



Empower Business | Build Connections | Transform Retail

ANNUAL REPORT

2022/ 2023

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ABOUT SRA

Founded in 1977, Singapore Retailers Association (SRA) is today a key representative body for the retail industry which champion Business Development & Innovation, Internationalisation and Retail Talent Development. A not-for-profit non-governmental organisation, SRA is governed by a Council whose members hail from some of Singapore's most reputed and progressive retail companies. SRA organise a wide range of year-round programmes ranging from industry events and conferences, market insights sharing sessions, training and masterclasses, local learning journeys and overseas study missions as well as professional guidance and mentorship for retailers' brand growth and business development.

The composition of its membership of over 500 reflects the diversity and vibrance of Singapore's retail industry - Fashion Apparel/& Accessories, Furniture and Furnishings, Electrical & Electronics, Watch & Accessories, Beauty & Wellness, Telecommunications, Specialty and Food Retail, Department Stores and Supermarket/Convenience Stores.

SRA is committed to further its cause and advance the initiatives under the Retail ITM 2025 and the SRA Roadmap 2025 for the Retail Industry working in close partnership with retail stakeholders, government agencies and trade associations to foster innovation, promote globalisation and drive business growth.

OUR VISION

To be the **respected and collective voice** of the retail industry

OUR MISSION

Advance the interests of the retail industry via insights, education and strategic collaborations.

OUR CORE VALUES



PRESIDENT'S MESSAGE



MR ERNIE KOH

PRESIDENT

SINGAPORE RETAILERS ASSOCIATION

As we entered the new financial year for the Singapore Retailers Association (SRA) in October 2022, we witnessed a gradual rebound in the economy, particularly in the realms of tourism and re-establishing connections with business associates and partners in the region. Despite this apparent recovery from the pandemic, retail spending has yet to return to pre-pandemic levels, primarily due to the continued weakness in inbound tourism, especially from Chinese visitors.

The socio-economic and geopolitical landscape, including events like the Red Sea crisis, has significantly impacted retailers' supply chains, compounded by challenges in manpower. However, amidst these difficulties lie numerous opportunities for businesses that are determined and resilient.

The launch of the Retail Industry Transformation Map (ITM) 2025 last year, alongside the introduction of the Jobs Transformation Map (JTM) jointly developed by Workforce Singapore (WSG) and Enterprise Singapore (EnterpriseSG) with the Ministry of Manpower, offers crucial recommendations to enhance the retail workforce through human capital development plans. Furthermore, it provides essential pathways to support enterprises in their business growth.

As an integral partner in the Job Skills Integrator for Retail (JSIT-R) alongside WSG and the Singapore National Employers Federation (SNEF), SRA remains steadfast in assisting retail businesses in their transformation journey, ensuring their resilience for the future while catering to the aspirations, needs, and expectations of the retail workforce.

For the retail sector to reach new heights, it is imperative that we collectively reimagine our future operations. Building upon the vision outlined in our SRA Retail Roadmap 2025, which envisions a diverse, stimulating, and distinctive retail sector that continuously inspires, excites, and engages customers, we have launched Wunderground.

This initiative aims to revolutionise the retail and lifestyle sector, fostering experimentation and the adoption of immersive and realistic elements to entice and captivate consumers. The Wunderground initiative epitomises our key strategies to adapt to new norms and expedite business transformation.

Despite the challenges, retailers remain resolute in their efforts to adapt and thrive amidst adversity, exploring innovative solutions to confront these issues head-on. Therefore, it is crucial for retailers to stay ahead of the curve by consistently pursuing retail transformation initiatives, such as embracing new technologies, investing in human capital, and adopting omnichannel strategies to meet the evolving needs of consumers, thereby remaining proactive and agile.

Looking ahead, our focus remains on building upon existing programs and initiatives while embarking on new ones that align with our SRA Retail Roadmap 2025 and its four strategic pillars: Unique Diversity, Beacon of Light, Emotional Connection, and Seamless Collaboration. These pillars will serve as a framework for driving innovation, fostering collaboration, and creating a retail sector that is both dynamic and sustainable.

On behalf of my Council Members and the SRA Secretariat, I would like to take this opportunity to express our gratitude to our partners, fellow members, government agencies, and associates for their invaluable assistance and support. Together, we will continue to be a unified voice for the retail community, realising our vision outlined in the Roadmap 2025 to establish a diverse, stimulating, and distinctive retail sector that continuously inspires, excites, and engages customers.

Mr Ernie Koh
President, SRA

SRA COUNCIL MEMBERS

The SRA Council oversees all matters pertaining to SRA. It includes office bearers, elected members and co-opt councillors, with elected councillors capped at a maximum of 18 members.



Mr Ernie Koh

President

Chairman

Commune Lifestyle Pte Ltd



Mr R. Dhinakaran

Immediate Past President

Managing Director

Jay Gee Enterprises (Pte) Ltd



Mr Douglas Benjamin

Vice President

Group Chief Executive Officer

FJ Benjamin (Singapore) Pte Ltd



Mrs Helen Khoo

Honorary Secretary

Special Advisor to Chairman's Office

Wing Tai Holdings Limited



Mr Pang Fu Wei

Treasurer

Group Managing Director

Mothercare (S) Pte Ltd

SRA COUNCIL MEMBERS



Ms Vivien Lim

Councillor

*General Manager
BHG (Singapore) Pte Ltd*



Mr Lester Quah

Councillor

*Advisor
DFI Retail Group Singapore*



Ms Rachel Cheng

Councillor

*Managing Director
Eu Yan Sang Singapore Pte Ltd*



Mr Jason Lee

Councillor

*Chief Executive Officer
La Parfumerie Pte Ltd*



Mr Alwyn Chong

Councillor

*Regional Managing Director
Luxasia Pte Ltd*



Mrs Wong Sioe Hong

Councillor

*Executive Chairman
Metro (Private) Ltd*



Ms Elaine Heng

Councillor

*Deputy Group Chief Executive
Officer & Chief Executive Officer
(Retail Business)
FairPrice Group*



Ms Lynn Tan

Councillor

*2nd Deputy
Chief Executive Officer
OSIM International Pte Ltd*



Mr Kenneth Aruldoss

Councillor

*Managing Director
Pertama Merchandising
Pte Ltd (Harvey Norman)*

SRA COUNCIL MEMBERS



Mr Ng Whye Keong
Councillor

*Group Director
Pet Lovers Centre Pte Ltd*



Ms Pauline Ng
Councillor

*Founder & Managing Director
Porcelain Pte Ltd*



Mr Lionel Chng
Councillor

*Managing Director, Customer Success
Singapore Telecommunications Ltd*



Mr Jeremy Taylor
Councillor

*Managing Director
Stevetay Pte Ltd (Cash Converters)*



Mr Norman Ho
Councillor

*Group General Manager
The Hour Glass Limited*



Mr Yvon Boek
Co-Opt Councillor

*Founder & Chief Executive Officer
Hegen Pte Ltd*



Mr Joshua Koh
Co-Opt Councillor

*Executive Committee Member
Koda Ltd*

CALENDAR OF EVENTS

OCTOBER 2022

19 Oct

- Learn More @ GRT: Telegram Content Creation & Marketing Workshop

NOVEMBER 2022

9 & 10 Nov

- EXSA 2022 Award Presentation Ceremony @ D'Marquee, Downtown East

11 Nov

- SRA Retail Awards Gala Dinner 2022 @ Marina Bay Sands

15 Nov

- 29th Singapore Retail Industry Conference & Exhibition (SRIC.E) @ Huone Singapore

JANUARY 2023

10 to 17 Jan

- SRA-NRF New York Study Mission 2023

FEBRUARY 2023

8 Feb

- Learn More @ GRT: Coaching for Performance Workshop

FEBRUARY 2023

16 Feb

- Learn More @ GRT: Fundamentals of Managing Internships Workshop

22 to 23 Feb

- Learn More @ GRT: Integrated Social Media Advertising Workshop

24 Feb

- Design Your Job Description Workshop

26 Feb to 3 Mar

- Go Global with SRA - Tokyo, Japan

MARCH 2023

1 Mar

- Learn More @ GRT: Coaching for Performance Workshop

29 Mar

- SRA 45th Annual General Meeting

APRIL 2023

27 Apr

- SRA x SFA: Buy Now Pay Later (BNPL) Code of Conduct Briefing

MAY 2023

17 May

- SRA 28th Annual Golf Tournament 2023 at Singapore Island Country Club (SICC)

JULY 2023

10 to 13 Jul

- SRA Go Global - Bangkok, Thailand

21 Jul

- SRA x FastJobs: Learn How to Achieve Hiring Success with an Effective Employer Branding Strategy

SEPTEMBER 2023

6 Sep

- SRA x FastJobs: Learn How to Achieve Hiring Success with an Effective Employer Branding Strategy

21 Sep to 1 Oct

- Wunderground 2023 - City Activation @ Emerald Hill

26 to 28 Sep

- Mastering TikTok: Boosting Retail Success through TikTok Marketing Workshop

OCTOBER 2023

6 to 15 Oct

- Wunderground 2023 - Heartland Activation @ Tampines West

12 Oct

- SRA SME PowerUp Series Clinic @ Lifelong Learning Institute

NOVEMBER 2023

8 & 9 Nov

- EXSA 2023 Award Presentation Ceremony @ D'Marquee, Downtown East

16 Nov

- SRA Retail Awards Gala Dinner 2023 @ Fairmont Ballroom

01

SRA ROADMAP 2025 FOR THE RETAIL INDUSTRY



SRA ROADMAP 2025 FOR THE RETAIL INDUSTRY

VISION

Inspiring Retail Experiences: A diverse, stimulating and unique retail sector that continually inspires, excites and engages customers



01 – UNIQUE DIVERSITY

This strategy is designed to stimulate consumer interest and spark fresh excitement in the retail experience to stimulate an endless appetite for retail, by leveraging on the existing multicultural and unique heritage strengths of Singapore to promote the diversity of shopping experiences.



02 – BEACON OF LIGHT

The strategy seeks to help retailers gain a competitive edge by encouraging experimentation and challenging assumptions. The goal is to attract shoppers and create unique retail experiences that set the industry apart on a global scale. The strategic pillar will furthermore act as a beacon for the future inspired workforce, to position retail an attractive and inspiring industry within which creative talents might be nurtured and flourish.



03 – EMOTIONAL CONNECTION

This strategy will look at strengthening the people-centred core of retail, seeking to develop opportunities to build positive emotional experiences and connections both within the workforce and with customers.



03 – SEAMLESS COLLABORATION

This strategy aims to build an ecosystem of shared perspectives, collective design, collaborative learning, and frictionless retail opportunities to create an environment that supports innovation, creative problem-solving, and economies of scale.

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02 INNOVATION & TRANSFORMATION



JOBS DEVELOPMENT PARTNER PROGRAMME (JDPP)

One of the focal points of the Retail Industry Transformation Map (ITM) is to enhance the quality of jobs within the sector. It is crucial for the industry to prioritise the transformation of jobs and skills, creating high-quality opportunities for local workers. Companies are encouraged to establish robust pipelines of local talent to meet the demands of evolving retail business models, while also leveraging automation to streamline operations. Additionally, there is a pressing need to support the upskilling and reskilling of local talent for emerging roles such as digital marketing and data analytics.

SRA is pleased to collaborate with the Singapore Business Federation (SBF) to support retailers' business transformation through the Jobs Development Partner Programme (JDPP) initiative. Since joining the programme, more than 30 retail enterprises have benefited, embarking on comprehensive business transformation initiatives.

HOW JDPP works

- JDPP is a **complimentary holistic advisory** service provided by the **Industry Transformation Advisor (ITA)**
- Our ITA will partner participating SME to:-
 - Review your existing landscape and transformation readiness
 - Identify your company's **needs** and **opportunities**
 - Recommend **solutions**
 - Inform you on the **schemes and grants available**
 - **Connect** you with the eco-system partners
 - Provide **project management support**



JOBS SKILLS INTEGRATOR (J-SIT) FOR RETAIL

The JSIT- Retail, an initiative by Workforce Singapore, driven by the Singapore National Employers Federation was launched in conjunction with the Jobs Transformation Map (JTM) on 1 June 2023, Announced by Deputy Prime Minister Lawrence Wong during the Budget statement in February 2023, jobs-skills integrators are institutions that ensure training improves employment and earning prospects, by coordinating the efforts of industry, training and job placement partners.

RA is proud to be appointed TAC Partner for the JSIT-Retail to help retail businesses transform, support business growth and help them grow stronger for the future whilst meeting the aspirations, needs and expectations of the retail workforce.

The J-SIT Retail initiative aims to bridge the gap in sector-specific job redesign and skills aggregation through a three-pronged approach:

- Providing job redesign advisory to reskill existing workers based on the JTM recommendations.
- Aggregating the industry's skills demands and collaborating with training providers and Institutes of Higher Learning to curate relevant training programs and school curriculum.
- Raising awareness of emerging job roles and facilitating job matching and placement for job seekers interested in joining the retail industry.



jsit RETAIL

Launch of the J-SIT and JTM on 1 June 2023

One of such initiatives conducted by SRA as part of the J-SIT Retail is the SRA PowerUp Series, which comprises complimentary business diagnostic clinics and training workshops, is tailored to equip retail companies with invaluable insights and resources essential for their business and workforce transformation endeavors. Serving as a comprehensive advisory service, this initiative offers retailers a platform to embark on their transformation journey while fostering connections with like-minded professionals, potential collaborators within the ecosystem, and industry peers, thereby facilitating business growth and providing invaluable networking opportunities.

As the Singapore Retailers Association (SRA) assumes its role as the appointed TAC Partner for the Jobs Skills Integrator for Retail (JSIT-R), the SRA PowerUp Series stands as just one among several initiatives planned over the next three years. These initiatives are strategically aimed at supporting retail businesses in their transformation efforts, fostering business growth, and fortifying their resilience for the future while aligning with the aspirations, needs, and expectations of the retail workforce.



Snapshots of the SRA Powerup Series



SRA-FASTJOBS EMPLOYER BRANDING STARTER PACK

Brought to you by:



Powered by:



Supported by:

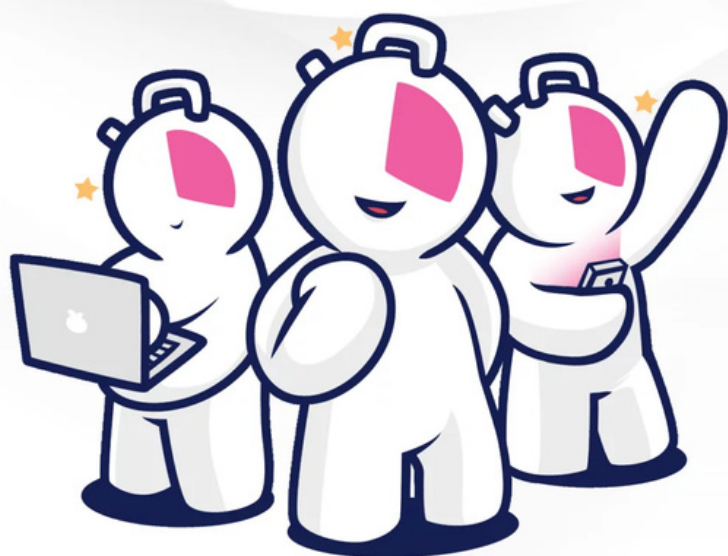


**ENJOY UP TO 70% GRANT
TO ATTRACT JOB SEEKERS AND
CREATE AN EMPLOYER PROFILE PAGE**

Sign up now for the SRA-FastJobs Employer Branding Starter Pack



**SRA-FastJobs Employer Branding Starter Pack
valued at over \$11,000 is now available
at only \$2750*!**



Here's what you will get!



**Employer Profile Page
(1 Year)**



450 Coins for Job Postings



**Effective FastJobs Hiring
Media Assets**



**Complimentary Workshops
by Experts**

**Terms and Conditions apply. Prices before GST.*

03 INTERNATIONALISATION



SRA-NRF NEW YORK STUDY MISSION 2023



NRF 2023 Retail's Big Show - Conference and Presentations

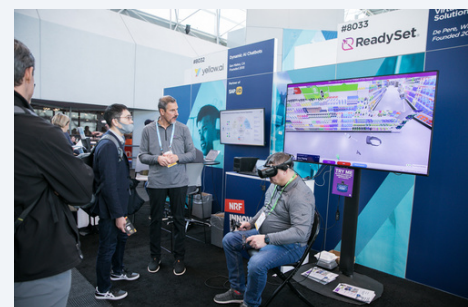


The NRF is the world's largest retail trade association, representing retailers from over 45 countries. Its Retail BIG Show is a three-day conference that offers education, networking, and a showcase of retail technologies and solutions. This flagship event enables corporate decision-makers to assess the business value of retail technologies and the use of innovation to grow their business, while also keeping them informed and connected in the ever-changing global marketplace.

Internationalisation remains vital for retailers to innovate and keep pace with the latest trends and business opportunities. In our fifth consecutive year, SRA led a delegation of 31 participants from 12 retail companies and 3 government agencies to New York from 10th to 17th January 2023. The purpose of this trip was to attend the NRF Retail Big Show 2023 and visit various retail stores and precincts in the US, aiming to gain insights into different retail improvement strategies driving growth. The delegation comprised senior management and executives from companies across retail sub-sectors, including beauty and wellness, supermarkets, confectionery, and government agencies.



NRF 2023 Delegates



NRF 2023 Exhibitoon



This year's edition addressed crucial areas and challenges faced by retailers as we navigated the aftermath of the pandemic. Some of the key insights gathered by our delegates during the mission were as follows:

- Flexibility - Brands should concentrate on facilitating commerce across all channels and anticipate future customer expectations by effectively integrating digital and physical channels using technology.
- Sustainability - To make a genuine environmental impact, brands must give priority to authenticity and transparency, collaborating closely with their partners throughout the supply chain. Sustainability is now one of the top 5 factors influencing consumer purchase decisions.
- Customer focus - Customer data plays a vital role in retail success, with brands increasingly prioritising customer-centric strategies that address specific issues or needs. Brands that control their commerce channels have greater authority over the customer experience.



Curated Retail Store Visits



Delegates were also able to gain inspiration and insights from visual merchandising, brand storytelling, personalised services, and experiential retail during the organised store visits by prominent US retailers including Hermes, Neighborhood Goods, Nike, Converse, SHOWFIELDS, American Dream, and Nordstrom. Additionally, delegates acquired knowledge about strategic technology implementation, HR excellence, and enhancing customer service to foster customer loyalty and boost sales through the guided retail store visits.

NRF RETAIL'S BIG SHOW ASIA PACIFIC 2024

The inaugural Retail's Big Show Asia Pacific Asia Pacific edition will be held on 11 to 13 June at the Sands Expo and Convention Centre, Marina Bay Sands Singapore. Co-organised by the National Retail Federation and Comexposium, the event aims to provide a platform for networking, knowledge-sharing and showcasing cutting-edge ideas over its three days conference.

Retail's Big Show Asia Pacific is anticipated to attract thousands of retailers and business partners regionally, offering an opportunity to explore innovations spanning various aspects of the retail industry, including in-store experiences, supply chain management, loss prevention, merchandising, and immersive technologies.

the event is poised to serve as a vital platform for international retailers, business leaders, and decision-makers to converge and collaborate on shaping the future of retail. SRA is pleased to collaborate with Comexposium as the official curator of the Retail Store Tours, SRA aims to spotlight Singapore's vibrant retail landscape to a global audience, emphasising innovation and creativity within the local retail scene.



NRF2024
RETAIL'S BIG SHOW
ASIA PACIFIC

11 - 13 JUNE 2024
MARINA BAY SANDS, SINGAPORE
NRFAPACBIGSHOW.COM

**FAST TRACK
YOUR SUCCESS**

3 DAYS **50+ SESSIONS** **75+ SPEAKERS**

GET INSIGHTS FROM RETAIL'S TOP LEADERS

- **Matt Shay** – President & CEO of NRF
- **David Mann**, Chief Economist, Mastercard, Asia Pacific
- **Takahiro Tambara**, Global CIO, Uniqlo
- **Kumar Rajagopalan**, CEO, RAI
- **Elaine Heng**, CEO, Fairprice Group
- **Simon Kemp**, CEO and Founder, Kepios
- **Nicole Sheffield**, MD, Westfarmers, One Digital

And many more!

Organised by: **COMEXPOSIUM** **NRF** National Retail Federation

Held in: **SG** Passion Made Possible

Supporting Organisation: **SRA** SINGAPORE RETAILERS ASSOCIATION
Empower Business | Build Connections | Transform Retail

NRF2024
RETAIL'S BIG SHOW
ASIA PACIFIC

11 – 13 JUNE 2024

MARINA BAY SANDS, SINGAPORE
NRFAPACBIGSHOW.COM

FAST TRACK YOUR SUCCESS

SRA MEMBER EXCLUSIVE

Retailers, don't miss NRF Retail's Big Show APAC 2024 – Asia Pacific's premier retail event! Exclusive 20% Early Bird Discount for SRA (Ordinary) Members* until 30 Dec 2023. Secure your spot for just USD\$1,199* (UP: USD\$1,499) and save over USD300.

Join retail industry players from all over Asia Pacific for 3 days of invaluable insights from renowned retail experts, cutting edge technology from mainstream solutions providers as well as new players at the Innovation Lab & Start Up Zone.

3
DAYS

50+
SESSIONS

75+
SPEAKERS

GET INSIGHTS FROM RETAIL'S TOP LEADERS

- **Mr Matt Shay** – President, National Retail Federation
- **Mr David Mann**, Chief Economist, Mastercard, Asia Pacific
- **Mr Takahiro Tambara**, Global Chief Information Officer, Uniqlo
- **Ms Elaine Heng**, Chief Executive Officer (Retail Business), Fairprice Group

And many more!

GET YOUR TICKETS NOW

*Applicable only for SRA Ordinary Members (Retail).
Other T&Cs Apply.

Organised by:

COMEXPOSIUM

NRF National
Retail
Federation

Held in:



Supporting Organisations:



Existing Sponsors:



GO GLOBAL WITH SRA

Internationalisation is crucial for Singaporean retailers to tap into a broader customer base, expand their business, and diversify their revenue streams, enabling them to remain competitive in an increasingly globalised market. In 2023, SRA led business missions to Tokyo, Japan in March and Bangkok, Thailand in July as part of our Go Global with SRA initiative. This initiative comprises a series of market entry orientation sessions aimed at achieving the following objectives:

1. Gain insights into the retail landscape of regional countries, including understanding legal and compliance challenges related to market entry and identifying best practices to facilitate decision-making.
2. Forge connections between retailers and key stakeholders in the retail ecosystem, such as manufacturers, marketplace owners, supply chain partners, legal and regulatory entities, as well as prospective retail enterprises and shopping mall stakeholders.
3. Acquire firsthand knowledge of retail trends, including cultural nuances, emerging trends, and consumer behaviour in the visited regional markets.



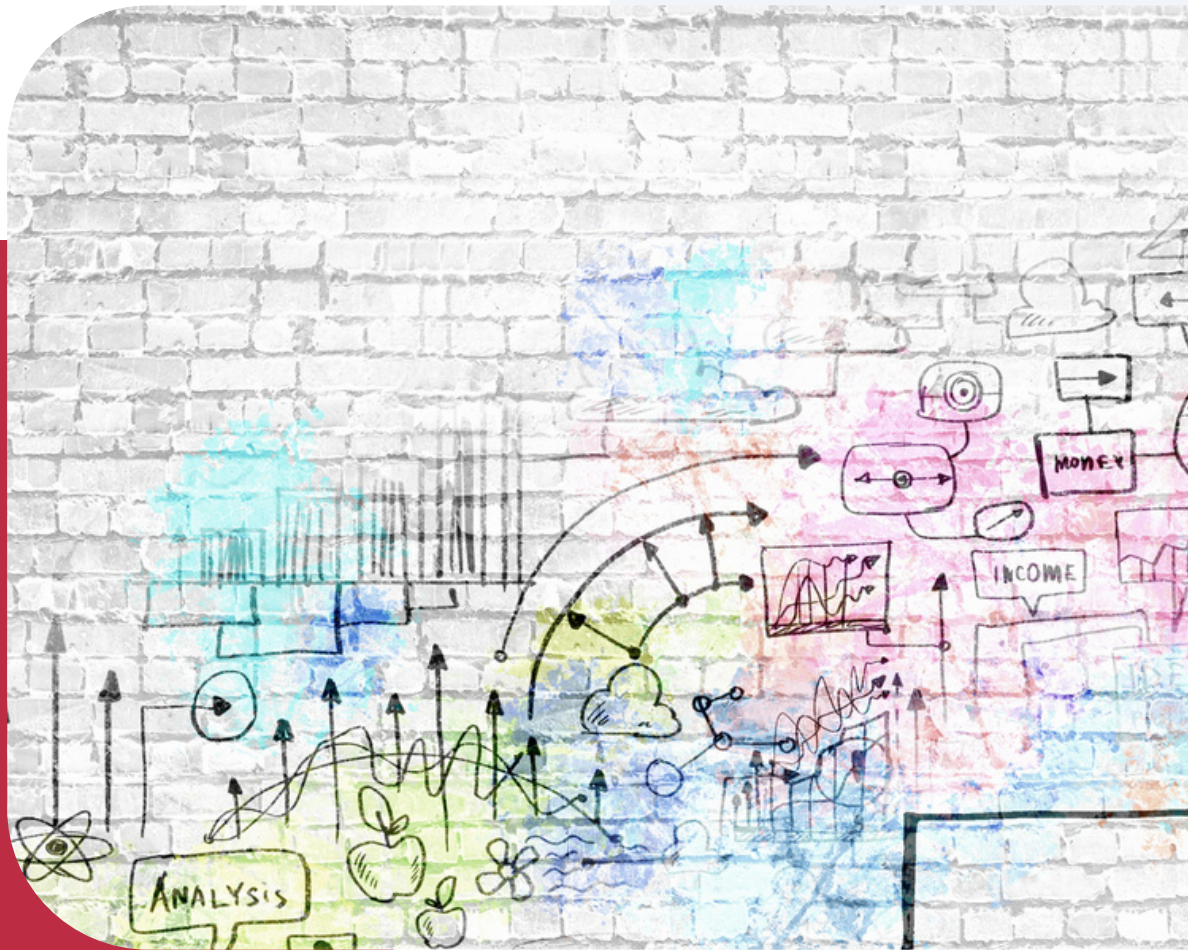
Business mission to Tokyo, Japan



Business mission to Bangkok, Thailand



04 MANPOWER, JOBS & SKILLS



GLOBAL READY TALENT PROGRAMME (GRT)

Employees form the cornerstone of every organisation, and securing the right talent is vital for the success of retail businesses. As one of the Approved-In-Principle (AIP) partners of Enterprise Singapore, the Singapore Retailers Association (SRA) oversees the Global Ready Talent Programme (GRT) for the retail sector. This programme assists local retail enterprises in building their talent pool by providing valuable internships and learning opportunities for young talent.

Both SMEs and non-SMEs in the local retail sector are eligible to receive funding support ranging from 50% to 70% for qualifying costs when offering student internships locally and overseas through the GRT.

ABOUT THE PROGRAMME



Local Internships
Secure funded interns for your company's manpower needs.





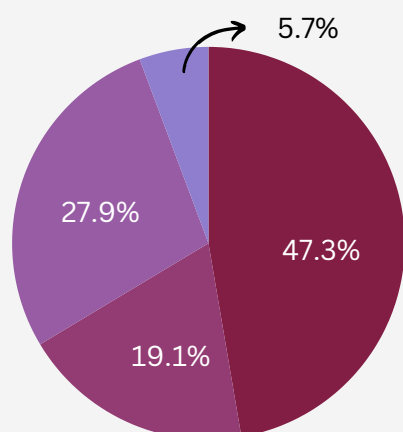
Overseas Internships
Secure funded interns for your company's business needs for overseas markets.



GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION
Empower Business • Build Competency • Transform Retail

INTERNS PROFILE FROM IHLS



Based on a total of 1,211 interns from 1 Apr 2019 to 31 Jul 2022.

- Students from Local Polytechnics
- Students from Local Universities
- Students from Local ITEs
- Students from other IHLS (e.g. SIM, LASALLE, NAFA)

Since the initiation of GRT in April 2019, 1,783 interns have been successfully matched with 167 GRT employers, with 88% representing SMEs, and 20% of them having an overseas presence.

The internship roles offered predominantly span across various domains including retail sales and operations, marketing and communications, eCommerce, creative/product design, IT/website development/programming, events management, accounting and finance, and business development.

The primary trade categories involved in the GRT internship programme encompass Fashion Apparel, Gifts and Specialty, Consumer Electronics, Jewellery & Watches, Furniture & Fittings, Sporting Goods, and Malls.

GRT DIGITAL MARKETING CAMPAIGN

SRA appointed interns from the Temasek Polytechnic Digital Business Transformation Centre to implement a comprehensive Digital Marketing Campaign. This initiative aimed to raise awareness of and facilitate onboarding for GRT Employers and Interns, through strategically placed advertisements on platforms including Facebook, Instagram, and Google, the campaign targeted retail companies and tertiary students, providing them with valuable insights into various aspects of the retail industry, showcasing the GRT Programme, and sharing inspiring Internship Success Stories.



EMPOWERING THE WORKFORCE

The digital technologies of today has transformed our lives, including the way we shop. The potential in the retail landscape is vast and it is important that we take advantage of these capabilities to allow the employees to perform their best.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION



DEVELOPING TALENTS

Kenniese Wang | Director FRMIC & Customer Care UNIQLO

"We do have a very clear cut and very structured development plan down from the staff all the way to the management team, with the hopes of them climbing up the career ladder within a short period of time."

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION



THE IMPACT OF TECHNOLOGY ON RETAIL

Alex Ng | Founder & Director Pick & Go

"We are facing manpower crunch in the retail sector. It's very difficult to hire, because of the mundane jobs and long retail hours. But with the technology solutions we have adopted, we can finally operate 24/7, and our employees are only required to work during the standard office hours."

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION



GRT SUCCESS STORIES

From Intern to Full-Time Digital Design & Marketing Executive and Business Development Executive

GLOBAL READY TALENT PROGRAMME

PAPERMARKET

SRA SINGAPORE RETAILERS ASSOCIATION



HOW WE OVERCOME CHALLENGES FACED DURING THE INTERNSHIP

Each intern commences internship with a different set of expectations. We realise that having frequent conversations, both formally and informally, helps to bridge the gap within the 1st month of internship.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION



ADVICE FOR INTERNS INTERESTED IN JOINING THE RETAIL SECTOR

The best fit between host company and intern would be one where the willingness to learn and be involved is matched with the willingness to mentor and assign meaningful projects and tasks.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION



NEW AGE OF RETAIL

How has the retail landscape changed since the pandemic? What changes are needed to navigate the new challenges?

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION



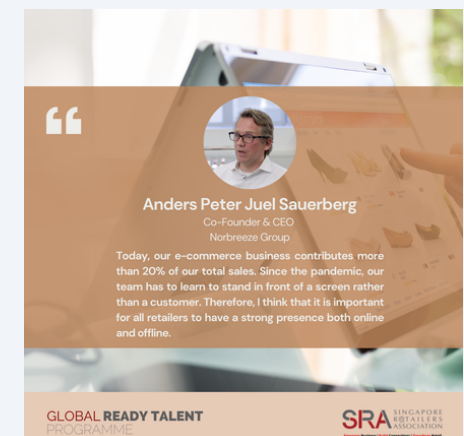
NEW AGE OF RETAIL

Pang Fu Wei
Group Managing Director
Mothercare

The pandemic definitely has increased the growth and importance of e-commerce as an essential channel for retail businesses.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION



NEW AGE OF RETAIL

Anders Peter Juel Sauerberg
Co-Founder & CEO
Norbreze Group

Today, our e-commerce business contributes more than 20% of our total sales. Since the pandemic, our team has to learn to stand in front of a screen rather than a customer. Therefore, I think that it is important for all retailers to have a strong presence both online and offline.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION

GRT EMPLOYERS PROFILED

TRACEYINNY



*Photo taken before COVID-19

“

Together with the creatives in the company, our interns work closely with the team to conceptualise campaigns, in terms of creativity, marketing, and branding.

etraceyinny

GLOBAL READY TALENT
PROGRAMME



GLOBAL READY TALENT PROGRAMME

KJOPTOMETRISTS

ekjoptometrists



The GRT programme has been **beneficial** in giving us a **competitive edge**. Through this programme, we managed to find **business interns** who helped us **digitalise our business** through **Digital and Social Media Marketing**, which we otherwise would not have the means to do.



GLOBAL READY TALENT PROGRAMME

star
INTERNATIONAL

estarlivingsg



GRT programme provides opportunities for the company to tap on the interns and develop them to be ready for their careers. The interns are a great help during our peak period, and they value add to the company.

*Photo taken before COVID-19



Traceyeinny is committed to giving interns a fulfilling work experience while also immensely benefiting from their open minds, thirst for knowledge, and pursuit of greatness.

KJ Optometrists is committed to talent development where they mentor their interns while allowing them the creative flexibility to launch campaigns and create fresh business strategies.

Star Furniture believes in developing training programmes to inspire and retain its staff. The team's needs must be evaluated, and development opportunities must be identified.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE
RETAILERS
ASSOCIATION

SIA HUAT

ToTT

esiahuat



The GRT programme provides us with the opportunity to build a talent pipeline and gain new perspectives from working with the students.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE
RETAILERS
ASSOCIATION

TANGS

etangsg



The GRT programme provides opportunities for us to work with interns and mentor them for a retail career. Interns bring a fresh perspective to the day-to-day processes and they contribute new ideas to develop strategies, plans, policies, and more.



GLOBAL READY TALENT PROGRAMME



SABRINAGOH is a forward-thinking **contemporary fashion brand** established in 2009 with an enduring goal to present an inspired view of design.

They have collaborated with several IHLs through the SRA GRT programme and have **converted** some of the interns to **full-time employees**.

esabrinagoh



Sia Huat (ToTT Stores) believes that manpower and continuous talent development is essential for staff retention.

Tangs believes that in order to succeed in any workplace, soft skills like leadership, teamwork, and communication are just as crucial as technical ones.

Sabrina Goh believes that the GRT Programme is the ideal platform in developing talents through providing youths the chance to grow, learn, and explore.

COMPLIMENTARY WORKSHOPS FOR GRT EMPLOYERS & INTERNS

With the retail sector undergoing constant evolution, it is crucial for both employers and interns to remain informed and equipped with the latest trends and skillsets. To meet this requirement, SRA arranged complimentary workshops centred on diverse facets of retail, encompassing digital marketing, fundamental photography and styling, service excellence, employee value proposition, and HR capabilities. The objective of these workshops was to furnish employers and interns with the necessary tools and knowledge to excel in their roles and bolster the growth and prosperity of the retail industry.



GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION

Highlight #1



Participants learnt about effective coaching methods and positive outcomes resulting from an established coaching relationship.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION

Highlight #2



The discussions helped participants understand the differences between a coach and a mentor, as well as the qualities of a good coach.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION



GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION



Participants learned how to effectively utilise TikTok for business marketing, promotions and personal branding.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION



Participants also gained knowledge in video creation, editing, utilising hashtags, and staying updated with social media trends.



Find out what SRA Members and GRT Employers learnt about onboarding and working with interns from this workshop!

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION

Highlight #1



Participants gained a better understanding of the processes and activities involved in an internship onboarding programme.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION

Highlight #2



The group discussions allowed participants to share their perspectives and ideas with each other.

GLOBAL READY TALENT PROGRAMME

SRA SINGAPORE RETAILERS ASSOCIATION

Snapshots of the various workshops held in 2022/2023

EXCELLENT SERVICE AWARD (EXSA) RETAIL 2023

The Excellent Service Award (EXSA) is a national award that recognises individuals for delivering high-quality service. Its objective is to establish service standards for staff to emulate and to foster service champions.

This year, during the EXSA Award Ceremony held at Downtown East D'Marquee on 8 and 9 November 2023, SRA celebrated **5,193 retail workers** from **139 companies** for their exceptional customer service. The award commends the exceptional service provided by all EXSA recipients, showcasing the dedication of retail service staff and the support provided by employers in delivering outstanding customer experiences.

During the ceremony on 8 November, Ms Jeannie Lim, Assistant Chief Executive Officer, Lifestyle & Consumer, Enterprise Singapore, served as the Guest of Honour and presented the SRA EXSA (Retail) 2023 Service Superstar Award Finalists and Winner.



SRA SINGAPORE
RETAILERS
ASSOCIATION
Empower Business | Build Connections | Transform Retail



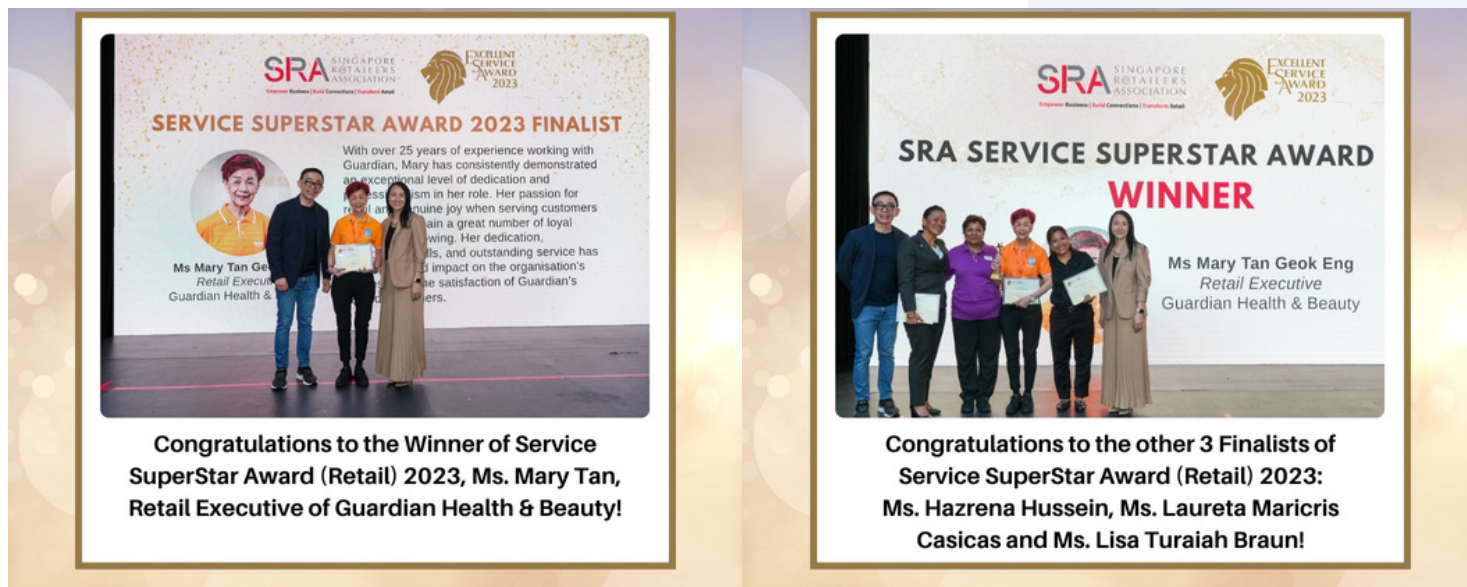
STAR 999

GOLD 1,698

SILVER 2,496

**RECIPIENTS IN EACH AWARD
CATEGORY**





The prestigious **SRA EXSA (Retail) 2023 Service Superstar Award** was presented to 76 year old Ms Mary Tan Geok Eng, Retail Executive at Guardian Health & Beauty, who emerged as the winner out of the 35 individuals vying for the coveted award. Ms Wong strongly believes that it is essential to deliver excellent customer service and place a high value on the customer's experience to ultimately contribute to the business success. The other 3 finalists, Ms. Hazrena Hussein, Concierge, Capitaland Investment Limited (Raffles City Shopping Centre), Ms. Laureta Maricris Casicas (Macky), Field Consultant, 7-Eleven Singapore and Ms. Lisa Turaiah Braun, Senior Retail Supervisor, Lagardère Travel Retail Singapore Pte Ltd. were also recognised for their exemplary service as well.

English Workshops



Chinese Workshops



Snapshots of the various EXSA workshops held in 2023



**SNAPSHOTS OF THE EXSA AWARDS CEREMONY
AT D'MARQUEE @DOWNTOWN EAST**





**SNAPSHOTS OF THE EXSA AWARDS CEREMONY
AT D'MARQUEE @DOWNTOWN EAST**



CAREER CONVERSION PROGRAMME FOR RETAIL INDUSTRY (CCP-RI)



Under this revamped Career Conversion Programme, retailers now have the flexibility to customise their own structured on-the-job training programme for their new hires or reskilled staff. They can also receive up to 90% of salary support for a period of up to six months from Workforce Singapore.

As the appointed Workforce Singapore's programme partner for the revamped Career Conversion Programme for Retail Industry (CCP-RI), we have since onboarded 37 Companies with 101 employees hired and reskilled to acquire new skills for new roles within their organisation. Some of these employees had their job roles and responsibilities restructured to create a more adaptable and resilient workforce that is better equipped to meet the challenges of a rapidly changing retail landscape.

The programme is aimed at supporting career conversions of new entrants and reskilling of existing employees for the retail industry. The target beneficiaries are Singapore citizens or Singapore Permanent Residents. The Programme will run from 1 August 2022 to 31 July 2024.



BENEFITS FOR COMPANIES

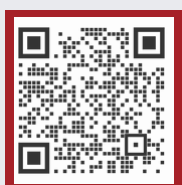
- Reach out to and access a wider pool of candidates to join your company.
- Enjoy complimentary advisory and consultancy to help you develop “Job Descriptions” and “Key Tasks for ‘On-The-Job’ Training” for your new hires and redeployed existing retail employees.
- Get recommendations on suitable training programmes to upskill and/or reskill your retail employees.
- Receive up to 90% salary support to redesign jobs and reskill existing retail employees, or hire new mid-career individuals without retail experience. (Standard rate capped at \$4,000/month and enhanced rate* capped at \$6,000 per month)

**Enhanced rate is only applicable to mature workers who are Singapore Citizens aged 40 and above, and/or have been unemployed for six months or more.*

Applicable to Retail companies registered or incorporated in Singapore.

*Terms & Conditions Apply

Scan for more information



RETAIL JOB FUNCTIONS APPLICABLE FOR SALARY SUPPORT*



BRANDING

MERCHANDISING



DATA & AI

RETAIL OPERATIONS

FRANCHISING
& LICENSING

SUSTAINABILITY

MARKETING

E-COMMERCE

**List stated above is not exhaustive. Employers with existing or redesigned retail jobs beyond the identified job functions may submit their application and indicate accordingly.*



One of the more prominent companies onboard this programme is SKP Pte Ltd. SKP started its digital transformation journey in 2020/2021 during the peak of the pandemic, building up its online presence and developing their e-commerce store. As Singapore returns to normalcy with physical footfall while consumers also continue to purchase through digital platforms, SKP saw the need to continue reskilling their workforce to keep up with the evolving industry landscape.

SKP focus on digitalisation across their operations and sustainability through creating sustainable products for consumers. Under its retail arm, SKP reskilled 37 Retail Associates and Retail Supervisors. These employees were reskilled in omnichannel operations, social media content creation, visual merchandising and sustainability, creating hybrid roles with an expansion of career opportunities for the employees.



05 INDUSTRY EVENTS



SRA 28TH ANNUAL GOLF TOURNAMENT 2023



In May 2023, SRA successfully held its 28th annual Golf Tournament at the Singapore Island Country Club. 80 businessmen enjoyed a day of networking while putting their skills to the test. It was a time for team bonding, friendship and sportsmanship, and we were heartened to see the participants enjoying themselves



Our heartfelt thanks and appreciation to everyone 🏌️🏆🏌️ who made this event a success:- Our Gold Sponsors: DBS Bank and VE Capital Asia, Hole Sponsors: Aleta Planet, Cash Converters, Cortina Watch, LUXASIA, Metro Singapore, StyleLab Singapore (Le Coq Sportif Golf) and The Hour Glass. Prize and Goodie Bag Sponsors: AMOREPACIFIC (Ryo, and illiyoan), The Els Club Desaru Coast, IINVICTOR and Yang-le..



ATTENDEES ENJOYING THE DAY OF FUN WITH THEIR COLLEAGUES AND FELLOW BUSINESSMEN

WUNDERGROUND 2023

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SRA RETAIL AWARDS GALA DINNER 2023

For the 22nd year running, the SRA Retail Awards gave retailers, shopping malls and individuals in the retail industry the opportunity to be recognised for their achievements in the past year and be honoured as the best in retail. By promoting innovation, creativity and excellence, the Awards seek to raise the standards, profile and image of the retail industry in Singapore so as to constantly add new and exciting dimensions to retail and take the industry to new heights.



ENGAGEMENT SESSION WITH GUEST OF HONOUR. MS SIM ANN, SENIOR OF MINISTER OF STATE, MINISTRY OF FOREIGN AFFAIRS AND MINISTRY OF NATIONAL DEVELOPMENT



NETWORKING GALORE BEFORE THE EVENT BEGINS



GUESTS RAISING A TOAST AT THE SRA RETAIL AWARDS GALA DINNER 2023



OPENING ADDRESS BY GUEST OF HONOUR, MS SIM ANN, SENIOR OF MINISTER OF STATE, MINISTRY OF FOREIGN AFFAIRS AND MINISTRY OF NATIONAL DEVELOPMENT

Winners of the coveted SRA Retail Awards for 2023 were revealed at the annual SRA Retail Awards Gala Dinner 2023. The event graced by Ms Sim Ann, Senior Minister of State, Ministry of Foreign Affairs and Ministry of National Development saw over 600 attendees from retailers, shopping malls, retail consultants, banks, trade association partners and government agencies gather for an evening of entertainment, celebration and networking.



WINNERS OF THE SRA RETAIL AWARDS 2023 AND WORKFORCE SINGAPORE (WSG) WORKFORCE RESILIENCE AWARDS

The outstanding SRA Retail Award Winners 2023 are:

Best New Retail Store:

The Shirt Bar @ Vivo City

Best Experiential Retail Store:

Cheers At Nanyang Technological University (NTU)

Best Retail Customer Experience Initiative:

Luxasia - La Prairie @ ION Orchard (Retailer)
Fraser's Property Singapore - Miffy's Merry Holiday (Shopping Mall)

Best Retail Business Transformation Strategy:

Luxasia

Best Retail Sustainability Initiative:

CapitaLand - Project Green (Shopping Mall)
Sam & Sara Holdings Pte Ltd (Retailer)

Best Efforts In Corporate Social Responsibility:

Metro (Private) Limited

Most Promising Local Retail Brand:

Hegen

The Workforce Resilience Award by Workforce Singapore - WSG were also presented during the evening to **SKP Pte Ltd**, who have each taken bold steps by participating in the first iteration of Career Conversion Programme (CCP) to transform their business and jobs between 2020 to 2021.

Best Efforts in Centre Management

(Shopping Centre): Paya Lebar Quarter {PLQ}

Best Efforts in Advertising & Promotions

(Shopping Centre): Jewel Changi Airport

My Favourite Shopping Mall: Raffles City Singapore

Retail Executive of the Year:

Mr Thomas Ng Sin Yan, Retail Field Consultant
DFI Retail Group - 7-Eleven
Ms Joanne Heng, Senior Jewellery Advisor
Aspial Group - Goldheart

Retail Manager of the Year:

Mr Wong Wei Yong, Senior Business Manager
Singapore Telecommunications Limited

Retail Leader of the Year:

Mr Elaine Heng, Chief Executive Officer
(Retail Business), FairPrice Group

Retailer Of the Year 2023: FairPrice Group





SNAPSHOTS OF THE SRA RETAIL AWARDS GALA DINNER 2023





WINNERS OF THE SRA RETAIL AWARDS 2023



SRA MEMBERS LISTING

ORDINARY MEMBERS

A & V Best Trading Pte Ltd
ABR Holdings Limited
Abry Pte. Ltd.
Ace Framing Gallery
Acteco Holding Pte Ltd
Active World Pte Ltd
Acts Market Pte Ltd
Adidas Singapore Pte Ltd
Aerov Pte Ltd
Afters Pte Ltd
AJ2 Holdings Pte Ltd
All Watches Pte Ltd
All Would Envy Pte Ltd
Amber Skyline Pte Ltd
Amnesty Pte Ltd
Amorepacific Singapore Pte Ltd
APOWER TECH TRADING PTE LTD
Aryan (SEA) Pte Ltd
Aspial Lee Hwa Jewellery Pte Ltd
Asterspring International (S) Pte Ltd
Atomi Pte Ltd.
ATP Fitness Pte Ltd
Audio House Marketing Pte Ltd
Aura Prestige Pte Ltd
Autium Pte Ltd
Autobacs Venture Singapore Pte Ltd
AV Intelligence Pte Ltd
Avenue K Pte Ltd
Bally Singapore Pte Ltd
Ban Leong Technologies
Limited
Barcode Marketing Pte Ltd / Pazzion
International Pte Ltd
Base Athletica Pte Ltd
Bata Shoe (S) Pte Ltd
Beauty One International Pte Ltd
Bee Cheng Hiang Hup Chong
Foodstuff Pte Ltd
Benjamin Barker Aust Pte Ltd
Best Denki (Singapore) Pte Ltd
BHG (Singapore) Pte Ltd
Bizgram Asia Pte Ltd

Bloom Concept Pte Ltd
Bloom Back Pte. Ltd.
Bottega Veneta Singapore Pte Ltd
BOW Pte Ltd
BSH Home Appliances Pte Ltd
BTC Clothier (S) Pte Ltd
Buddings Private Limited
Bulgari South Asian Operations Pte Ltd
C & J Clark (S) Pte Ltd
C.K. Tang Limited
Caring Group Pte Ltd.
Carle Pte Ltd
Central Precious Metals Pte Ltd
Ceramique Aesthetics Pte Ltd
Chan Huat Electric Pte Ltd
Chanel Pte Limited
Charaku Pte Ltd
Charles & Keith (Singapore) Pte Ltd
Chevron Singapore Pte Ltd
Choicecycle CCTV Pte Ltd
Chow Tai Fook Jewellery Singapore
Pte. Ltd.
Citrusox Pte Ltd
City Hall Square
Clarins Pte Ltd
Club 21 Pte Ltd
Coach Singapore Pte Ltd
Cold Storage Singapore (1983) Pte
Ltd Dairy Farm Group
Commune Lifestyle Pte Ltd
Concrete Everything
Cortina Watch Pte Ltd
Cotton On Singapore Pte Ltd
Courts (Singapore) Pte Ltd
Craftmark (S) Pte Ltd
Decathlon Singapore Pte Ltd
DNM Investments Pte. Ltd.
Dover Street Market (Singapore) Pte Ltd
Dr. Lash Pte Ltd
East Ocean Aquatic Trading Centre
Estar Asia Pte. Ltd.
Eastchamp Optometrists
ECCO Shoes Singapore

ORDINARY MEMBERS

Eight Flags Computer Systems & Supplies Pte Ltd
Eighteen 77 Pte Ltd
Eldric Marketing Pte Ltd
Elohim By Sabrina Goh Pte Ltd
Elush (T3) Pte Ltd
EmergencyBiz Pte Ltd
Enagic Singapore Pte Ltd
Enchante SG Private Limited
Enso Hair Studio
Enviably Me Pte Ltd
Epitex International Pte Ltd
Era International Network Pte Ltd
Erajaya Swasembada Pte Ltd
Esmart Mobile Pte Ltd
Estee Lauder Cosmetics Pte Ltd
Eu Yan Sang (Singapore) Pte Ltd
Eureka Snacks SG Pte Ltd
(trading as Eureka Popcorn)
Evergreen Group Pte Ltd
Evergreen Health Pte Ltd
Expandore Electronics Pte Ltd
Exquisites Jewels Pte Ltd
Family Dental Centre Pte Ltd
Fangli Trading
Far East Flora Pte Ltd
Fatimah Mohsin Singapore
FJ Benjamin (Singapore) Pte Ltd
FLO Optics Pte Ltd (Frames & Lenses)
Font Creative Pte Ltd
FotoHub.com Pte Ltd
Freemen Asia Pacific Private Limited
Fresh By Grace
Furla Singapore Pte Ltd
Gamemartz Pte Ltd
Genconnect Pte Ltd
Geranium LLP
GINLEE Studio Pte Ltd
Global & Golden Pte Ltd
Global Outsource Solutions Pte Ltd
Godsome Pte Ltd
Goldlion Enterprise (Singapore) Pte Ltd

Green Poppies
GROCER@EMPRESS PTE LTD
GX Trading Pte Ltd
H Sena (Pte) Ltd
H2O LIFE SOURCE (SEA) PTE LTD
Hansgrohe Pte Ltd.
Hassan's Carpets Pte Ltd
Hegen Pte Ltd
Her Velvet Vase Pte Ltd
House of Modern Creations Pte Ltd
House of Teak (Singapore) Pte Ltd
Huggs Coffee Pte Ltd
Husks Green International Pte Ltd
Ikano Private Limited
iMattress
Initia Pte Ltd
IORA Fashion Pte Ltd
Isetan (Singapore) Limited
Island Landscape & Nursery Pte Ltd
JAD Holdings Pte. Ltd.
Jay Gee Enterprises (Pte) Ltd
Jean Yip Salon Pte Ltd
Jewel Changi Airport Devt Pte. Ltd.
Jeweluxe World Pte Ltd
Jia Ju Pte Ltd (The Table Guy)
Jill Lowe (Singapore) Pte Ltd
JMD Pacific Pte Ltd
Jo Kilda Pte Ltd
Jump Eat Cry Pte Ltd
JV.COM
K. Blu Pte Ltd
Kathyscove Pte. Ltd.
KB Enterprises Pte Ltd
Kelly Luxury Singapore Pte Ltd.
Keng Well Fashion Manufacturer
Kiddy Palace Pte Ltd.
Kim Hin Innovation Labs Pte Ltd
Kino Biotech Pte Ltd
KJ Optometrists PC
Klar Pte Ltd
Klosh Pte Ltd
Kwanpen Reptile Products

ORDINARY MEMBERS

Lagardere Singapore Pte Ltd
Lagom Pte Ltd
Larry Jewelry (1967) Pte Ltd
Leather Solution Pte Ltd (Dr Bags)
Lepetitsociety Pte. Ltd.
Lianbee-Jeco Pte Ltd
Link Millennium Pte Ltd
Liuligongfang (S) Pte Ltd
Longchamp Singapore Pte Ltd
Luxasia Pte Ltd
Luxe Treasures Pte. Ltd.
Luxury Ventures Pte Ltd (Valiram. Group)
Luzerne Singapore
LVMH Watch & Jewellery S pore Pte Ltd
M1 Shop Pte Ltd
MadThread Pte Ltd
Mahota Food Pte Ltd
Masterpiece Time & Jewels Pte Ltd
Mattress International Pte Ltd
MDZ Marketing Pte Ltd
Mega Discount Store Pte LTD
Mensch Home Solutions Pte Ltd
Metro (Private) Limited
Miele Pte Ltd Mighty Velo Pte Ltd
Mister Minit Singapore Pte. Ltd. MJ Invest Pte Ltd
Mobot Pte. Ltd.
Mohamed Mustafa & Samsuddin Co. Pte Ltd
Montreal Pte Ltd
Mothercare (S) Pte Ltd MotoSG Pte Ltd
Muji (Singapore) Pte Ltd
Nana Reve De La Pte Ltd Nanyang Optical Co Pte Ltd NEMS. Group Pte Ltd
New Balance Singapore Pte Ltd New Dreams Pte Ltd
NewAge FSG Pte Ltd
Nomi Japan Private Limited Norbreeze Group Pte Ltd
Novela International Pte Ltd NTUC FairPrice Co-operative Ltd
Ocean Paradise Pte Ltd

Ode to Art Pte Ltd
Odette Global Pte Ltd
OG Private Limited
On Cheong Co Pte Ltd One Discovery Pte Ltd
One Futureworld (Singapore) Pte Ltd
One Gallery Pte Ltd
Onsen Retreat and SPA (Singapore) Pte Ltd
Orian Private Limited
Osacar City Audio Visual Pte Ltd
OSIM International Pte Ltd
Outdoor Venture Pte Ltd
Pamperinc Pte Ltd
PANDORA Jewelry Singapore Pte Ltd
Pan-West (Private) Limited
Paperclip Pte Ltd
PaperMarket Pte Ltd
Parisilk Electronics & Computers Pte Ltd
Passions Watch Exchange Pte Ltd
Pearly Lustre Pte Ltd
Pertama Merchandising Pte Ltd / Harvey Norman
Pet Lovers Centre Pte Ltd
PETCONNECTION PTE LTD
Petite Fleur SG Pte Ltd
Phoon Huat Pte Ltd
Pick & Go CS Pte Ltd
Pieces of 7 Pte Ltd
Pikawings Pte Ltd
Poh Heng Jewellery (Private) Limited
Pollyanna Enterprise
Popular Book Co (Pte) Ltd
Porcelain Pte Ltd
Presto Drycleaners Pte Ltd
Prism Tech Private Limited Puma Sports SEA Trading Pte Ltd Pure Senses Pte Ltd Purple Relic Pte Ltd
Puttot Singapore Pte Ltd
PVH Singapore Private Limited
Red Hot Chili Pepper Pte Ltd
Refash Pte Ltd

ORDINARY MEMBERS

Lagardere Singapore Pte Ltd
Lagom Pte Ltd
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Phoon Huat Pte Ltd
Pick & Go CS Pte Ltd
Pieces of 7 Pte Ltd
Pikawings Pte Ltd
Poh Heng Jewellery (Private) Limited
Pollyanna Enterprise
Popular Book Co (Pte) Ltd
Porcelain Pte Ltd
Presto Drycleaners Pte Ltd
Prism Tech Private Limited Puma Sports SEA Trading Pte Ltd Pure Senses Pte Ltd Purple Relic Pte Ltd
Puttot Singapore Pte Ltd
PVH Singapore Private Limited
Red Hot Chili Pepper Pte Ltd
Refash Pte Ltd

ORDINARY MEMBERS

Red Hot Chili Pepper Pte Ltd
Refash Pte Ltd
Reole Pte Ltd
Ri Luxury Pte Ltd
Richard Hung Jewellers (Pte) Ltd
Richemont Luxury (Singapore) Pte Ltd
Rodalink (S) Pte Ltd
RSH (Singapore) Pte Ltd
Sam & Sara Holdings Pte Ltd
Saturday Club Pte Ltd
Scentre Shop
Schaffen Private Limited
Seager Inc. Pte Ltd
Sealy Asia (S) Pte Ltd
Seastainable Co.
Shinnpark Pte Ltd
Shopping Bag (S) Pte Ltd
Simmons (SEA) Pte Ltd
Simone Irani Pte Ltd
Simple Wellness Pte Ltd
Simplistic Collective Pte Ltd
Sincere Watch Limited
Singapore Crocodile (1968) Pte Ltd
Singapore Hobby Supplies Pte Ltd
SLR Revolution Pte Ltd
Smartpaw
Smoke By Shou Sugi Ban Gallery
Spectacle Hut Pte Ltd
Spirit Retail Pte Ltd
Star Furniture Pte Ltd
Stargek Private Limited
Starship Balloons Pte Ltd
Stevetay Pte Ltd
Stillen & Co Pte Ltd
Stylelab Pte Ltd
Sunrise & Co. (Pte) Ltd
Sunrise Advisors Pte Ltd
SUTL Sports (PG) Pte Ltd
Swan Jewelry Pte Ltd
Takashimaya Singapore Limited
Team Green (Far East) Pte Ltd
Teamlink Marketing Pte Ltd
Telecom Equipment Pte Ltd
Tempur Singapore Pte Ltd
Tessellate.Co
The Body Shop (S) Pte Ltd
The Experts Group Pte Ltd
The Eyecare Initiative - Optical Pte Ltd
The Green Collective SG Pte Ltd
The Hour Glass Limited
The Mattress Centre (S) Pte Ltd
The Seriously Fun Group Pte Ltd
The Swatch Group S.E.A. (S) Pte Ltd
The Ultimate Pte Ltd
Tiger Foods Pte Ltd
Timeless Gifts Pte Ltd
Times Experience Pte Ltd
Toscano Pte Ltd
TOTT Store
Toys R Us (Singapore) Pte Ltd
Tracyeinnny Company Pte Ltd
Transmarco Concepts Pte Ltd
Travelite Holdings Ltd
Twistrek Pte Ltd
Tyron Singapore Pte Ltd
UA Sports (S.E.A.) Pte Ltd
Ultimate Desk Pte. Ltd.
Ultimate Drive Eurosports Pte Ltd
Uniqlo (Singapore) Pte Ltd
United Eyecare (Novena) LLP
Unpackt Pte. Ltd
Unshakeable Group Pte Ltd
Vedure Pte Ltd
Venus Beauty Pte Ltd
VF Brands Pte. Ltd.
Vision Lab Eyewear Premium Pte Ltd
Vitakids Pte Ltd
Watson's Personal Care Stores Pte Ltd
Weekend Sundries Pte Ltd
Window to the Past Pte Ltd
Wing Tai Retail Management Pte Ltd
Wiseland Contact Lens & Optical
Centre
X-Boundaries Pte Ltd
Xiao Yuan Marketing Pte Ltd

ORDINARY MEMBERS

Red Hot Chili Pepper Pte Ltd
Refash Pte Ltd
Reole Pte Ltd
Ri Luxury Pte Ltd
Richard Hung Jewellers (Pte) Ltd
Richemont Luxury (Singapore) Pte Ltd
Rodalink (S) Pte Ltd
RSH (Singapore) Pte Ltd
Sam & Sara Holdings Pte Ltd
Saturday Club Pte Ltd
Scentre Shop
Schaffen Private Limited
Seager Inc. Pte Ltd
Sealy Asia (S) Pte Ltd
Seastainable Co.
Shinnpark Pte Ltd
Shopping Bag (S) Pte Ltd
Simmons (SEA) Pte Ltd
Simone Irani Pte Ltd
Simple Wellness Pte Ltd
Simplistic Collective Pte Ltd
Sincere Watch Limited
Singapore Crocodile (1968) Pte Ltd
Singapore Hobby Supplies Pte Ltd
SLR Revolution Pte Ltd
Smartpaw
Smoke By Shou Sugi Ban Gallery
Spectacle Hut Pte Ltd
Spirit Retail Pte Ltd
Star Furniture Pte Ltd
Stargek Private Limited
Starship Balloons Pte Ltd
Stevetay Pte Ltd
Stillen & Co Pte Ltd
Stylelab Pte Ltd
Sunrise & Co. (Pte) Ltd
Sunrise Advisors Pte Ltd
SUTL Sports (PG) Pte Ltd
Swan Jewelry Pte Ltd
Takashimaya Singapore Limited
Team Green (Far East) Pte Ltd
Teamlink Marketing Pte Ltd
Telecom Equipment Pte Ltd
Tempur Singapore Pte Ltd
Tessellate.Co
The Body Shop (S) Pte Ltd
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The Eyecare Initiative - Optical Pte Ltd
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The Hour Glass Limited
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The Seriously Fun Group Pte Ltd
The Swatch Group S.E.A. (S) Pte Ltd
The Ultimate Pte Ltd
Tiger Foods Pte Ltd
Timeless Gifts Pte Ltd
Times Experience Pte Ltd
Toscano Pte Ltd
TOTT Store
Toys R Us (Singapore) Pte Ltd
Tracyeinnny Company Pte Ltd
Transmarco Concepts Pte Ltd
Travelite Holdings Ltd
Twistrek Pte Ltd
Tyron Singapore Pte Ltd
UA Sports (S.E.A.) Pte Ltd
Ultimate Desk Pte. Ltd.
Ultimate Drive Eurosports Pte Ltd
Uniqlo (Singapore) Pte Ltd
United Eyecare (Novena) LLP
Unpackt Pte. Ltd
Unshakeable Group Pte Ltd
Vedure Pte Ltd
Venus Beauty Pte Ltd
VF Brands Pte. Ltd.
Vision Lab Eyewear Premium Pte Ltd
Vitakids Pte Ltd
Watson's Personal Care Stores Pte Ltd
Weekend Sundries Pte Ltd
Window to the Past Pte Ltd
Wing Tai Retail Management Pte Ltd
Wiseland Contact Lens & Optical
Centre
X-Boundaries Pte Ltd
Xiao Yuan Marketing Pte Ltd

ORDINARY MEMBERS

Yamaha Music (Asia) Pte Ltd
Yue Hwa Chinese Products Pte Ltd
Zeniko World Pte Ltd
ZMC Automotive Pte Ltd

ASSOCIATE

A.S. Louken Group Pte Ltd
Aleta Planet Pte Ltd
American Express International Inc.
Ascend Com Pte Ltd
Ascentis Private Limited
Atome Financial Singapore Pte Ltd
Calbee Moh Seng Pte Ltd
Campbell Soup Southeast Asia Sdn.
Bhd. (Singapore Branch) Capillary
Technologies International Pte. Ltd.
CapitaLand Retail Management Pte Ltd
Certis CISCO Security Pte Ltd
Changi Airport Group (S) Pte Ltd
China Telecom (Asia Pacific) Pte Ltd
City Facilities Management (SGP) Pte.
Ltd.
Cristofori Music Pte Ltd
CST New Retail Pte Ltd
Cushman & Wakefield (S) Pte Ltd
Delaware Consulting Asia Pacific
Pte Ltd
Delta Air Lines Inc
DESIGN POINT INTERIORS PTE LTD
Diebold Nixdorf Singapore Pte Ltd
DMX Projects Pte Ltd
Dotdigital SG Pte Ltd
Ekata Global Singapore Pte Ltd
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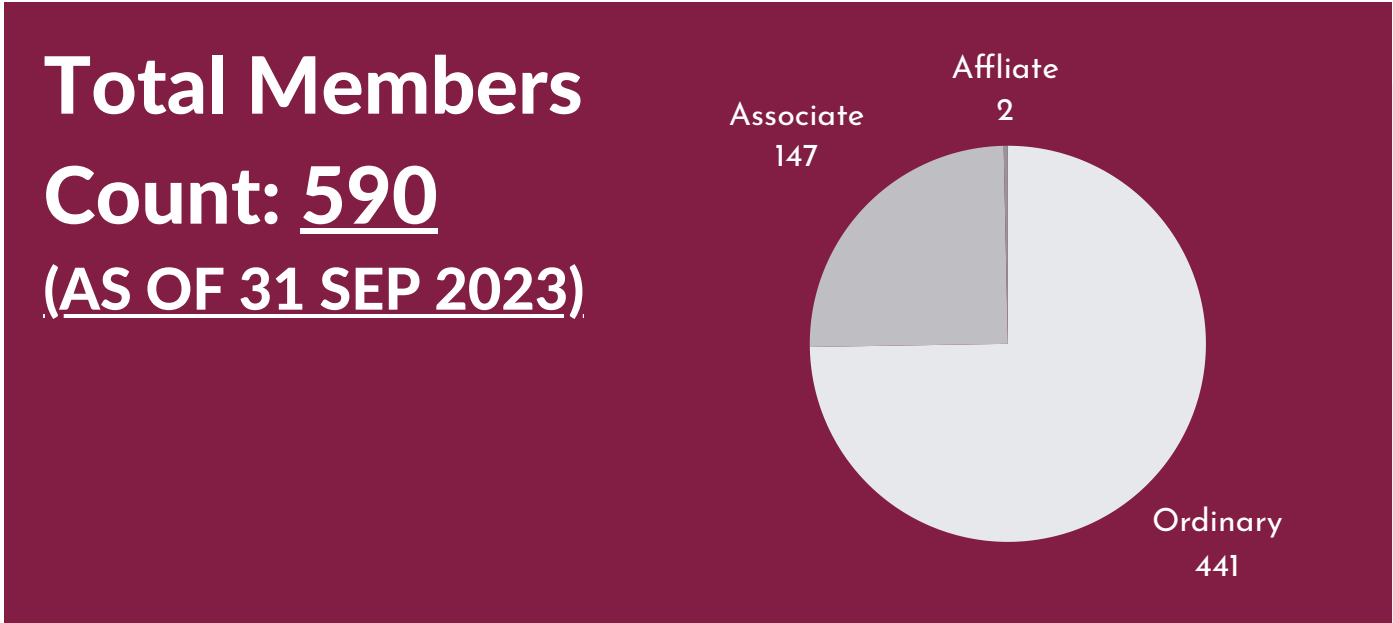
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