



■ 日時：2025年6月5日（木）9:00-11:00

■ 場所：日本人会 2 階 ボールルーム 2, 120 Adam Road, Singapore 289899

■ 参加者

**【EDB】**

1. Mr. Png Cheong Boon, Chairman, EDB
2. Mr. Pee Beng Kong, Executive Vice President, International Operations
3. Mr. Clarence Chua, Senior Vice President and Head of Region, Japan and Korea

**【JCCI】**

1. 会頭 橋本和俊 TOSHIBA ASIA PACIFIC PTE LTD
2. 副会頭 富井淳司 FUJITSU ASIA PTE LTD
3. 副会頭 杉島淳 PANASONIC ASIA PACIFIC PTE LTD
4. 副会頭 四十万聡司 MARUBENI ASEAN PTE LTD
5. 運営担当理事 矢島慎太郎 MITSUBISHI CHEMICAL SINGAPORE PTE LTD
6. 理事 酒井真一 HITACHI ASIA LTD
7. 理事 瀬尾健 ITOCHU SINGAPORE PTE LTD
8. 理事 村山貴宣 MITSUI & CO. (ASIA PACIFIC) PTE LTD
9. 理事 稲垣隆之 MITSUI CHEMICALS ASIA PACIFIC, LTD
10. 理事 大久朗 SUMITOMO CHEMICAL ASIA PTE LTD
11. 理事 今村英智 YOKOGAWA ENGINEERING ASIA PTE LTD
12. Chay Kin Wah President and CEO, YOKOGAWA ENGINEERING ASIA PTE LTD
13. 禾 甲二郎 Senior Technology Business Director, FUJITSU ASIA PTE LTD
14. 事務局長 梁瑜 JCCI Singapore

■ 次第

09:00 – 09:10	<b>Opening Remarks by EDB Chairman and JCCI Singapore President</b>
09:10 – 09:30	<b>Sharing by EDB</b> <ul style="list-style-type: none"> <li>• Singapore as a global hub in Southeast Asia</li> <li>• Singapore as a critical global node advanced manufacturing</li> <li>• Singapore’s priorities in new growth areas such as green economy and sustainability</li> </ul>
09:30 – 10:50	<b>Discussion</b> COMPASS, Employees Training and Exchange, Regional Headquarter Strategies, US Tariffs, Green Energy Transitions and Technology Collaborations, etc.
10:50 – 11:00	<b>Closing Remarks by EDB Chairman &amp; JCCI President, Photo-Taking</b>

## ■まとめ：EDB からの主な発言

<理事会限り>

1. JCCI の設立と EDB の東京事務所の開設と同年であることに親近感を覚えており、これまで日系企業がシンガポールへの貢献と存在感に高く評価された。欧米企業のようにドラスティックな経営（High Hire, Hire Fire）と違う日系企業の方は、シンガポール社会と雇用の安定性に貢献し、感謝する。
2. JCCI からの COMPASS、人的交流の障碍、ビジネスコスト上昇など課題と懸念に対して、EDB として、十分に理解しており、今後は各企業の具体的なニーズに応じて、個別に支援内容を話し合いと協力する意向を示した。
3. 米国関税など変化する世界経済の動向に直面するなか、企業により柔軟なビジネスモデルの構築が要求される。脱炭素などグリーンエネルギー移行をはじめとする最先端技術の開発や先進的なソリューション創出、研究機関や大学との提携について、ぜひ日系企業の皆さんと協働したい。企業側の要望があれば、他の政府部門への取り次ぎも積極的に行う。
4. JCCI とのネットワーキングをぜひ継続したく、業種別、分野別、テーマ別の交流会など、互いにアイデアを集めて、積極的に実施して行きたい。

以上

Official (Closed)

● ● ● 5 June 2025

# Singapore Economic Development Board



**EDB:**  
SINGAPORE

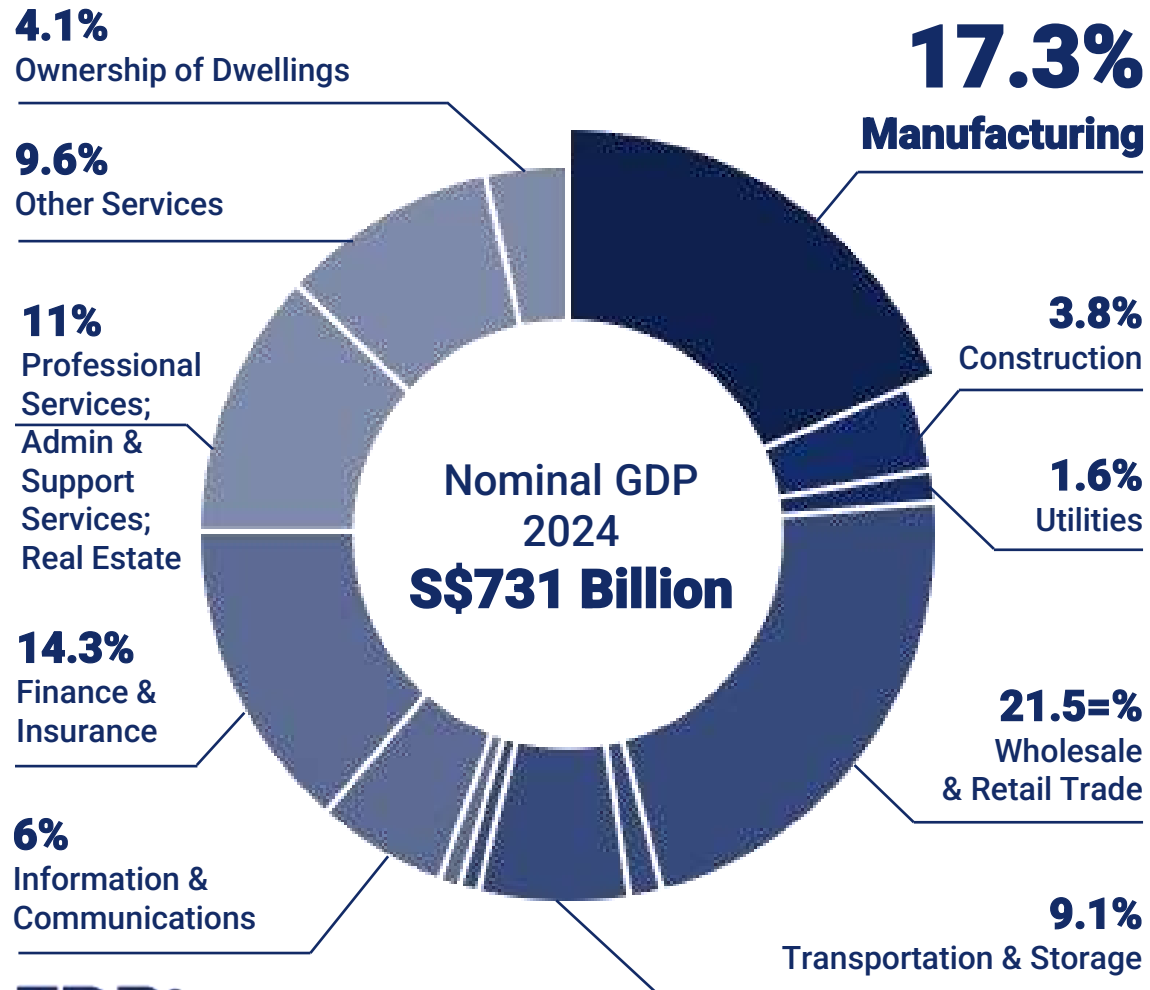


# Singapore's priorities



# Manufacturing is a key pillar of our diversified economy

Making up close to one-fifth of our GDP



## GDP







**2024**

4.4%

**2025**

1.0% - 3.0%

## Manufacturing Sectoral breakdown

	Biomedical Manufacturing (13.4%)
	Chemicals (16.4%)
	Electronics (38.5%)
	Precision Engineering (15.4%)
	Transport Engineering (9.2%)
	General Manufacturing (7.2%)

# Japan is a valuable partner to Singapore

## No.1

Singapore has had the highest number of Japanese RHQs in SEA for more than 10 years

JETRO (2024)

## >1,084

Registered Japanese companies in Singapore

JETRO (2022)

## No.3

largest contributor to Singapore's Fixed Asset Investments (FAI)

(Ministry of Trade and Industry, 2023)

From heavy industries to digital industries, Singapore has grown together with Japanese companies, providing a trusted base to expand out of Japan



Companies can leverage Singapore as a base to manufacture and innovate for region, while keeping closely in sync with the Japan.

- **Asahi Group:** established Global Procurement functions
- **IHI, Shiseido, Kajima:** set up APAC RHQ and innovation centers with local teams working closely with Japan HQ to develop new products
- **Mitsui Chemicals:** established entire value chain – from manufacturing to R&D to regional corporate headquarter functions

# Singapore's focus areas for the medium term

**1**

## Hub for Asia

Regional Integration & Connectivity | Supply Chain Resilience | Manufacturing-Twinning

**2**

## Critical global node for Advanced Manufacturing

Semiconductors | Biopharmaceuticals | Medical Technology | Complex Equipment | Aerospace

**3**

## New Growth Areas

Green Economy | Digital Economy & Artificial Intelligence | Health and Wellness

**4**

## Strengthen Innovation Ecosystem; be a Global Hub for Startups

**5**

## Nurture a world-class talent pool

# Singapore as a Global Hub in Southeast Asia – Johor-Singapore Special Economic Zone



# Johor-Singapore Special Economic Zone (JS-SEZ)

The JS-SEZ will facilitate investments in **11 economic sectors**, including manufacturing, logistics, food security, tourism, energy, digital economy, green economy, financial services, business services, education, and health.

Early initiatives announced in key focus areas:

<b>Ease of doing business</b>	<b>One stop centre for investment facilitation,</b> Invest Malaysia Facilitation Centre-Johor
<b>Talent development programmes</b>	Partnerships between training and vocational institutes in Singapore and Malaysia
<b>Movement of people and goods</b>	<b>Passport-free QR code clearances</b> A <b>single permit</b> required for land intermodal transshipments, saving costs and boosting efficiency



Today, companies like **ResMed, AgroCorp** and **Paris Baguette** are already twinning operations in Singapore and Johor, or expanding in Johor.

# How do companies benefit from the JS-SEZ?

Companies may leverage the complementary strengths of Johor and Singapore:

- **Companies looking to set up in Southeast Asia** can leverage on Singapore's strengths as a global hub for manufacturing, technology, innovation, R&D, business and finance and Johor's resource availability.
- **Companies with a base in Singapore** may leverage on resources in Johor as part of an integrated and connected supply chain.
- JS-SEZ could be a proximate location for **regional distribution centres**, to provide stockpiling and warehousing for Singapore-based companies



# How are companies leveraging the twinning model in JS-SEZ?

## In Singapore

## In Johor



**Day-to-day operations**, including vessel calls and professional technical services for marine clients

Plans to use Johor as the base for **warehousing & regional distribution centre**



**Headquartered in Singapore** and specialises in the global trade of staple food products to leading food manufacturers

Selected Johor for its **plant protein extraction facility** (operational by mid-2026), to leverage a lower-cost environment for better price-competitiveness



Paris Baguette

**Regional office in Singapore**, tapping on innovation ecosystem

**Regional Halal food hub** to increase production capacity and expand supply to Southeast Asian and Middle Eastern markets



# Our Advanced Manufacturing Ambition

## VISION :

**A critical global node for advanced manufacturing with best-in-class factories supported by a globally competitive ecosystem and future-ready workforce**

## MANUFACTURING 2030 :








**10-year plan for Singapore manufacturing to grow 50% by 2030: Chan Chun Sing**

PUBLISHED JAN 25, 2021, 12:35 PM

# Robust ecosystem

## Public sector initiatives in Singapore to support adoption of advanced manufacturing technologies

	Robotics	Artificial Intelligence	Additive Manufacturing
National Programme Offices			
Key Initiatives	NRP's <b>RoboClusters</b>	AI Centre of Excellence for Manufacturing's (AIMfg) <b>Sandbox</b>	NAMIC's <b>Digital Design Innovation Centre (DDIC)</b>
Physical Infrastructure		<b>Model Factory at Singapore Institute of Manufacturing Technology (SIMTech)</b> – features actual production environment for industry to learn and test-bed advanced manufacturing technologies	
Public-Private Partnerships		<b>A*STAR Advanced Remanufacturing and Technology Centre</b> – consortium of member companies to accelerate transfer of innovation from applied research to industrial applications and solutions	

# We formed a nationwide agenda for robotics

We have a dedicated programme office that oversees the development of Singapore's robotics ecosystem.



The National Robotics Programme (NRP) is a multi-agency national programme that looks at the **end-to-end development of differentiating robotics enablers and solutions** in Singapore, from **funding R&D to facilitating partnerships** for its translation and adoption.

**Invested S\$60m in RoboClusters** initiative to bring together public R&D institutions, end-users, robotics & automation companies and agency stakeholders to align robotics R&D capability building for priority sectors.



Manufacturing



Logistics



Facilities Management



Healthcare



Aviation



Maritime

## New initiatives

**RoboClusters – Dive deeper in addressing industry problem statements and expanding collaborative R&D projects for commercialisation. These would include new initiatives & events such as:**

- Forums, design thinking workshops & other platforms to identify new use-cases for robotics
- Curated R&D projects, backed by Singapore's network of researchers and experts
- Business matching events on robotics deployment opportunities

# Home to best-in-class manufacturing facilities

## SEMICONDUCTORS

### Infineon (WEF Lighthouse)



IoT and analytics are combined with a digital manufacturing management system for semiconductors manufacturing

Reduced labour costs by **30%** and improved capital efficiency by **15%**

## HEALTHCARE

### Agilent (WEF Lighthouse)



IoT, AI and robotics enable digital twinning capabilities for high complexity, low-volume production of scientific instruments & services

Work cycles times were significantly improved by **23%**, with a **33%** increase in overall productivity

## CONSUMER

### Coca-Cola (WEF Lighthouse)



Robotics and AI enable demand forecasting for factory operations with high volume and a complex product portfolio.

Throughput increased by **28%**, with a **70%** boost in labour productivity, and **80%** reduction in inventory shortages.

## ELECTRONICS

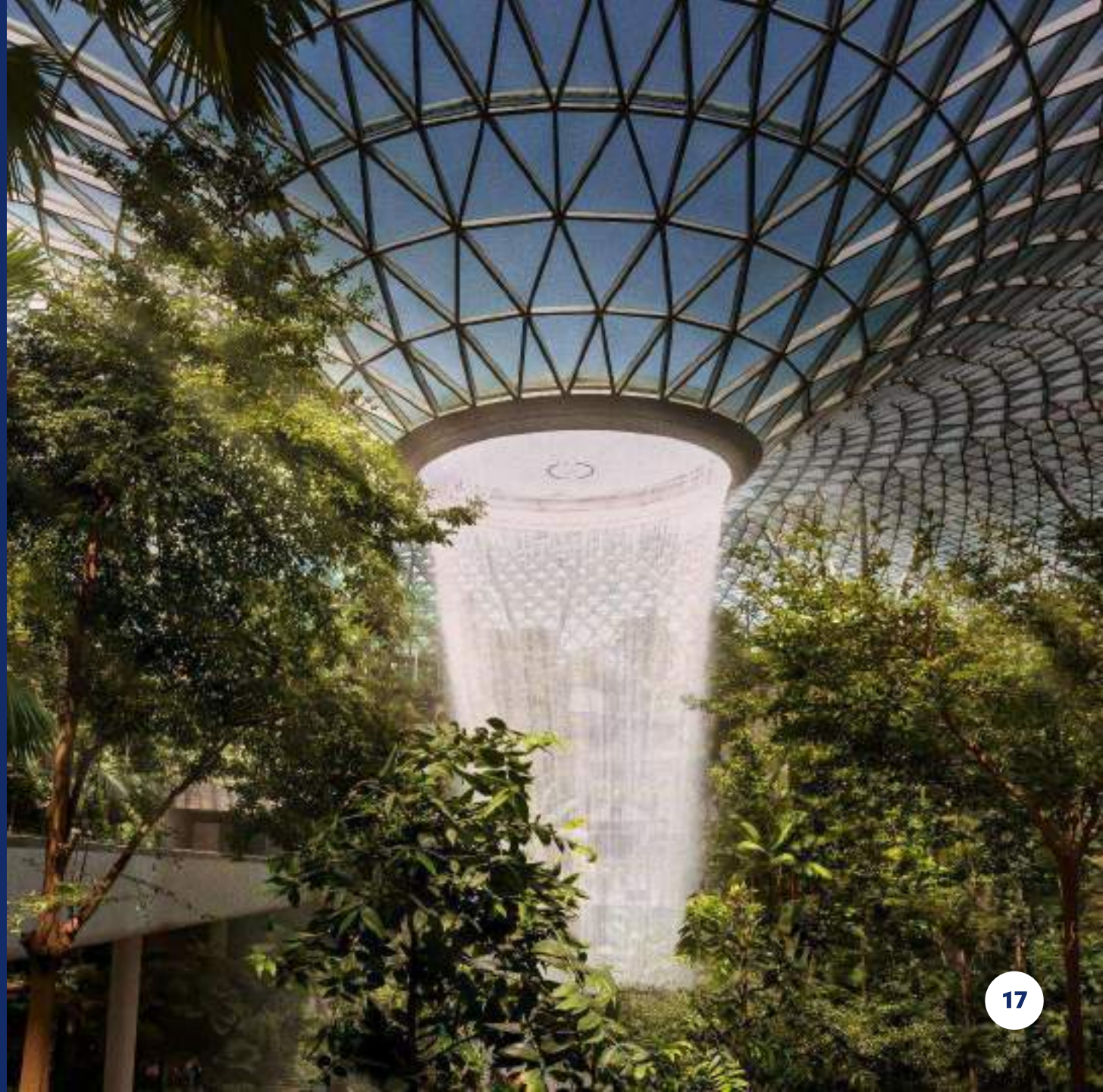
### HP Inc. (WEF Lighthouse)



AI-driven floor management platform enabling fully digitized and automated factory operations for inks production

Reduced waste in production processes achieving **20%** cost savings and **70%** productivity improvements

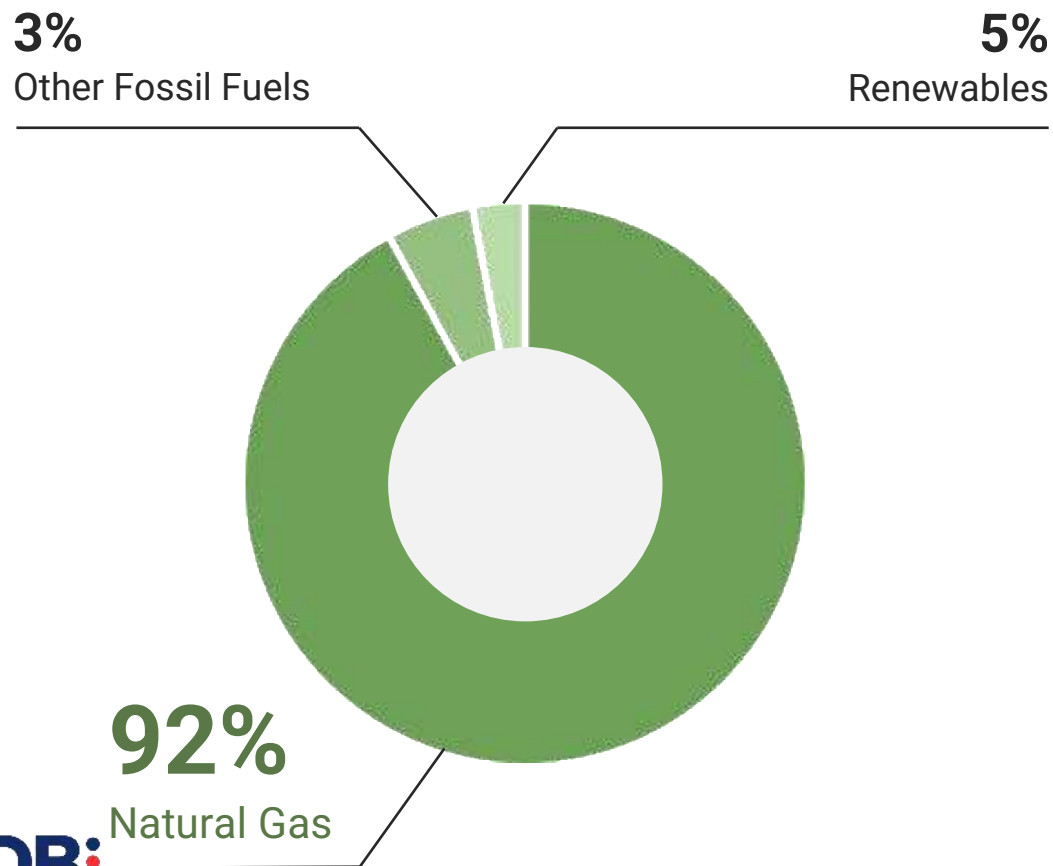
# Growing the green economy & enabling sustainability in Singapore



# Decarbonising Singapore

We are committed to achieving Net Zero by 2050 and are acting on our sustainability goals

## Singapore's Fuel Mix for Power Generation



## Future Energy Fund

# \$S10B

to support infrastructure investments for energy transition such as:

Import  
**6GW**  
of  
renewable energy  
by 2035, accounting for  
35% of electricity supply

Install  
**2GWp**  
of  
solar energy  
by 2030, including  
floating solar systems

# \$90m

CREATE programme to fund more national research into  
**hydrogen utilization**  
as low-carbon energy alternatives

# Enabling sustainability

We are committed to achieving Net Zero by 2050 and are acting on our sustainability goals

## Government support for manufacturers

**EDB:**  
SINGAPORE **Resource Efficiency Grant for Emissions Scheme**

Supports manufacturers on emission reduction projects that result in carbon abatement



## SolarRoof Programme

For companies to install solar panels without upfront capital investment

## Sustainability investments by companies



**Energy-Positive Manufacturing Support Building:** >660 solar panels generates 30-40 MW of electricity monthly



**Smart Factory:** generates 2,400 MW hours of solar energy annually, equivalent to the reduction of 1,000 tonnes of CO<sup>2</sup> emissions



**Modulus Factory (under construction):** incorporates features such as solar panels, green electricity, and recycled materials

# Example: Developing first-of-a-kind, cross-border carbon capture & storage project in Asia to decarbonise hard-to-abate industries

Singapore Government partnering industry consortium of ExxonMobil and Shell to evaluate feasibility of cross-border CCS

Signed agreements with regional countries to tap on geological storage potential in the region, and deepen technological capabilities



Singapore and Indonesia sign Letter of Intent to collaborate on carbon capture and storage (CCS)

Singapore and Malaysia have signed an MOU to cooperate on cross-border CCS

Singapore, Japan sign agreement to collaborate on carbon capture and storage tech

Phase 1 of CCS project will target emitters in the Energy & Chemicals industry, targeting to capture and permanently store at least 2 million tonnes per annum of CO2 from 2030.

Captured CO2 from Singapore would be transported to overseas storage sites, tapping on strong potential of Asia Pacific region for geological CO2 storage (e.g. in rock formations deep underground or under the seabed).

# Singapore is also growing various sectors in sustainability

## Carbon Services and Trading



Leading the growth of Singapore as a **regional centre for carbon services** to support the low-carbon transition in Southeast Asia

## Renewable Energy Services



Growing Singapore into a **project development and financing hub** to serve growing renewable market in APAC/SEA

## Bio-economy



Building an **industrial biotechnology and bio-based chemicals and materials value chain** for Asia, out of Singapore



# Trade and Tariffs



# Singapore Economic Resilience Taskforce (SERT)



Leveraging the resources of tripartite partners to deliver on three key workstreams:

1

## Sensemaking and Communication

- Proactive and open communication
- Enhance assessment of evolving developments and their impact on businesses and workers

2

## Addressing Immediate Challenges

- Identify pain points and immediate challenges facing businesses, workers
- Review and enhance support measures, as needed

3

## Longer-Term Strategies and Responses

- Develop strategies to transform businesses and workers to seize opportunities and strengthen resilience in the new economic landscape

# **EDB stands prepared to work with companies in navigating this uncertain & fast-changing environment**

## **SG is constructive and open for business**

Committed to open and fair global trade, with stable policies conducive for long-term business strategies

## **SG is monitoring, prepared to act**

Keeping close tabs and listening to businesses, to partner companies in navigating the situation together

## **SG offers opportunities with global markets**

Strong connectivity with the Southeast Asia and Asia-Pacific regions – with an extensive FTA network

# Singapore's extensive network of Free Trade Agreements (FTAs) covers more than 85% of global GDP

## 28 FTAs/Economic Partnership Agreements in Force<sup>1</sup>

<b>ASEAN</b> Jan 1993	<b>Japan</b> Nov 2002	<b>EFTA – Switzerland, Lichtenstein, Norway, Iceland</b> Jan 2003		<b>Australia</b> Jul 2003	<b>USA</b> Jan 2004	<b>ASEAN - China</b> Jul 2005	<b>Jordan</b> Aug 2005
<b>India</b> Aug 2005	<b>South Korea</b> Mar 2006	<b>Panama</b> Jul 2006	<b>TPSEP – Brunei, Chile, New Zealand</b> Jul 2006	<b>ASEAN - Korea</b> Jun 2007	<b>China</b> Jan 2009	<b>ASEAN - Japan</b> Jan 2009	
<b>Peru</b> Aug 2009	<b>ASEAN - India</b> Jan 2010	<b>ASEAN – Australia &amp; New Zealand</b> Jan 2010		<b>Costa Rica</b> Jul 2013	<b>Gulf Cooperation Council</b> Sep 2013	<b>Sri Lanka</b> May 2018	<b>CPTPP</b> Dec 2018
<b>ASEAN – Hong Kong, China</b> Sep 2013	<b>Turkey</b> Oct 2017	<b>EU</b> Nov 2019	<b>UK</b> Feb 2021	<b>RCEP</b> Jan 2022	<b>New Zealand</b> Jan 2021	<b>Pacific Alliance – Chile, Columbia, Mexico, Peru</b> May 2025 <sup>2</sup>	

## Upcoming FTAs signed, pending entry into force

**Mercosur – Argentina, Brazil, Paraguay, Uruguay**

## Benefits to businesses

- Market access
- Tariff concessions
- Customs procedures
- Government procurement
- Cross-border data flow
- IP enforcement
- Investment protection

Scan for detailed information on Singapore's 28 FTAs/Economic Partnership Agreements, and EnterpriseSG's Tariff Finder.



Source: MTI Free Trade Agreements



**EDB will continue to pursue growth opportunities, while monitoring developments closely.**

We will partner with Japanese companies to **navigate the new environment**, and **strengthen Singapore's offerings as a vibrant and trusted home for Japanese companies** outside of Japan.



# Discussion Questions



**1. What opportunities and challenges do you foresee in Singapore and the region, amidst a shifting global landscape?**

**How can Singapore support your plans?**

**2. What opportunities might you tap on in the Johor-Singapore Special Economic Zone (JS-SEZ) for manufacturing and supply chain resilience?**

**What infrastructure or ecosystem support would make such twinning arrangements attractive for your company?**

- 3. What strategies can we adopt to accelerate transformation of manufacturing operations in Singapore?**
- 4. What opportunities in green transformation are you pursuing in the region? How can Singapore support your plans?**
- 5. What might be other business opportunities that companies would be keen to explore to jointly strengthen resilience and drive long-term growth?**

Official (Closed)



# Thank you

● ● ● 5 June 2025



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