ranks Singapore as the best country in the world in human capital development. To promote talent development, AmCham conducts an annual Manpower Survey of member companies to understand the latest manpower challenges and identify areas of progress. AmCham also holds regular engagements with the Ministry of Manpower on new policies and frameworks, such as the Complementarity Assessment (COMPASS) Framework enacted in 2022, which enables businesses to employ high-quality foreign professionals while improving workforce diversity and building a strong local core. The annual AmCham Human Capital Conference discusses the challenges and opportunities in talent development in Singapore and across the region.

Given the evolving human capital landscape, there is opportunity to build on existing strengths by using a three-pronged approach:

1. Equip a **future-ready workforce** with the necessary skills, including technical and green skills to support new focus areas such as sustainability and digital value creation, as well as soft skills such as those that support mental wellbeing and resilience.
2. Promote **local talent growth and development** through opportunities that support skills and career development, which would amplify the contribution of U.S. businesses to the local community.
3. Nurture and promote **excellence in leadership** through mentorship and reskilling opportunities and training and development programs such as the NextGen Upgrade Business Leadership Program.



## SUSTAINABILITY

Sustainability is vital to Singapore's reputation as an international hub for transport, business, and finance. AmCham has identified three domains of interest within the sustainability movement – Green Economy, sustainable living and clean energy, and climate change resilience.

AmCham encourages conversation and dialogue around these topics through its Sustainability and Environment Committee, which was launched the same year when the Ministry of Sustainability and the Environment was introduced, with Minister for Sustainability and the Environment Ms. Grace Fu engaging with AmCham across various events. With representation from the property, energy, and environmental services sectors, it supports the sharing of best practices to optimize energy and other resources and to build resilient infrastructure. In addition, AmCham participated in its first WWF Earth Hour event in 2023 as a show of support and commitment to the environmental sustainability movement. AmCham members and staff also participated in a beach clean-up at Pasir Ris Park Beach, in commemoration of Martin Luther King Jr. Day in 2023.



## DIGITAL VALUE CREATION

Digital engagement is key in the digital economy, with digital networks being critical not only for sustainability but also for business resilience and growth. It is particularly important to support and advocate for policies conducive to digital transformation, including the adoption of digital technologies and digital innovation.

The Technology, Media and Telecommunications Committee and Cybersecurity Committee at AmCham keeps members up to date on the latest technological trends by facilitating dialogues with thought leaders and convening stakeholders for discussions. These Committees drive advocacy efforts to promote digital innovation and start-ups in Singapore and have contributed feedback letters on the draft Personal Data Protection (Amendment) Bill, the draft Copyright Bill, and the draft Cybersecurity Code of Practice.



# THE NEXT 50 YEARS

“

Only through evolution can AmCham continue to be relevant. It should always be pushing the boundaries and not just reflecting the state of affairs today.

– Mr. James Andrade, Senior Vice President of CapitaLand and Former Chair of AmCham

”

# AMPLIFYING THE CONTRIBUTIONS OF AMCHAM MEMBER COMPANIES

As a value creation partner, AmCham raises the spotlight on the American business community in Singapore. The Chamber promotes American corporate values of free enterprise, fairness, creativity, diversity, and optimism and recognizes member companies who display these values through the AmChamREPRESENT awards. Additionally, the AmCham CARES program raises awareness of the important contributions of member companies in corporate social responsibility (CSR).

In the next 50 years, AmCham will continue to amplify the contributions and continued commitment of member companies by:

1. Driving thought leadership and advocacy on topics relevant to Singapore's economy and a thriving business environment through publications created in partnership with member companies.
2. Highlighting member company contributions through AmCham channels, including engagements with key stakeholders and senior U.S. and Singapore government officials.
3. Connecting members with peers and industry leaders in the Singapore, regional, and global business community.



# STRENGTHENING AND EXTENDING PARTNERSHIPS

AmCham is a platform and convener for public and private key stakeholders to strengthen and extend partnerships through business statecraft. Collaboration is a must as the global economy evolves in the context of geopolitical tensions, supply chain complexity, and other disruptions. AmCham cannot operate in a silo and is committed to advocating on behalf of member companies alongside the sharing of business insights and connecting stakeholders with shared values.

In the next 50 years, AmCham will continue to strengthen and extend partnerships by:

1. Strengthening our relationship with the U.S. Embassy to strengthen U.S.-Singapore relations through soft diplomacy, including the promotion of American soft power.
2. Serving the wider Singapore community through partnerships with local organizations such as the Singapore Business Federation (SBF), Singapore Institute of Directors (SID), BoardAgender, and the National Volunteer & Philanthropy Centre (NVPC).
3. Partnering with organizations that have shared goals that can help to further American business interests and values, such as the U.S. Chamber of Commerce, US-ASEAN Business Council, the National Center for APEC (NCAPEC), the American Association of the Indo-Pacific (AAP), and BSA | The Software Alliance.
4. Engaging with other foreign chambers and diplomatic missions in Singapore to ensure that we connect and reach across national interests, to discover shared opportunities that can lead to mutually-beneficial outcomes for a free and open Indo-Pacific.



# ADVANCING A REGIONAL PERSPECTIVE

Well-positioned in the heart of Southeast Asia, AmCham has the unique advantage of also serving as a regional hub for the business community. Many AmCham member companies have set up their regional headquarters in Singapore and have business leaders who have regional perspectives, interests, experience, and expertise.

In the next 50 years, AmCham will continue to advance a regional perspective by:

1. Contributing to the Singapore government's efforts in developing Singapore's reputation as a regional and international hub.
2. Bringing global and regional leaders to Singapore to provide members with access to business insights that are current, relevant, and actionable.
3. Identifying opportunities to co-create regional thought leadership to support members who have regional responsibilities.



# CONCLUSION

“

We are living in an increasingly unstable and fragmented world. One bright spot in this darkening world is the excellent relationship between the U.S. and Singapore and between the U.S. and ASEAN. I urge AmCham and its sister chapters in the other ASEAN countries, to help reinforce these precious relationships.

– Professor Tommy Koh, Ambassador-at-Large, Ministry of Foreign Affairs Singapore

”

The next 50 years will come with its unique set of challenges and opportunities for governments and businesses. AmCham is honored to be at the intersection of public and private, reflecting on 50 years of experience and expertise of its community, to continue to support companies in navigating turbulent times in the years ahead.

AmCham is grateful for the privilege of serving the American business community in Singapore, and for the trust that members have placed in the Chamber to carry out this responsibility in creating a better future for business.





# SPONSORS

Thought Leader



Supporter



Friend



50 for AmCham50



# ACKNOWLEDGEMENTS

AmCham Singapore would like to thank the following for their input and support of this publication:

- AmCham ExCo and Strategic Plan 2022-24 Steering Committee:
  - **Chairman: Simon Kahn**, Vice President, Marketing, Asia Pacific, Google
  - **Vice Chair: Elisa Mallis**, Vice President & Managing Director, Asia Pacific, Center For Creative Leadership (CCL)
  - **Vice Chair: Shakilla Shahjihan**, Divisional Vice President Government Affairs, Asia Pacific & Japan, Abbott Laboratories
  - **Vice Chair: Assaf Tarnopolsky**, Senior Vice President and GM APAC, Genesys
  - **Honorary Secretary: Daphne Au**, Senior Director, Public Affairs Asia, Micron Semiconductor Asia
  - **Honorary Treasurer: Sean Parish**, Vice President, Finance Asia Pacific, West Pharmaceutical Services
- AmCham Board of Governors 2023-2024 (in alphabetical order by last name):
  - **Audrey Cheong**, Vice President, Southeast Asia Operation, Federal Express
  - **Chua Horng Shya**, Managing Director, Singapore, Oracle
  - **Anindo Dutta**, Partner, Global Alliances & Digital Ecosystems, EY
  - **Jennifer Di**, Director – HR, SEA & APAC Corporate Functions, Baxter Healthcare Asia
  - **Guillermo Frydman**, Area Managing Director, MedTech Southeast Asia, Johnson & Johnson
  - **Susan Hughes**, President, Asia Pacific, Emerson Automation Solutions
  - **Clark Jennings**, Managing Director, Asia, Crowell & Moring International
  - **Jasmine Karimi**, Asst General Counsel – Regional Counsel, Asia Pacific, FMC Corporation
  - **Dr. Monisha Oberoi**, Director Sales Security Services, Asia Pacific, IBM
  - **Emre Olcer**, Vice President and ASEAN Managing Director, Kimberly-Clark
  - **Anupama Puranik**, Managing Director & Partner, Russell Reynolds Associates
  - **Jannik Termansen**, Regional Director of Government Affairs & Markets (APAC) & Country Director (Singapore), 3M

Interviewees (in alphabetical order by last name):

- **James Andrade**, Senior Vice President of CapitaLand and Former Chair of AmCham
- **Suzanne Clark**, President and CEO, U.S. Chamber of Commerce
- **Dwight Hutchins**, Managing Director of Boston Consulting Group and Former Chair of AmCham
- **Professor Tommy Koh**, Ambassador-at-Large, Ministry of Foreign Affairs
- **Jane Lim**, Deputy Secretary (Trade), Ministry of Trade and Industry
- **Jacqueline Poh**, Managing Director, Singapore Economic Development Board

Writer

- **Dr. Amanda Goh**

AmCham members who participated in the 2023 Member Satisfaction Survey.

# ABOUT AMCHAM SINGAPORE



Established in 1973, the American Chamber of Commerce in Singapore (AmCham Singapore) is the largest and the most active international business association in Singapore and Southeast Asia, with over 6,000 members representing nearly 650 companies.

Our Chamber comprises 12 industry-specific committees: five sectoral and seven functional. AmCham is a forward-thinking, business-progressive association. Our mission is to create value for our members by providing advocacy, business insights, and connections. Our membership includes American companies and Singaporean and third-country companies with significant U.S. business interests.

AmCham is an independent, non-partisan business organization. Our goal is to provide the information and facilitate the access and connections that give members insight into the local, regional, and global operating environment, enhance their professional capabilities, and enable them to make well informed business decisions.

For more information about AmCham Singapore, visit [www.amcham.com.sg](http://www.amcham.com.sg).

**For more information, contact:**

Rachel Phay (Ms.)  
Manager, Special Projects  
AmCham Singapore  
E: [rphay@amcham.com.sg](mailto:rphay@amcham.com.sg)

Copyright © 2023 The American Chamber of Commerce in Singapore  
Publication Date: June 13, 2023

*This document contains proprietary research, copyrighted materials, and literary property of The American Chamber of Commerce in Singapore (AmCham Singapore). It is for the guidance of your company only, and is not to be copied, quoted without citation, or published without the permission of AmCham Singapore. Accordingly, international and domestic laws and penalties guaranteeing patent, copyright, trademark, and trade secret protection secure the ideas, concepts and recommendations related within this document. No change may be made to this document without the permission of AmCham Singapore.*



AmCham  
S I N G A P O R E

50 Boundless

