

THE ASEAN BUSINESS OUTLOOK SURVEY 2012

SINGAPORE REPORT



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1. INTRODUCTION

Research Background & Objectives

The American Chamber of Commerce in Singapore (AmCham Singapore) and the United States Chamber of Commerce, in cooperation with other AmChams in the ASEAN region, conducted a study among U.S. companies based in seven Southeast Asian countries: Cambodia, Indonesia, Malaysia, Singapore, the Philippines, Thailand, and Vietnam (Ho Chi Minh City and Hanoi).

This study is now in its 11th year. The purpose of the study is to understand members' outlook on business growth in Southeast Asia and their perceptions about a series of local factors. The members surveyed were senior executives, working with a company held by or with an American majority interest. For the first time in 2012, multiple senior executives from each company were surveyed. AmCham Singapore and the U.S. Chamber of Commerce developed a survey design using a web-based instrument.

This report presents the feedback received from executives of U.S. companies in **SINGAPORE**.

Survey Methodology

Survey Scope:	Senior Executives of U.S. Companies based in Singapore
Sample Size:	A list of 1103 AmCham members with e-mail contacts was provided by AmCham Singapore. Response rate was 12% (127) at the end of the data collection period.
Data Collection Method:	Web-based, self-administered survey. No enforcement on participation.
Data Collection Period:	June 15, 2012 to July 3, 2012

Note 1: Percentages may not add up to 100% due to respondents choosing "I don't know" or "Not applicable."

Note 2: For the first time in 2012, multiple senior members from each U.S. Company were asked to complete the survey.

Sample Profile (See Appendix A)

- Most respondents (88%) are responsible for multiple countries. The highest recording was a rate of 94% responsible for multiple countries in 2003.
- The percentage of respondent member companies in the services sector and manufacturing sector remained consistent with the past year, 68% and 17% respectively.
- 32% of respondents had fewer than 50 employees in the regions, and an additional 40% had a workforce between 50 and 500 employees in the region.
- The largest portion of respondents (44%) had a turnover of between \$1 million and \$50 million on Singapore in 2012. Singapore turnover accounted for less than 5% of global turnover for 68% of respondents and between 5% and 25% of ASEAN turnover for 22% of respondents. Other ASEAN countries with significant turnover for Singapore respondents were Thailand (23%) and Malaysia (19%).

BRIEF OUTLINE OF RESULTS

BUSINESS OUTLOOK

ASEAN Economic Outlook:

- 93% of respondents maintain a positive or very positive outlook for the ASEAN region as an investment opportunity for their companies.

Current Business Climate:

- Respondents facing significant financing constraints rose slightly from 14% in 2011 to 17% in 2012.
- The majority of respondents (75%) are not facing higher costs of borrowing.

Importance of ASEAN Markets in Global Business:

- 65% of respondents report that ASEAN markets have increased in importance to their companies in the past two years.
- Most respondents (69%) expect ASEAN importance to increase in the next two years.

Business Direction and Movement in ASEAN:

- 81% of respondents' companies expect to expand in ASEAN.

Profit Outlook:

- 70% expect a profit increase in 2012.
- 85% expect a profit increase in 2013.

Workforce Expansion:

- 58% expect a workforce increase in 2012.
- 33% expect an increase of 5 to 10%.
- 22% expect an increase of 10 to 15%.

Figure 1: Profit Outlook for 2013

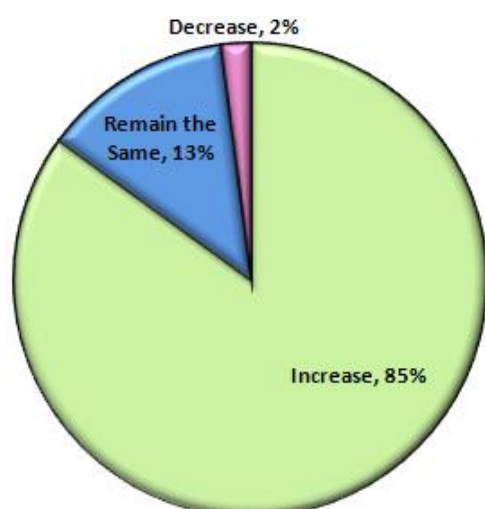


Figure 2: Economic Outlook for Investment Opportunities in ASEAN

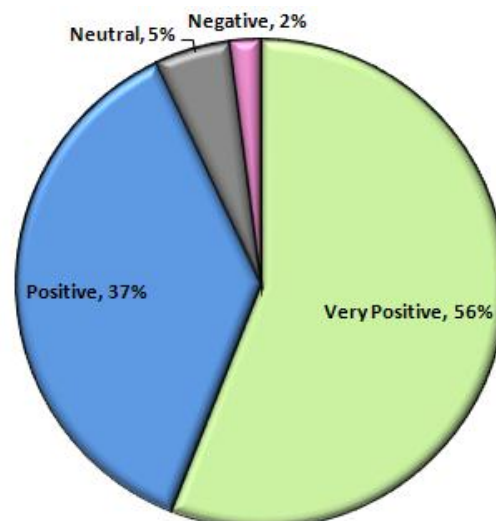
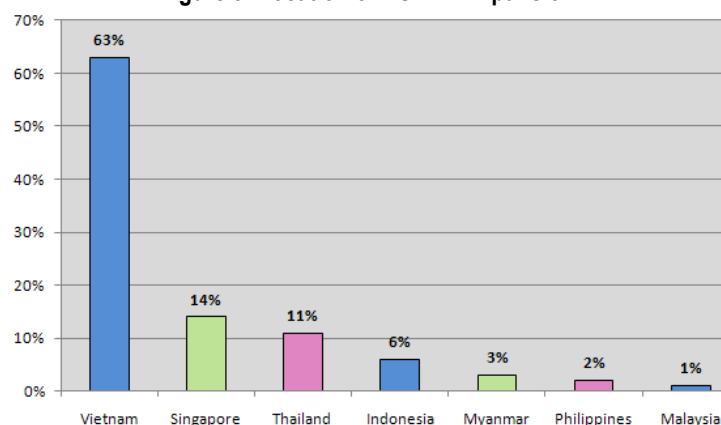


Figure 3: Location of ASEAN Expansion



Major Strengths (% Satisfied)	Major Concerns (% Dissatisfied)
Personal Security (96%)	Housing Costs (77%)
Infrastructure (94%)	Office Lease Costs (48%)
Stable Government & Political System (94%)	Availability of Low Cost Labor (40%)
Corruption (88%)	
Laws and Regulations (86%)	
Tax Structure (83%)	
Sentiment Towards the U.S. (75%)	
Ease of Moving Products through Customs (65%)	
New Business Incentives Offered by Government (62%)	
Free Movement of Goods within the Region (62%)	
Availability of Trained Personnel (61%)	

2. BUSINESS OUTLOOK

2.1 Current Business Climate

Table 2.1 Financing Constraints and Costs of Borrowing

	2009	2010	2011	2012
Is your company facing significant financing constraints?				
Yes	37%	29%	22%	17%
No	63%	71%	78%	83%
Is your company facing higher costs of borrowing?				
Yes	26%	6%	14%	25%
No	74%	94%	86%	75%

- ◆ The percentage of businesses facing significant financing constraints reached a new low of 17%; however, the percentage of respondents facing higher costs of borrowing came near to reaching the 2009 peak.
- ◆ Overall these figures present mixed signals as financing constraints continue on their downward trend since 2009, the costs of borrowing describes a downward trend as well.

2.2 Importance of ASEAN Markets in Global Business

Table 2.2.1 Importance of ASEAN over Past Two Years

	2009	2010	2011	2012
Have ASEAN markets become more important or less important, in terms of worldwide revenue, to your company in the past two years?				
More Important	53%	58%	67%	65%
Remained the Same	41%	31%	30%	32%
Less Important	6%	12%	1%	2%

- ◆ ASEAN markets continue to grow in importance, with 65% of respondents stating that ASEAN markets became more important in terms of worldwide revenue to their company in the last two years.
- ◆ Only 2% of respondents believe ASEAN markets have become less important.

Table 2.2.2 Importance of ASEAN over Next Two Years

	2007	2008	2009	2010	2011	2012
Does your company feel that ASEAN markets will be more important, less important, or have the same importance for your company's worldwide revenues in the next two years?						
More Important	65%	58%	64%	72%	68%	69%
Remain the Same	27%	37%	28%	22%	29%	30%
Less Important	8%	8%	5%	8%	6%	1%

- ◆ Most respondents (69%) believe that ASEAN markets will be more important in the next two years, while 30% believe that the markets will have the same importance.
- ◆ Almost none of the respondents believe that ASEAN markets will be less important in the next two years for their company's worldwide revenues.

Table 2.2.3 Reasons why ASEAN markets will be more important in worldwide operations and revenues in the next two years

	2009	2010	2011	2012
Economic Recovery	76%	86%	74%	1%
Improvement in Infrastructure	47%	50%	36%	2%
Increased Availability of Trained Personnel	13%	19%	20%	1%
Favorable Government Policies	26%	21%	24%	6%
Limited Growth Opportunities in Other Regions	53%	60%	42%	22%
Stable Political Conditions	11%	17%	24%	18%
Change in Business Strategy	32%	33%	44%	39%
Other	0%	7%	20%	10%

*In 2012, respondents were still allowed to select three reasons, but data was tabulated to a sum of 100%.

- ◆ Changes in business strategy replaced economic recovery as the top reason for why ASEAN markets will be more important in worldwide operations and revenues in the next two years.
- ◆ Economic recovery, previously the top reason, became the least important reason in 2012, along with increased availability of trained personnel.
- ◆ Stable political conditions remain to be one of the top reasons for the importance of ASEAN operations in worldwide operations.

2.3 Trade and Investment in ASEAN

Figure 2.3.1 Outlook on ASEAN as an investment opportunity

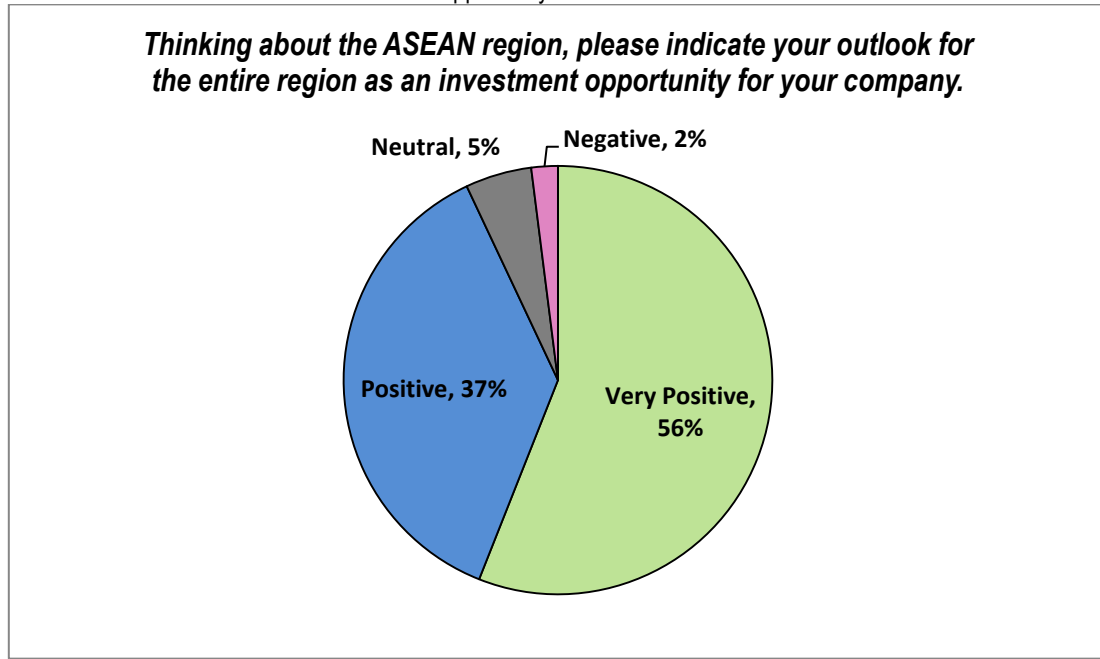
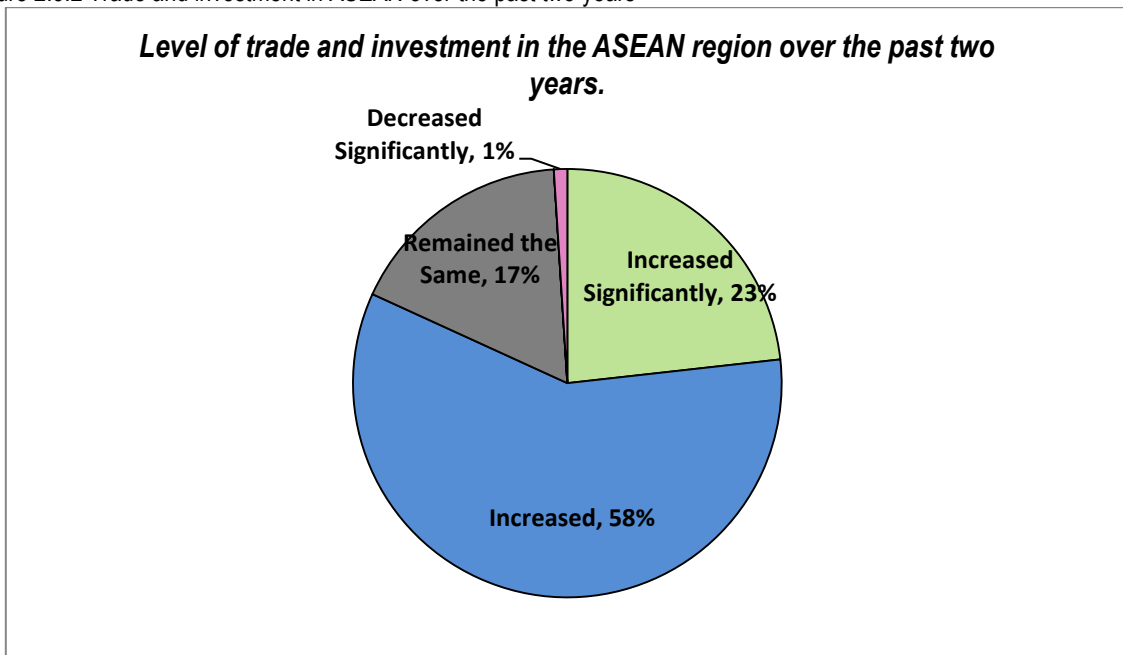
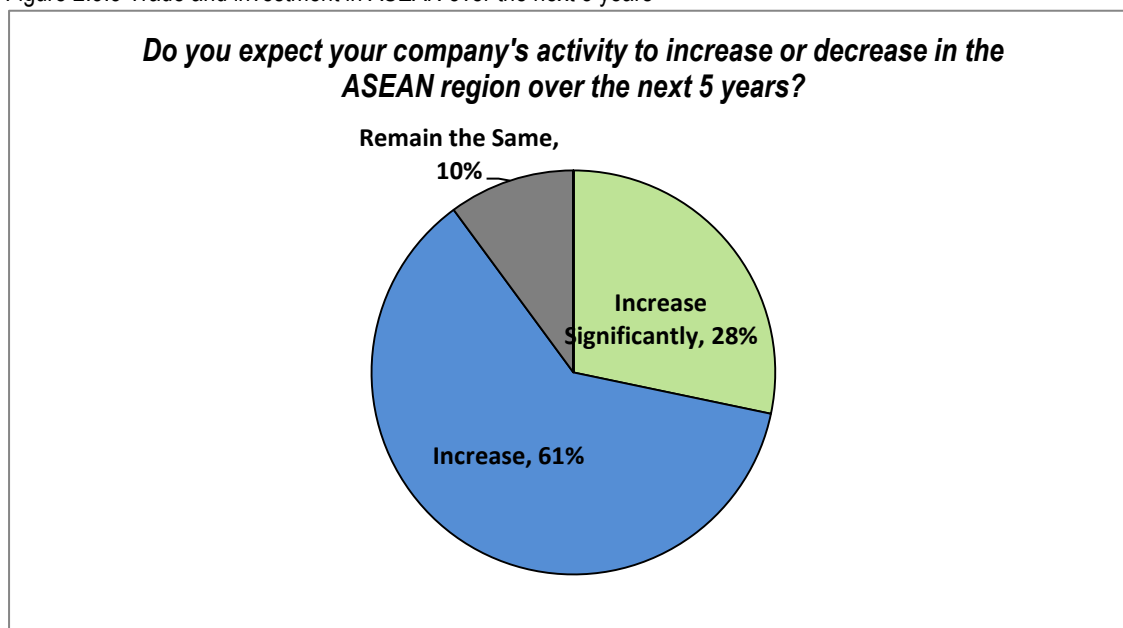


Figure 2.3.2 Trade and investment in ASEAN over the past two years



- ◆ Almost all respondents (93%) from Singapore have a positive or very positive outlook on the ASEAN region as an investment opportunity.
- ◆ Over the past two years, 81% of respondents indicated that their company has increased or significantly increased their level of trade and investment in the ASEAN region. Only 1% have decreased trade and investment in the region.

Figure 2.3.3 Trade and investment in ASEAN over the next 5 years



- ◆ 89% of respondents in Singapore are planning to increase or increase significantly activity in the ASEAN region over the next 5 years. There were no respondents who planned to decrease activity, although 10% plan to maintain the same level of activity over the next 5 years.

Table 2.3.1 Trade and investment percentage growth over next 5 years

<i>By about what percentage do you believe trade and investment will grow in the ASEAN region over the next 5 years?</i>				
Percentage Growth	0% - 10%	11% - 20%	21% - 40%	41% - 100%
Percentage Respondents	26%	33%	22%	19%

2.4 Business Direction and Movement in ASEAN

Table 2.4.1 Expansion in Singapore

	2012
<i>In Singapore, does your company plan to expand or contract?</i>	
Expand Significantly	6%
Expand	58%
Remain the Same	32%
Contract	2%
Contract Significantly	0%

Table 2.4.2 Reasons for expansion in Singapore

Reasons why companies plan for business expansion in Singapore	
Potential for Business Growth	5%
Increasing Market Share	29%
Diversification of Customer Base	62%
Lack of Growth in Current Market/Countries	5%

- ◆ The majority of respondents indicated that their companies plan to expand in Singapore (58%). Only 2% indicated that they plan to contract, and none expect to contract significantly.
- ◆ The top three reasons for expansion in Singapore are diversification of customer base, increasing market share, and lack of growth in current market/countries (See Appendix C for more reasons).

Table 2.4.3 Location of ASEAN Expansion

	2009	2010	2011	2012
Into which specific ASEAN country or countries does your company plan to expand ?				
Brunei	2%	0%	0%	0%
Cambodia	2%	4%	4%	0%
Indonesia	22%	16%	34%	6%
Laos	2%	0%	0%	0%
Malaysia	8%	18%	16%	1%
Myanmar	0%	0%	0%	3%
Philippines	6%	4%	2%	2%
Singapore	20%	27%	28%	14%
Thailand	6%	11%	2%	11%
Vietnam	32%	21%	14%	63%

- ◆ Vietnam is the most popular site for expansion in 2012 (63%), more than quadrupling the percentage of respondents in 2011 looking to expand there.
- ◆ Indonesia fell to 6% from 34% in 2011 when it was the top country for expansion.
- ◆ Singapore ranks second for expansion in 2012 (14%), maintaining its relative position from 2011.

Table 2.4.4 Diversification from China into ASEAN

	2011	2012
Does your company plan to diversify some investments or business from China into ASEAN over the next two years?		
Yes	14%	21%
No	71%	56%
Not Sure	15%	23%

- ◆ A higher percentage of respondents however expressed an interest in diversifying to China than did in 2011.
- ◆ The majority (56%) of respondents stated that their companies do not plan to diversify some investments or business from China into ASEAN over the next two years.

2.5 ASEAN Integration

Table 2.5.1 Importance of ASEAN Integration

	2009	2010	2011	2012
Is ASEAN integration important to helping your company do business in the region?				
Yes	70%	79%	79%	63%
No	30%	21%	21%	13%
Not Sure	New category for 2012			22%

- ◆ ASEAN integration continues to be important in 2012. 63% of respondents consider it important to their businesses.
- ◆ Results cannot be compared directly to previous years, since many respondents were unsure of the impact of ASEAN integration. However, the results still provide similar statistics to those from previous years.

Table 2.5.3 ASEAN Regional Strategies

ASEAN is seeking to develop the region as a single market and production base. Does your company have an ASEAN regional strategy based on these goals?	
Yes	24%
No	55%
Not Sure	21%

- ◆ The majority of respondents (55%) do not have an ASEAN regional strategy based on the group's stated integration goals.
- ◆ This response pattern is roughly similar across all countries surveyed.

2.6 ASEAN Free Trade Agreements (FTAs)

Figure 2.6.1 Utilizing FTA's

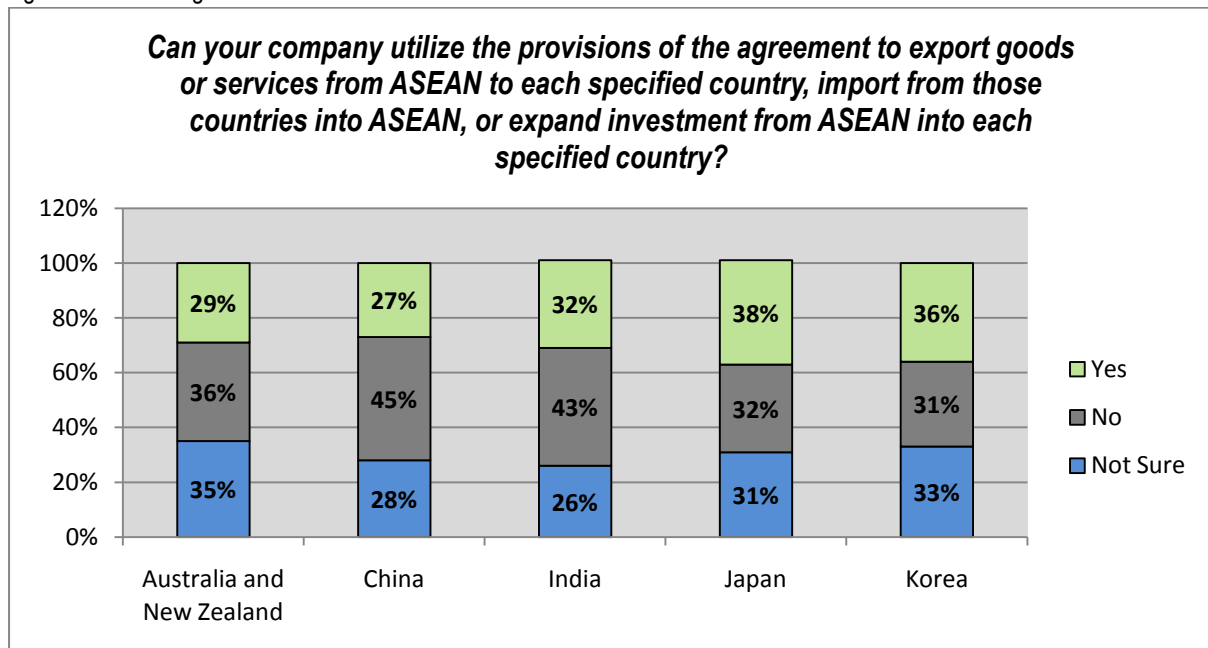
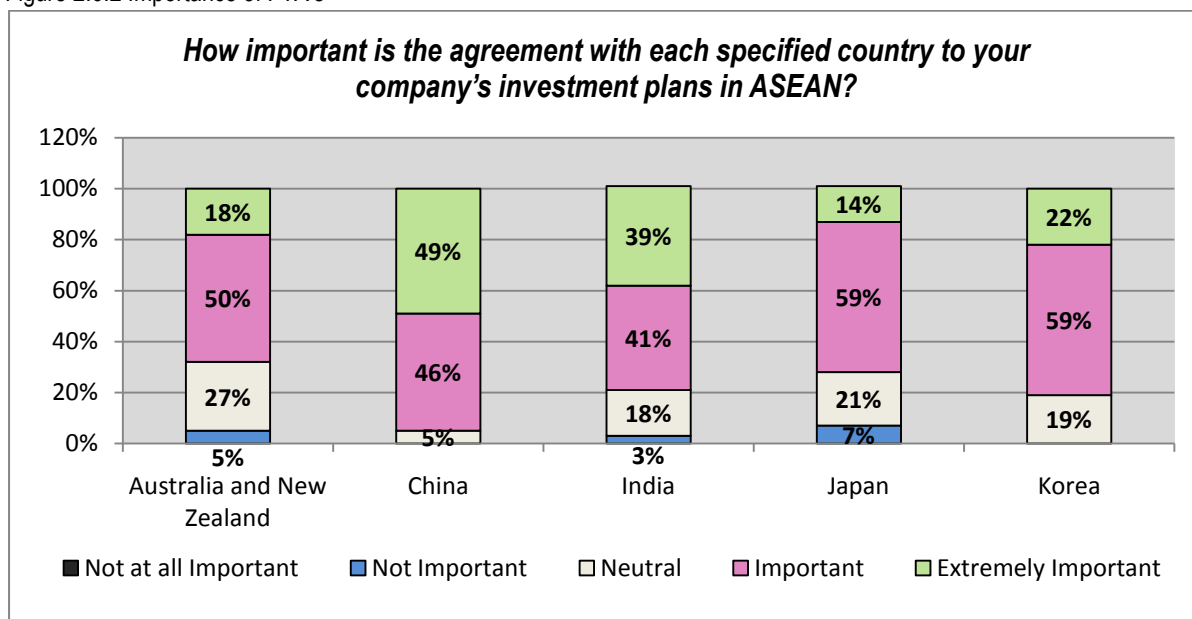


Figure 2.6.2 Importance of FTA's



- ◆ The largest percentage of respondents in Singapore can utilize the free trade agreement with Japan (38%). The smallest percentage of respondents in Singapore can utilize the free trade agreement with China (27%).
- ◆ For those respondents who can utilize the free trade agreements, China was the most important, with 95% of respondents considering it either important or extremely important. The agreement with the Australia and New Zealand ranks lowest in importance (68%).

2.7 Profit Outlook

Compared to the past year, do you expect your profits in ASEAN in the current and coming years to increase, decrease, or remain the same?

Figure 2.7 ASEAN profit outlook

Year of Survey			2006	2007	2008	2009	2010	2011	2012
Profit Expectation	Current Year	Increase	64%	71%	53%	27%	73%	77%	70%
		Remain	30%	24%	36%	36%	24%	17%	26%
		Decrease	2%	5%	11%	34%	3%	6%	3%
	Coming Year	Increase	69%	80%	71%	59%	85%	85%	85%
		Remain	23%	15%	17%	30%	14%	15%	13%
		Decrease	2%	3%	12%	10%	0%	0%	2%

- ◆ Profit outlook remains positive, with the vast majority of respondents (70%) expecting profits to increase for the current year, and 85% expecting profits to increase in the coming year.

2.8 Workforce Expansion

Table 2.8.1 Workforce Expansion in 2012

Do you expect your company's total number of employees to increase, decrease, or remain the same in 2012?											
Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Increase	33%	26%	48%	48%	56%	63%	57%	33%	73%	67%	58%
Decrease	12%	16%	12%	11%	2%	3%	4%	19%	3%	7%	2%
Same	55%	58%	40%	41%	35%	34%	39%	48%	24%	25%	39%

Table 2.8.2 Percentage of Employee Increase

By what percentage will the number of employees increase?											
Year of Survey		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Workplace Expansion	<i>0 to less than 5%</i>	50%	48%	55%	48%	54%	37%	52%	39%	8%	8%
	<i>5 to less than 10%</i>									29%	33%
	<i>10 to less than 15%</i>	17%	40%	27%	22%	19%	40%	30%	42%	29%	22%
	<i>15 to less than 20%</i>									16%	14%
	<i>20 to less than 50%</i>	25%	13%	14%	19%	15%	9%	7%	9%	14%	11%
	<i>>50%</i>	8%	0%	5%	7%	14%	13%	0%	8%	2%	13%

For the first time in 2011, 0-10% was further separated into 0-5% and 5-10%. 10-20% was separated into 10-15% and 15-20%.

- ◆ Most respondents (58%) expect the number of employees to increase, a 9% drop from 2011. Out of these respondents, 33% expect an increase of 5% to 10%, and an additional 22% expect an increase of 10% to 15%.
- ◆ Out of the respondents who expect the number of employees to decrease (2%), 75% expect a decrease of 0% to 10%, and the other 25% expect a decrease of 20% to 50%.

2.9 Expatriate Satisfaction

Table 2.9 Expatriate Satisfaction

Year of Survey	2009	2010	2011	2012
<i>Does your company regularly receive requests from employees based in other locations to work in your response location?</i>				
Yes	51%	61%	60%	75%
No	49%	39%	40%	25%
<i>Are your expatriate employees generally satisfied with their assignments in your response location?</i>				
Yes	99%	96%	97%	97%
No	1%	4%	3%	3%
<i>Do your expatriate employees attempt to extend their time in your response location?</i>				
Yes	92%	89%	81%	85%
No	8%	12%	19%	15%

- ◆ A large majority of companies (75%) regularly receive Singapore assignment requests, an increase from past years.
- ◆ Overall expatriate employee satisfaction remains very high at 97%.
- ◆ The number of expatriates looking to extend their time in Singapore increased slightly.

3. FACTORS IMPACTING BUSINESS IN SINGAPORE

Respondents were asked to rate their satisfaction with a series of local factors that could affect their business. The percentage of respondents who are satisfied or extremely satisfied with a given factor can be used to identify factors of strength. Conversely, the percentage of respondents dissatisfied or extremely dissatisfied with a particular factor can be used to identify areas of concern.

3.1 Local Business Environment Factors

Major Strengths

(Responded “Satisfied” or “Extremely Satisfied” at a combined rate of 61% or above in the 2012 survey)

Table 3.1: Time Comparison of satisfaction with major strengths.

Factors	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Infrastructure	95%	97%	97%	92%	99%	96%	97%	98%	93%	94%
Availability of trained personnel	63%	67%	69%	64%	68%	51%	70%	58%	59%	61%
Laws & regulations	84%	87%	81%	83%	95%	89%	88%	85%	84%	86%
Corruption	84%	87%	81%	83%	95%	89%	88%	85%	84%	88%
Tax structure		70%	78%	85%	88%	80%	80%	81%	74%	83%
Personal Security	95%	100%	97%	88%	97%	96%	88%	96%	84%	96%
Stable government & political system	95%	94%	97%	86%	92%	91%	88%	90%	89%	94%
Sentiment towards U.S.							88%	87%	86%	75%
New business incentives offered by government				75%	78%	71%	81%	77%	67%	62%
Free movement of goods within the region	91%	88%	86%	71%	68%	57%	58%	57%	63%	62%
Ease of moving your products through customs							56%	65%	61%	65%

See Appendix, Table B-1 for responses on all listed factors. *Empty boxes indicate areas that were neither strengths nor concerns for the year indicated. Highlighted responses represent that year’s response with the highest rate of satisfaction.

- ◆ Overall there is far more satisfaction than dissatisfaction with Singapore’s business factors.
- ◆ Singapore received its highest satisfaction ratings for personal security (96% satisfaction), infrastructure (94% satisfaction), and a stable government and political system (94% satisfaction).
- ◆ Satisfaction levels generally increased in major strengths from 2011 levels, with satisfaction up a few percentage points in all categories except sentiment towards US, free movement of goods within the region, and new business incentives offered by government.
- ◆ Sentiment towards U.S. reached its lowest point since 2009, with 75% of 2012’s respondents stating that they are satisfied with this factor, down from 86% in 2011.

Major Concerns

(Responded “Dissatisfied” or “Extremely Dissatisfied” at a considerable rate)

Table 3.2: Time Comparison of dissatisfaction with major concerns.

Factors	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Availability of Low Cost Labor	35%	53%				30%	41%	29%	29%	40%	40%
Housing Costs	31%	50%	52%	47%	42%	61%	74%	55%	78%	77%	77%
Office Lease Costs					27%	45%	74%	47%	43%	58%	48%

(See Appendix, Table B-1 for responses on all listed factors). *Empty boxes indicate areas that are neither strengths nor concerns. Highlighted responses represent that year’s response with the highest rate of dissatisfaction.

- ◆ There is high dissatisfaction with office lease costs (48%), housing costs (77%), and availability of low cost labor (40%).
- ◆ Dissatisfaction decreased in the categories of office lease costs, decreasing 10% from 2011.
- ◆ Housing costs and availability of low cost labor remained unchanged, staying at 40% and 77%, respectively.

3.2 Other Local Business Environment Factors

Government Institutions

- ◆ Overall, respondents are satisfied with local government institutions, with taxations/revenue (74%) and immigration (69%) receiving the highest satisfaction ratings.
- ◆ Only 2% of those surveyed responded that they were extremely dissatisfied with any institution. See Appendix B, Table B-2 for more details.

Importing Goods

Table 3.2.1 Importing Goods into Singapore

<i>Is importing goods into Singapore a significant problem for your company?</i>	
Yes	5%
No	95%

- ◆ The large majority of respondents do not believe that importing goods into Singapore is a significant problem for their company.

3.3 International Schools

Table 3.3: International schools

	2008	2009	2010	2011	2012
<i>Will the ability to find adequate space at international educational institutions in Singapore be a significant problem in the next 1-3 years?</i>					
Yes	51%	37%	45%	53%	38%
No	49%	63%	55%	47%	25%
<i>Do you feel that the government of Singapore is actively pursuing solutions to correct the space constraint at international educational institutions?</i>					
Yes	69%	79%	63%	33%	29%
No	31%	21%	37%	67%	33%
<i>Will the lack of adequate space at international educational institutions in Singapore affect your company's decision to hire more local employees over foreign employees?</i>					
Yes	54%	30%	72%	50%	33%
No	46%	70%	28%	50%	37%

*In 2012, data does not add up to 100% due to the "Not Sure" option

- ◆ The ability to find adequate space at international educational institutions still a significant concern, with 38% of respondents in Singapore reporting that it will be a significant problem in the next 1-3 years.
- ◆ Respondents are fairly evenly split (29% vs. 37%) on whether or not the government of Singapore is actively pursuing solutions to correct the space constraint problem at international education institutions. It appears as though approximately half of those respondents who stated "no" last year switched their response to "not sure" in 2012.
- ◆ Respondents are fairly evenly split (33% vs. 37%) on whether the lack of space at international educational institutions affect their companies' decision to hire more local employees, which is consistent with last year's data.

4. CONCLUSION

Positive expectations, good business climate

The large majority of the respondents in Singapore (93%) have a positive or very positive outlook for the ASEAN region as an investment opportunity for their companies. 75% of respondents from Singapore are not facing higher costs of borrowing in 2012 and only 17% are facing significant financing constraints. 64% of respondents say that their companies plan to expand in the next two years, mainly to diversify customer base and increase market share.

Profit outlook is positive as well. 70% of respondents in Singapore believe that their profits will increase in 2012, and 85% expect profits to increase in 2013. In addition, 58% of respondents expect their companies' workforce to increase.

ASEAN expansion

The ASEAN region continues to be very important to U.S. companies located in Singapore. 65% of respondents in Singapore reported that ASEAN markets have increased in importance to their companies in the past two years, and 69% of respondents expect ASEAN importance to increase in the next two years. Vietnam is the most popular location for ASEAN expansion, receiving 63% of the respondent vote.

Large minorities can utilize the ASEAN Free Trade Agreements and those who can use them find them very important. 38% of respondents in Singapore indicated that they can utilize the ASEAN Free Trade Agreement with Japan—the highest utilization rate of all the ASEAN FTA's. The ASEAN FTA with China, however, was rated the most important (95% of those utilizing the FTA with China believed that the agreement was either "important" or "very important").

Location specific responses

As in the past, Singapore respondents generally have high satisfaction with local factors and government institutions. The top strength for Singapore in 2012 is personal security, which was rated highly by 96% of respondents. Infrastructure continues to be a major strength (94%), although it is no longer the top strength after having held the position for the past 7 years. Other strengths in Singapore include a stable government and political system (94%), low corruption (88%), efficient laws and regulations (86%), tax structure (83%), positive sentiment towards the U.S. (75%), and the ease of moving products through customs (65%). Unfortunately, dissatisfaction with the availability of low cost labor is relatively high (40%). In addition, respondents in Singapore are very dissatisfied with office lease costs (48%) and, most strongly, with housing costs (77%). Although there is a great business climate in Singapore for U.S. companies, the costs are high.

Most respondents in Singapore (97%) believe that expatriate employees are generally satisfied with their assignments in the area. However, 38% of respondents believe that finding space at international schools is currently a problem or will become a problem in the next 1-3 years. Despite these challenges, 75% of respondents receive assignment requests to work in Singapore, and 85% expatriate employees attempt to extend their time in the country. These signals indicate that Singapore continues to be a desirable location to work and do business.

APPENDICES

APPENDIX A: Sample Profile

Table A-1: Workforce and Turnover

Survey Year		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Scope of Responsibility	Only one country	6%	12%	13%	27%	23%	19%	16%	14%	10%	12%
	Multiple countries	94%	88%	87%	73%	77%	81%	84%	86%	90%	88%
Size of Current Workforce in Region	Below 50 employees	43%	48%	40%	40%	49%	21%	33%	37%	39%	32%
	50 to <500 employees	34%	27%	33%	35%	43%	49%	46%	30%	30%	40%
	500 to <1000 employees	8%	7%	6%	13%	5%	12%	7%	8%	14%	6%
	1000 to <1500 employees	3%	5%	2%	0%	2%	10%	1%	10%	3%	4%
	1500 to <2000 employees	4%	0%	3%	2%	2%	3%	1%	4%	0%	1%
	2000 employees or above	9%	13%	15%	8%	0%	5%	11%	11%	14%	15%
Company's Past Year Turnover in Singapore (USD)	Below \$1 million	13%	12%	11%	13%	15%	21%	16%	13%	14%	9%
	\$1 to <\$50 million	51%	44%	40%	44%	53%	53%	48%	43%	47%	44%
	\$50 to <\$100 million	12%	14%	13%	10%	10%	11%	10%	8%	11%	10%
	\$100 to <\$500 million	15%	8%	17%	10%	10%	7%	10%	20%	7%	13%
	\$500 to <\$1 billion	5%	9%	10%	4%	5%	3%	8%	5%	6%	5%
	\$1 billion or above	3%	14%	8%	8%	7%	1%	2%	8%	10%	6%
Past Year's Turnover As Percentage of Company's Global Turnover	Below 5%	43%						62%	58%	67%	68%
	5 to <25%	33%						17%	26%	30%	22%
	25 to <50%	12%						3%	5%	16%	2%
	50 to <75%	11%						1%	1%	9%	0%
	75 to <100%							5%	4%	3%	2%
	100%							13%	5%	17%	6%

Empty boxes indicate that no comparative data is available for those years.

Table A-2: ASEAN Turnover

		2009	2010	2011	2012
Past Year's Turnover as Percentage of Company's Total ASEAN Turnover	Below 5%	22%	17%	25%	15%
	5 to less than 25%	35%	32%	30%	35%
	25 to less than 50%	10%	12%	16%	19%
	50 to less than 75%	9%	17%	9%	10%
	75 to less than 100%	12%	13%	3%	13%
	100%	12%	8%	17%	8%
ASEAN Country That Holds the Next Largest Turnover for Company	Vietnam	4%	7%	5%	4%
	Cambodia	0%	0%	0%	0%
	Indonesia	12%	12%	14%	15%
	Laos	0%	0%	0%	0%
	Malaysia	17%	24%	22%	19%
	Thailand	19%	23%	28%	23%
	Philippines	7%	7%	11%	5%
	Singapore	41%	27%	20%	19%
	Brunei				0%
Myanmar				0%	

Table A-3: Primary Responsibility

Primary Activity		2009	2010	2011	2012
Services	Accounting	0%	1%	1%	1%
	Architecture and Engineering Services	4%	7%	4%	2%
	Banking	0%	1%	5%	4%
	Consulting	15%	10%	11%	17%
	Education	1%	0%	0%	2%
	Healthcare	1%	1%	3%	3%
	HR Services	0%	7%	1%	4%
	Insurance Brokers	0%	0%		0%
	Legal	0%	3%	3%	2%
	Marketing & Communications Services	15%	3%	1%	6%
	Other Financial Services	1%	6%	7%	5%
	Software, IT, Telecommunications Services	5%	9%	10%	5%
	Transportation & Logistics	6%	4%	1%	2%
	Wholesale & Retail	1%	3%	4%	4%
	Business Process Outsourcing/ Shares Services	2%	1%	0%	1%
	Other	2%	4%	5%	10%
		Total Services	57%	53%	56%
Manufacturing	Consumer Goods	0%	4%	4%	3%
	Electronics	4%	4%	4%	1%
	Food & Food Products	4%	1%	3%	0%
	Oil & Petrochemical	2%	5%	3%	2%
	Pharmaceuticals/Medical	5%	4%	3%	4%
	Machinery & Equipment	4%	5%	5%	5%
	Other	4%	3%	3%	2%
		Total Manufacturing	23%	25%	25%
Other		22%	22%	18%	17%

APPENDIX B: Local Factors Impacting Business

Table B-1: Satisfaction with factors

	Total Satisfied	<i>Extremely Satisfied</i>	<i>Satisfied</i>	Neutral	<i>Dissatisfied</i>	<i>Extremely Dissatisfied</i>	Total Dissatisfied
Infrastructure	94%	64%	31%	5%	0%	0%	0%
Availability of raw materials	31%	6%	25%	25%	4%	0%	4%
Availability of low cost labor	15%	2%	14%	35%	34%	6%	40%
Availability of trained personnel	61%	18%	43%	27%	10%	2%	12%
Office lease costs	13%	2%	10%	33%	39%	10%	48%
Housing costs	9%	1%	8%	14%	52%	25%	77%
Laws & regulations	86%	44%	41%	11%	1%	0%	1%
Corruption	88%	55%	33%	9%	0%	0%	0%
Local protectionism	46%	18%	29%	30%	10%	1%	10%
Tax structure	83%	37%	46%	13%	2%	0%	2%
Personal security	96%	79%	18%	2%	0%	0%	0%
Stable government and political system	94%	64%	30%	5%	0%	0%	0%
New business incentives by government	62%	24%	38%	25%	3%	0%	3%
Sentiment towards the U.S.	75%	34%	42%	22%	1%	0%	1%
Free movement of goods within the region	62%	27%	35%	15%	2%	0%	2%
Ease of moving products through customs	65%	33%	33%	13%	1%	0%	1%

Table B-2: Satisfaction with local government institutions

	Total Satisfied	<i>Extremely Satisfied</i>	<i>Satisfied</i>	Neutral	<i>Dissatisfied</i>	<i>Extremely Dissatisfied</i>	Total Dissatisfied
Agency to promote/develop investment	56%	25%	31%	15%	0%	0%	0%
Customs	58%	15%	43%	17%	1%	0%	1%
Immigration	69%	26%	43%	14%	7%	2%	9%
Taxation/Revenue	74%	22%	52%	15%	0%	0%	0%
Central Bank	38%	13%	26%	16%	0%	0%	0%
Ministry of Finance	43%	14%	30%	15%	0%	0%	0%

Percentages may not add to 100 because "Not Applicable" and "Don't Know" were possible responses.

APPENDIX C: Expansion in ASEAN over the Next Two Years

Table C-1: Top 3 Reasons for ASEAN Expansion

Year of Survey	2007	2008	2009	2010	2011	2012
Reasons for Expansion						
Economic recovery	83%	62%	26%	57%	40%	0%
Potential for business growth	83%	62%	96%	85%	97%	5%
Increasing market share	67%	71%	64%	59%	67%	29%
Reasonable production cost	20%	13%	6%	15%	11%	0%
Diversity of customer base	20%	49%	46%	24%	37%	62%
Lack of growth in current market/countries	10%	15%	11%	9%	10%	5%
Availability of trained personnel/efficient manpower	29%	16%	7%	9%	8%	0%
Availability of raw materials	4%		0%	2%	2%	0%
High level of personal security	0%		0%	2%	0%	0%
Low level of corruption	0%		0%	2%	0%	0%
Adequate laws and regulations to protect business	2%		9%	2%	2%	0%
Adequate laws and regulations to encourage foreign investment	10%		6%	2%	5%	0%
Stable government and political system	12%		6%	9%	10%	0%
Low level of local protectionism	4%		2%	3%	0%	0%
Weak competition in market/countries	22%		11%	7%	0%	0%
Other	18%		6%	7%		0%

Empty boxes indicate that no comparative data is available for those years.

Table C-2: Top Reasons for ASEAN Importance over Next Two Years

Year of Survey	2007	2008	2009	2010	2011	2012
Reason						
Economic recovery	83%	62%	76%	86%	74%	1%
Limited growth opportunities in other regions	30%	51%	53%	60%	42%	22%
Improvement in Infrastructure	48%	46%	47%	50%	36%	2%
Increased availability of trained personnel	20%	22%	13%	19%	20%	1%
Favorable government policies	33%	22%	26%	21%	24%	6%
Stable political conditions	23%	28%	11%	17%	24%	18%
Change in business strategy		33%	32%	33%	44%	39%
Other				7%	20%	10%

Empty boxes indicate that no comparative data is available for those years.